

January 1, 2019 through December 31, 2020







GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
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**City of Lakewood  
Washington**

For the Fiscal Year Beginning

**January 1, 2017**

*Christopher P. Morill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Distinguished Budget Presentation Award to the City of Lakewood for its biennial budget for the biennium beginning January 1, 2017. The award represents a significant achievement. It reflects the commitment of the governing body and staff to meeting the highest principles in governmental budgeting. In order to receive the budget award, a governmental unit must publish a budget document that meets program criteria as a policy document, as and operations guide, as a financial plan, and as a communications device. This award is valid for a period of two years only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

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## **Budget Message**

November 19, 2018

### **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 2019/2020 Adopted Biennial Budget, a financial roadmap for the City of Lakewood that totals \$87,576,895 in 2019 and \$91,972,165 in 2020. This policy document represents our continued commitment to prudent fiscal management, effective service delivery and providing our citizens with the highest quality of life. It is a balanced budget and provides the highest level of service to the Lakewood community within existing financial resources.

Each biennium, the City's budget process represents a series of opportunities, challenges and difficult decisions needed to fund the top-notch municipal services our community has come to expect. This budget emphasizes health, safety, and welfare obligations based on legal mandates, ensures financial stability and integrity, as well as focuses implementation of City Council goals to achieve the community's vision including economic development, increased infrastructure investment and public safety. It is the means for effective allocation of City resources to a variety of programs necessary to move our community toward these goals. With this adopted budget our organization remains focused on our key strategic goals while meeting the challenge of limited funding to still accomplish the innovative service delivery that our citizens have come to expect.

In late 2017, we conducted our second Community Satisfaction Survey to assess our residents' satisfaction with City services. While respondents rated the City positively in a number of areas, the results also revealed service areas that need increased effort. This adopted budget allocates resources to prioritized services such as economic development, code enforcement, and capital improvement in response to survey results.

The Puget Sound region currently enjoys a strong economy that continues to outperform the national economy, although most of the growth and economic gain is occurring in a small select area of the region. Despite this, most cities to include Lakewood aren't enjoying the robust revenue growth that the regional performance would suggest. Difficult economic conditions that began over a decade ago will continue for the foreseeable future and will continue to influence City resources in a challenging way. The City's General Fund operating revenues continue to show relatively limited or no growth. Thus our focus on managing our General Fund operating expenditures to align with operating revenues is paramount.

Although cities like Lakewood will continue to face financial challenges, substantive steps have been made working within available resources. This budget also offers a longer term perspective

than previous budgets in order to understand the long-term value of current term resource allocation.

While the City's General Fund is balanced for the 2019/2020 biennium, we know that General Fund operating revenues are not growing or are growing at a very anemic rate as compared to General Fund operating expenditures. However, the City has made some very good decisions on spending, or more accurately, managing our spending within our means. The result of this is that we continue to provide top-notch municipal services to our residents and businesses through a cost-effective and strategic approach.

While economic development helps maintain Lakewood's competitiveness in the marketplace, it will not solve the City's operating budget issues in the short-term. Thus the importance of the development of the Central Business District/Towne Center Subarea Plan and our continued focus on redevelopment along Pacific Highway South to include the 25-30 acre area known as "Lakewood Landing" and the focus on the Woodbrook Business Park area.

Much of the recent positive impacts to the City's budget come from real estate excise taxes (REET), given the vibrant real estate market, and lodging taxes given the addition of new hotels. However, neither REET nor lodging taxes can be used to finance general government services such as public safety and economic development. REET can only be used for capital improvement projects which are extremely beneficial to the City's transportation and parks capital improvement programs (CIP) and lodging tax dollars can only be used for tourism-related activities.

One of the many attributes that differentiates Lakewood from other communities and has been a key to our success is the ability to make strategic decisions and plans that put Lakewood in a position of strength to overcome challenges and orient ourselves to take advantage of future opportunities. This in turn has allowed the City to focus on opportunities that support and implement the City's Vision Statement and City Council goals.

For example, the City Council has adopted a set of comprehensive financial policies that provide a vital framework for governance and decision-making, especially in regard to issues that substantively impact the City's budget. The financial policies are reviewed and updated accordingly. These financial policies are the foundation for the City's recovery to a more sustainable financial future. 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, financial reporting and the development of a six-year financial forecast.

The City also regularly prepares and updates its six-year financial forecast to help provide more consistent delivery of services over time. The City continued to develop the financial forecast in 2017 and 2018 to include facts, assumptions, and details regarding current and projected economic conditions. This information ensures an accurate forecast of the City's financial future and strategizes how to address changes, which may in turn impact service delivery. This forecast also serves as a tool to examine financial trends and identify opportunities, particularly as new services or programs are evaluated.

The financial forecast serves as the mechanism to ensure that investments, commitments, and contractual obligations “pencil” for at least six years. With each budget, the City updates expenditure and revenue projections for the next six years. Projections also include estimated operating costs for capital improvements that are included in the capital budget. This budget data is 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 is included in the biennial budget document and updated annually as part of the adopted budget process and the mid-biennial review process.

In compliance with the Growth Management Act (GMA), the City prepares a 6-Year Capital Improvement Plan which includes an inventory of existing facilities, a forecast of future needs, proposed locations, capacity for new or expanded facilities, and a financing plan. The financing plan outlines the costs, revenues, and time schedule for each capital improvement project. Capital project proposals include complete, reliable and attainable cost estimates, based on a thorough analysis of the projects and are expected to be as reliable as the level of detail known about a project. Project cost estimates will vary in reliability depending on whether they are to be undertaken in the first, second, or third biennium of the plan.

A key component of this budget is that it allocates financial resources to ensure proper 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.

As we look to the future, it is imperative that we find ways to balance the continued delivery of high quality City services while maintaining fiscal stability. While this budget results in financial stability for the next two years, there are projected financial stresses in our General Fund that need to be addressed soon. This will require a comprehensive look at how the City delivers services beyond this biennium.

Once adopted by the City Council, the budget establishes the direction for all City 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 with a current population of 59,350. Upon incorporation in 1996, Lakewood became the second largest city in Pierce County and is the 18<sup>th</sup> largest in the State of Washington, covering over 19 square miles.

Lakewood is a beautiful community marked by an abundance of parks, open spaces, and attractive, landscaped corridors. Lakewood, with its natural beauty, is also the gateway to Mount Rainier National Park and Puget Sound waterways and islands, and is strategically located between Sea-



Tac International Airport and Olympia, the state capitol, and is a host community to both Joint Base Lewis-McChord (JBLM) and Camp Murray, two major military installations.

Lakewood has preserved its existing single-family neighborhoods while creating an urban center that supports a variety of residential and commercial uses in planned areas with high levels of public services. Since incorporation, crime is down almost 50%, while significant infrastructure improvements have been made in areas such as streets, sidewalks, and sewers, coupled with increased services and community amenities that did not exist prior to cityhood. Public safety, economic development, capital improvements, fiscal responsibility, and high-quality municipal services will continue as top priorities with further investment in these areas along with additional investment based on goals and priorities.

One of Lakewood's most amazing attributes, and a reason for its success, is the tremendous sense of civic pride and engagement which is evident by the level of community involvement and volunteerism that exists. Lakewood is strong because of the many residents, businesses and community and neighborhood groups that partner with the City to make improvements and address issues.

Lakewood's community is both residential and commercial, with the populace employed locally at JBLM and in the neighboring jurisdictions such as Tacoma, University Place, Steilacoom and unincorporated Pierce County. In 2017, there were 26,784 housing units in Lakewood, an increase of less than 0.1% over 2016. Of these units, 51% or 13,560 were single-family homes, 44% or 11,774 multi-family units, and 5% or 1,450 mobile homes and trailers.

Lakewood is home to 5,922 active licensed 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, influenced by Korean, Vietnamese, Latino and other cultures. Lakewood is also home to the Lakewood Industrial Park, which is the fourth-largest private, for-profit employer in Pierce County and third-largest industrial business park in Washington State.

Total employment in Lakewood in 2018 is estimated at 34,096 (Chmura Economics/Jobs EQ), which is an increase of 4,382 or 14.8% between 2012 and 2018. Of those jobs, the healthcare industry saw the largest increase, followed by retail trade, then education. Additional jobs in construction, manufacturing, wholesale trade, professional/scientific and technology, and food services are consistently being introduced to the community.

Major employers are Western State Hospital, Clover Park School District, Pierce College, Camp Murray, Pierce Transit, Aacres WA LLC, St. Clare Hospital, McClane Northwest, Clover Park Technical College, and Walmart.

The major retailers in Lakewood include Walmart, Lakewood Ford, Curbside Motors, Lowe's Home Improvement, Kenworth Northwest, Schetky Northwest Sales, Target Corporation, and Enterprise Rentals.

## **Joint Base Lewis-McChord (JBLM) and Camp Murray**

As the host city to two major military installations, JBLM and Camp Murray, Lakewood takes pride in its relationship with the military. Our community has deep ties to JBLM.

JBLM is the largest military installation in the Western United States, the largest single-site employer in Washington State, and the second-largest employer in the State behind only The Boeing Company.

Our legacy and commitment to each other dates back over 100 years to World War I and the creation of Camp Lewis which then became Fort Lewis followed by the addition of McChord Air Force Base and now JBLM, the sole “Power Projection Platform” for the U.S. Army on the West Coast. We recently celebrated the centennial of Camp Lewis with several ceremonies both on and off base.

The base is made up of approximately 40,000 service members, 15,000 federal civilian employees coupled with an additional 45,000 military dependents and 32,000 retirees for a total population exceeding 130,000. Many of our residents are active-duty personnel, to include their families and military retirees along with civilians who work at JBLM.

Our communities have stood side by side supporting each other during just about every military action and humanitarian and disaster relief mission in the 20<sup>th</sup> and 21<sup>st</sup> centuries to include now the numerous and ongoing multiple deployments of service members and units from JBLM to all seven continents.

The City of Lakewood has taken a leadership role in informing and galvanizing the South Puget Sound region (Pierce & Thurston counties) about what JBLM and the military mean to our region to include our transitioning veterans. We are unique in that JBLM is perhaps the only military installation situated in an urban/suburban environment in the United States, touching 17 different communities.

As a result of leadership from the City of Lakewood, the South Sound Military & Communities Partnership (SSMCP) was formed in 2011. This regional collaboration addresses community issues related to military, particularly growth and development. Current initiatives include resolving encroachment in the McChord North Clear Zone (NCZ) and working with a number of stakeholders to include the Nisqually Tribe and Washington State Department of Transportation (WSDOT) to address needed improvement along I-5 from Mounts Road to Tumwater.

SSMCP provides a single point of contact for military-related activity that affects our region as a whole to include workforce development to provide opportunities for those military personnel leaving the service each year, transportation and infrastructure, education, healthcare and wellness, economic development, and ongoing military relations.

The partnership provides a framework for collaboration in the South Sound region across all spectrums and specific interests to include local governments, military installations, state agencies, federal agencies, business and non-profits. This level of collaboration between civilian and military is unprecedented.

SSMCP is recognized nationally as a prime example of how to foster a positive working relationship between the military and their surrounding communities. For this reason, our region was recognized by Association of Defense Communities (ADC) as a Great American Defense Community in 2016.

A regional economic impact analysis commissioned by SSMCP in 2018 shows that JBLM has an economic impact on our region between \$8.3 and \$9.2 billion representing at least one-third of Pierce County's economy. These expenditures include housing, retail spending on things like groceries, clothing, car repair, healthcare costs and more. Indirectly, but directly attributed to the presence of the base, are the dollars that flow into the region for the education of service members' children and tax revenues from local purchases of retail goods and property. Needless to say, JBLM is an essential driver to the state's economic momentum and that of the South Sound region.

## **Economic Development**

Lakewood's economic potential continues to grow as the South Sound region grows. Since incorporation more than two decades ago Lakewood has prioritized economic development, job creation and access to quality housing. The result is a business-friendly climate that fosters entrepreneurial pursuits and allows businesses of all sizes to compete in the Puget Sound and global marketplaces.

Lakewood is strategically positioned and equipped to handle new businesses, making development and redevelopment in the community very attractive. With easy access from Interstate 5 and state route 512 and as the host community to JBLM, Lakewood is a prime location for new business as is evident by the number of new businesses in recent years.

In the latter part of 2017, the city embarked on a year-long subarea planning process to shape the future of its Central Business District (CBD). This area is more than 300 acres and includes the Towne Center District (Lakewood Towne Center), Colonial District (Colonial Center) and the East Commercial District (area around 100th Street and Bridgeport Way). When complete we will have a road map that stipulates how growth and development should occur in this commercial center over time. This subarea plan builds on past planning efforts and creates a vision for the future. It focuses on everything from land use, building design and creating gathering places for the public to strategies for how to implement these changes over time.

Lakewood is also poised to fill the high demand for industrial lands in our region. The Woodbrook Business Park totaling 150 acres, which has easy access on and off Interstate 5 is beginning to come to fruition. Another piece of the Woodbrook Business Park is now complete with the recent industrial development project built and fully leased by Seattle-based Panattoni Development Company totaling over 476,000 square feet. And there is still more to come as the Clover Park School District sells its property. This property, which is no longer needed for school district purposes will be redeveloped into an industrial project totaling upwards of 775,000 square feet, similar to the Panattoni building across the street. Other development coming through the pipeline includes another 400,000 square foot project bringing total new development to over 1.1 million square feet in the next few years. Once built out, the economic impact of this business park is projected to generate over \$1 billion to the local and regional economy along with upwards of 3,500 jobs.



The City continues to focus on redevelopment along Pacific Highway South to include the 25-30 acre area known as “Lakewood Landing” given its proximity to McChord Field on JBLM. To allow for the full potential for redevelopment, the City is working with WSDOT on a win-win proposal to relocate their regional maintenance facility that will open up economic development opportunities in this area and provide WSDOT with a new location that improves access to their service area. The site’s prime I-5 frontage and proximity to another state highway, SR512, heavy daily traffic loads (average daily traffic count approaching 300,000 vehicles), and proximity to the Lakewood Sounder Station make it well suited for transit-oriented retail development. Moving this facility to a location more in line with its purpose will open the current WSDOT property and adjoining properties to redevelopment appropriate to the I-5 frontage. The City has analyzed the fiscal impacts and costs for different development scenarios to the City and other public agencies. The goal is to bring in an attractive, large anchor retail store, as well as restaurants or other smaller retail and services to attract drivers from the freeway into the City of Lakewood.

In 2018, Lakewood announced that its Lakeview, Springbrook, Tillicum and Woodbrook neighborhoods were designated as an Opportunity Zone by the federal government. This will ultimately result in the encouragement of long-term investments in these areas. This, coupled with the infrastructure the City put in place with road improvements and extending sewers along with the development currently underway, will help transform these areas by bringing more businesses, jobs and market-rate affordable housing.

The community is served by the Pierce Transit and Sound Transit systems, which have transit stations adjacent to the I-5 corridor and the Towne Center along with a new transit station planned in the Tillicum neighborhood adjacent to JBLM. The City is also working with our federal delegation to encourage Amtrak to conduct a rail station assessment study to serve the Lakewood, JBLM and surrounding community along the Seattle, Washington to Portland, Oregon service line to include perhaps co-locating with either the existing or new Sound Transit station. The combination of services from these agencies provides excellent public transportation to the greater Tacoma and Seattle areas.

Another key transportation initiative is the \$495 million I-5/JBLM corridor improvement project that was authorized by the State Legislature in 2015 as part of the Connecting Washington transportation investment package. This 7-mile stretch of I-5, which is one of the state’s most congested points, has not been improved or expanded since it was built in the 1950’s. Its design is not capable of sustaining current traffic volumes. The congestion is the result of tremendous population growth that has occurred in the South Sound region the past 50 years independent of JBLM.

This improvement project will widen I-5 to four lanes and allow for a fifth in the future as well as rebuilding three interchanges, including Thorne Lane and Berkeley Avenue in Lakewood’s Tillicum neighborhood. A connector road will also be built between Gravelly Lake Drive and Thorne Lane to reduce congestion on I-5. Construction began in the fall of 2018 and is expected to be completed in 2021.

Lakewood is partnering with the Pierce County Library System to build two new libraries, one in the downtown area and a branch location in Tillicum. The new libraries will feature state-of-the-art services and be important gathering places for our community. The library system will be

initiating a capital campaign that will supplement a bond which will be the primary funding source for the new facilities. This capital bond is expected to be presented to Lakewood voters for consideration in November 2019.

The City Council approved a preliminary design to transform Motor Avenue between Gravelly Lake Drive and Whitman Ave SW into a vibrant festival street that is now referred to as the Colonial Center Plaza. This will be built in 2019. The newly designed street will feature a striking plaza with beautiful landscaping, seating, artwork and various urban amenities that highlight Lakewood's rich history. The plaza will foster active pedestrian activity and serve a range of uses, including possible new retail, office, entertainment, dining, nightlife, and public open space.

In 2018, the City began the implementation of a Rental Housing Safety Program (RHSP). The program requires all residential rental properties (apartments, single family homes, duplexes, etc.) within Lakewood to be registered. Each year, owners register their rental properties to be inspected once every five years. This proactive program is designed to ensure that all rental housing units comply with specific life and safety standards and are providing a safe place for tenants to live. Lakewood has more rental housing units than similarly-sized suburban cities, much of which is at an age that requires life cycle investments. Some units (not all) are in need of maintenance. The program ensures that Lakewood's rental housing stock is maintained and that residents live in healthy conditions. The program also protects vulnerable tenants. Some tenants may be afraid to complain about their housing for fear of increased rent or landlord retaliation (such as eviction). There may also be language barriers and disability-related issues. As a result, the housing inhabited by vulnerable populations is often the most likely to fall through the cracks of a complaint-based code enforcement system. This program will also preserve neighborhood property values.

By addressing housing conditions proactively, and quickly identifying and addressing substandard conditions and code violations, this program prevents blight and preserves property values. From a financial standpoint, this benefits both landlords and tenants. Maintaining neighborhood property values also benefits the city as a whole.

## **Lakewood Governance and Municipal Services**

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 the prosecuting attorney (serving all contracts with the City for municipal court services), 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 community safety resource team (CSRT); Community and Economic Development, which includes CDBG and South Sound Military & Community Partnership (SSMCP) programs; Public Works Engineering, which includes stormwater 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 City of Puyallup for jail services. Tacoma Power, Puget Sound Energy, and Lakeview Light and Power deliver electric services. Puget Sound Energy is the primary purveyor of natural 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. The Clover Park School District No. 400, which also serves JBLM, operates six elementary schools on base, all of which are new state-of-the-art 21<sup>st</sup> century schools making them some of the most modern on all military bases in the United States.

## **Lakewood Vision Statement & Goals**

The primary purpose of the City's budget process is to develop, adopt, and implement a fiscally sound and sustainable plan for accomplishing established citywide goals for the upcoming biennium consistent with the City's Vision Statement and adopted goals of the City Council.

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. 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 Adopted 2019/2020 Biennial Budget.

The vision statement is a working document that focuses on aligning departmental and organizational resources with the strategic priorities as identified by the City Council. These priorities, along with the input derived from a comprehensive citizen satisfaction survey are reflected in the Adopted 2019/2020 Biennial Budget.

### **Vision Statement**

On October 19, 2015, the City Council adopted the following Vision Statement (Resolution No. 2015-30) formalizing what Lakewood envisions looking like 30 years after incorporation. This Vision Statement replaces an earlier version, which came about in 1996 in response to some of the issues facing Lakewood just after incorporation. Since that time, many of the City's goals and objectives have been accomplished, and, thus, an update was needed. The new vision statement, which includes significant public input provided via online community surveys, meetings with community groups and an open community interactive workshop, addresses community attitudes concerning current and anticipated issues affecting the City.



Our VISION for Lakewood is a thriving, urban, South Puget Sound City, possessing the core values of family, community, education, and economic prosperity. We will advance these values by recognizing our past, taking action in the present, and pursuing a dynamic future.

The City Council's VISION for Lakewood at its 30 Year Anniversary is a community:

- Inspired by its own sense of history and progress;
- Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural communities;
- Sustained by robust economic growth and job creation;
- Recognized for the excellence of its public and private schools, and its community and technical colleges;
- Characterized by the beauty of its lakes, parks and natural environment;
- Acknowledged for excellence in the delivery of municipal services;
- Leveraging and embracing of our diversity; and,
- Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families.

In 2018, the City Council developed and adopted a Strategic Plan that establishes Lakewood's goals and objectives for the next three years based on the priorities and values identified by the City's most important component: Its people. This Plan will prove to be an invaluable tool to align and connect the City Council's goals to existing plans and policies while also providing a roadmap for the future that supports the community values identified in the Vision Statement.

### Goals

The following five goals were adopted by the City Council at its June 4, 2018 meeting and provide overall policy guidance for the budget, and serve as a basis for decisions and recommendations for the next three-year period (2018-2020) and beyond.

The purpose of the City Council Goals is to direct our community toward positive change and serve as the policy direction for City government as well as the policy guide for developing and implementing the City's 2019/2020 Biennial Budget. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed and achieved that move the community forward.

Operational values improve and optimize the functional performance of the City to achieve the Goals and Objectives listed in this plan.

- Regional Partnerships –The City encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, and ultimately improves service to our citizens.

- **Efficiency** –The City is committed to providing public services in the most efficient manner possible and maximizing the public’s return on its investment. The City will concentrate efforts on data-driven decisions that optimize available resources.
- **Accountability** – The City of Lakewood is accountable to the community for the achievement of goals. The City will identify meaningful metrics and determine a series of benchmark goals. The City will track performance over the next three years, adjusting when necessary to optimize services.
- **Proactive Focus** –The City proactively focuses on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

## 1. ECONOMIC DEVELOPMENT

**GOAL: The City of Lakewood promotes and supports a dynamic and robust local economy.**

### Objectives:

- 1.1 Align economic goals and resources across departments.
  - A. Develop and implement a comprehensive economic development strategy that aligns with the Strategic Plan.
  - B. Direct growth through sound planning. Update land use codes and streamline internal processes.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City’s competitiveness.
  - A. Implement and invest in catalyst projects that promote private investment, i.e., a Downtown Plan, Lakewood Colonial Plaza, Woodbrook Business Park, and I-5 commercial corridor (“Lakewood Landing”).
  - B. Improve underutilized commercial land by achieving the military land swap, WSDOT facility relocation, revision of zoning regulations where appropriate, and minimize nonconforming uses.
  - C. Expand utilities and community assets, such as sewers, libraries, etc.
  - D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfaring signage.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
  - A. Improve programs and policies to increase homeownership and diversify housing stock.
  - B. Minimize nonconforming uses.
  - C. Actively advance condominium regulation reform to expand homeownership opportunities.
  - D. Continue to support youth and senior programming and expand community events.
  - E. Support and preserve historical buildings and other local places of significance.

1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.

- A. Be a leader in local economic development.
- B. Analyze and influence regional transportation and planning policies.
- C. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation near bases.
- D. Expand partnership with the Chamber of Commerce, neighborhood associations, and other civic groups.
- E. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.

1.5 Promote and facilitate sustainable economic development.

- A. Focus resources on business creation, retention, and expansion.
- B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, and retail businesses.
- C. Continue to leverage existing assets such as location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.
- D. Develop and implement an imaging campaign that confidently promotes recent accomplishments and community assets.
- E. Promote and deploy prudent business incentives to enhance economic development strategies.

## 2. DEPENDABLE INFRASTRUCTURE

**GOAL: The City of Lakewood provides safe, clean, well-maintained, and dependable infrastructure.**

### Objectives:

2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.

- A. Identify future transportation upgrades from the travel demand model (TDM) and update the comprehensive plan and six-year TIP when necessary.
- B. Expand neighborhood infrastructure improvements increasing access to roadways, parks, and public buildings.
- C. Implement and update the Park's Legacy Plan and make strategic property additions to improve parks.
- D. Implement technology solutions to enhance accessibility, operations, and services.
- E. Partner with stakeholders to identify and implement infrastructure solutions.

2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.

- A. Implement best management practices to reduce long-term costs, protect citizens, and environmental hazards.
- B. Sustain infrastructure to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.

2.3 Advance infrastructure projects that enhance the City's identity and diversity.

- A. Enhance and upgrade street amenities, public right-of-way, and City wayfaring signage.
- B. Showcase art, culture, and history to enhance Lakewood's sense of place.



2.4 Increase connectivity and accessibility.

- A. Leverage technology and multi-use infrastructure to improve accessibility in the City and neighboring communities.
- B. Invest in smart growth solutions to maximize efficiency and enhance sense of place.
- C. Implement “complete streets” and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas.

## PUBLIC SAFETY

**GOAL: The City of Lakewood is one of the safest cities in Washington State.**

Objectives:

3.1 Improve community safety and reduce crime through data driven processes.

- A. Enhance law enforcement services through ongoing training and new technologies.
- B. Promote crime prevention through environmental design (CPTED) in facility development.
- C. Develop, practice, and implement emergency management plans.

3.2 Match perception of public safety with reality.

- A. Promote advancements and achievements in public safety that includes publicizing the safety of the community.
- B. Create a community dashboard to display public safety data.
- C. Provide streamlined and innovative resources for citizens.

3.3 Provide resources to support the health, welfare, and safety of the community.

- A. Increase proactive abatement, code enforcement, and housing safety programs.
- B. Encourage neighborhood association initiatives.
- C. Support creative criminal justice and alternative diversion programs.
- D. Take a proactive role in legislative advocacy in matters which negatively impact public safety.

3.4 Expand community outreach and educational programs.

- A. Cultivate and sustain collaborative partnerships with law enforcement and citizens to develop effective solutions, increase trust, and encourage mutual accountability.
- B. Continue to improve communication efforts with multicultural communities to bridge gaps and increase trust.
- C. Emphasize crime prevention through public education.
- D. Continue innovative approaches to address mental health and reduce homelessness.

### 3. FISCAL RESPONSIBILITY

**GOAL: The City of Lakewood maintains a strong fiscal position.**

Objectives:

- 4.1 Provide efficient and effective municipal services.
  - A. Invest resources in core functions based on priorities and data driven metrics.
  - B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
  - C. Develop an annual performance report card and community dashboards using relevant performance metrics.
- 4.2 Evaluate revenues and expenditures and respond to changing service needs.
  - A. Maintain reserves to support the City in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
  - B. Develop balanced biennial budgets consistent with adopted financial policies.
    - a) Ensure all revenues, and expenditures match allocated resources.
    - b) Review and update financial policies, six-year financial forecasts and other six-year financial plans (capital improvement, information technology, property management), and revenue and expenditure manual.
  - C. Diversify revenue base and explore innovative funding sources.
- 4.3 Make smart investments in people, places, and resources.
  - A. Continue to hire and cultivate top tier City personnel.
  - B. Seek and promote diverse citizen advisory groups.
  - C. Support and promote private economic development.
  - D. Pursue catalyst and emerging economic development opportunities across the City.
  - E. Continue to maintain our “Well City” status.
  - F. Be recognized as a regional civic leader.

### 4. TRANSPARENCY

**GOAL: The City of Lakewood communicates its goals, successes, and challenges to the community.**

Objectives:

- 5.1 Dynamically promote a positive image of Lakewood.
  - A. Expand meaningful, two-way communication opportunities with community stakeholders and regional partners.
  - B. Enhance city’s image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.
- 5.2 Advocate for Lakewood at all levels of government.
  - A. Continue to serve in a leadership capacity in national, regional, and local affairs.
  - B. Develop annual legislative agenda and proactively engage with the County Council, state Legislature, and federal delegation.

- C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.
  - D. Advocate for increased transportation and parks infrastructure funding.
- 5.3 Develop measureable outcomes and compare these to national benchmarks.
- A. Provide quarterly updates that highlight specific advancements or projects within goal areas.
  - B. Implement more frequent surveys to gauge the community's assessment of neighborhood conditions, citizen satisfaction, community priorities, and specific projects.
  - C. Develop an annual performance report card and accessible "real time" community-dashboard.
- 5.4 Strengthen connection with stakeholders, partners, and communities.
- A. Craft and maintain accessible City online services, website, and social media platforms.
  - B. Focus on inclusive engagement: Conduct concentrated outreach for hard-to-reach and vulnerable populations.
  - C. Support and collaboratively engage with neighborhood associations.
  - D. Continue partnership with JBLM and Camp Murray to support access to information about workforce development, healthcare, and services on and off base.
  - E. Strengthen City's relationship with local school districts and colleges.

## Organization of the Adopted 2019/2020 Biennial Budget

This budget message is intended to provide the City Council and community with a broad overview of the adopted budget, key changes and identified issues.

This document is separated into six sections:

1. The Introduction provides an overview of the City's organizational structure, City Council goals and priorities, budget process, and financial policies.
2. The Executive Summary includes a detailed analysis of revenues, expenditures, and statistical information concerning the City and related local economy.
3. The Operating 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. The operating budget is composed of the following sub-sections:
  - City Council
  - City Manager
  - Administrative Services
  - Community & Economic Development
  - Parks, Recreation & Community Services
  - Public Works Engineering
  - Legal
  - Municipal Court
  - Police

4. The Budget by Fund section offers a detailed analysis of revenues, expenditures, and changes in fund balance for each of the following funds:

General Fund

Special Revenue Funds

- Street
- Real Estate Excise Tax
- Transportation Benefit District (TBD)
- Hotel/Motel Lodging
- Property Abatement/Rental Housing Safety Program
- 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 Grants

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

Utility Fund

- Surface Water Management

Internal Service Funds

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

5. The Capital budget, which focuses on transportation improvements, surface water management systems, parks systems, information technology, and property management.
6. The Appendix section, which includes salary schedules, fee schedule, fleet and equipment schedule, glossary, acronym list, and statistical section.

A line item detail budget is provided in a separate document titled 2019/2020 Adopted Biennial Budget – Budget Detail by Department.

[Linking the Budget with City Council Goals and Budgeting for Outcomes and Results](#)

The key purpose of a municipal budget is to provide a link between City Council goals and the 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 continues the incorporation of 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 investment for programs and infrastructure.

With the adoption of the Strategic Plan in June 2018, the City affirmed its commitment to being accountable to the community for the achievement of the goals, objectives, and strategies listed in the Strategic Plan. One of the strategies, listed under the City Council goal area of Transparency is to develop “real time” community dashboards. A draft Lakewood Community Dashboard is being



developed that identifies meaningful metrics, identified as Key Performance Indicators (KPIs), and determined a series of target goals for these KPIs. The City will track performances over the next three years, making adjustments when necessary to optimize service provision. The final version, when completed by the end of 2018/early 2019, will be embedded on the City's website where it will be accessible to the public.

Likewise, we are constantly seeking to improve our operations and services. By ensuring accountability and establishing a link between resources and results, performance measurement is one of the tools City employees use to guarantee continuous improvement.

### Budget Summary and Highlights

The 2019/2020 Adopted Biennial Budget amounts to \$87,576,895 in 2019 and \$91,972,165 in 2020. The General Government Budget totals \$56,103,619 in 2019 and \$55,657,332 in 2020. This budget also includes \$14,338,589 and \$19,950,899 in support of capital improvements in 2019 and 2020, respectively. The utility budget, which consists of surface water management totals \$5,932,875 in 2019 and \$6,033,778 in 2020 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 \$11,201,812 in 2019 and \$10,330,156 in 2020.

	2018 Year-End	2019 Adopted	2020 Adopted
General Government Funds	\$ 66,185,967	\$ 56,103,619	\$ 55,657,332
Capital Improvement Funds	28,409,653	14,338,589	19,950,899
Utility Funds	7,781,209	5,932,875	6,033,778
Internal Service Funds	11,765,989	11,201,812	10,330,156
<b>Total</b>	<b>\$ 114,142,818</b>	<b>\$ 87,576,895</b>	<b>\$ 91,972,165</b>

### General Government Funds

The 2019 and 2020 General Government Funds includes General Fund municipal services to include: police, jail, dispatch services, animal control, CSRT, court, streets, traffic, parks, recreation, human services, land use and zoning, planning, development services, economic development, finance, information services, human resources, community outreach and information. It also includes all special revenue funds and debt service funds. This budget amounts to \$56,103,619 and \$55,657,332 in 2019 and 2020, respectively.

### Where the Money Comes From

The City expects to receive \$40,160,100 and \$40,559,750 in General Government operating revenue (General and Street O & M Funds) in 2019 and 2020, respectively. This operating revenue is supplemented with available fund balances of \$8,049,087 in 2019 and \$6,473,927 in 2020 as well as other financing sources, including interfund transfers between different funds for a general government budget totaling \$56,103,619 in 2019 and \$55,657,332 in 2020. 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.

	2018	2019	2020
GENERAL GOVERNMENT FUNDS	Year-End	Adopted	Adopted
<b>Beginning Fund Balances</b>	\$ 13,547,974	\$ 8,049,087	\$ 6,473,927
<b>Operating Revenues</b>			
Property Tax	6,915,523	7,110,000	7,202,400
Sales Tax	10,031,830	9,852,600	9,951,100
Utility Tax	5,676,000	5,735,200	5,745,800
Other Taxes	5,003,800	5,037,100	5,071,100
Franchise Fees	3,989,100	4,108,800	4,232,100
Licenses & Permits	323,900	384,000	384,000
Development Permits/Fees	1,906,096	1,822,600	1,856,500
State-Shared Revenues	2,128,299	2,118,300	2,118,300
Charges for Services	1,424,859	1,435,700	1,442,700
Other Intergovernmental	498,637	576,500	576,450
Fines & Forfeitures	1,560,900	1,560,900	1,560,900
Misc/Interest/Other	211,968	133,700	133,700
Interfund	284,700	284,700	284,700
<b>Total Operating Revenues</b>	<b>39,955,612</b>	<b>40,160,100</b>	<b>40,559,750</b>
<b>Other Financing Sources</b>	<b>12,765,381</b>	<b>7,894,432</b>	<b>8,623,655</b>
<b>Total Revenues &amp; Sources</b>	<b>\$ 66,268,967</b>	<b>\$ 56,103,619</b>	<b>\$ 55,657,332</b>

### Where the Money Goes

The 2019 and 2020 Operating Expenditure Budget (General and Street O & M Funds) amounts to \$39,332,569 and \$39,958,115, respectively. These expenditures are supplemented with ending fund balances of \$6,473,927 in 2019 and \$6,335,993 in 2020, as well as, other financing uses, which account for investments in a number of special revenue funds and interfund transfers between different funds for a General Government budget totaling \$56,103,619 in 2018 and \$55,657,332 in 2020.

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 69% of total operating expenditures. The remainder of the Operating Budget includes: Community and Economic Development, composed of 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

consists of senior services and human services; Public Works, which contains street and traffic signal maintenance; Administrative Services, which includes finance, human resources and information technology; and City Manager, which includes community and intergovernmental relations.

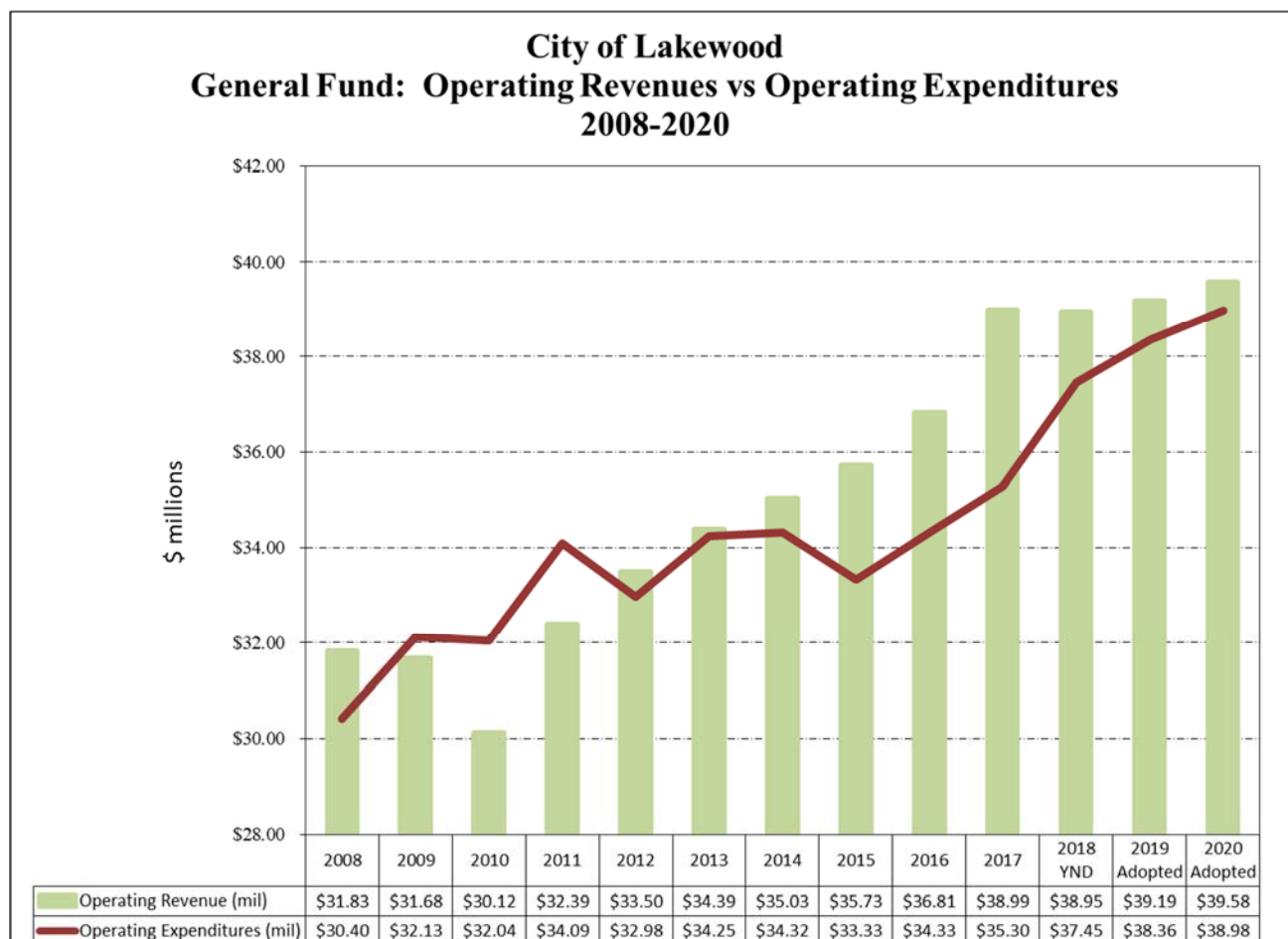
	2018	2019	2020
GENERAL GOVERNMENT FUNDS	Year-End	Adopted	Adopted
<b>Operating Expenditures</b>			
City Council/City Manager	767,929	843,191	853,313
Municipal Court	2,128,771	2,126,507	2,158,418
Administrative Services	1,706,041	1,811,960	1,863,255
Non-Departmental	133,295	133,960	133,960
Legal	1,739,154	1,708,981	1,681,540
Community & Economic Development	2,001,717	2,183,605	2,223,800
Parks, Recreation & Community Services	2,671,120	2,935,190	2,821,605
Police	24,529,114	24,747,029	25,369,550
Interfund Transfers	533,081	477,205	475,653
Street O & M	2,239,770	2,364,941	2,377,021
<b>Total Operating Expenditures</b>	<b>38,449,992</b>	<b>39,332,569</b>	<b>39,958,115</b>
<i>Operating Surplus/(Deficit)</i>	<i>1,505,620</i>	<i>827,531</i>	<i>601,635</i>
<b>Other Financing Uses</b>	<b>19,769,888</b>	<b>10,297,123</b>	<b>9,363,224</b>
<b>Ending Fund Balances</b>			
Reserves:			
Contingency (2% of GF Oper Rev)	799,112	803,202	811,195
Reserves (5% of GF Oper Rev)	1,997,781	2,008,005	2,027,988
Strategic Reserve (5% of GF Oper Rev)	1,997,781	2,008,005	2,027,988
Subtotal Reserves	4,794,674	4,819,212	4,867,171
Designated/Reserved:			
Real Estate Excise Tax	83,000	-	-
Hotel/Motel-Tourism	1,049,220	800,000	800,000
Debt Service	1,118,292	417,899	668,822
Subtotal Designated/Reserved	2,250,512	1,217,899	1,468,822
Designated/Reserved (one-time)	1,003,901	436,816	-
<b>Total Ending Fund Balances</b>	<b>\$ 8,049,087</b>	<b>\$ 6,473,927</b>	<b>\$ 6,335,993</b>
<b>Total Expenditures and Uses</b>	<b>\$ 66,268,967</b>	<b>\$ 56,103,619</b>	<b>\$ 55,657,332</b>

## Key Financial Highlights

The following highlights are included in the 2019/2020 Adopted Biennial Budget.

General Fund operating revenues are projected to grow 0.6% in 2019 and another 1.0% in 2020, which is below historical trends between 2009 and 2018, which averaged growth totaling 2.1% per year. General Fund operating expenditures are projected to increase 2.6% in 2019 followed by 1.7% growth in 2020 reflecting the continued cost containment changes needed to align operating revenues with operating expenditures short, medium and long-term. Overall, these projections are in line with historical trends between 2009 and 2020, which averaged growth totaling 2.2% per year. Over the next two years the General Fund will be balanced and operating expenditures will not exceed operating revenues, resulting in a small but positive operating margin in both 2019 and 2020, though challenges still do exist as we look out beyond the biennium. We remain mindful of escalating operating expenditures and challenges in the years to come.

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%	-3.2%
2013	2.7%	3.8%
2014	1.9%	0.2%
2015	2.0%	-2.9%
2016	3.0%	3.0%
2017	5.9%	2.8%
2018 Year End	-0.1%	6.1%
<b>Average ('09-'18)</b>	<b>2.1%</b>	<b>2.2%</b>
2019 Adopted	0.6%	2.4%
2020 Adopted	1.0%	1.6%
<b>Average ('09-'20)</b>	<b>1.9%</b>	<b>2.1%</b>

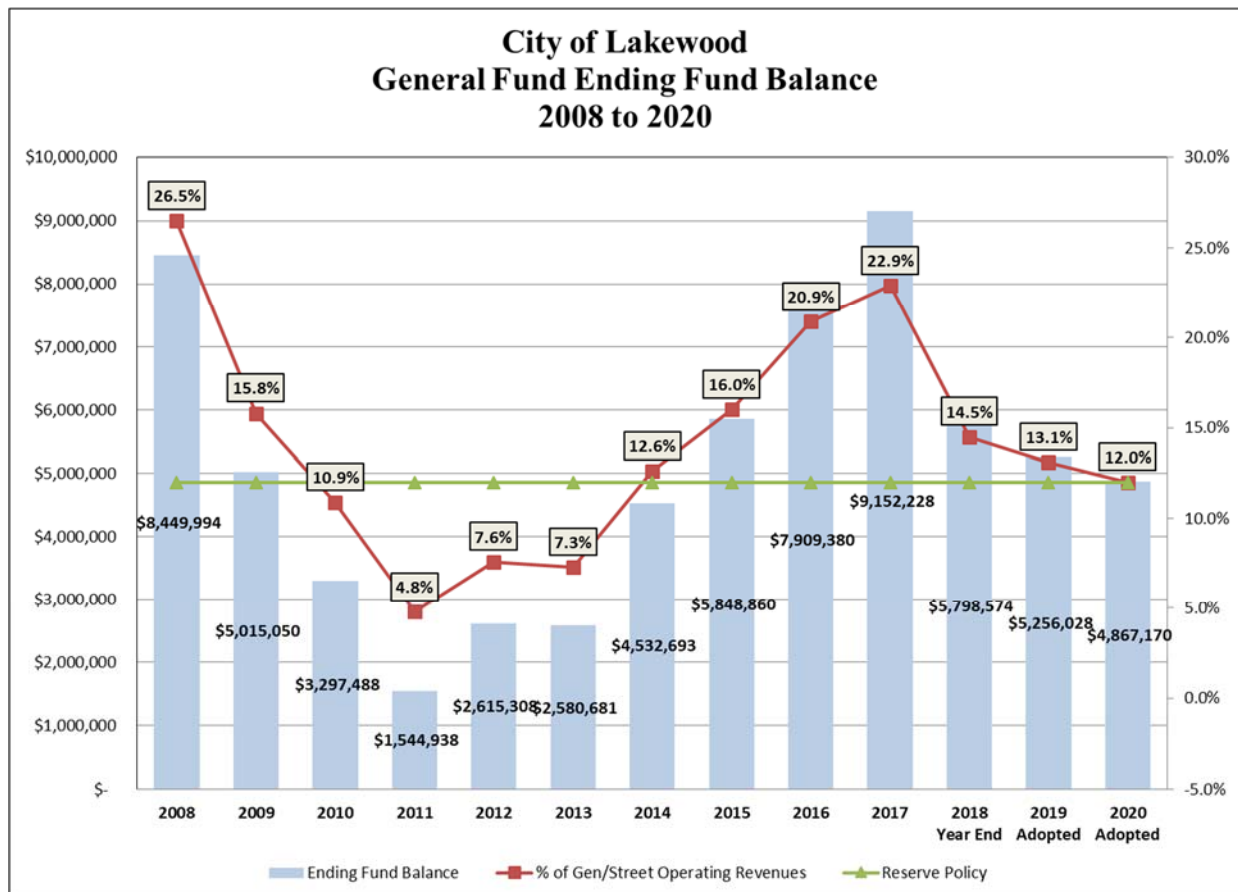


The City Council's adopted financial policies include strong policies regarding the reserve levels, which are a component of ending fund balances, for the City's operating funds. Specifically, this budget continues to meet the expectation that reserves shall be at least 12% of total General Fund and O&M Fund revenues.

It is important to remember that much of the reserves are established to address dramatic fiscal difficulties. To address such emergencies, the budget also 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.

All other ending fund 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.

The remaining portion of ending fund balances are reserved solely for one-time uses such as capital improvements. The City's conservative financial policies resulted in one-time monies in 2015, 2016, 2017 and 2018 that increased ending fund balances. This will likely be the case in 2019 and 2020 as well. Thus, these financial resources, commensurate with adopted financial policies, have been invested in one-time activities such as parks and transportation capital improvements that in turn results in a drawdown of unreserved ending fund balances.





## Budget Summary

The budget includes funds in support of the following:

- Continue to act and serve in a leadership capacity in national, state, regional and local affairs;
- Develop an online Community Dashboard;
- Craft and implement a comprehensive imaging campaign for the City;
- Launch a new City web platform;
- Continue with a proactive County, State and Federal legislative agenda that promotes and protects the interests and needs of the Lakewood community;
- Continue to partner with the Pierce County Library System to construct a new library in the downtown that will include the incorporation of a community/senior activity center and a new library in Tillicum neighborhood;
- Strong and transparent financial reporting with a focus on full disclosure to include the preparation of the biennial budget, Popular Annual Financial Report (PAFR), Comprehensive Annual Financial Report (CAFR), six-year financial forecast, performance measures, and fleet user's manual;
- Implementation of city-wide document management and paperless system;
- Formation of a City Equity Team to promote workforce diversity and change with the organization to better serve the community;
- Continue with targeted economic development with a specific focus on the Central Business District/Towne Center, I-5 retail frontage along Pacific Highway South (Lakewood Landing), Woodbrook Industrial Business Park, International District, Springbrook and Tillicum, and McChord North Clear Zone (NCZ). Additional resources totaling one-half of an FTE (Planning Manager-Special Projects) are provided to support economic development citywide;
- Proactive approach representing the City and participation at PCRC and PSRC to include sub-group meetings;
- Major code updates to include revision of Title 18A and update of Shoreline Management Plan (SMP);
- Evaluate options for a new online permit system to include possible partnership with Pierce County;
- Continue implementation of rental housing safety program;
- Continue proactive abatement program that includes the addition of a program coordinator;
- A building inspector and/or plans examiner apprenticeship program in partnership with a local community college;
- 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 and implementation of Joint Land Use Study (JLUS) with a continued focus on protecting JBLM from urban encroachment by addressing land use issues,

- transportation and finding solutions to address the North Clear Zone (NCZ);
- Update Lakewood Legacy Plan;
- Implement a cooperative use agreement between the City and Clover Park School District;
- Continue commitment to setting aside 1% of General Fund for human and social services to include homelessness and mental illness;
- Develop a new youth afterschool program to create safe and structured opportunities for youth;
- Develop youth summit to engage teens in community issues and gather information for future programs;
- Support 2019 international cyclocross event at Fort Steilacoom Park that will bring tourists from throughout the nation and world to our community;
- Additional resources provided in support of street landscaping program given number of recent capital investments;
- Implementation of a free summer concert series at Fort Steilacoom Park;
- Update Non-Motorized Transportation Plan;
- Expansion of Veteran's Court and evaluate community/mental health court models;
- Resources to continue implementation of in-car camera systems in patrol vehicles;
- Revitalize the bike patrol unit for parks and isolated neighborhoods;
- Create a Community Academy taught by police officers that exposes community members to police work;
- Evaluate options to replace Pred-Pol (Predictive Policing) program;
- Continues the partnership between the City and West Pierce Fire and Rescue (WPFR) in support of shared emergency management services; and
- Defer collection of fleet and equipment reserves by one year by extending the life on assets by one year.

### Capital Improvement Funds

It is critical that adequate funding be dedicated to maintain aging infrastructure. The 2019 and 2020 capital budget, which includes parks, transportation, and sewers, amounts to \$14,338,589 and \$19,950,899, respectively. It is a reflection of an allocation of resources that have been identified as a high priority goal by the City Council.

Funding in support of parks and transportation is a combination of city, county, state and federal grants coupled with dedicated City capital revenue such as fuel taxes, transportation benefit district funds, real estate excise taxes (REET), and storm water fees (SWM). This budget also includes the issuance of councilmanic GO bonds in support of five major transportation projects.

This budget continues a General Fund contribution that totals \$500,000 for both 2019 and 2020 in support of transportation projects and provides another \$80,000 for both 2019 and 2020 in support of parks projects. These monies coupled with other dedicated monies provide the critical leverage needed to effectively compete and be awarded millions in grant funds for much needed infrastructure improvements.

### Parks Capital Fund

As outlined in the following table, funding totaling \$5,585,000 (includes grants and state capital budget requests totaling \$3,881,870) is allocated in support of 17 park improvements projects plus project support for 2019 and 2020.

Adopted Park Projects		2019	2020
1	Fort Steilacoom Park Angle Lane Parking & Trail Improvement **	\$ 975,000	\$ -
2	Fort Steilacoom Park ADA/Sensory All Abilities Playground	-	150,000
3	Fort Steilacoom Park Barn Restoration	-	100,000
4	Fort Steilacoom Park Turf Infields **	-	1,250,000
5	Fort Steilacoom Park Pavilion Restroom Improvements	70,000	-
6	Harry Todd Park Phase 2 (waterfront) **	200,000	1,100,000
7	Springbrook Park Acquisition Phase III	150,000	-
8	Springbrook Park Acquisition Phase V **	-	750,000
9	American Lake Park Improvement (ADA, playground, sanican enclosure)	-	250,000
10	Chamber Creek Trail	100,000	100,000
11	Wards Lake Improvements	-	30,000
12	Oakbrook Park Improvements	50,000	-
13	Gateway: Steilacoom Blvd and Farwest Drive **	100,000	-
14	Gateway: 84th and Tacoma Mall Blvd	-	50,000
15	Park Equipment Replacement	20,000	20,000
16	Park Playground Resurfacing	10,000	10,000
17	Project Support	50,000	50,000
<b>Total</b>		<b>\$ 1,725,000</b>	<b>\$ 3,860,000</b>
** Funding contingent upon anticipated grants & state capital budget.			

Park projects include:

- Fort Steilacoom Park/Angle Lane Parking & Trail Improvements: Improve access from Elwood and Angle Lane to include parking lot improvements on park land adjacent to Angle Lane. This will provide another way to support use of the park and provide neighborhood and safe pedestrian access at the south end of the park. Other improvements will include trail heads, directional and interpretive signage and a new restroom near the off-leash dog park and recently improved Waughop Lake trail parking lot.
- Fort Steilacoom Park ADA/Sensory All Abilities Playground: The current playground is one of the most visited spaces at the park and used by youth of all ages and abilities. Adding poured in place surfacing and various elements will allow children and family members of all abilities to more easily use and access this site. A water feature may be included.
- Fort Steilacoom Park Barn Restoration: This project in partnership with Partners for Parks would initiate design to renovate and create a new public space at the “H” barn.
- Fort Steilacoom Park Turf Infields: Replace four dirt infields with synthetic turf material that would make Fort Steilacoom Park a more desirable location for large tournaments and make fields available year round in all types of weather. With an increase in ballgames, these fields could provide local economic increases for businesses, restaurants, and hotels in and around Lakewood.
- Fort Steilacoom Park Pavilion Restroom Improvements: Improvements include restroom, prep and serving area for catering as well as technical improvements to lights and sound.
- Harry Todd Park Phase 2: These improvements will include building a fishing pier along with new finger docks and a new restroom building.
- Springbrook Park Acquisition III: Removal of structures on three parcels totaling 1.1 acres that are adjacent to park. Acquisition of properties expected to be completed by the end of 2018.
- Springbrook Park V: These improvements will focus on a comprehensive stream restoration along Clover Creek to improve the biodiversity of native and aquatic plants and improve water quality coupled with open space improvements, walking paths, viewpoints, picnic areas, and interpretive naturalist information at the park.
- American Lake Park Improvement: Create ADA access to the waterfront area of the park along with playground improvements and sanican enclosure near boat launch.
- Chamber Creek Trail: In partnership with the City of University Place and Pierce County, create a 2.5 mile long trail. Trail design and permitting were completed in 2018 with development expected to begin in 2019 and 2020. Phase one will create a trail from the Phillips Road trailhead in Lakewood to Kobiyashi Park in University Place and includes one bridge over the creek. Phase II will link Lakewood to University Place from Zircon Drive (across the street from the golf course) along a path and bridge across the creek to a pathway that will connect to the pathway improvements made in Phase I.

- Wards Lake Improvements: This project would begin to implement the elements of the master plan approved in 2010 to include removing aquatic vegetation, demolition and removal of a vacated duplex, park development accessible from 88<sup>th</sup> Street S, pathways to connect to current trail system, enhanced open space areas, picnic areas, and access to an existing fishing dock.
- Oakbrook Park Improvements: This small park located in the northwest neighborhood of Lakewood was developed in 2002 and is the only neighborhood park in this housing area. Funds are for playground replacement.
- This budget also includes the continuation to install entrance signs at City gateways (Steilacoom Blvd & Farwest Dr. and 84<sup>th</sup> & Tacoma Mall Blvd), replacement of playground equipment, needed playground resurfacing, and funding to help support the number of projects being implemented.

### Transportation Capital Fund

Between 2015 and 2018, the City has completed 50 transportation improvement projects totaling over \$54 million. For the six year period, 2019 to 2024, the City is currently expected to invest another \$43 million in 19 transportation projects, including pavement preservation, pavement overlays, street and sidewalk improvements, traffic signals, neighborhood safety, and LED streetlights.

The following table illustrates this commitment. This budget includes funding in support of 13 transportation improvement projects plus project support totaling \$6,655,000 for 2019 and \$14,320,000 in 2020.

Adopted Transportation Projects		2019	2020
1	Streetlights: New LED Lights	\$ 170,000	\$ 170,000
2	Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000
3	Minor Capital & Major Maintenance	250,000	250,000
4	Chip Seal Program: Local Access Roads	360,000	360,000
5	Streets: 123rd Street SW -- Bridgeport Way to 47th Ave SW	350,000	367,000
6	Traffic Signal Replacement: 100th and Lakewood Drive	551,000	-
7	Colonial Center Plaza	2,127,000	-
8	Overlay: Custer Road - Steilacoom Blvd to John Dower Road	568,000	-
9	Overlay: 108th Street - Bridgeport Way to Pacific Highway South	-	110,000
10	Non-Motorized Trail: Gravelly Lake Drive - Washington Blvd to Nyanza Rd SW	-	330,000
11	Streets: Steilacoom Blvd/88th (Weller to Custer Road)	289,000	798,000
12	Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park	809,000	6,690,000
13	Sidewalks: Onyx Drive SW - 89th to 97th and Garnet to Phillips	624,000	4,661,000
14	Personnel, Engineering & Professional Services	532,000	559,000
<b>Total</b>		<b>\$ 6,655,000</b>	<b>\$14,320,000</b>



Transportation improvement projects include:

- Streetlights -- New LED Lights: The City will continue to invest in street lights each year. It is anticipated that all neighborhoods will have new LED streetlights by 2023/2024.
- Safety -- Neighborhood Traffic Safety/Traffic Calming: This annual program provides funding to make minor capital improvements to include traffic studies, community outreach, signage, pavement markings, radar feedback signs, speed humps, and engineering to improve safety in neighborhoods.
- Minor Capital and Major Maintenance: This annual program allows the City to take a proactive approach in support of pavement patching, street paint striping, roadway markings, and driveway and sidewalk panel replacement.
- Chip Seal Program (2019): This chip seal will be in the Lake City neighborhood. It will be bounded on the south by Veterans Drive SW and the north by Washington Blvd SW. The west boundary will be Holden Road SW and the east boundary will be Interlaaken Drive SW.
- Chip Seal Program (2020): This chip seal will also be in the Lake City neighborhood. It will be bounded on the south by American Lake and the north by Veterans Drive SW. The west boundary will be Holden Road SW and the east boundary will be Interlaaken Drive SW. It will also include a small portion west of Carp Lake that is north of Veterans Drive SW to 112<sup>th</sup> St. SW and is bounded on the west by Farwest Drive SW and the east boundary will be Holden Road SW.
- Streets -- 123<sup>rd</sup> Street SW, Bridgeport Way to 47th Ave SW: This project, which totals 0.27 mile, is for design and construction/reconstruction of 123<sup>rd</sup> Street from Bridgeport Way to 47th Avenue, which will include both pavement widening and overlaying along with new asphalt pavement construction to a width of 28 feet curb to curb. Also includes curb & gutter, five foot wide concrete sidewalk on both sides of roadway, street lights, drainage system, street trees, and other associated improvements consistent with Complete Streets standards.
- Traffic Signal Replacement -- 100th & Lakewood Drive: This project is part of the traffic signal replacement program, which replaces existing aging traffic signals that are 30+ years useful life.
- Colonial Center Plaza: This project will construct public space elements as well as curb and gutter, sidewalk, on-street parking, street lighting, landscaping and bench seating. As currently designed, the Motor Avenue street corridor will still allow vehicle to pass between Whitman Avenue SW and the intersection of Gravelly Lake Drive SW.
- Overlay – Custer Road, Steilacoom Blvd to John Dower Road: This project, which is 0.52 miles, will provide an asphalt overlay and upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.
- Overlay – 108<sup>th</sup> Street, Bridgeport Way to Pacific Highway South: This project, which is 0.80 miles, will provide an asphalt overlay and upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.

The 2019/2020 budget also includes five major projects that are to be funded with councilmanic GO bonds totaling \$17,600,000 beginning in 2019 through 2023 and existing City revenue totaling \$7,694,770.

Adopted Transportation Projects		Cost	Years	Non-Bond **	Bond
77	Gravelly Lake Drive - Washington Blvd to Nyanza Rd SW	\$ 4,598,000	2020-2021	\$ 1,017,400	\$ 3,580,600
135	Washington Blvd, Interlaaken to Gravelly Lake Dr Roundabouts	2,975,770	2021-2023	791,400	2,184,370
137	Steilacoom Blvd/88th (Weller to Custer Road)	4,937,000	2019-2021	1,955,270	2,981,730
134	Veterans Dr - Gravelly Lake Dr to American Lake Park	7,499,000	2019-2020	3,137,700	4,361,300
138	Onyx Dr SW - 89th to 97th & Garnet to Phillips	5,285,000	2019-2020	793,000	4,492,000
<b>Total</b>		<b>\$25,294,770</b>		<b>\$ 7,694,770</b>	<b>\$ 17,600,000</b>

\*\* General Fund, REET, TBD, Secured Grants, and SWM.

1. Non-Motorized Trail, Gravelly Lake Drive, Washington Blvd to Nyanza Road SW: This project, which totals 0.98 miles in length, includes installing curb and gutter on both sides of Gravelly Lake Drive between Nyanza (south) and Washington Boulevard and a 10-foot to 12-foot wide non-motorized pathway on the lake side of the roadway. Also included are street lighting, associated storm drainage and asphalt overlay of the entire roadway section. Design to begin in 2020 and with no ROW elements required, construction scheduled in 2021.
2. Streets -- Washington Blvd, Interlaaken to Gravelly Lake Drive Double Roundabouts: This project, which totals 0.12 mile in length, provides for curb, gutter, sidewalks on both sides, associated storm drainage, asphalt overlay, installation of two round-a-bouts to replace the signals on Washington Blvd. SW and Gravelly Lake Drive SW and create a traffic control device at Interlaaken and Washington Blvd. Design is scheduled to begin in 2021, with limited ROW elements, and construction starting in 2022. This timeline will allow the City to secure federal funding through the newly created Defense Infrastructure Community Program to rebuild Washington Blvd and parts of Edgewood to North Gate Road as it connects to JBLM.
3. Streets -- Steilacoom Blvd/88th (Weller to Custer Road): The project, which is 0.67 miles in length, involves the widening of Steilacoom Blvd/88th Street between Weller Road and Custer Road for the inclusion of bike facilities and 5-foot wide concrete sidewalks. It also includes curb & gutter, street lighting, traffic signal upgrade, along with associated storm drainage improvements, bridge modifications to Chambers Creek Bridge and pavement rehabilitation and overlay. Partial funding includes a secured safe routes to school (SRTS) grant totaling \$450,000 and a secured PSRC grant totaling \$747,000. Design to begin in 2019, ROW acquisition in 2020, and construction scheduled in 2021.
4. Sidewalks -- Veterans Drive, Gravelly Lake Drive to American Lake Park: This project, which totals 1.21 miles in length, provides for curb, gutter, sidewalks, bicycle facilities, associated storm drainage on both sides, roadway reconstruction and street lighting. Partial funding includes \$2.0 million from the 2015 Connecting Washington package. Design to begin in 2019 and with no ROW elements required, construction scheduled in 2020.
5. Sidewalks -- Onyx Drive SW, 89<sup>th</sup> to 97<sup>th</sup> and Garnet to Phillips: This project, which totals 1.55 miles in length, improves the road with curb and gutter on both sides, adds bicycle and pedestrian facilities, includes street lighting on one side of the road and associated storm drainage upgrades.

Design, which was developed as part of a neighborhood outreach effort in 2018 is scheduled for 2019 with construction in 2020.

This budget proposal does not include funding for which the City has applied for, though not yet received. The following is a list of those grants and associated projects. Any grant awards would need to be included as part of a future budget adjustment process.

Transportation Project	Grant Type	Grant Amount	Project Cost	Application Date	Notification Date
Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park	TIB	\$ 3,711,000	\$ 7,499,000	Aug 2018	Nov 2018
Sidewalks: Lakewood Drive - Steilacoom Blvd to Flett Creek	TIB	584,000	1,300,000	Aug 2018	Nov 2018
Streets: 100th St SW - Lakeview Ave to South Tacoma Way	TIB	3,412,800	4,266,000	Aug 2018	Nov 2018
Sidewalks: 47th Ave SW - 121st St SW to Pacific Highway South	Bike/Ped	390,000	500,000	May 2018	Jan 2019
Streets: Phillips Rd Sidewalks & Bike Lane (Steilacoom to Onyx-eastside) Phase 3	Bike/Ped	1,625,000	2,000,000	May 2018	Jan 2019
Safety: Phillips Rd Sidewalks & Bike Lanes (Steilacoom to Onyx-westside) Phase 2	SRTS	864,250	1,005,000	Apr 2018	Jan 2019
Traffic Signal New: Gravelly Lake Drive and Avondale	Safety	737,000	750,000	Apr 2018	Jan 2019

### Sewer Capital Fund

The 2019 and 2020 sewer capital budget totals \$1,139,000 and \$88,000, respectively.

Adopted Sewer Utility Projects		2019	2020
1	Side Sewer Capital	\$ 53,000	\$ 55,000
2	North Thorne Lane Sewer Extension	934,000	-
3	Maple Street Sewer Extension	-	33,000
4	Fort Steilacoom Park Sewer Extension	152,000	-
<b>Total</b>		<b>\$ 1,139,000</b>	<b>\$ 88,000</b>

Sewer capital projects include:

- Side Sewer Capital: These financial resources are set aside to design and construct side sewers to the sewer system in the Tillicum and Woodbrook neighborhoods. This program is set up as a loan program with costs paid back by property owners.
- North Thorne Lane Sewer Extension: This project will construct the extension of an existing sanitary sewer main from the Portland Avenue/North Thorne Lane intersection approximately 1,860 feet along North Thorne Lane to a terminus point at the Harry Todd Park restrooms. The sewer line will also be extended from the North Thorne Lane/Woodlawn Street intersection approximately 450 feet to the 14500 block of Woodlawn Street. Total new sewer line footage is 2,310 feet. North Thorne Lane and Woodlawn Street will be repaved upon completion of the sewer construction. This sewer extension will make sanitary sewer service available to 12 residential properties along American Lake, two undeveloped properties on American Lake, nine other residential properties, the rowing club building located on Harry Todd Park, and the public rest rooms at Harry Todd Park.
- Maple Street Sewer Extension: This project will design (construction planned for 2021) the extension of sanitary sewer mains from Portland Avenue/Maple Street intersection approximately 600 feet southeast to the 8400 block of Maple Street; from Union Avenue/Maple Street intersection approximately 430 feet northwest to the 8300 block of Maple Street; and from Maple Street/Portland

Avenue intersection approximately 250 feet north and west to the 14800 block of Woodlawn Street. Total new sewer line totals 1,480 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once completed, this sewer extension will make sanitary sewer service available to 22 properties which consist of 19 residential properties, one religious facility, the Tillicum Elementary School and one partly developed property.

- Fort Steilacoom Park Sewer Extension: This project will extend a sewer force main from near the intersection of Waughop Lake Road/Angle Lane along Angle Lane to the sewer trunk line located under the paved path just south of Steilacoom Blvd. Connections will be available for the caretaker's residence, the amphitheater, the O&M facility, the future "H" barn, and for future restrooms near the dog park.

### Storm Water Utility Fund

The 2019 and 2020 Surface Water Management (SWM) Utility Fund amounts to \$5,932,874 and \$6,033,778, respectively, and includes both a maintenance operating and construction component. This budget continues to implement a storm water management program that meets the requirements of the NPDES Phase II permit.

Adopted Storm Water Utility Projects		2019	2020
1	Outfall Retrofit Feasibility Project	\$ 60,000	\$ -
2	58th Avenue CT Bioretention Swale	80,000	-
3	2021 Water Quality Improvements	-	20,000
4	Oakbrook Outfall Retrofits	25,000	225,000
Subtotal Storm Water Utility Projects		165,000	245,000
5	Transfer to Fund 301 Parks Capital (CIP)	50,000	50,000
6	Transfer to Fund 302 Transportation Capital (CIP)	614,000	1,870,000
<b>Total</b>		<b>\$ 829,000</b>	<b>\$ 2,165,000</b>

Storm Water Utility capital projects include:

- Outfall Retrofit Feasibility: This project will determine the feasibility of retrofitting three stormwater outfalls that discharge to Seeley Lake, and an infiltration system that discharges to groundwater near the intersection of Bridgeport Way and Gravelly Lake Drive. The outfalls to Seeley Lake discharge stormwater from Gravelly Lake Drive, Bridgeport Way and 100th Street, and Lakewood Drive east, including a large portion of the Lakewood Industrial Park. Challenges include large drainage basins, private property issues, and design constraints.
- 58<sup>th</sup> Ave Ct Bioretention Swale: This project will retrofit an existing drainage ditch located adjacent to the 10600 block of 58th Avenue Ct SW. The drainage ditch will be enhanced with amended soils, and select plants and shrubs to better treat the stormwater that passes through or infiltrates into the ditch. The ditch will have an overflow into the stormwater conveyance system located at the north end of 58th Avenue Ct as it currently exists.
- 2021 Water Quality Improvements: This project will design (construction to follow in 2021) a retrofit of an existing stormwater conveyance system that currently discharges untreated stormwater into Ponce de Leon Creek from Gravelly Lake Drive south of the creek, and to groundwater in the

vicinity of 84<sup>th</sup> Street and 34<sup>th</sup> Avenue. The project will install water quality treatment structures into the existing systems upstream of existing outfalls and groundwater points. The treatment structures are designed to remove oil and sediment from the stormwater thus improving water quality before discharging to water bodies and groundwater.

- Oakbrook Outfalls Retrofits: This project will retrofit two existing stormwater conveyance systems in the Oakbrook neighborhood that currently discharge untreated stormwater into an unnamed creek that eventually discharges into Chambers Bay near the old Abitibi mill property in Steilacoom. The project will install water quality treatment structures in the 7700 block of 97th Avenue SW, and near the intersection of 79th Street SW and 98th Avenue SW. The treatment structures are designed to remove oil and sediment from the stormwater thus improving water quality before discharging to water bodies and groundwater.
- In addition, the City will move forward with the Waughop Lake Alum Treatment project that is budgeted in 2018. This project will treat Waughop Lake with aluminum sulfate (alum) to remove phosphorus from the water column and settle on the lake bottom. This will create a barrier that inhibits the release of phosphorus from the bottom sediment. Reducing available phosphorus will reduce the number and intensity of toxic algae blooms in the lake.
- The City will also move forward with another 2018 project (outfall retrofits) to 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. Nine stormwater pipes that discharge into Lake Louise, Carp Lake, and Flett Creek will be retrofitted.
- As illustrated in the table above, the SWM Utility Fund also provides funding in support of park and transportation construction projects with a storm water element. This capital funding totals \$664,000 in 2019 and \$1,920,000 in 2020, which is consistent with SWM investments in recent years.

### Internal Service Funds

The 2019 and 2020 Internal Service Funds amounts to \$11,201,812 and \$10,330,156, respectively. This budget includes four internal service funds: Fleet & Equipment, Property Management, Information Technology and Risk Management. The purpose of these funds is to account for all costs associated with operating and maintaining the City's vehicles, equipment, City owned facilities, information systems, and risk management functions.

The benefits of internal service funds include: measuring the full cost of the goods or services in order to attain greater economy, efficiency, and effectiveness during the acquisition and distribution of common goods and services used by the operating departments, as well as, facilitating the equitable sharing of costs among departments served. In order to achieve these benefits, costs are charged back to the departments that use services on a cost reimbursement basis.

The following is a summary of the vehicle and equipment replacements in the 2019/2020 adopted budget. This budget also includes the acquisition of a drop-in sander for a dump truck in support of snow and ice response, a salt bin cover, 1,000 gallon tank to store deicer, broom with collection skid and articulating mower in support of operation and maintenance services.



Adopted Fleet & Equipment Acquisitions		2019	2020
1	Replace police vehicles (17)	\$ 620,000	\$ -
2	Replace police vehicles (11)	-	596,300
3	Replace O&M vehicle (1)	70,000	-
4	Replace O&M equipment (5)	126,500	-
5	Purchase Drop-in Sander for Dump Truck	25,000	-
6	Purchase Salt Bin Cover	10,000	-
7	Purchase Broom w/Collection Bin (Skid Steer attachment)	7,500	-
8	Purchase Articulating Mower (Skid Steer attachment)	28,000	-
9	Purchase 1,000 Gallon Tank to store de-icer	18,000	-
<b>Total</b>		<b>\$ 905,000</b>	<b>\$ 596,300</b>

This table outlines the projects that are included in the 2019/2020 property management budget. These improvements are consistent with the six-year property management plan developed in mid-2016 and ensure the preservation and maintenance of City-owned facilities.

Adopted Property Management Projects		2019	2020
1	City Hall: Exterior Beam Painting	\$ -	\$ 75,000
2	City Hall: Boiler Repair & Replacement	18,000	-
3	Police Station: Parking Lot Improvements	20,000	-
4	O&M Facility @ Fort Steilacoom Park: Caretaker House Repairs	-	10,000
5	O&M Facility @ Front Street: Paving of Wash-down Station & Perimeter	10,000	-
6	City Buildings & Facilities Parking Lot Improvement Program	5,000	5,000
7	City Buildings & Facilities Light Bulb and Battery Recycling Program	15,000	5,000
<b>Total</b>		<b>\$ 68,000</b>	<b>\$ 95,000</b>

As outlined in the following table, new information technology programs and system upgrades are also included in the budget. These items are consistent with the *Information Technology Plan* and also build upon deferred information technology projects that were funded beginning in 2014 and include computer, laptop and telephone system replacement.

This budget includes funding in support of continued replacement and updating of the City's information technology hardware and software systems. The budget also includes funds to expand video surveillance cameras to provide law enforcement visibility at locations such as parking lots, high crime areas and city parks such as the boat launch at American Lake Park and Harry Todd Park. It includes funding to evaluate the needs of the City specific to implementing a new permitting software system with a focus for better and improved online plan review. And the budget provides financial resources for a storage area network to replicate the City's systems to a secondary location in the event of a disaster and it includes funding to provide for the installation of fiber at the M&O facility at Fort Steilacoom Park.

A key information technology that was funded at part of the 2017/2018 biennial budget and currently getting underway is the implementation of a document management system and workflow system that will manage all City documents electronically to support the City transitioning to paperless. This builds upon the paperless systems that were implemented in support of the Municipal Court Department and Legal Department in 2017 and 2018.

Adopted Information Technology Investments		2019	2020
1	Expand Video Surveillance	\$ -	\$ 20,000
2	Server/Hardware Upgrades	30,000	6,000
3	Computer Replacement	138,750	138,750
4	New Permit System Assessment	25,000	-
5	Storage Area Network (SAN) Implementation	100,000	-
6	M&O Facility Fiber Installation	25,000	-
<b>Total</b>		<b>\$ 318,750</b>	<b>\$ 164,750</b>

## City Employees

Since personnel costs comprise almost 75% of General Fund operating expenditures, the following table illustrates the underlying assumptions associated with employee compensation included in the 2019/2020 adopted biennial budget.

Employee Compensation Assumptions	2019	2020
Employee Salaries		
Non-represented employees (1)		
Salary range adjustment	2%	2%
Cost of living adjustment (COLA)	n/a	n/a
Step increase	n/a	n/a
Represented employees		
AFSCME (2)		
Cost of living adjustment (COLA)	3%	not settled
Step increase	2%	not settled
LMPG (Police Lieutenants) (3)		
Cost of living adjustment (COLA)	3.0%	not settled
Step increase	Max step	not settled
LPIG (Police Officers, Detectives, Sergeants) (4)		
Cost of living adjustment (COLA)	3%	4%
Step increase	3.5%	3.5%
Teamsters (5)		
Cost of living adjustment (COLA)	not settled	not settled
Merit	not settled	not settled
Employee Benefits		
Healthcare		
Medical	10%	10%
Dental	3%	3%
Vision	3%	3%
Medicare	0%	0%
Unemployment	1%	1%
Long Term Disability		
Commissioned police officers	0%	0%
All other city employees	0%	0%
(1) Salary increases are based solely on merit and performance.		
(2) AFSCME, 3-Year Collective Bargaining Agreement (2017 to 2019)		
(3) LMPG, 4-Year Collective Bargaining Agreement (2016 to 2019)		
(4) LPIG, 5-Year Collective Bargaining Agreement (2016 to 2020)		
(5) Teamsters, 3-Year Collective Bargaining Agreement expires 12/31/18, negotiations underway		

The following tables illustrates first the number of regular full-time equivalents (FTEs) that were employed by the City between 2014 and 2018 coupled with those positions that are included as part of the 2019/2020 budget.

Full-Time Equivalent Employees by Department	2014	2015	2016	2017	2018	2019 Adopted	2020 Adopted
<b>General Government</b>							
City Manager	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Municipal Court	16.00	12.50	12.50	11.00	11.00	10.50	10.50
Finance, Information Systems & HR	20.85	16.00	16.00	16.00	16.00	16.00	16.00
Legal & City Clerk	11.98	12.50	12.50	11.00	11.00	9.50	9.50
Subtotal General Government	51.83	44.00	44.00	41.00	41.00	39.00	39.00
<b>Community &amp; Economic Development*</b>	19.00	16.00	17.50	17.50	18.50	19.50	19.50
<b>Parks, Recreation and Cultural Services</b>	22.70	18.25	24.25	24.25	24.25	24.25	24.25
<b>Police</b>	121.00	116.00	116.00	116.00	116.00	115.00	115.00
<b>Public Works Engineering*</b>	27.90	26.00	20.50	20.50	20.50	18.50	16.50
<b>Total</b>	<b>242.43</b>	<b>220.25</b>	<b>222.25</b>	<b>219.25</b>	<b>220.25</b>	<b>216.25</b>	<b>214.25</b>
* There are two limited term positions 2019 in support of Transportation Capital, one limited term position in support of the abatement program, and one limited term position in support of municipal court operations (Veterans Court Enhancement).							

The level of staffing had averaged approximately 245 FTEs per year between 2008 and 2014. In 2015, the impacts of the economic conditions required us to transform to a leaner and more productive organization through downsizing and realignment of resources.

This continues with the 2019/2020 adopted budget. For example, we continue the use of cross-functional teams from multiple departments to address and collaborate on service delivery enhancements and problem solving. This has proven successful and is an example of how our City employees have proven themselves to be dedicated public servants. Recent accomplishments include the development of our Capital Improvement Plan, rental housing safety program, continued pursuit of economic development initiatives, Central Business District (CBD)/Towne Center subarea plan, and County, State and Federal legislative priorities.

In 2019, the number of employees will decrease by 4.00 positions to 214.25 from 216.25 in 2019. The following table outlines the changes.

FTE Change: 2018 vs 2019 Adopted	FTE	Department	Group	Status
Position Added				
Program Coordinator (Abatement)	1.00	CED	AFSCME	New
Positions Eliminated				
Court Clerk	(0.50)	Court	AFSCME	Vacant
Executive Assistant	(1.00)	Legal	Non-Rep	Vacant
Office Assistant	(0.50)	Legal	AFSCME	Vacant
Police Officer	(1.00)	Police	LPIG	Through Attrition
Associate Civil Engineer	(1.00)	PWE	AFSCME	Limited Term
Associate Engineering Technician (limited term)	(1.00)	PWE	AFSCME	Limited Term
<b>Total Change</b>	<b>(4.00)</b>			

The first change is that a Program Coordinator position in support of the abatement program is added to the Community and Economic Development Department. This position is a limited term position through the end of 2021.

The second change is that 5.0 full-time equivalent positions are eliminated from the municipal court, legal and public works engineering departments to reflect current workload coupled with the implementation of new technology such as transitioning to a paperless system to further streamline operations.

The budget also includes the conversion of two Assistant to the City Manager positions that occurred in 2018. The first to a Long Range Planning Manager (Special Projects) position in support of long range planning and additional resources in support of economic development goals and initiatives. The second has been converted to a Senior Policy Analyst position given the breadth and scope of duties and responsibilities.

In 2020, the number of employees will decrease by 2.00 positions to 216.25 from 214.25 in 2020, both limited terms positions that end at the end of 2019. The following table outlines the changes.

FTE Change: 2019 vs 2020 Adopted	FTE	Department	Group	Status
Positions Eliminated				
Construction Inspector (limited term)	(1.00)	PWE	AFSCME	Limited Term
Associate Engineering Technician (limited term)	(1.00)	PWE	AFSCME	Limited Term
<b>Total Change</b>	<b>(2.00)</b>			

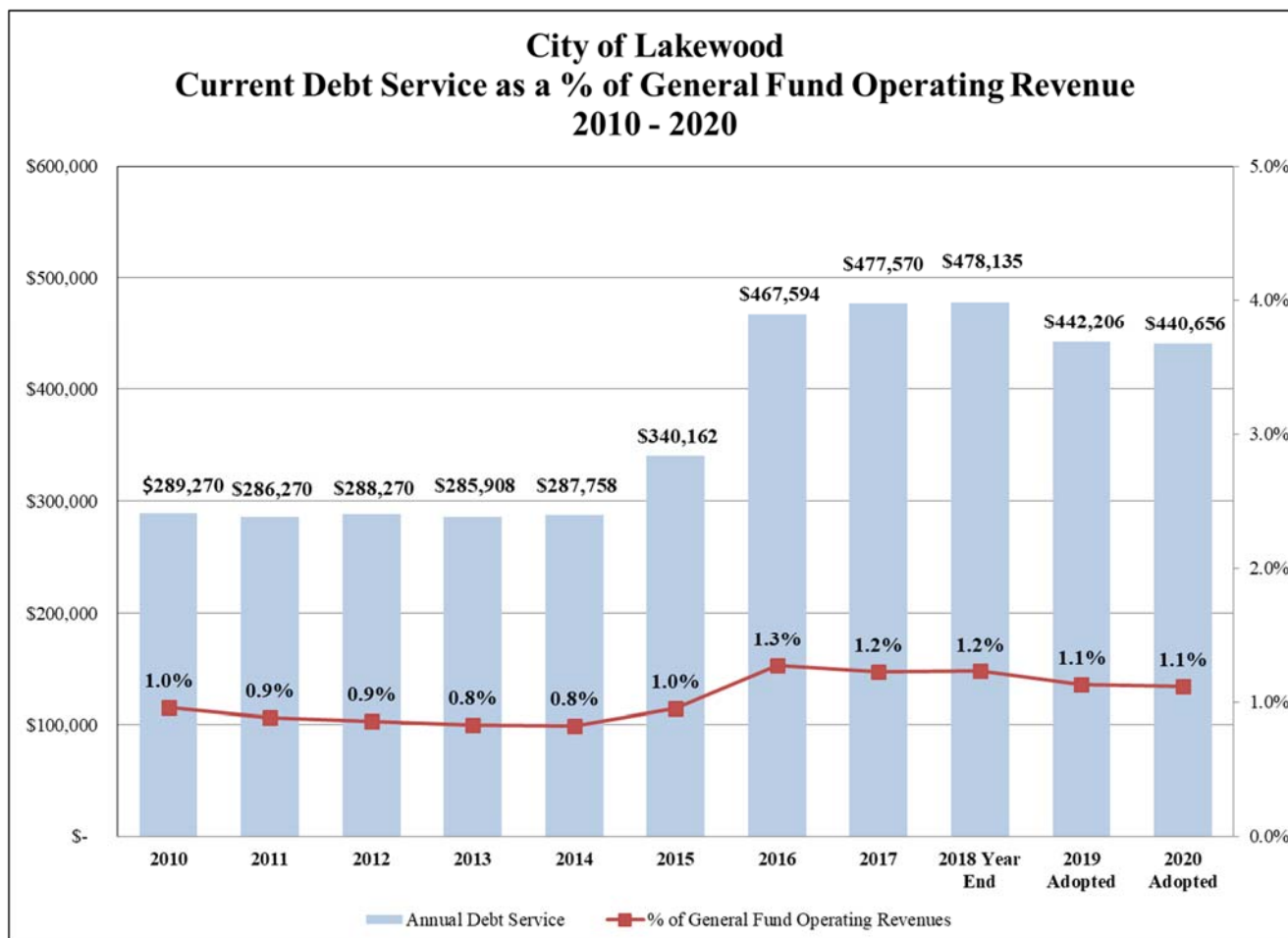
The result, as in previous years, is that our citizens, those who we serve, will not see any reductions in services. The changes will allow us to maintain fiscal integrity and increase services in City Council priority areas, particularly capital projects, while maintaining and building upon our investments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

## Debt Management

In June 2018 Standard & Poor's Ratings Services (S&P) raised the City's credit rating from "AA-" to "AA" with respect to the City's General Obligation Bonds. At the same time, Standard & Poor's affirmed the "A-" long-term rating on the City's Special Assessment Bonds for Local Improvement District No. 1101, Series 2006. S&P specifically noted the City's strong management, strong budgetary performance, very strong budgetary flexibility, very strong liquidity, and very strong debt and contingent liability profile.

This is the second increase in four years. In 2014, S&P upgraded the City's rating to AA-, up from A. In four years, the City's bond rating has increased three steps. The 'AA' Bond Rating, which is an extraordinary achievement for our city, will translate into lower financing costs by attracting a broader range of investors. This rating is also a positive reflection of the city's effectiveness in managing its financial resources.

Existing General Government debt service is comprised of a promissory note issued in 2005 in support of 59<sup>th</sup> Street roadway improvements, councilmanic GO bonds issued in 2009 in support of constructing a new police station, and LOCAL funding for the City's LED streetlight retrofit program. Annual General Fund supported debt service payments will total \$442,206 in 2019 and \$440,656 in 2020, which is a mere 1.1% of general fund operating revenue.



The City does have other debt, specifically four outstanding public works trust fund loans (PWTFLL) 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.



Outstanding Debt Service					
Description	Issue Date	Amount Issued	2019	2020	Final Maturity
59th Street	4/30/2005	\$ 1,071,000	\$ 77,000	\$ 77,000	4/30/2024
Police Station	3/31/2009	2,719,507	-	-	6/1/2019
Police Station-Refunding	4/19/2016	1,884,032	210,181	209,006	12/1/2028
LOCAL LED Streetlight Retrofit	3/24/2015	1,460,000	155,025	154,650	6/1/2027
<b>Subtotal General Government</b>		<b>7,134,539</b>	<b>442,206</b>	<b>440,656</b>	
LID's 1101/1103 (street improvements)	12/1/2006	2,824,704	124,400	128,100	12/1/2026
LID's 1108 (street improvements)	1/1/2008	880,000	73,200	75,400	12/1/2027
<b>Subtotal LID's</b>		<b>3,704,704</b>	<b>197,600</b>	<b>203,500</b>	
Sewers-PWTFL (PW-04-691-PRE-132)	7/7/2005	593,864	31,498	31,201	7/7/2024
Sewers-PWTFL (PW-06-962-022)	9/18/2006	5,000,000	306,261	304,789	9/18/2026
Sewers-PWTFL (PW-08-951-025)	3/1/2008	1,840,000	109,227	108,707	7/1/2028
Sewers-PWTFL (PW-12-851-025)	6/1/2012	500,000	38,036	37,857	6/1/2031
<b>Subtotal Sewers-PWTFL</b>		<b>7,933,864</b>	<b>485,022</b>	<b>482,554</b>	
<b>Total Debt Service</b>		<b>\$ 18,773,107</b>	<b>\$ 1,124,828</b>	<b>\$ 1,126,710</b>	

The budget includes new debt in the form of councilmanic GO bonds totaling \$17,600,000 to finance five major transportation capital improvement projects. The bonds will be issued over three years in 2019, 2020, and 2021. The term of the bonds is 20 years with an estimated interest rate of 4.0%. The bonds are will be repaid with real estate excise tax.

Adopted Debt Service						
Description	Issue Date	Amount Issued	2019	2020	2021	Final Maturity
Transportation CIP (2019)	2/1/2019	\$ 5,000,000	\$ 184,000	\$ 368,000	\$ 368,000	12/1/2039
Transportation CIP (2020)	2/1/2020	6,000,000	-	442,000	442,000	12/1/2040
Transportation CIP (2021)	2/1/2021	6,600,000	-	-	482,000	12/1/2041
<b>Total Adopted Debt Service</b>		<b>\$ 17,600,000</b>	<b>\$ 184,000</b>	<b>\$ 810,000</b>	<b>\$ 1,292,000</b>	

With the inclusion of this new debt service, annual general government supported debt service payments will total \$626,206 in 2019 and \$1,250,656 in 2020, which will represent 1.6% of general fund operating revenue in 2019 and 3.2% in 2020.

### Compensated Absences

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. The calculation is made on an annual basis. As of December 31, 2017, this unfunded liability totals \$2,695,755.

	FTE	Total Liability
Non Rep	32.00	\$ 375,442
AFSCME	84.25	590,011
LPMG	4.00	160,585
LPIG	93.00	1,548,586
Teamsters	4.00	21,131
<b>Total</b>	<b>217.25</b>	<b>\$ 2,695,755</b>

## Conclusion and Acknowledgements

Lakewood has a rich history and bright future. Under the City Council's leadership, Lakewood has achieved remarkable success. The City has been recognized for its strong financial planning, well-timed infrastructure investments, and economic development continues to take shape.

Thus, this budget provides for financial stability in the coming biennium, targets prudent investment opportunities, preserves our excellent credit rating, and maintains reasonable and responsible debt levels. It also continues our commitment to our community partners in helping us to fulfill our mission.

This budget is not so much a collection of numbers, rather it is a representation of the goals and values of the City Council and the Lakewood community. It represents significant advances in achieving the goals and priorities of City Council, as we move together to achieve the desired future for Lakewood long term. It is important that the City remains true to its policies and goals that have allowed the City to maintain strong fiscal health that in turn allows the City to provide high quality municipal services that makes Lakewood so desirable.

I wish to thank our Mayor and City Council for their guidance and support throughout the development of this adopted budget. In addition, a special note of thanks and appreciation to our Department Directors and all of our employees for their commitment to public service, innovation, creativity, and professionalism as we continue to provide the top-notch municipal services that our community has come to expect.

We must also express our personal appreciation to Assistant City Manager/Administrative Services Director 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 outstanding performance in gathering, analyzing, and presenting information clearly and accurately.

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 another successful two years. It is a commitment to our residents and our businesses that we will strive to do the very best we can with the resources and tools available to us.

Respectfully submitted,



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



MICHAEL D.  
BRANDSTETTER  
Councilmember



JOHN SIMPSON  
Councilmember



MARIE BARTH  
Councilmember



PAUL BOCCHI  
Councilmember

Position #	Council Member	Term Expires	Email
Position # 1	Mary Moss	12/31/2021	MMoss@cityoflakewood.us
Position # 2	Michael D. Brandstetter	12/31/2021	MBrandstetter@cityoflakewood.us
Position # 3	Jason Whalen (Deputy Mayor)	12/31/2021	JWhalen@cityoflakewood.us
Position # 4	Don Anderson (Mayor)	12/31/2019	DAnderson@cityoflakewood.us
Position # 5	John Simpson	12/31/2021	JSimpson@cityoflakewood.us
Position # 6	Marie Barth	12/31/2019	MBarth@cityoflakewood.us
Position # 7	Paul Bocchi	12/31/2019	PBocchi@cityoflakewood.us

The Council may be contacted as a whole at [council@cityoflakewood.us](mailto:council@cityoflakewood.us) or by phone at (253) 983-7705.

## CITY MANAGER



John J. Caulfield  
City Manager

Appointed September 3, 2013

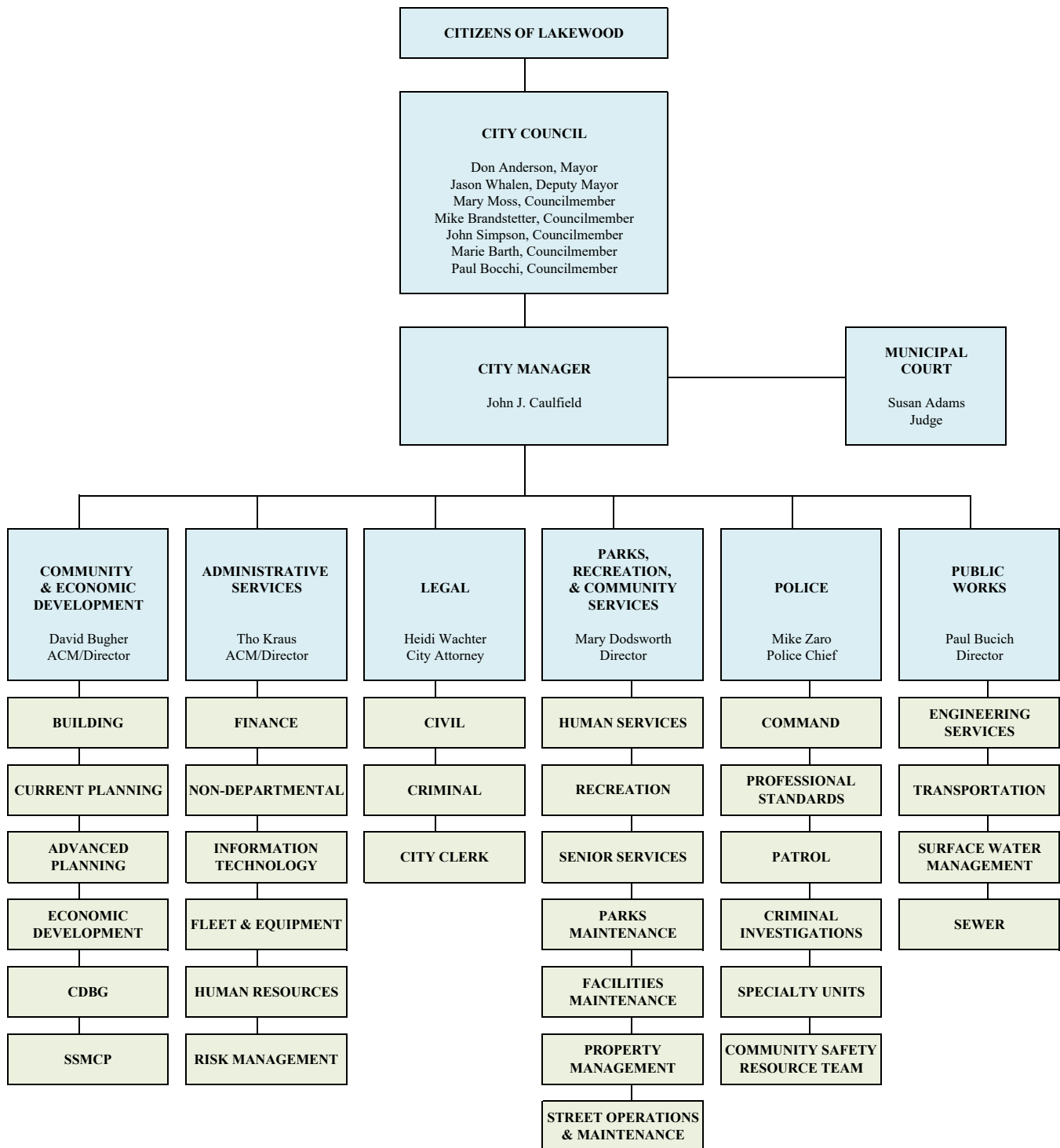
JCaulfield@cityoflakewood.us  
(253) 983-7703

## DEPARTMENT DIRECTORS

Position	Employee	Appointment
Assistant City Manager/Administrative Service Director	Tho Kraus	October 7, 2013
Assistant City Manager/Community & Economic Development Director	M. David Bugher	February 5, 1996
City Attorney	Heidi Wachter	February 19, 2002
Police Chief	Mike Zaro	October 16, 2015
Municipal Court Judge	Susan Adams	January 27, 2017
Public Works Director	Paul Bucich	April 30, 2018
Parks, Recreation & Community Services Director	Mary Dodsworth	February 16, 1996
Human Resources Director	Mary McDougal	February 29, 2016

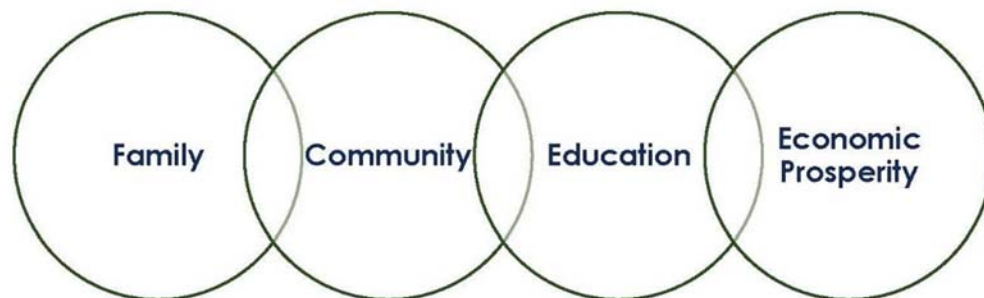


## CITY-WIDE ORGANIZATION CHART



# CITY COUNCIL VISION 2026

Our VISION for **Lakewood** is a thriving, urban, South Puget Sound City, possessing the core values of:



We will advance these values by recognizing our past, taking action in the present, and pursuing a dynamic **future**.

## THE CITY COUNCIL'S VISION FOR LAKEWOOD AT ITS 30<sup>TH</sup> YEAR ANNIVERSARY IS A COMMUNITY:



Inspired by its own sense of **HISTORY** and progress



Characterized by the beauty of its lakes, parks and natural **ENVIRONMENT**



Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural **COMMUNITIES**



Acknowledged for excellence in the delivery of **MUNICIPAL SERVICES**



Sustained by robust **ECONOMIC GROWTH** and job creation



Leveraging and embracing of our **DIVERSITY**



Recognized for the excellence of its public and private **SCHOOLS** and its community and technical colleges

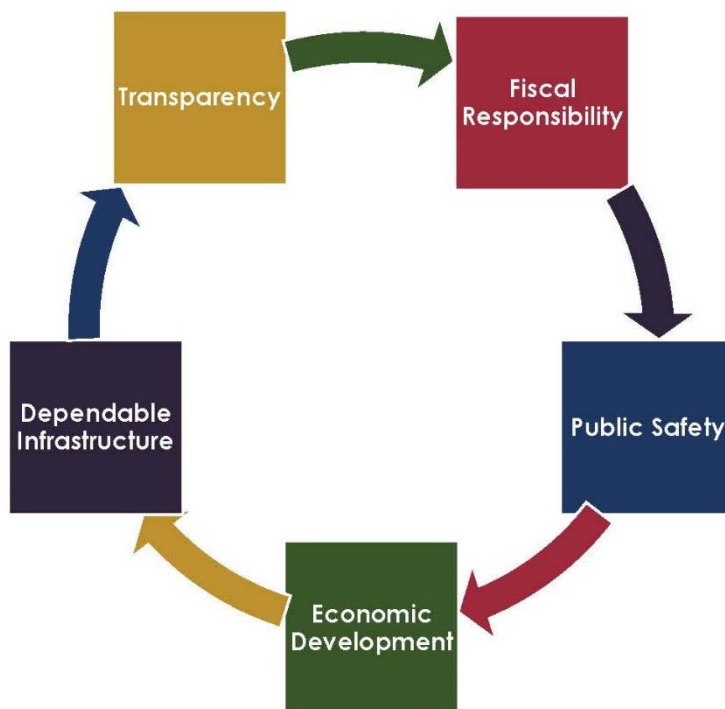


Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, **SERVICE MEMBERS** and their families

(Adopted October 19, 2015)

## City of Lakewood

### City Council Goals & Objectives



The purpose of the City Council Goals is to direct our community toward positive change and serve as the policy direction for City government as well as the policy guide for developing and implementing the City's 2019/2020 biennial budget. Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed that incrementally move the community toward the stated goal.

In addition to the Council goal statements, there are operational values that guide how the city organization works toward goal achievement.

#### **EFFICIENCY**

The City is committed to providing public services in the most efficient manner possible to maximize the public's return on its investments. The City will concentrate efforts on data-driven decisions that optimize available resources.

#### **ACCOUNTABILITY**

The City is accountable to the community for the achievement of the Strategic Plan. The City will identify meaningful metrics and determine a series of benchmark goals. The City will track performances over the next three years, making adjustments when necessary to optimize services.

#### **PROACTIVE FOCUS**

The City is proactively focused on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

#### **REGIONAL PARTNERSHIPS**

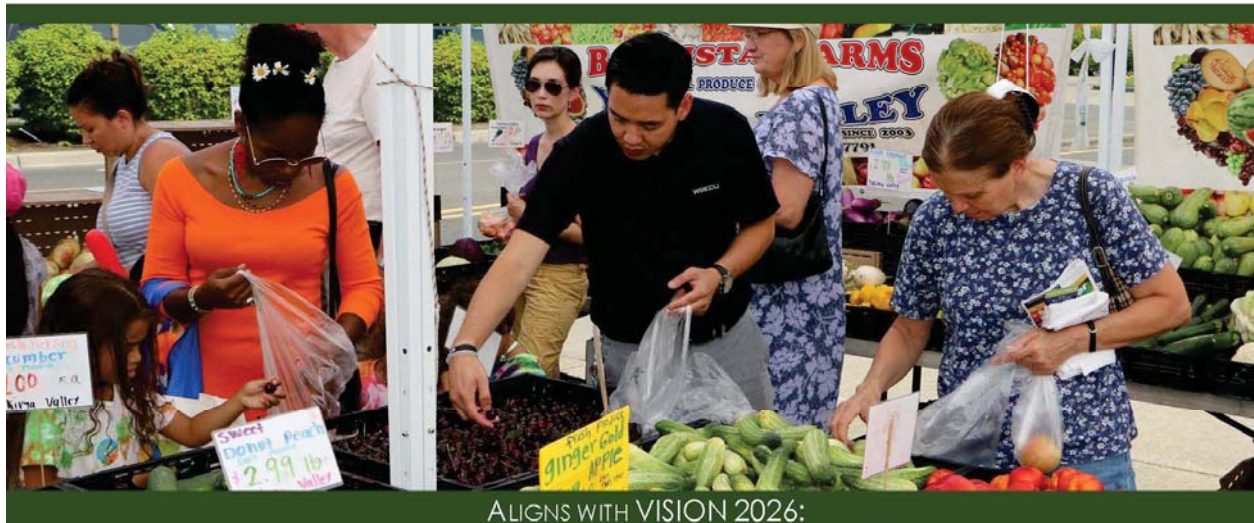
The City is committed to participating and encouraging regional approaches to service delivery whenever the regional model produces efficiencies and improves services to our citizens.

# ECONOMIC DEVELOPMENT

**GOAL: The City of Lakewood promotes and supports a dynamic and robust local economy.**

## OBJECTIVES:

- 1.1 Align economic goals and resources across departments.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
- 1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.
- 1.5 Promote and facilitate sustainable economic development.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL  
SERVICES



ENVIRONMENT



ECONOMIC  
GROWTH



DIVERSITY



SERVICE  
MEMBERS



# DEPENDABLE INFRASTRUCTURE

**GOAL: The City of Lakewood provides safe, clean, well-maintained, and dependable infrastructure.**

## OBJECTIVES:

- 2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.
- 2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
- 2.3 Advance infrastructure projects that enhance the City's identity and diversity.
- 2.4 Increase connectivity and accessibility.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL  
SERVICES



ENVIRONMENT



ECONOMIC  
GROWTH



DIVERSITY



SERVICE  
MEMBERS

# PUBLIC SAFETY

**GOAL: The City of Lakewood is one of the safest cities in Washington State.**

## OBJECTIVES:

- 3.1 Improve community safety and reduce crime through data driven processes.
- 3.2 Match perception of public safety with reality.
- 3.3 Provide resources to support the health, welfare, and safety of the community.
- 3.4 Expand community outreach and educational programs.



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL  
SERVICES



ENVIRONMENT



ECONOMIC  
GROWTH



DIVERSITY



SERVICE  
MEMBERS



# FISCAL RESPONSIBILITY

**GOAL: The City of Lakewood maintains a strong fiscal position.**

## OBJECTIVES:

- 4.1 Provide efficient and effective municipal services.
- 4.2 Evaluate revenues and expenditures and respond to changing service needs.
- 4.3 Make smart investments in people, places, and resources.



ALIGNS WITH VISION 2026:



HISTORY



COMMUNITIES



SCHOOLS



MUNICIPAL  
SERVICES



ENVIRONMENT



ECONOMIC  
GROWTH



DIVERSITY



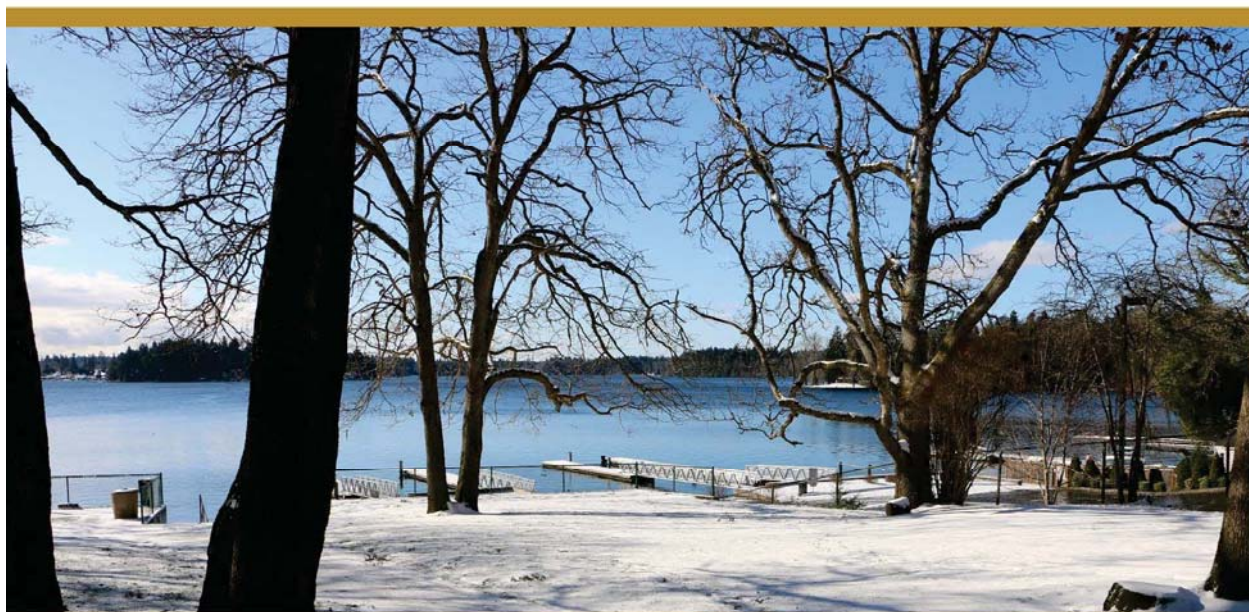
SERVICE  
MEMBERS

# TRANSPARENCY

**GOAL: The City of Lakewood communicates its goals, successes, and challenges to the community.**

## OBJECTIVES:

- 5.1 Dynamically promote a positive image of Lakewood.
- 5.2 Advocate for Lakewood at all levels of government.
- 5.3 Develop measureable outcomes and compare these to national benchmarks.
- 5.4 Strengthen connection with stakeholders, partners, and communities.



ALIGNS WITH VISION 2026:



# **GUIDING PRINCIPLES**



**SERVICE**

**TEAMWORK**

**INTEGRITY**

**RESPECT**



## CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION

### Civil Service Commission

The role of the Civil Service Commission is to perform the duties established by State law as set forth in Chapter 41.12 of the Revised Code of Washington (RCW) in connection with the selection, appointment, promotion, demotion and employment of police officers commissioned pursuant to RCW 43.101.200, unless exempt pursuant to RCW 41.60.070. The Commission shall also make and adopt rules and regulations as are necessary to effectuate RCW 41.12 and Chapter 2.10 (Ordinance 328) of the Lakewood Municipal Code.

Qualifications: Members shall be citizens of the United States, residents of the City of Lakewood for at least three (3) years immediately preceding the date of appointment of an elector of Pierce County.

Membership: Members are appointed by the City Manager.

Term of Office: Six-year terms.

Current Members: David Boyd, Dennis Roden, Eileen Bisson

Meetings: The Commission shall meet at least once a month.

### 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 human services, CDBG, and HOME funding issues;
- Recommend to the City Council programs for funding out of City's general funds, CDBG and HOME funds, and other funding appropriations;
- Hold public hearings to receive public comments to identify community and housing needs, development of proposed activities, and recommendations for funding;
- Develop recommendations for the Consolidated Plan, Action Plan, and other related documents;
- Review and approve annual performance reports of CDBG and HOME activities for submittal to HUD;
- Develop and recommend citywide policies for funding allocations;
- Encourage partnerships and collaboration in the funding and provision of community and human services;
- Review needs assessments, gap analyses, and other data to determine citywide needs which will help develop strategic action plans; and
- Perform other community services related duties and functions as assigned by the City Council.

Qualifications: Members shall be appointed from among members of the public to include, to the extent reasonably possible, representation from people involved with or interested in the various opportunities and projects to enhance the provision of Community Development Block Grant investments and human services in the city.

Term of Office: Up to nine members. The initial five members shall be appointed for four-year terms and the remaining four members shall be appointed for two-year terms.

Current Members: Paul Calta, Eric Leon Chastain, DeeAnn Harris, Michael Lacadie, Laurie Maus, Elisapeta Scanlan, Mumbi Ngari-Turner, Edith Owen-Wallace, Sharon Taylor

Council Liaison: Councilmember Marie Barth

Meeting Dates: As needed.

**CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)****Lakewood Arts Commission**

The role of the Lakewood Arts commission is to assess needs, establish priorities and make recommendations for enrichment of the community and promotion of its cultural vitality through the arts. The Lakewood Arts Commission will do the following:

- Promote 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.

Qualifications: Members shall be residents of the City unless the Council finds that appointment of a non-resident, by virtue of business involvement or expertise, will benefit the Committee and ultimately the City. At least one member shall be a working professional artist; at least one person shall work in the Lakewood education community and at least one person shall be currently active in a Lakewood community organization.

Membership: Members are appointed by the Mayor and confirmed by the City Council.

Term of office: Three-year terms.

Current Members: Adriana Bayer, Susan Coulter, Kathy Flores, Airica Keller , Monique Marcano, Linda McDermott, Lani Neil, Darryl Owens, Shannon Paul, Julianne Powers, Phillip Raschke, Chelsea Roberts, Stephanie Rose, Lena Smith, Tod Wolf

Council Liaison: Deputy Mayor Jason Whalen

Meeting Dates: First Monday at 5:00 p.m. at Lakewood City Hall.

## CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

### Lakewood's Promise Advisory Board

The role and responsibilities of the Lakewood's Promise Advisory Board is to assist the City Council in the following areas:

- The Lakewood's Promise Advisory Board shall advise the Mayor, the City Council and City staff regarding the availability and delivery of the five promises within the City;
- The Lakewood's Promise Advisory Board shall look for ways to develop ongoing relationships among Lakewood citizens and businesses to better deliver Promise activities to youth;
- The Lakewood's Promise Advisory Board shall 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.

**Qualifications:** Members shall be residents of the City, or by the nature of their work with youth, determined an asset to the Board. The members shall be appointed from among members of the public to include, to the extent reasonably possible, representation from people involved with or interested in the availability and delivery of the Five Promises.

**Membership:** Members are appointed by the Mayor and confirmed by the City Council. Four (4) members representing the partner agencies: Clover Park School District, Pierce College, Clover Park Technical College and the City of Lakewood shall serve on the Lakewood's Promise Board. One (1) member shall be a representative of the Youth Council.

**Term of Office:** Three-year terms. The Youth council representative shall serve a one-year term.

**Current Members:** Echo Abernathy, Elise Bodell, Clayton DeNault, Mary Dodsworth, Beverly Howe, Michele Johnson, Debbie LeBeau, Dr. Joyce Loveday (CPTC Delegate), Kenneth Prince (Youth Council), Judi Weldy, Ellie Wilson

**Council Liaison:** Councilmember Mary Moss

**Meeting Dates:** Every first Thursday at 7:30 a.m. at Lakewood City Hall.



**CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)****Landmarks and Heritage Advisory Board**

The role of Landmarks and Heritage Advisory Board is to advise 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; and
- Approving, denying, amending or terminating the designation of a historic resource as a landmark or community landmark after a public hearing.

Qualifications: Three members shall be professionals who have experience in identification, evaluation and protection of historic resources and have a background among the fields of history, architecture, architectural history, historic preservation, planning, cultural anthropology, archaeology, cultural geography, landscape architecture, American studies, law or other historic preservation-related disciplines. All other members shall have a demonstrated interest in historic preservation.

Membership: Members are appointed by the Mayor and confirmed by the City Council.

Terms of Office: Appointments of Board members shall be made for a three-year term. Each regular member shall serve until his or her successor is duly appointed and confirmed. Appointments shall be effective on January 1 of each year. In the event of a vacancy, an appointment shall be made to fill the vacancy in the same manner and with the same qualifications as if at the beginning of the term, and the person appointed to fill the vacancy shall hold the position for the remainder of the unexpired term. Any members may be reappointed regardless of the number of terms previously served. The members of the Board shall serve without compensation.

Current Members: Bethene Campbell, Marjorie Thomas-Candau, Eric Leon Chastain, Joan Cooley, Robert Jones, Glen Speith

Council Liaison: Councilmember John Simpson

Meeting Dates: Every fourth Thursday of every other month at 6 p.m. at Lakewood City Hall.

## CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

### Lodging Tax Advisory Committee

The City of Lakewood shall submit at least 45-days before final action on or passage of proposals by the City Council, to the Lodging Tax Advisory Committee, 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 shall submit comments on the proposal in a timely manner through generally applicable public comment procedures 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 67.28.1815. Failure of the advisory committee to submit comments before final action on or passage of the proposal shall not prevent the municipality from acting on the proposal. A municipality is not required to submit an amended proposal to an advisory committee under this section.

Qualifications: Representation of businesses required to collect hotel/motel tax and persons involved in activities authorized to be funded by revenue received by the hotel/motel tax.

Membership: Minimum of five (5) members:

- A. At least two members who are representatives of businesses required to collect tax under this chapter;
- B. At least two members who are persons involved in activities authorized to be funded by revenue received under this chapter. Persons who are eligible for appointment under (A) of this subsection are not eligible for appointment under (B) of this subsection. Persons who are eligible for appointment under (B) of this subsection are not eligible for appointment under (A) of this subsection. Organizations representing businesses required to collect tax under this chapter, organizations involved in activities authorized to be funded by revenue received under this chapter, and local agencies involved in tourism promotion may submit recommendations for membership on the committee. The number of members who are representatives of businesses required to collect tax under this chapter shall equal the number of members who are involved in activities authorized to be funded by revenue received under this chapter;
- C. One member shall be an elected official of the municipality who shall serve as chair of the committee; and
- D. An advisory committee for a city or town may include one nonvoting member who is an elected official of the county in which the city or town is located. The appointing authority shall review the membership of the advisory committee annually and make changes as appropriate.

Members are appointed by the Mayor and confirmed by the City Council.

Members: Mayor Don Anderson; Brandie Hesson-Bullard, Jackeline Juy, Asuka Ludden, Chelene Potvin-Bird, Phillip Raschke, Linda Smith

City Council Liaison: Mayor Don Anderson

Meeting Dates: As needed, typically in July, September and November.

## CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

### Parks and Recreation Advisory Board

The Parks and Recreation Board provides policy recommendations to the 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;
  - 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.

**Qualifications:** Members shall be residents of the City unless the Council finds that appointment of a non-resident, by virtue of business involvement or expertise, will benefit the Committee and ultimately the City.

**Membership:** Members are appointed by the Mayor and confirmed by the City Council.

**Term of office:** Three-year terms.

**Current Members:** Sylvia Allen, J. Allan Billingsley, Susan Dellinger, Jason Gerwen, Vito Iacobazzi, Michael Lacadie, Anessa McClendon

**Council Liaison:** Mayor Don Anderson

**Meetings Dates:** Fourth Tuesday of the month at 5:30 p.m. at Lakewood City Hall.

## CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

### Planning Commission

The role of the Planning Commission is to assist the City Council in the following areas:

#### 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;

## CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

### Planning Commission (continued)

- Recommend ways and means of obtaining private, local county, state or federal funds for promotion of transportation and infrastructure facilities of the City;
- 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; and
- Advise the City Council regarding transportation related facilities, needs and programs of the City, as may be referred by the City Council.

Qualifications: The members shall be residents of the City unless the Council finds that appointment of a non-resident, by virtue of business involvement or expertise, will benefit the Commission and ultimately the city. The members of the Commission shall be appointed from among members of the public to include, to the extent reasonably possible, representation from people involved with or interested in the various opportunities and projects to enhance the provision of planning in the city.

Membership: Members are appointed by the Mayor and confirmed by the City Council.

Term of Office: Up to seven members. The initial four members shall be appointed for four-year terms and the remaining three members shall be appointed for two-year terms. Thereafter, the term of office is five years.

Current Members: Don Daniels, Connie Coleman-Lacadie, Robert Estrada, James Guerrero, Nancy Hudson-Echols, John Paul Wagemann, Christopher Webber

Council Liaison: Councilmember Michael Brandstetter

Meetings Dates: First and third Wednesdays of the month at 6:30 p.m. at Lakewood City Hall, or more frequently as needed.

### 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.

Qualifications: Members shall be residents of the City unless the City Council finds that appointment of a non-resident, by virtue of business involvement or expertise, will benefit the Committee and ultimately the City.

Membership: Members are appointed by the Mayor and confirmed by the City Council.

Terms of Office: For the initial appointment, at least three members shall be appointed for three-year terms; at least three members shall be initially appointed for two-year terms; and at least one member shall be initially appointed for a one-year term.

Current Members: Charles Ames, Alan Hart, James Hairston, Patrick Juhasz, Michael Kelly, Mark Peila, Maria Villalpando Ramos, Johnny Williams, Ken Witkoe

Council Liaison: Councilmember Marie Barth

Meeting Dates: First Wednesday of the month at the Lakewood Police Station.

## CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

### Salary Commission

The duties of the Salary Commission are:

- The Salary Commission shall convene and determine the salaries paid to the Mayor and the City Council within 45 days of confirmation by the City Council. The 45-day review and determination time may be extended upon request of the Salary Commission and approval by the City Council;
- All meetings of the Salary Commission shall be subject to the Open Meetings Act and shall be open to the public. The meetings shall be held in the same location as City Council regular meetings. The Salary Commission shall provide an opportunity for citizens of the City to comment on the salaries of the Mayor and City Council prior to taking a final vote on such salaries;
- After determining the salaries of the Mayor and the City Council, the Salary Commission shall file a statement of the salaries with the City Clerk. A salary increase shall be effective on the next payday for City employees. A salary decrease shall be effective at the commencement of the next subsequent term of office; and
- Any increase or decrease in salary shall become effective without further action of the City Council, and shall supersede any salary set forth in a City ordinance related to the budget or the salaries of the Mayor and City Councilmembers.

Membership: Members are appointed by the Mayor and confirmed by the City Council.

Term of Office: Five voting members.

- The term of a Salary Commission member shall be for one salary review. The term shall commence upon City Council confirmation and shall terminate upon filing of the statement of salaries with the City Clerk;
- For each salary review, conducted in 2015 and every fourth year subsequent, the Mayor shall appoint and the City Council shall confirm a Salary Commission; and
- A member of the Salary Commission shall not be an officer, official or employee of the City or an immediate family member of an officer, official or employee of the City. For purposes of this section, “immediate family member” means parents, spouse, siblings, children or dependent relatives of an officer, official or employee of the City, whether or not living in the household of the officer, official or employee.

Current Members: Connie Coleman-Lacadie, Fae Crabill, Ermine Fullter Jr., Stephen Mazoff, Helen McGovern-Pilant

Meeting Dates: As needed.



## CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)

### Youth Council

Under the direction of a designated City Councilmember, the Youth Council is to convey to City Council issues having city-wide impact to youth. They are responsible for a monthly report to City Council and may participate on a variety of City committees, study groups and task forces.

The Youth Council coordinates and runs Make a Difference Day for the City as well as assisting with a variety of community events including: Truck & Tractor Day, Stuff the Bus with Caring for Kids, the Christmas Tree Lighting, the Dr. Martin Luther King Jr. Celebration and many others. They also attend Youth Action Day at our capital in Olympia and an annual Teen Leadership Summit hosted by the Washington State Recreation and Parks Association.

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; and
- The approved activities are to be facilitated by the City Manager or his designee.

Qualifications: Any combination equivalent to: an entering high school student in good academic standing, including a good attendance record, past leadership experience and/or involvement in school or community organizations and/or events desired. Must attend school in Lakewood or reside in Lakewood.

Current Members: Mya Baker, Lynese Cammack, Susan Cossio Trujillo, Sofia De Leon, Megan Duncan, Peyton Gomez, Madison Hopkins, Albert James, Tabitha Johnson, Kathleen Julca, Angel Lee, Jefferson Magayanes, Jenna Mu, Eileen Nguyen, Briana Noel, Dante Ost, Therese Pacio, Deyana Pangelinan, Kenneth Prince, Elijah Roman Rafols, Joie Reyes, Ronaldo Robles Valencia, Dorien Simon, Eduardo Solis-Cruz, Sage Tagari, Katie Wilton, Celeste Zinn

Youth Council Advisory Board Representatives:

- Lakewood's Promise Advisory Board – Kenneth Prince
- Arts Commission – Susan Cossio Trujillo, Angel Lee, Eileen Nguyen
- Community Services Advisory Board – Katie Wilton, Sofia De Leon, Jenna Mu
- Landmarks and Heritage Advisory Board – Eduardo Solis-Cruz, Deyana Pangelinan, Ronaldo Robles Valencia
- Parks and Recreation Advisory Board – Elijah Ramon Rafols, Tabitha Johnson, Sage Tagari, Jefferson Magayanes, Dorien Simon
- Planning Commission – TBD
- Public Safety Advisory Committee – Dante Ost, Lynese Cammack

Council Liaison: Councilmember Paul Bocchi

Meetings Dates: First and third Monday of the month at Lakewood City Hall and Clover Park School District Student Services Center, respectively.

## COMMUNITY PARTNERSHIPS

2<sup>nd</sup> 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  
 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  
 Nourish Pierce County

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 2018:

Process Description	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Council sets 2019/2020 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 35A.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.

## FINANCIAL POLICIES

*Originally Adopted by the City Council on September 15, 2014*

*Latest Revision on August 20, 2018*

### 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 fund balance in its enterprise funds equal to 33% of operating expenses (equivalent to 120 days of operating expenses due to the infrequent revenue stream from annual or bi-annual revenue receipt). This balance shall be maintained to ensure adequate maintenance reserves and cash flow. Additionally, the City shall maintain a capital fund balance equal to 1% of the original system cost, establish and maintain debt service reserves if required as a condition of future debt issuance, and fund system reinvestment annually through rates based on original cost depreciation using a phased in strategy to mitigate potential impacts on rate increases. Balances in excess of reserves 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 place 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 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
- Repay debt timely and in full
- 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 set by 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 is 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, and any other financing-related costs that may be legally capitalized. Long-term debt shall not be used to fund City operating costs.
- *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/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 3<sup>rd</sup> 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.

## **COST RECOVERY**

The objective of the cost recovery policy is to provide guidelines for setting fees given the cost of service and establishes provisions for ongoing review, process for establishing cost recovery levels and target cost recovery levels for development review and parks programs/services.

*Ongoing Review.* Fees will be periodically reviewed in order to keep pace with changes in the cost of living and methods or levels of service delivery. In order to facilitate a fact-based approach to this review, a comprehensive analysis of the City's costs and fees should be made at least every five years. In the interim, fees may be adjusted annually on January 1, based on the Seattle-Tacoma-Bremerton Consumer Price Index for all Urban Consumers (first half year change of the prior year), contract changes, market rates and other economic conditions.

*Factors to be Considered.* The following factors will be considered when setting cost recovery levels for user fees:

- *Community-wide Versus Special Benefit.* The use of general purpose revenue is appropriate for community-wide services while user fees are appropriate for services that are of special benefit to easily identifiable individuals or groups. Full cost recovery is not always appropriate.
- *Development of a "Value Added" Strategy in Future Cost Recovery Modeling.* Public Value is created in two different ways, directed at two different audiences. Public value is created when governmental agencies use the money and authority given to them to produce things that benefit individuals. Public value is also created when government agencies meet the expectations of citizens and elected officials, that these agencies be accountable for the way they operate; that is, that they be efficient, fair, open, and accountable.
- *Elasticity of Demand.* Pricing of services can significantly impact demand. At full cost recovery, this has the specific advantage of ensuring that the City is providing services for which there is a genuine market, and that it is not over-stimulated by artificially low prices. Conversely, high levels of cost recovery may negatively impact the delivery of services to lower income groups. This negative feature can work against public policy, especially if the services are specifically targeted to low income groups.
- *Feasibility of Collection.* Although it may be determined that a high level of cost recovery may be appropriate for specific services, it may be impractical or too costly to establish a system to identify and charge the user. The method of assessing and collecting fees should be as simple as possible in order to reduce the administrative cost of collection.

*General Concepts.* Revenues should not exceed the reasonable cost of providing services. Cost recovery goals should be based on the total cost of delivery the service as calculated using the fully burdened hourly rates, including direct costs, departmental administration costs and organization-wide support costs such as accounting, personnel, information technology, legal services, fleet maintenance and insurance. The method of assessing and collecting fees should be as simple as possible in order to reduce administrative cost of collection. Rate structures should be sensitive to the "market" for similar services as well as to smaller, infrequent users of the service. A unified approach should be used in determining cost recovery levels for various programs based on factors discussed above.

*Target Cost Recovery Level for Development Review Services.* The cost recovery policy applies to the following development programs/services: planning (long and short plats, privately initiated re-zonings and



comprehensive plan amendments, variances, use permits); building and safety (building permits, structural plan checks, inspections); engineering (public improvement plan checks, inspections, subdivision requirements, encroachments, right-of-way permits); and fire plan check. Cost recovery for these services should generally be very high. In most instances, the City's cost recovery ratio goal should be 85%. The timeline to achieve the cost recovery is no later than year 2021. In setting cost recovery levels, the City shall clearly establish and articulate performance measurements to ensure that there is "value for cost."

*Target Cost Recovery Level for Parks Programs/Services.* The cost recovery policy applies to the following parks and recreation programs/services: recreation services; special events and community gathering; senior services; and all parks. The following should be considered when determining pricing levels: The higher the community benefit, the higher the General Fund subsidy level and the higher the individual benefit, the lower the General Fund subsidy level. The overall cost recovery goal for all parks programs and services should be 45%.

## 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 Lakewood 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, Fund Descriptions, Fiscal Year, and Department and Fund Relationship**

Governments utilize fund accounting system which emphasizes accountability rather than profitability. In this system, a fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

Key Difference – City Budget versus Private Business: In a private business, they are a plan which often times can be an aggressive plan that may or may not be achieved. In government, the expenditure side of the budget is called "appropriation", and is the legal authority to provide a given level of service. It is illegal to spend more than the fund's budget appropriation. The budget appropriation is not a forecast of the amount the City expects to spend necessarily; it is the maximum amount that may be spent.

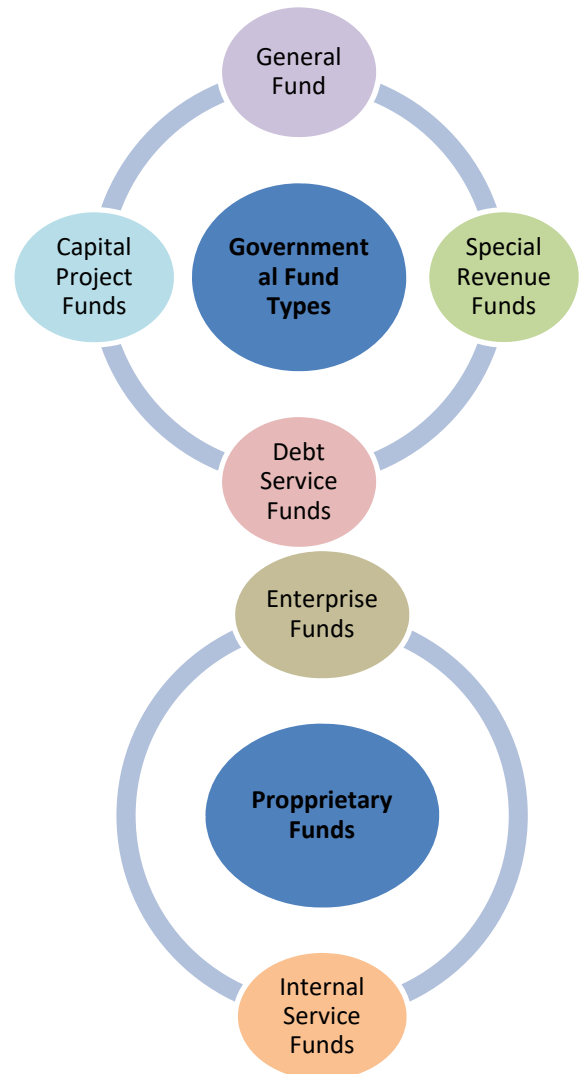
The City's fiscal year is based on the calendar year; January 1 – December 31. The City's biennial budget periods are from January 1 of an odd-numbered year to December 31 of the next succeeding even-numbered year.

The City maintains 26 funds in the 2019/2020 biennial budget. The purpose and description of each fund can be found in the Budget by Fund Section of this document.

The City currently utilizes the following two fund types:

1) **Governmental Fund Types:**

- **General Fund** – to account for all financial resources except those required to be accounted for in another fund.
- **Special Revenue Funds** – to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.
- **Debt Service Funds** – to account for the accumulation of resources for, and the payment of general long-term debt principal and interest.
- **Capital Project Funds** – to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds.)



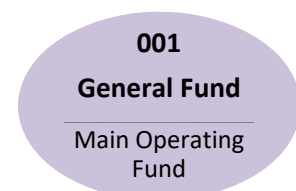
2) **Proprietary Funds:**

- **Enterprise Funds** – to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
- **Internal Service Funds** – to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

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 legal restraints specific to each fund type is summarized below.

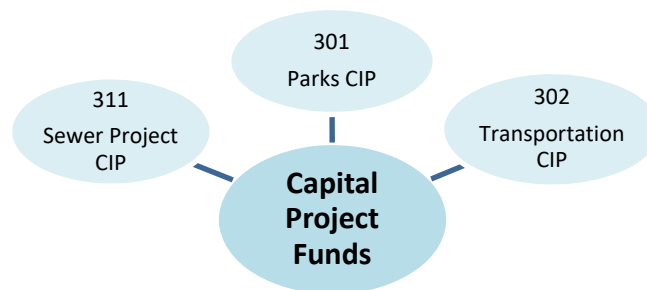
- The **General Fund** is the City's main operating fund and accounts for all activities not required to be accounted for in some other fund. Primary expenditures in the General Fund are made for police, jail, economic development, building, planning and zoning, social, human and senior services, municipal court, and general administrative services. Additionally, the General Fund subsidizes street operations and maintenance.



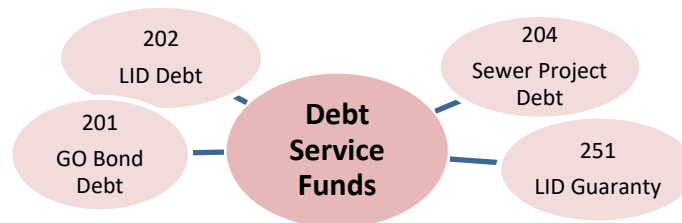
- **Special Revenue Funds** account for the proceeds of specific revenue sources (other than trust funds or for major capital projects) that are legally restricted to expenditures for specific purposes.



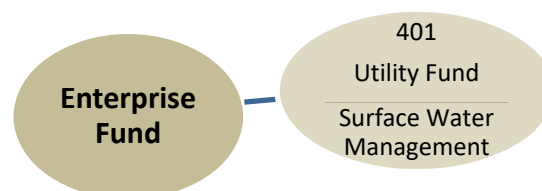
- **Capital Project Funds** account for the acquisition, construction or improvements of major capital facilities except for those financed by proprietary and trust funds. They also establish and cover multi-year expenditures of major capital projects and expenditures for General Government programs.



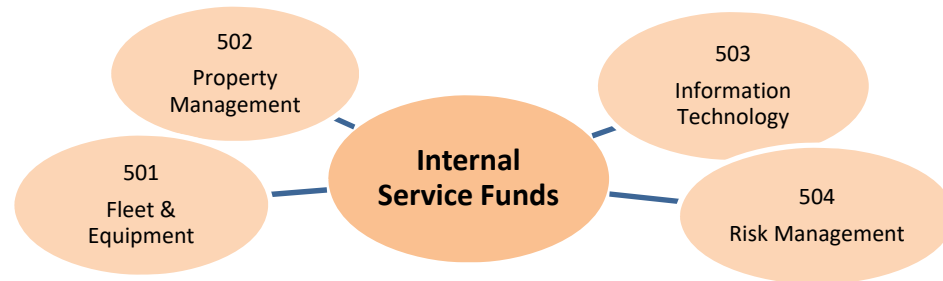
- **Debt Service Funds** account for the accumulation of resources for, and the payment of principal and interest on the City's bonds issued in support of governmental activities.



- **Enterprise Funds** are self-supporting through user rates and charges. The City maintains one utility fund – the Surface Water Management Fund – which maintains, operates and administers the City's natural and developed storm and surface water conveyance system.



- **Internal Service Funds** are 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.



### Department and Fund Relationship

Fund	City Council	City Manager	Admin Svs/ Non-Dept	Comm & Econ Dev	Parks, Rec & Comm Svs	Public Works Engineering	Legal	Municipal Court	Police
<b>General Government Funds:</b>									
001 General Fund	X	X	X	X	X	-	X	X	X
101 Street	-	-	-	-	X	X	-	-	-
102 Real Estate Excise Tax	-	-	X	-	-	-	-	-	-
103 Transportation Benefit District	-	-	X	-	-	-	-	-	-
104 Hotel/Motel Lodging Tax	-	-	X	-	-	-	-	-	-
105 Property Abatement/RHSP	-	-	-	X	-	-	-	-	-
106 Public Art	-	-	-	-	X	-	-	-	-
180 Narcotics Seizure	-	-	-	-	-	-	-	-	X
181 Felony Seizure	-	-	-	-	-	-	-	-	X
182 Federal Seizure	-	-	-	-	-	-	-	-	X
190 CDBG	-	-	-	X	-	-	-	-	-
191 Neighborhood Stabilization Prog	-	-	-	X	-	-	-	-	-
192 SSMCP	-	-	-	X	-	-	-	-	-
195 Public Safety Grants	-	-	-	-	-	-	-	X	X
201 GO Bond Debt Service	-	-	X	-	-	-	-	-	-
202 LID Debt Service	-	-	X	-	-	-	-	-	-
204 Sewer Project Debt	-	-	X	-	-	-	-	-	-
251 LID Guaranty	-	-	X	-	-	-	-	-	-
<b>Capital Project Funds:</b>									
301 Parks	-	-	-	-	X	-	-	-	-
302 Transportation	-	-	-	-	-	X	-	-	-
311 Sewer Project	-	-	-	-	-	X	-	-	-
312 Sanitary Sewer Connection	-	-	-	-	-	X	-	-	-
<b>Enterprise Fund:</b>									
401 Surface Water Management	-	-	-	-	-	X	-	-	-
<b>Internal Service Funds:</b>									
501 Fleet & Equipment	-	-	X	-	X	-	-	-	X
502 Property Management	-	-	-	-	-	-	-	-	-
503 Information Technology	-	-	X	-	-	-	-	-	-
504 Risk Management	-	-	X	-	-	-	-	-	-



**Major & NonMajor Funds**

Fund	Major Fund		NonMajor	
	Governmental	Proprietary	Governmental	Proprietary
<b>General Government Funds:</b>				
001 General Fund	X	-	-	-
101 Street	-	-	X	-
102 Real Estate Excise Tax	-	-	X	-
103 Transportation Benefit District	-	-	X	-
104 Hotel/Motel Lodging Tax	-	-	X	-
105 Property Abatement/RHSP	-	-	X	-
106 Public Art	-	-	X	-
180 Narcotics Seizure	-	-	X	-
181 Felony Seizure	-	-	X	-
182 Federal Seizure	-	-	X	-
190 CDBG	X	-	-	-
191 Neighborhood Stabilization Prog	-	-	X	-
192 SSMCP	-	-	X	-
195 Public Safety Grants	-	-	X	-
201 GO Bond Debt Service	-	-	X	-
202 LID Debt Service	X	-	-	-
204 Sewer Project Debt	-	-	X	-
251 LID Guaranty	-	-	X	-
<b>Capital Project Funds:</b>				
301 Parks	-	-	X	-
302 Transportation	X	-	-	-
311 Sewer Project	-	-	X	-
312 Sanitary Sewer Connection	-	-	X	-
<b>Enterprise Fund:</b>				
401 Surface Water Management	-	X	-	-
<b>Internal Service Funds:</b>				
501 Fleet & Equipment	-	-	-	X
502 Property Management	-	-	-	X
503 Information Technology	-	-	-	X
504 Risk Management	-	-	-	X

## 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 Rickenbacker 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. In the following picture, 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 28<sup>th</sup>, 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 mountain as part of its official logo as several other governmental entities have in the Puget Sound Area.



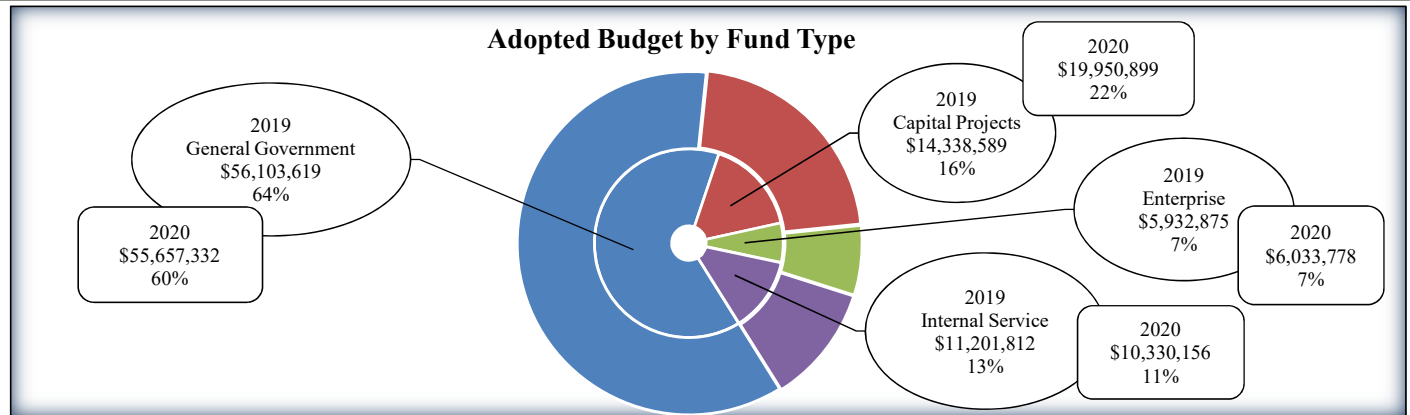


## CITY MAP



# EXECUTIVE SUMMARY

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**BEGINNING BALANCE, REVENUE, EXPENDITURE & ENDING FUND BALANCE**

Fund	2019 Adopted				2020 Adopted			
	Beginning Fund Balance	Revenue	Expenditure	Ending Fund Balance	Beginning Fund Balance	Revenue	Expenditure	Ending Fund Balance
General Government Funds:	\$ 8,049,087	\$ 48,054,532	\$ 49,629,692	\$ 6,473,927	\$ 6,473,927	\$ 49,183,405	\$ 49,321,340	\$ 6,335,992
001 General Fund	5,798,575	39,325,950	39,868,497	5,256,028	5,256,028	39,725,600	40,114,458	4,867,170
101 Street	-	2,439,541	2,439,541	-	-	2,455,935	2,455,935	-
102 Real Estate Excise Tax	83,000	1,700,000	1,783,000	-	-	1,700,000	1,700,000	-
103 Transportation Benefit District	-	814,000	814,000	-	-	814,000	814,000	-
104 Hotel/Motel Lodging Tax	1,049,220	800,000	1,049,220	800,000	800,000	800,000	800,000	800,000
105 Property Abatement/RHSP	-	338,600	338,600	-	-	328,800	328,800	-
106 Public Art	-	15,000	15,000	-	-	15,000	15,000	-
180 Narcotics Seizure	-	60,500	60,500	-	-	70,000	70,000	-
181 Felony Seizure	-	-	-	-	-	-	-	-
182 Federal Seizure	-	9,600	9,600	-	-	39,600	39,600	-
190 CDBG	-	565,000	565,000	-	-	560,000	560,000	-
191 Neighborhood Stabilization Prog	-	8,500	8,500	-	-	24,700	24,700	-
192 SSMCP	-	277,100	277,100	-	-	277,100	277,100	-
195 Public Safety Grants	-	105,306	105,306	-	-	130,037	130,037	-
201 GO Bond Debt Service	-	626,206	626,206	-	-	1,250,656	1,250,656	-
202 LID Debt Service	-	197,600	197,600	-	-	203,500	203,500	-
204 Sewer Project Debt	991,245	771,629	1,472,022	290,852	290,852	788,477	537,554	541,775
251 LID Guaranty	127,047	-	-	127,047	127,047	-	-	127,047
Capital Project Funds:	\$ 1,040,629	\$ 13,297,960	\$ 10,266,390	\$ 4,072,199	\$ 4,072,199	\$ 15,878,700	\$ 18,303,000	\$ 1,647,899
301 Parks	-	2,605,000	1,725,000	880,000	880,000	2,980,000	3,860,000	-
302 Transportation	300,000	8,848,570	6,655,000	2,493,570	2,493,570	12,703,700	14,320,000	877,270
311 Sewer Project	28,239	1,844,390	1,174,000	698,629	698,629	195,000	123,000	770,629
312 Sanitary Sewer Connection	712,390	-	712,390	-	-	-	-	-
Enterprise Fund:	\$ 2,155,074	\$ 3,777,800	\$ 3,853,997	\$ 2,078,878	\$ 2,078,878	\$ 3,954,900	\$ 5,143,366	\$ 890,412
401 Surface Water Management	2,155,074	3,777,800	3,853,997	2,078,878	2,078,878	3,954,900	5,143,366	890,412
Internal Service Funds:	\$ 5,168,715	\$ 6,033,097	\$ 5,906,452	\$ 5,295,360	\$ 5,295,360	\$ 5,034,796	\$ 5,559,252	\$ 4,770,904
501 Fleet & Equipment	4,787,279	1,688,521	1,660,720	4,815,080	4,815,080	755,720	1,352,020	4,218,780
502 Property Management	316,436	777,111	745,111	348,436	348,436	778,684	773,684	353,436
503 Information Technology	65,000	1,982,806	1,915,962	131,844	131,844	1,915,733	1,848,889	198,688
504 Risk Management	-	1,584,659	1,584,659	-	-	1,584,659	1,584,659	-
Grand Total - All Funds	\$ 16,413,505	\$ 71,163,389	\$ 69,656,531	\$ 17,920,364	\$ 17,920,364	\$ 74,051,801	\$ 78,326,958	\$ 13,645,207
			Total Budget	\$ 87,576,895			Total Budget	\$ 91,972,165

## CITY-WIDE POSITION INVENTORY

### By Department

	2016	2017	2018	2019 Adopted	2020 Adopted
<b>City Manager</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
<b>Administrative Services</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>
Finance	8.00	8.00	8.00	8.00	8.00
Information Technology	4.00	4.00	4.00	4.00	4.00
Human Resources	4.00	4.00	4.00	4.00	4.00
<b>Community &amp; Economic Development</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>18.50</b>	<b>18.50</b>
Current Planning	4.50	4.50	4.36	4.36	4.36
Long Range Planning	1.00	1.00	1.32	1.32	1.32
Building	7.00	7.00	6.82	6.82	6.82
Economic Development	1.00	1.00	1.00	1.00	1.00
Community Services	2.00	2.00	2.00	3.00	3.00
SSMCP	2.00	2.00	2.00	2.00	2.00
<b>Parks, Recreation &amp; Community Services</b>	<b>24.25</b>	<b>24.25</b>	<b>24.25</b>	<b>24.25</b>	<b>24.25</b>
Administration	1.00	1.00	1.00	1.00	1.00
Human Services	0.50	0.50	0.50	0.50	0.50
Recreation	2.50	2.50	2.50	2.50	2.50
Senior Services	1.50	1.50	1.50	1.50	1.50
Park Facilities	3.25	2.95	2.95	2.95	2.95
Fort Steilacoom	5.00	4.45	4.45	4.45	4.45
Street Landscape	1.00	1.00	1.00	1.00	1.00
Street O&M	6.50	6.90	6.90	6.90	6.90
SWM O&M	1.50	1.50	1.50	1.50	1.50
Property Management	1.50	1.95	1.95	1.95	1.95
<b>Public Works</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>
Street Engineering Services	2.40	2.40	2.40	2.40	2.40
SWM Engineering Services	8.00	8.00	8.00	8.00	8.00
Transportation Capital	6.10	6.10	6.10	6.10	6.10
<b>Legal</b>	<b>12.50</b>	<b>11.00</b>	<b>11.00</b>	<b>9.50</b>	<b>9.50</b>
Civil	6.50	6.50	7.00	5.50	5.50
Criminal	3.50	2.50	2.00	2.00	2.00
City Clerk	2.50	2.00	2.00	2.00	2.00
<b>Municipal Court</b>	<b>12.50</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>
<b>Police</b>	<b>116.00</b>	<b>116.00</b>	<b>116.00</b>	<b>115.00</b>	<b>115.00</b>
Commissioned	100.00	100.00	100.00	99.00	99.00
Limited Commission	6.00	6.00	6.00	6.00	6.00
Non-Commissioned	10.00	10.00	10.00	10.00	10.00
<b>Total Regular FTEs</b>	<b>218.25</b>	<b>215.25</b>	<b>215.25</b>	<b>212.75</b>	<b>212.75</b>
MC Court Clerk*	-	-	-	0.50	0.50
CED Program Coordinator*	-	-	-	1.00	1.00
CED RHSP Administrative Assistant	-	-	1.00	-	-
PW Engineering Associate Civil Engineer	1.00	1.00	1.00	-	-
PW Engineering Construction Inspector	1.00	1.00	1.00	1.00	-
PW Engineering Associate Engineering Technician	2.00	2.00	2.00	1.00	-
<b>Total Limited Term FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>3.50</b>	<b>1.50</b>
<b>Grand Total</b>	<b>222.25</b>	<b>219.25</b>	<b>220.25</b>	<b>216.25</b>	<b>214.25</b>

\* End date 12/31/2020

## CITY-WIDE POSITION INVENTORY

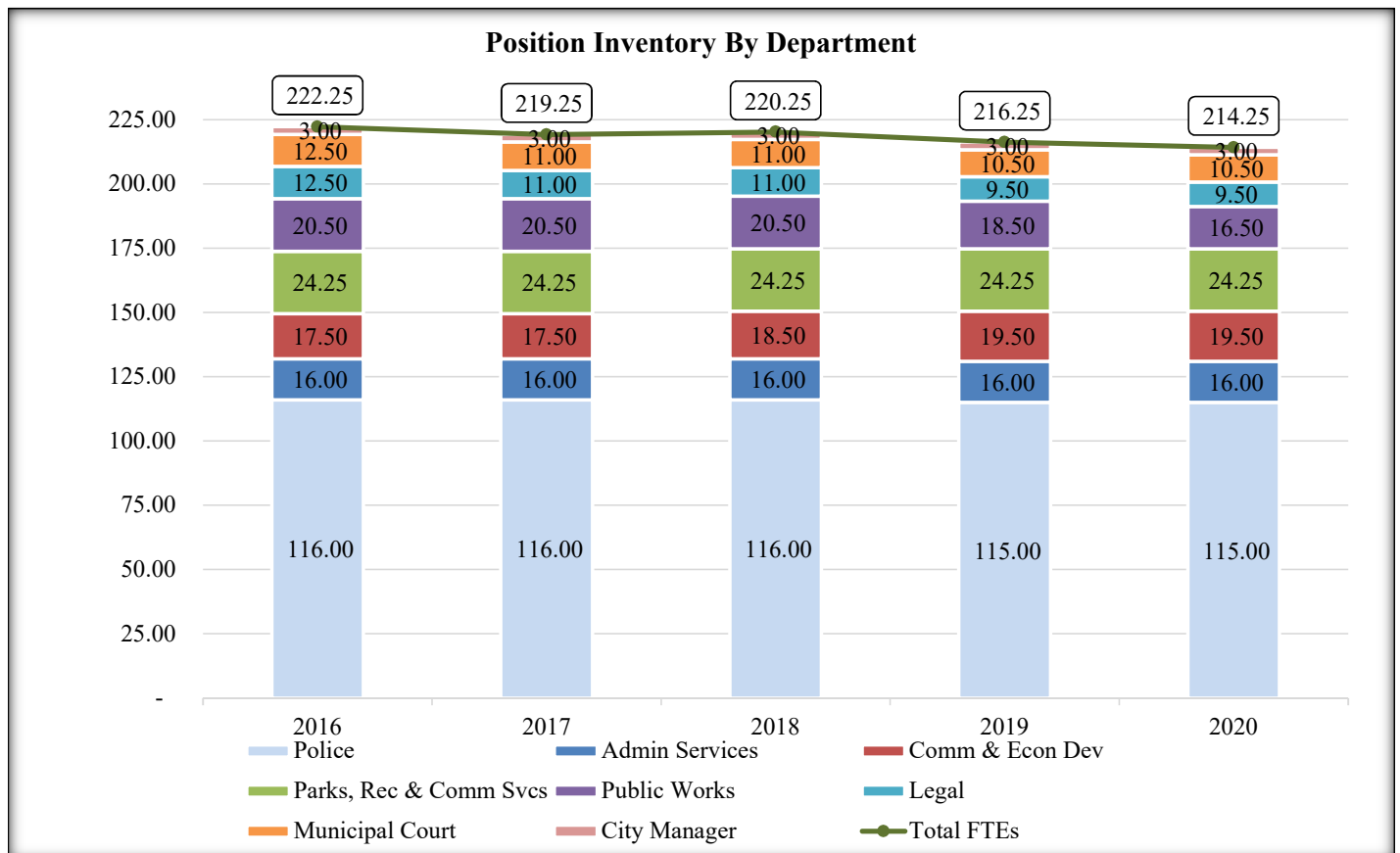
### By Position

Positions	2016	2017	2018	2019 Adopted	2020 Adopted	Current Grade
City Manager	1.00	1.00	1.00	1.00	1.00	Employment Agreement
Municipal Court Judge	1.00	1.00	1.00	1.00	1.00	Employment Contract
Assistant City Manager/CED Director	1.00	1.00	1.00	1.00	1.00	72
Assistant City Manager/Finance Director	1.00	1.00	1.00	1.00	1.00	72
City Attorney	1.00	1.00	1.00	1.00	1.00	72
Police Chief	1.00	1.00	1.00	1.00	1.00	72
Lieutenant	4.00	4.00	4.00	4.00	4.00	lt
Parks, Recreation, & Community Services Director	1.00	1.00	1.00	1.00	1.00	68
Public Works Engineering Director	1.00	1.00	1.00	1.00	1.00	68
Assistant Police Chief	1.00	1.00	1.00	1.00	1.00	67
Human Resources Director	1.00	1.00	1.00	1.00	1.00	62
Sergeant	14.00	14.00	14.00	14.00	14.00	sgt
Detective	11.00	11.00	11.00	11.00	11.00	det
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	56
Assistant City Attorney	2.00	2.00	2.00	2.00	2.00	54
Building Official	1.00	1.00	1.00	1.00	1.00	54
Capital Projects Division Manager	1.00	1.00	1.00	1.00	1.00	54
Engineering Services Division Manager	1.00	1.00	1.00	1.00	1.00	54
Information Technology Manager	1.00	1.00	1.00	1.00	1.00	54
Operations Superintendent	1.00	1.00	1.00	1.00	1.00	54
Program Manager	2.00	2.00	2.00	2.00	2.00	54
Court Administrator	1.00	1.00	1.00	1.00	1.00	52
City Clerk	1.00	1.00	1.00	1.00	1.00	49
Civil Engineer	3.00	3.00	3.00	4.00	4.00	49
Planning Manager	2.00	1.00	1.00	1.00	1.00	46
Planning Manager (Special Projects)	-	-	1.00	1.00	1.00	46
Senior Policy Analyst	-	-	1.00	1.00	1.00	46
Finance Supervisor	2.00	2.00	2.00	2.00	2.00	45
Information Technology Administrator	1.00	1.00	1.00	1.00	1.00	45
Associate Civil Engineer	4.00	4.00	4.00	3.00	3.00	43
Police Officer	69.00	69.00	69.00	68.00	68.00	pol
Assistant Civil Engineer	1.00	1.00	1.00	1.00	1.00	39
Traffic Signal Technician	2.00	2.00	2.00	2.00	2.00	39
Communications Manager	1.00	1.00	1.00	1.00	1.00	38
Finance Analyst	2.00	2.00	2.00	2.00	2.00	38
Geographical Information System Analyst	1.00	1.00	1.00	1.00	1.00	38
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	38
Plans Examiner	1.00	1.00	1.00	1.00	1.00	38
Associate Planner	1.00	1.00	1.00	1.00	1.00	36
Program Coordinator	2.00	2.00	2.00	2.00	2.00	36
Assistant to the City Manager/Management Analyst	1.00	1.00	-	-	-	35
Assistant to the City Manager/Management Analyst	-	1.00	-	-	-	35
Evidence Supervisor	1.00	1.00	1.00	1.00	1.00	35
Building Inspector	2.00	2.00	2.00	2.00	2.00	34
Code Enforcement Officer	2.00	2.00	2.00	2.00	2.00	33
Crime Analyst	1.00	1.00	1.00	1.00	1.00	33
Human Services Coordinator	0.50	0.50	0.50	0.50	0.50	33
Compliance Inspector	1.00	1.00	1.00	1.00	1.00	33
Construction Inspector	2.00	2.00	2.00	2.00	2.00	33
Executive Assistant	1.00	1.00	1.00	-	-	32
Information Technology Specialist	1.00	1.00	1.00	1.00	1.00	32
Paralegal	2.50	1.50	1.50	1.50	1.50	32
Engineering Technician	2.00	2.00	2.00	2.00	2.00	31
Court Compliance Officer	3.00	3.00	3.00	3.00	3.00	30
Lead Maintenance Worker	2.00	2.00	2.00	2.00	2.00	30
Recreation Coordinator	3.00	3.00	3.00	3.00	3.00	30
Assistant Planner	1.00	1.00	1.00	1.00	1.00	29

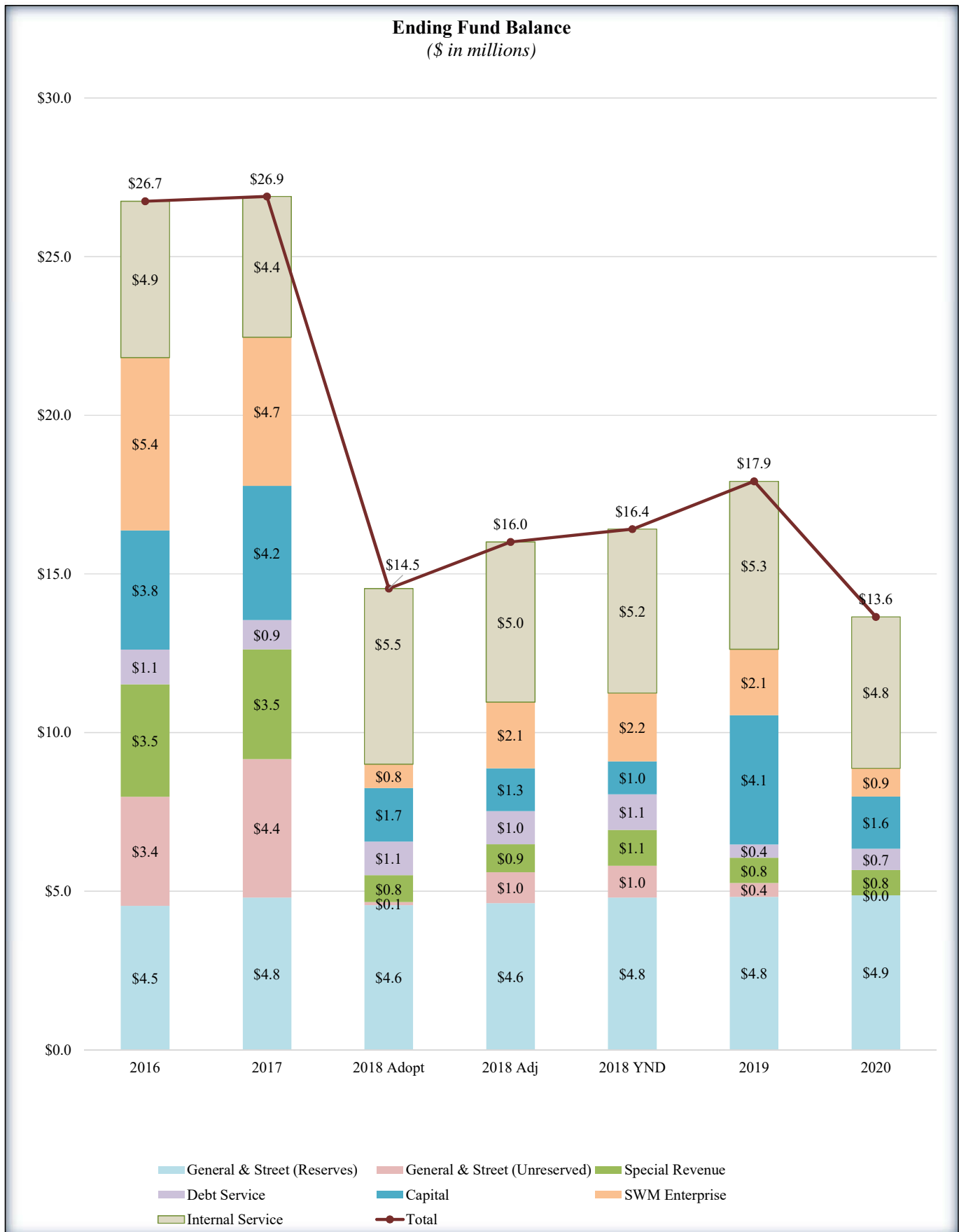
### CITY-WIDE POSITION INVENTORY By Position

Positions	2016	2017	2018	2019 Adopted	2020 Adopted	Current Grade
Finance Technician	3.00	3.00	3.00	3.00	3.00	28
Lead Court Clerk	1.00	1.00	1.00	1.00	1.00	28
Permit Coordinator	1.00	1.00	1.00	1.00	1.00	28
Evidence Technician	1.00	1.00	1.00	1.00	1.00	26
Maintenance Worker	11.50	11.50	11.50	11.50	11.50	26
Administrative Assistant	3.00	3.00	3.00	4.00	4.00	25
Animal Control Officer	2.00	2.00	2.00	2.00	2.00	25
Human Resources Technician	1.00	1.00	1.00	1.00	1.00	25
Permit Technician	2.00	2.00	2.00	2.00	2.00	24
Community Service Officer	4.00	4.00	4.00	4.00	4.00	cso
Court Clerk	6.50	5.00	5.00	4.00	4.00	18
Evidence Custodian	1.00	1.00	1.00	1.00	1.00	18
Office Assistant	8.00	8.00	9.00	8.50	8.50	18
Senior Office Assistant	1.50	1.00	-	-	-	18
Maintenance Assistant	0.75	0.75	0.75	0.75	0.75	1
<b>Total Regular FTEs</b>	<b>218.25</b>	<b>215.25</b>	<b>215.25</b>	<b>212.75</b>	<b>212.75</b>	
MC Court Clerk *	-	-	-	0.50	0.50	18
CED Program Coordinator *	-	-	-	1.00	1.00	36
CED RHSP Administrative Assistant	-	-	1.00	-	-	25
PW Engineering Associate Civil Engineer	1.00	1.00	1.00	-	-	43
PW Engineering Construction Inspector	1.00	1.00	1.00	1.00	-	33
PW Engineering Associate Engineering Technician	2.00	2.00	2.00	1.00	-	31
<b>Total Limited Term FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>3.50</b>	<b>1.50</b>	
<b>Grand Total</b>	<b>222.25</b>	<b>219.25</b>	<b>220.25</b>	<b>216.25</b>	<b>214.25</b>	

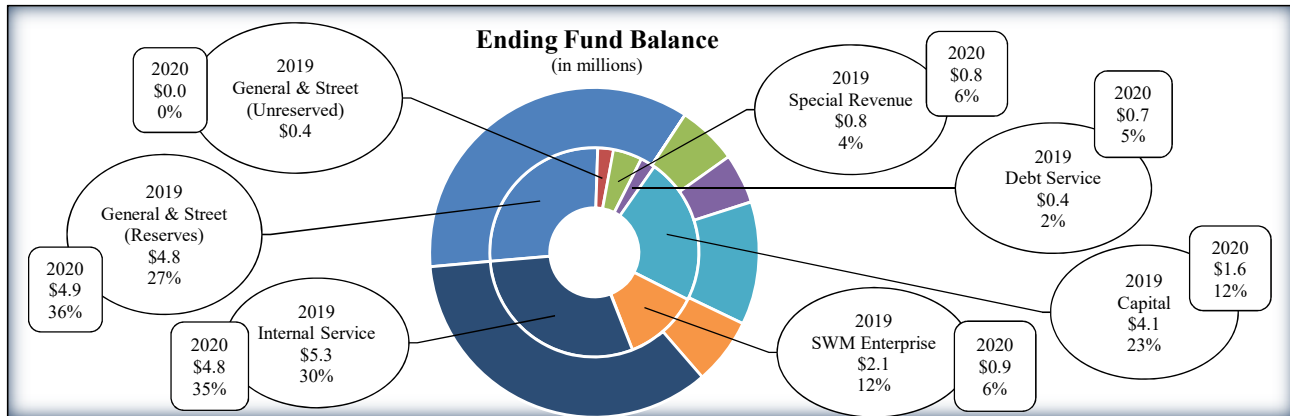
\* End date 12/31/2020







## ENDING FUND BALANCE



Fund Balance	2016	2017				2018	2019		2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	Adopted	\$ Chg	% Chg	
Total General/Street O&M Funds	\$ 7,975,154	\$ 9,163,531	\$ 4,661,885	\$ 5,597,188	\$ 5,798,575	\$ 5,256,028	\$ 4,867,170	\$ (341,160)	-6.1%		
2% Contingency Reserves	755,933	800,058	760,430	770,572	799,112	803,202	811,195	32,630	4.2%		
5% General Fund Reserves	1,889,833	2,000,145	1,901,074	1,926,429	1,997,781	2,008,005	2,027,988	81,576	4.2%		
5% Strategic Reserves	1,889,833	2,000,145	1,901,074	1,926,429	1,997,781	2,008,005	2,027,988	81,576	4.2%		
Unreserved/(Shortfall)	3,439,555	4,363,183	99,305	973,759	1,003,901	436,816	-	(536,943)	-55.1%		
Total Designated/Reserved	\$ 18,769,488	\$ 17,733,094	\$ 9,878,096	\$ 10,407,858	\$ 10,614,930	\$ 12,664,335	\$ 8,778,036	\$ 2,256,477	21.7%		
Reserved for Operations:	\$ 8,994,550	\$ 8,148,685	\$ 1,598,433	\$ 2,966,555	\$ 3,287,294	\$ 2,878,877	\$ 1,690,411	\$ (87,678)	-3.0%		
102 Real Estate Excise Tax	879,686	950,823	104,784	-	83,000	-	-	-	n/a		
103 Transportation Benefit District	98,387	143,506	8,000	-	-	-	-	-	n/a		
104 Hotel/Motel Lodging Tax	1,447,208	1,513,240	419,290	777,369	1,049,220	800,000	800,000	22,631	2.9%		
105 Property Abatement/RHSP	136,201	247,597	151,537	-	-	-	-	-	n/a		
106 Public Art	39,207	19,597	27,074	-	-	-	-	-	n/a		
180 Narcotics Seizure	364,183	284,762	532	-	-	-	-	-	n/a		
181 Felony Seizure	194,924	45,363	11,958	-	-	-	-	-	n/a		
182 Federal Seizure	130,446	2,360	120,200	-	-	-	-	-	n/a		
190 CDBG	39,767	51,852	-	-	-	-	-	-	n/a		
191 Neighborhood Stabilization Prog	142,684	105,469	-	-	-	-	-	-	n/a		
192 SSMCP	75,754	94,508	-	102,497	-	-	-	(102,497)	-100.0%		
195 Public Safety Grant	(920)	-	-	-	-	-	-	-	n/a		
401 Surface Water Management	5,447,023	4,689,608	755,058	2,086,689	2,155,074	2,078,877	890,411	(7,812)	-0.4%		
Debt Service:	\$ 1,094,078	\$ 925,365	\$ 1,061,060	\$ 1,048,673	\$ 1,118,292	\$ 417,899	\$ 668,822	\$ (630,774)	-60.1%		
201 GO Bond Debt Service	-	-	-	-	-	-	-	-	n/a		
202 LID Debt Service	88,051	4,935	7,319	-	-	-	-	-	n/a		
204 Sewer Project Debt Service	880,285	793,502	929,240	921,745	991,245	290,852	541,775	(630,893)	-68.4%		
251 LID Guaranty	125,742	126,928	124,501	126,928	127,047	127,047	127,047	119	0.1%		
Capital Projects:	\$ 3,755,204	\$ 4,226,098	\$ 1,682,743	\$ 1,348,459	\$ 1,040,629	\$ 4,072,199	\$ 1,647,899	\$ 2,723,740	202.0%		
301 Parks Capital	236,976	993,419	-	-	-	880,000	-	880,000	n/a		
302 Transportation Capital	3,026,239	2,529,384	452,088	584,141	300,000	2,493,570	877,270	1,909,429	326.9%		
311 Sewer Capital Project	(10,821)	51,716	39,173	28,239	28,239	698,629	770,629	670,390	2374.0%		
312 Sanitary Sewer Connection CIP	502,810	651,579	1,191,482	736,079	712,390	-	-	(736,079)	-100.0%		
Replacement Reserves:	\$ 4,925,656	\$ 4,432,946	\$ 5,535,860	\$ 5,044,171	\$ 5,168,715	\$ 5,295,360	\$ 4,770,904	\$ 251,189	5.0%		
501 Fleet & Equipment	4,527,589	3,953,546	5,217,593	4,737,735	4,787,279	4,815,080	4,218,780	77,345	1.6%		
502 Property Management	378,067	436,900	250,767	241,436	316,436	348,436	353,436	107,000	44.3%		
503 Information Technology	20,000	42,500	67,500	65,000	65,000	131,844	198,688	66,844	102.8%		
504 Risk Management	-	-	-	-	-	-	-	-	n/a		
Total Ending Fund Balance	\$ 26,744,649	\$ 26,896,627	\$ 14,539,978	\$ 16,005,049	\$ 16,413,505	\$ 17,920,364	\$ 13,645,207	\$ 1,915,315	12.0%		

Explanation of Variances (2019 Adopted vs. 2018 Adjusted):

Fund 104 Hotel/Motel Lodging Tax increase is due to additional hotel/motel lodging tax anticipated.

Fund 192 OEA/SSMCP decrease is due to spending down OEA unrestricted grant funds and prior years' partnership contributions.

Fund 204 Sewer Debt Service decrease is due to funding sewer capital projects.

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

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

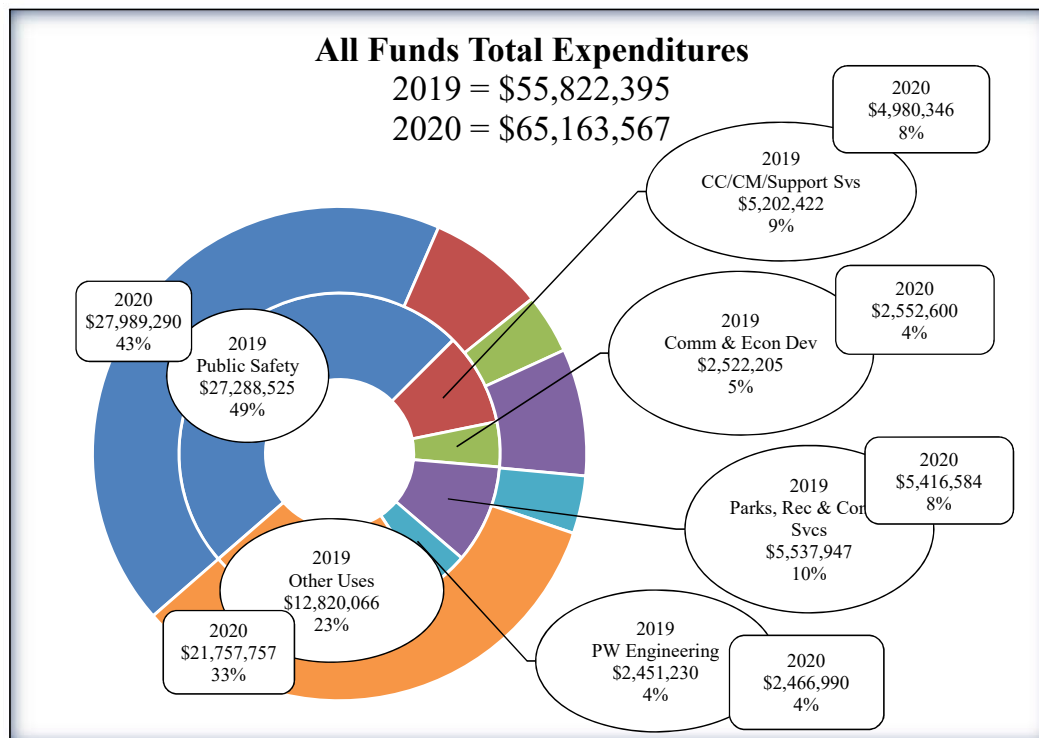
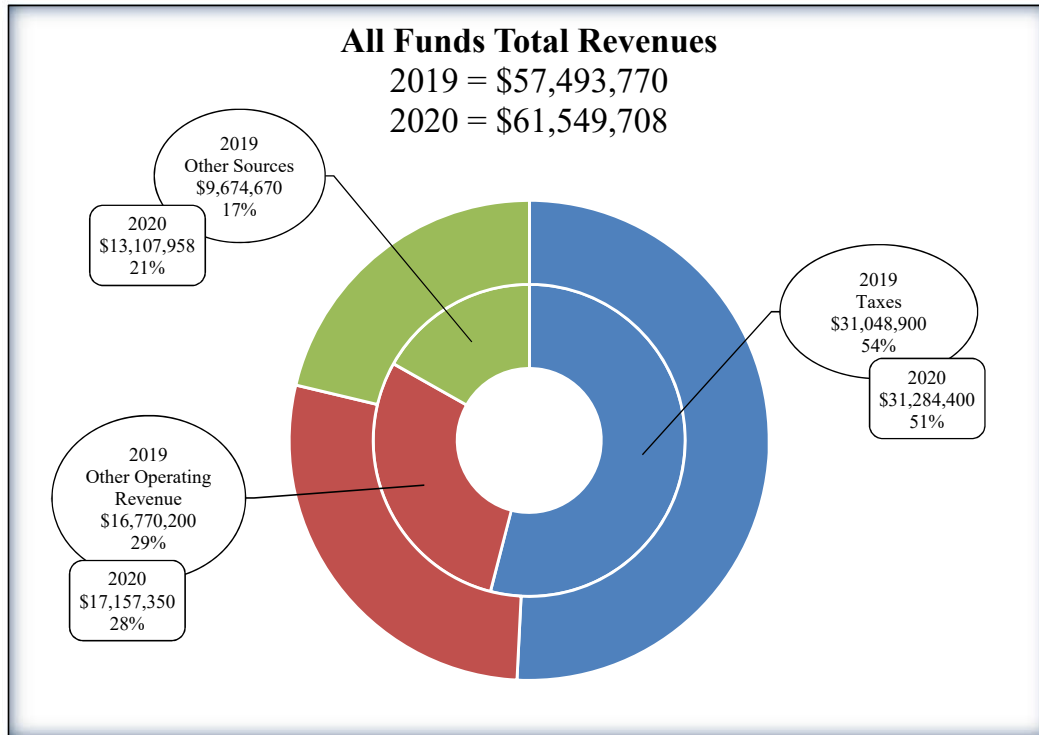
Fund 311 Sewer Capital Project decrease is due to capital expenditures.

Fund 312 Sanitary Sewer Connection Capital decrease is due consolidating fund with Fund 311 Sewer Capital Project.

Fund 501 Fleet &amp; Equipment increase is due to the net accumulation of replacement reserves.

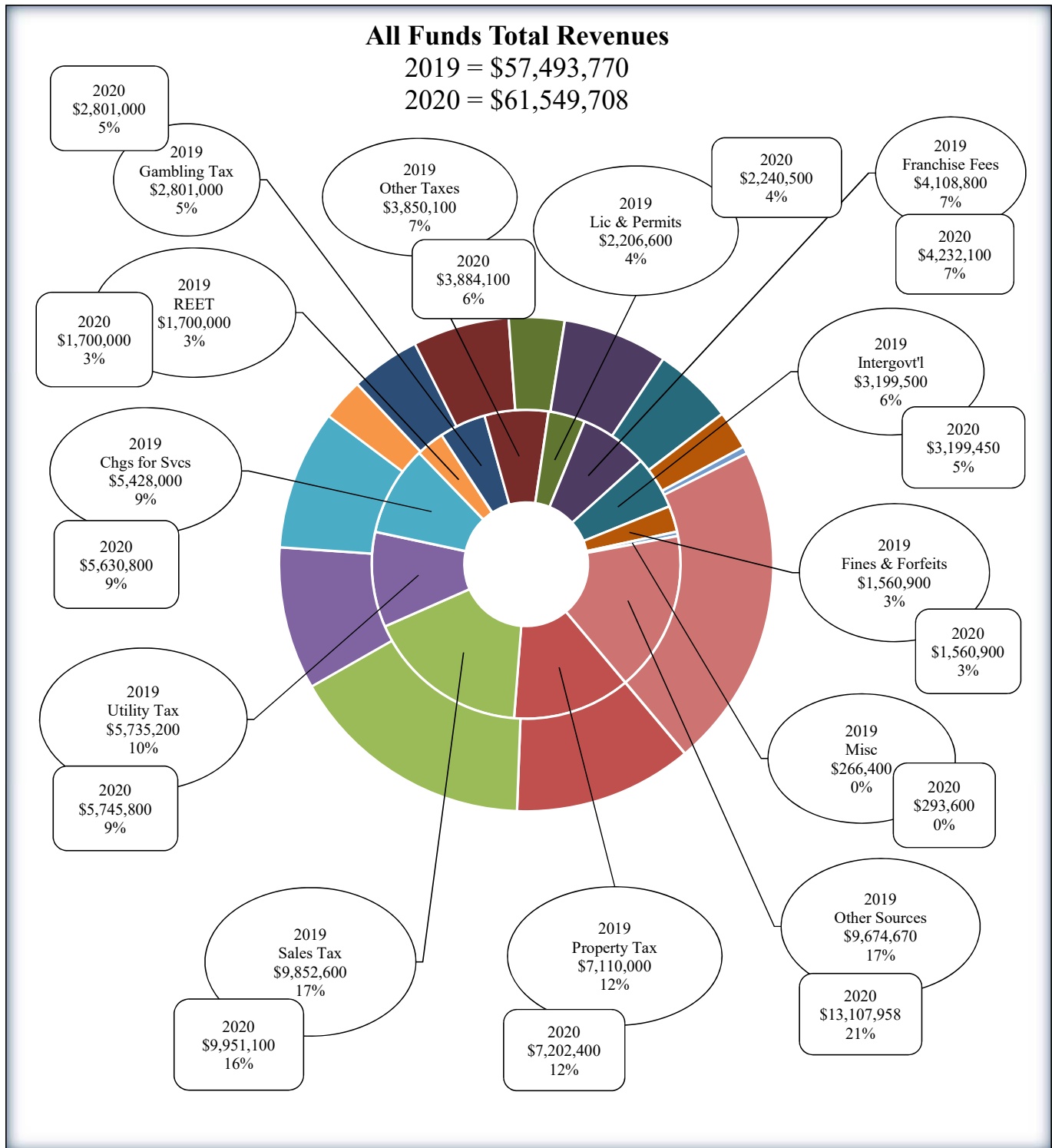
Fund 502 Property Management increase is due to collection of annual replacement reserves and timing of property management plan items.

Fund 503 Information Technology increase is due to the accumulation of replacement reserves.



## SOURCES & USES - ALL FUNDS

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
<b>BEGINNING FUND BALANCE</b>	\$ 23,143,366	\$ 26,744,649	\$ 15,461,887	\$ 26,896,627	\$ 26,896,627	\$ 16,413,506	\$ 17,920,365	\$ (10,483,121)	-39.0%
<b>OPERATING REVENUE:</b>									
Property Tax	6,642,052	6,741,607	6,812,400	6,812,400	6,915,523	7,110,000	7,202,400	\$ 297,600	4.4%
Sales Tax	9,178,807	9,958,523	9,192,800	9,357,800	10,031,830	9,852,600	9,951,100	494,800	5.3%
Utility Tax	5,629,010	5,744,060	5,644,000	5,644,000	5,676,000	5,735,200	5,745,800	91,200	1.6%
Real Estate Excise Tax	2,114,687	2,453,402	1,300,000	1,500,000	2,083,000	1,700,000	1,700,000	200,000	13.3%
Gambling Tax	2,711,471	2,800,955	2,651,200	2,700,000	2,801,000	2,801,000	2,801,000	101,000	3.7%
Other Taxes	3,706,735	3,809,153	3,487,200	3,721,100	3,988,650	3,850,100	3,884,100	129,000	3.5%
Licenses & Permits	1,716,789	2,208,178	1,932,891	1,917,000	2,229,996	2,206,600	2,240,500	289,600	15.1%
Franchise Fees	3,616,442	3,733,390	3,743,900	3,943,900	3,989,100	4,108,800	4,232,100	164,900	4.2%
Intergovernmental	3,074,990	3,370,623	3,016,862	3,105,575	3,135,682	3,199,500	3,199,450	93,925	3.0%
Charges for Services	4,020,970	4,458,624	4,100,535	4,525,000	4,434,425	5,428,000	5,630,800	903,000	20.0%
Fines & Forfeits	1,943,063	1,704,839	1,982,219	1,582,200	1,560,900	1,560,900	1,560,900	(21,300)	-1.3%
Miscellaneous	543,707	505,360	214,650	245,692	460,035	266,400	293,600	20,708	8.4%
<b>Total Operating Revenues</b>	<b>\$ 44,898,723</b>	<b>\$ 47,488,714</b>	<b>\$ 44,078,657</b>	<b>\$ 45,054,667</b>	<b>\$ 47,306,141</b>	<b>\$ 47,819,100</b>	<b>\$ 48,441,750</b>	<b>\$ 2,764,433</b>	<b>6.1%</b>
<b>CAPITAL AND OTHER SOURCES:</b>									
Capital Grants & Contributions	13,311,649	7,817,021	17,195,100	14,087,740	14,063,551	6,986,870	10,665,000	(7,100,870)	-50.4%
Other Sources	5,021,874	4,100,753	1,999,906	8,505,515	8,511,188	2,687,800	2,442,958	(5,817,715)	-68.4%
<b>Total Other Sources</b>	<b>\$ 18,333,523</b>	<b>\$ 11,917,774</b>	<b>\$ 19,195,006</b>	<b>\$ 22,593,255</b>	<b>\$ 22,574,739</b>	<b>\$ 9,674,670</b>	<b>\$ 13,107,958</b>	<b>\$ (12,918,585)</b>	<b>-57.2%</b>
<b>SUBTOTAL REVENUES</b>	<b>\$ 63,232,246</b>	<b>\$ 59,406,488</b>	<b>\$ 63,273,663</b>	<b>\$ 67,647,922</b>	<b>\$ 69,880,880</b>	<b>\$ 57,493,770</b>	<b>\$ 61,549,708</b>	<b>\$ (10,154,152)</b>	<b>-15.0%</b>
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Charges	4,077,245	4,527,804	4,889,008	5,233,710	5,257,254	5,355,183	4,644,202	121,473	2.3%
Interfund Transfers	7,339,163	8,707,409	6,661,011	12,311,741	12,191,058	8,314,437	7,857,891	(3,997,304)	-32.5%
<b>Total Rev/Other Sources/Interfund</b>	<b>\$ 74,648,654</b>	<b>\$ 72,641,701</b>	<b>\$ 74,823,682</b>	<b>\$ 85,193,373</b>	<b>\$ 87,329,192</b>	<b>\$ 71,163,390</b>	<b>\$ 74,051,801</b>	<b>\$ (14,029,983)</b>	<b>-16.5%</b>
<b>TOTAL SOURCES</b>	<b>\$ 97,792,020</b>	<b>\$ 99,386,350</b>	<b>\$ 90,285,569</b>	<b>\$ 112,090,000</b>	<b>\$ 114,225,819</b>	<b>\$ 87,576,895</b>	<b>\$ 91,972,165</b>	<b>\$ (24,513,105)</b>	<b>-21.9%</b>
<b>OPERATING EXPENDITURE:</b>									
City Council	131,839	127,379	134,920	134,920	134,920	136,853	136,853	1,933	1.4%
City Manager	627,631	633,389	620,129	634,358	633,008	706,338	716,460	71,980	11.3%
Municipal Court	1,945,305	2,010,854	2,053,330	2,149,602	2,128,771	2,126,507	2,158,418	(23,095)	-1.1%
Administrative Services	2,005,163	2,090,254	2,255,784	2,197,283	2,186,452	2,861,180	2,663,255	663,897	30.2%
Non-Departmental	122,398	128,098	131,720	133,295	133,295	133,960	133,960	665	0.5%
Legal	1,520,654	1,540,487	1,688,739	1,741,865	1,739,154	1,708,981	1,681,540	(32,884)	-1.9%
Comm & Economic Dev	1,949,947	2,223,360	2,175,042	2,611,224	2,651,880	2,522,205	2,552,600	(89,019)	-3.4%
Parks, Rec & Comm Svcs	4,855,797	4,973,910	5,042,886	5,113,666	5,232,275	5,537,947	5,416,584	424,281	8.3%
Police	22,792,106	23,771,764	24,302,364	25,148,326	25,037,641	24,817,128	25,479,150	(331,198)	-1.3%
Public Works	1,623,114	1,698,072	2,111,988	2,234,574	2,248,854	2,451,230	2,466,990	216,656	9.7%
<b>Total Operating Expenditures</b>	<b>\$ 37,573,954</b>	<b>\$ 39,197,567</b>	<b>\$ 40,516,902</b>	<b>\$ 42,099,113</b>	<b>\$ 42,126,250</b>	<b>\$ 43,002,329</b>	<b>\$ 43,405,810</b>	<b>\$ 903,216</b>	<b>2.1%</b>
<b>OTHER USES:</b>									
Operating Grants/One-time Uses	2,552,934	4,470,551	1,262,689	8,570,347	31,501,824	1,957,238	1,518,047	(6,613,109)	-77.2%
Debt Service	3,334,394	1,136,979	1,157,507	1,162,442	1,161,796	1,308,828	1,936,710	146,386	12.6%
Capital Improvements	16,402,098	14,253,247	21,903,600	27,029,974	5,970,053	9,554,000	18,303,000	(17,475,974)	-64.7%
<b>Total Other Uses</b>	<b>\$ 22,289,426</b>	<b>\$ 19,860,777</b>	<b>\$ 24,323,796</b>	<b>\$ 36,762,763</b>	<b>\$ 38,633,673</b>	<b>\$ 12,820,066</b>	<b>\$ 21,757,757</b>	<b>\$ (23,942,697)</b>	<b>-65.1%</b>
<b>SUBTOTAL EXPENDITURES</b>	<b>\$ 59,863,380</b>	<b>\$ 59,058,344</b>	<b>\$ 64,840,698</b>	<b>\$ 78,861,876</b>	<b>\$ 80,759,923</b>	<b>\$ 55,822,395</b>	<b>\$ 65,163,567</b>	<b>\$ (23,039,481)</b>	<b>-29.2%</b>
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Services	3,844,828	4,723,969	4,243,882	4,911,333	4,861,333	5,519,702	5,305,502	608,369	12.4%
Interfund Transfers	7,339,163	8,707,409	6,661,011	12,311,741	12,191,058	8,314,437	7,857,891	(3,997,304)	-32.5%
<b>Total Interfund Transactions</b>	<b>\$ 11,183,991</b>	<b>\$ 13,431,378</b>	<b>\$ 10,904,893</b>	<b>\$ 17,223,074</b>	<b>\$ 17,052,391</b>	<b>\$ 13,834,139</b>	<b>\$ 13,163,393</b>	<b>\$ (3,388,935)</b>	<b>-19.7%</b>
<b>Total Exp/Other Uses/Interfund</b>	<b>\$ 71,047,371</b>	<b>\$ 72,489,722</b>	<b>\$ 75,745,591</b>	<b>\$ 96,084,950</b>	<b>\$ 97,812,314</b>	<b>\$ 69,656,534</b>	<b>\$ 78,326,960</b>	<b>\$ (26,428,416)</b>	<b>-27.5%</b>
<b>Changes in Fund Balance</b>	<b>\$ 3,601,283</b>	<b>\$ 151,979</b>	<b>\$ (921,909)</b>	<b>\$ (10,891,577)</b>	<b>\$ (10,483,122)</b>	<b>\$ 1,506,856</b>	<b>\$ (4,275,159)</b>	<b>\$ 12,398,433</b>	<b>-113.8%</b>
<b>ENDING FUND BALANCE:</b>	<b>\$ 26,744,649</b>	<b>\$ 26,896,628</b>	<b>\$ 14,539,978</b>	<b>\$ 16,005,049</b>	<b>\$ 16,413,505</b>	<b>\$ 17,920,366</b>	<b>\$ 13,645,208</b>	<b>\$ 1,915,317</b>	<b>12.0%</b>
<b>TOTAL USES</b>	<b>\$ 97,792,020</b>	<b>\$ 99,386,350</b>	<b>\$ 90,285,569</b>	<b>\$ 112,090,000</b>	<b>\$ 114,225,819</b>	<b>\$ 87,576,895</b>	<b>\$ 91,972,165</b>	<b>\$ (24,513,105)</b>	<b>-21.9%</b>



## SOURCES OF FUNDING - ALL FUNDS

Item	2016	2017	2016	2018		2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
<b>BEGINNING FUND BALANCE</b>	\$ 23,143,366	\$ 26,744,649	\$ 15,461,887	\$ 26,896,627	\$ 26,896,627	\$ 16,413,506	\$ 17,920,365	\$ (10,483,121)	-39.0%
<b>OPERATING REVENUE:</b>									
Property Tax	6,642,052	6,741,607	6,812,400	6,812,400	6,915,523	7,110,000	7,202,400	\$ 297,600	4.4%
Sales Tax	9,178,807	9,958,523	9,192,800	9,357,800	10,031,830	9,852,600	9,951,100	494,800	5.3%
Utility Tax	5,629,010	5,744,060	5,644,000	5,644,000	5,676,000	5,735,200	5,745,800	91,200	1.6%
Real Estate Excise Tax	2,114,687	2,453,402	1,300,000	1,500,000	2,083,000	1,700,000	1,700,000	200,000	13.3%
Gambling Tax	2,711,471	2,800,955	2,651,200	2,700,000	2,801,000	2,801,000	2,801,000	101,000	3.7%
Other Taxes	3,706,735	3,809,153	3,487,200	3,721,100	3,988,650	3,850,100	3,884,100	129,000	3.5%
Licenses & Permits	1,716,789	2,208,178	1,932,891	1,917,000	2,229,996	2,206,600	2,240,500	289,600	15.1%
Franchise Fees	3,616,442	3,733,390	3,743,900	3,943,900	3,989,100	4,108,800	4,232,100	164,900	4.2%
Intergovernmental	3,074,990	3,370,623	3,016,862	3,105,575	3,135,682	3,199,500	3,199,450	93,925	3.0%
Charges for Services	4,020,970	4,458,624	4,100,535	4,525,000	4,434,425	5,428,000	5,630,800	903,000	20.0%
Fines & Forfeits	1,943,063	1,704,839	1,982,219	1,582,200	1,560,900	1,560,900	1,560,900	(21,300)	-1.3%
Miscellaneous	543,707	505,360	214,650	245,692	460,035	266,400	293,600	20,708	8.4%
<b>Total Operating Revenues</b>	<b>\$ 44,898,723</b>	<b>\$ 47,488,714</b>	<b>\$ 44,078,657</b>	<b>\$ 45,054,667</b>	<b>\$ 47,306,141</b>	<b>\$ 47,819,100</b>	<b>\$ 48,441,750</b>	<b>\$ 2,764,433</b>	<b>6.1%</b>
<b>CAPITAL AND OTHER SOURCES:</b>									
Capital Grants & Contributions	13,311,649	7,817,021	17,195,100	14,087,740	14,063,551	6,986,870	10,665,000	(7,100,870)	-50.4%
Other Sources	5,021,874	4,100,753	1,999,906	8,505,515	8,511,188	2,687,800	2,442,958	(5,817,715)	-68.4%
<b>Total Other Sources</b>	<b>\$ 18,333,523</b>	<b>\$ 11,917,774</b>	<b>\$ 19,195,006</b>	<b>\$ 22,593,255</b>	<b>\$ 22,574,739</b>	<b>\$ 9,674,670</b>	<b>\$ 13,107,958</b>	<b>\$ (12,918,585)</b>	<b>-57.2%</b>
<b>SUBTOTAL REVENUES</b>	<b>\$ 63,232,246</b>	<b>\$ 59,406,488</b>	<b>\$ 63,273,663</b>	<b>\$ 67,647,922</b>	<b>\$ 69,880,880</b>	<b>\$ 57,493,770</b>	<b>\$ 61,549,708</b>	<b>\$ (10,154,152)</b>	<b>-15.0%</b>
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Charges	4,077,245	4,527,804	4,889,008	5,233,710	5,257,254	5,355,183	4,644,202	121,473	2.3%
Interfund Transfers	7,339,163	8,707,409	6,661,011	12,311,741	12,191,058	8,314,437	7,857,891	(3,997,304)	-32.5%
<b>Total Rev/Other Sources/Interfund</b>	<b>\$ 74,648,654</b>	<b>\$ 72,641,701</b>	<b>\$ 74,823,682</b>	<b>\$ 85,193,373</b>	<b>\$ 87,329,192</b>	<b>\$ 71,163,390</b>	<b>\$ 74,051,801</b>	<b>\$ (14,029,983)</b>	<b>-16.5%</b>
<b>TOTAL SOURCES</b>	<b>\$ 97,792,020</b>	<b>\$ 99,386,350</b>	<b>\$ 90,285,569</b>	<b>\$ 112,090,000</b>	<b>\$ 114,225,819</b>	<b>\$ 87,576,895</b>	<b>\$ 91,972,165</b>	<b>\$ (24,513,105)</b>	<b>-21.9%</b>

Explanation of Variances (2019 Adopted vs. 2018 Adj):

*Property Tax - increase is due primarily to a 1% levy increase as authorized by state statute.*

*Sales Tax - increase is due to overall increase in sales tax estimates.*

*Real Excise Tax - increase is due primarily to increase in major real estate transactions.*

*Gambling Tax - increase is to reflect anticipated revenues from cardrooms.*

*Other Taxes - increase due primarily to an increases in parks sales & use tax of \$59K, criminal justice sales tax of \$97K, offset by a decrease in admissions tax of \$126K.*

*Licenses & Permits -increase is due to development services permits and fees of \$318K and business license of \$34K, offset by a decrease in alarm permits & fees of \$76K.*

*Franchise Fees - increase is due to increase in cable, water, sewer and solid waste and Tacoma Power.*

*Charges for Services - increase due to SWM rate adjustment.*

*Fines & Forfeitures - decrease is due primarily to decreases in detention & correction services and criminal non-traffic fines, offset by increase in court cost recoupment.*

*Capital Grants & Contributions - the 2018 adjusted budget includes carry forward funds whereas the adopted budget captures new funds.*

*Other Sources - the 2018 adjusted budget includes carry forward funds whereas the adopted budget captures new funds.*

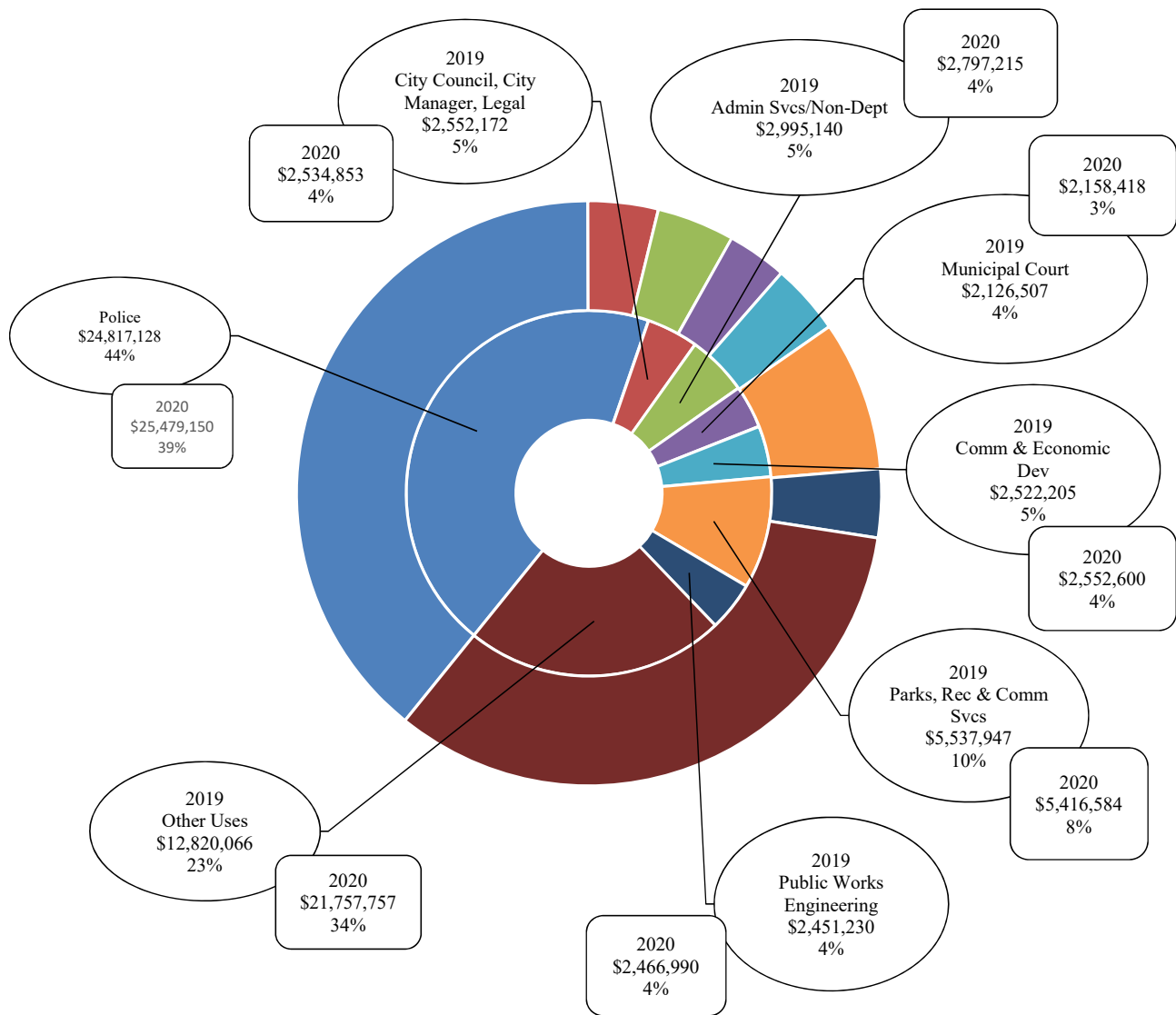
*Interfund Transfers - the decrease is due primarily to contributions to capital projects.*



**All Funds Total Expenditures**

2019 = \$55,822,395

2020 = \$65,163,567



## USES OF FUNDING - ALL FUNDS

Item	2016	2017	2016	2018		2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
<b>OPERATING EXPENDITURE:</b>									
City Council	\$ 131,839	\$ 127,379	\$ 134,920	\$ 134,920	\$ 134,920	\$ 136,853	\$ 136,853	\$ 1,933	1.4%
City Manager	627,631	633,389	620,129	634,358	633,008	706,338	716,460	71,980	11.3%
Municipal Court	1,945,305	2,010,854	2,053,330	2,149,602	2,128,771	2,126,507	2,158,418	(23,095)	-1.1%
Administrative Services	2,005,163	2,090,254	2,255,784	2,197,283	2,186,452	2,861,180	2,663,255	663,897	30.2%
Non-Departmental	122,398	128,098	131,720	133,295	133,295	133,960	133,960	665	0.5%
Legal	1,520,654	1,540,487	1,688,739	1,741,865	1,739,154	1,708,981	1,681,540	(32,884)	-1.9%
Comm & Economic Dev	1,949,947	2,223,360	2,175,042	2,611,224	2,651,880	2,522,205	2,552,600	(89,019)	-3.4%
Parks, Rec & Comm Svcs	4,855,797	4,973,910	5,042,886	5,113,666	5,232,275	5,537,947	5,416,584	424,281	8.3%
Police	22,792,106	23,771,764	24,302,364	25,148,326	25,037,641	24,817,128	25,479,150	(331,198)	-1.3%
Public Works Engineering	1,623,114	1,698,072	2,111,988	2,234,574	2,248,854	2,451,230	2,466,990	216,656	9.7%
Total Operating Expenditures	\$ 37,573,954	\$ 39,197,567	\$ 40,516,902	\$ 42,099,113	\$ 42,126,250	\$ 43,002,329	\$ 43,405,810	\$ 903,216	2.1%
<b>OTHER USES:</b>									
Operating Grants/One-time Uses	2,552,934	4,470,551	1,262,689	8,570,347	31,501,824	1,957,238	1,518,047	(6,613,109)	-77.2%
Debt Service	3,334,394	1,136,979	1,157,507	1,162,442	1,161,796	1,308,828	1,936,710	146,386	12.6%
Capital Improvements	16,402,098	14,253,247	21,903,600	27,029,974	5,970,053	9,554,000	18,303,000	(17,475,974)	-64.7%
Total Other Uses	\$ 22,289,426	\$ 19,860,777	\$ 24,323,796	\$ 36,762,763	\$ 38,633,673	\$ 12,820,066	\$ 21,757,757	\$ (23,942,697)	-65.1%
SUBTOTAL EXPENDITURES	\$ 59,863,380	\$ 59,058,344	\$ 64,840,698	\$ 78,861,876	\$ 80,759,923	\$ 55,822,395	\$ 65,163,567	\$ (23,039,481)	-29.2%
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Services	3,844,828	4,723,969	4,243,882	4,911,333	4,861,333	5,519,702	5,305,502	608,369	12.4%
Interfund Transfers	7,339,163	8,707,409	6,661,011	12,311,741	12,191,058	8,314,437	7,857,891	(3,997,304)	-32.5%
Total Interfund Transactions	\$ 11,183,991	\$ 13,431,378	\$ 10,904,893	\$ 17,223,074	\$ 17,052,391	\$ 13,834,139	\$ 13,163,393	\$ (3,388,935)	-19.7%
Total Exp/Other Uses/Interfund	\$ 71,047,371	\$ 72,489,722	\$ 75,745,591	\$ 96,084,950	\$ 97,812,314	\$ 69,656,534	\$ 78,326,960	\$ (26,428,416)	-27.5%
Changes in Fund Balance	\$ 3,601,283	\$ 151,979	\$ (921,909)	\$ (10,891,577)	\$ (10,483,122)	\$ 1,506,856	\$ (4,275,159)	\$ 12,398,433	-113.8%
ENDING FUND BALANCE:	\$ 26,744,649	\$ 26,896,628	\$ 14,539,978	\$ 16,005,049	\$ 16,413,505	\$ 17,920,366	\$ 13,645,208	\$ 1,915,317	12.0%
TOTAL USES	\$ 97,792,020	\$ 99,386,350	\$ 90,285,569	\$ 112,089,999	\$ 114,225,819	\$ 87,576,895	\$ 91,972,165	\$ (24,513,104)	-21.9%

Explanation of Variances (2019 Adopted vs. 2018 Adj):

*City Manager - increase due to conversion of Assistant to the City Manager position to Senior Policy Analyst, step increases based on performance evaluations, travel and training to align budget with actual activity and less advertising revenue anticipated to offset the cost of producing the connections magazine.*

*Municipal Court - decrease is due primarily to elimination of a vacant Court Clerk 1.0 FTE, public defender services and step increases based on performance evaluations, healthcare premiums, offset by increase in internal service m&o charges (such as WCIA assessment and implementation of information technology projects).*

*Administrative Services - the increase is due primarily to step increases based on performance evaluations, required annual state audit costs, m&o costs for technology projects implemented, internal service m&o charges (such as WCIA assessment & implementation of information technology projects) & anticipated LTAC grant awards.*

*Legal - decrease is due primarily to elimination of the vacant office assistant (0.50 FTE) and vacant Executive Assistant (1.00 FTE) offset by internal service m&o charges (such as WCIA assessment and information technology projects) offset by increase in cost of primary election in the odd numbered year.*

*Community & Economic Development - the increase is due primarily to step increases based on performance evaluations, internal service m&o charges (such as WCIA assessment and implementation of information technology project), offset by decreases in abatement (2018 adjusted budget includes carry forward funds).*

*Parks, Rec & Community Services - increase is due primarily to additional resources for maintenance & operations, electric (new LED streetlights and higher energy costs) and water utility, step increases based on performance evaluations, healthcare premiums and internal service m&o charges (such as WCIA assessment and implementation of information technology projects).*

*Police - decrease due seizure funds (2018 adjusted budget includes carry forward funds) and aligning replacement reserves to anticipated collections, offset by step increases based on performance evaluations, healthcare premiums and internal service m&o charges (such as WCIA assessment and implementation of technology projects).*

*Public Works - the increase is due primarily to additional B&O and utility tax resulting from SWM rate adjustment, step increases based on performance evaluation, healthcare premiums, and internal service m&o charges (such as WCIA assessment and implementation of information technology projects).*

*Capital Grants & Contributions - the 2018 adjusted budget includes carry forward funds whereas the adopted budget captures new funds. Other*

*Uses - the 2018 adjusted budget includes carry forward funds whereas the adopted budget captures new funds.*

*Interfund Transfers - the decrease is due primarily to contributions to capital projects.*

**2019 ADOPTED BUDGET**

Category / Fund	General	Street O&M	Subtotal General & Street O&M	Real Estate Excise Tax	Transportation Benefit District	Hotel/Motel Lodging Tax	Property Abatement/ RHSP	Public Art	Seizure Funds (Narcotics, Felony, Federal)	CDBG
<b>OPERATING REVENUE:</b>										
Property Tax	\$ 7,110,000	\$ -	\$ 7,110,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	9,852,600	-	9,852,600	-	-	-	-	-	-	-
Utility Tax	5,735,200	-	5,735,200	-	-	-	-	-	-	-
Real Estate Excise Tax	-	-	-	1,700,000	-	-	-	-	-	-
Gambling Tax	2,801,000	-	2,801,000	-	-	-	-	-	-	-
Other Taxes	2,236,100	-	2,236,100	-	814,000	800,000	-	-	-	-
Taxes	\$ 27,734,900	\$ -	\$ 27,734,900	\$ 1,700,000	\$ 814,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -
Motor Vehicle Fuel Tax	-	862,400	862,400	-	-	-	-	-	-	-
Liquor Excise Tax/Profit	783,100	-	783,100	-	-	-	-	-	-	-
Criminal Justice - State Shared	472,800	-	472,800	-	-	-	-	-	-	-
Sales Tax Mitigation	-	-	-	-	-	-	-	-	-	-
Grants/Contracts/Other Intergov't	576,500	-	576,500	-	-	-	-	-	-	-
Intergovernmental	\$ 1,832,400	\$ 862,400	\$ 2,694,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	2,094,100	112,500	2,206,600	-	-	-	-	-	-	-
Franchise Fees	4,108,800	-	4,108,800	-	-	-	-	-	-	-
Charges for Services	1,435,700	-	1,435,700	-	-	-	231,600	-	-	-
Fines & Forfeitures	1,560,900	-	1,560,900	-	-	-	-	-	-	-
Miscellaneous	133,700	-	133,700	-	-	-	22,000	15,000	70,100	-
Total Oper. Revenues	\$ 38,900,500	\$ 974,900	\$ 39,875,400	\$ 1,700,000	\$ 814,000	\$ 800,000	\$ 253,600	\$ 15,000	\$ 70,100	\$ -
<b>OTHER SOURCES:</b>										
Interfund Charges										
Fleet & Equipment	-	-	-	-	-	-	-	-	-	-
Property Management	-	-	-	-	-	-	-	-	-	-
Information Systems	-	-	-	-	-	-	-	-	-	-
Risk Management	-	-	-	-	-	-	-	-	-	-
Other Financing Sources	140,750	2,500	143,250	-	-	-	-	-	-	565,000
Interfund Transfers	284,700	1,462,142	1,746,842	-	-	-	85,000	-	-	-
Total Other Sources	\$ 425,450	\$ 1,464,642	\$ 1,890,092	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ 565,000
Beginning Fund Balances	5,798,574	-	5,798,574	83,000	-	1,049,220	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 45,124,524</b>	<b>\$ 2,439,542</b>	<b>\$ 47,564,066</b>	<b>\$ 1,783,000</b>	<b>\$ 814,000</b>	<b>\$ 1,849,220</b>	<b>\$ 338,600</b>	<b>\$ 15,000</b>	<b>\$ 70,100</b>	<b>\$ 565,000</b>
<b>OPERATING EXPEND:</b>										
City Council	136,853	-	136,853	-	-	-	-	-	-	-
City Manager	706,338	-	706,338	-	-	-	-	-	-	-
Municipal Court	2,126,507	-	2,126,507	-	-	-	-	-	-	-
Administrative Services	1,811,960	-	1,811,960	-	-	1,049,220	-	-	-	-
Non-Departmental	133,960	-	133,960	-	-	-	-	-	-	-
Legal	1,708,981	-	1,708,981	-	-	-	-	-	-	-
Community & Economic Dev	2,183,605	-	2,183,605	-	-	-	338,600	-	-	-
Parks, Rec & Community Svcs	2,935,190	1,746,457	4,681,647	-	-	-	-	-	-	-
Police	24,747,028	-	24,747,028	-	-	-	-	-	70,100	-
Public Works	-	618,484	618,484	-	-	-	-	-	-	-
Total Oper. Expend.	\$ 36,490,422	\$ 2,364,941	\$ 38,855,363	\$ -	\$ -	\$ 1,049,220	\$ 338,600	\$ -	\$ 70,100	\$ -
<b>OTHER USES:</b>										
Other Financing Uses	558,729	74,601	633,330	-	-	-	-	15,000	-	315,000
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	2,819,347	-	2,819,347	1,783,000	814,000	-	-	-	-	250,000
Total Other Uses	\$ 3,378,076	\$ 74,601	\$ 3,452,677	\$ 1,783,000	\$ 814,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 565,000
Ending Fund Balances	5,256,026	-	5,256,026	-	-	800,000	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 45,124,524</b>	<b>\$ 2,439,542</b>	<b>\$ 47,564,066</b>	<b>\$ 1,783,000</b>	<b>\$ 814,000</b>	<b>\$ 1,849,220</b>	<b>\$ 338,600</b>	<b>\$ 15,000</b>	<b>\$ 70,100</b>	<b>\$ 565,000</b>

## 2019 ADOPTED BUDGET

NSP	SSMCP	Public Safety Grants	Subtotal Special Revenue Funds	Subtotal Debt Service Funds	Subtotal Enterprise Funds (SWM)	Subtotal Operating Funds	Subtotal Internal Service Funds	Subtotal Capital Project Funds	Total All Funds	Category / Fund
<b>OPERATING REVENUE:</b>										
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,110,000	\$ -	\$ -	\$ 7,110,000	Property Tax
-	-	-	-	-	-	9,852,600	-	-	9,852,600	Sales Tax
-	-	-	-	-	-	5,735,200	-	-	5,735,200	Utility Tax
-	-	-	1,700,000	-	-	1,700,000	-	-	1,700,000	Real Estate Excise Tax
-	-	-	-	-	-	2,801,000	-	-	2,801,000	Gambling Tax
-	-	-	1,614,000	-	-	3,850,100	-	-	3,850,100	Other Taxes
\$ -	\$ -	\$ -	\$ 3,314,000	\$ -	\$ -	\$ 31,048,900	\$ -	\$ -	\$ 31,048,900	Taxes
-	-	-	-	-	-	862,400	-	504,700	1,367,100	Motor Vehicle Fuel Tax
-	-	-	-	-	-	783,100	-	-	783,100	Liquor Excise Tax/Profit
-	-	-	-	-	-	472,800	-	-	472,800	Criminal Justice - State Shared
-	-	-	-	-	-	-	-	-	-	Sales Tax Mitigation
-	-	-	-	-	-	576,500	-	-	576,500	Grants/Contracts/Other Intergov't
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,694,800	\$ -	\$ 504,700	\$ 3,199,500	Intergovernmental
-	-	-	-	-	-	2,206,600	-	-	2,206,600	Licenses & Permits
-	-	-	-	-	-	4,108,800	-	-	4,108,800	Franchise Fees
4,500	-	-	236,100	-	3,756,200	5,428,000	-	-	5,428,000	Charges for Services
-	-	-	-	-	-	1,560,900	-	-	1,560,900	Fines & Forfeitures
4,000	-	-	111,100	-	21,600	266,400	-	-	266,400	Miscellaneous
\$ 8,500	\$ -	\$ -	\$ 3,661,200	\$ -	\$ 3,777,800	\$ 47,314,400	\$ -	\$ 504,700	\$ 47,819,100	Total Oper. Revenues
<b>OTHER SOURCES:</b>										
-	-	-	-	-	-	-	1,546,201	-	1,546,201	Interfund Charges
-	-	-	-	-	-	-	777,111	-	777,111	Fleet & Equipment
-	-	-	-	-	-	-	1,597,212	-	1,597,212	Property Management
-	-	-	-	-	-	-	1,434,659	-	1,434,659	Information Systems
-	-	-	-	-	-	-	-	-	-	Risk Management
-	227,100	105,306	897,406	969,229	-	2,009,885	677,914	6,986,870	9,674,669	Other Financing Sources
-	50,000	-	135,000	626,206	-	2,508,048	-	5,806,390	8,314,438	Interfund Transfers
\$ -	\$ 277,100	\$ 105,306	\$ 1,032,406	\$ 1,595,435	\$ -	\$ 4,517,933	\$ 6,033,097	\$ 12,793,260	\$ 23,344,290	Total Other Sources
-	-	-	1,132,220	1,118,292	2,155,074	10,204,160	5,168,715	1,040,629	16,413,505	Beginning Fund Balances
\$ 8,500	\$ 277,100	\$ 105,306	\$ 5,825,826	\$ 2,713,727	\$ 5,932,874	\$ 62,036,493	\$ 11,201,812	\$ 14,338,589	\$ 87,576,895	<b>TOTAL SOURCES</b>
<b>OPERATING EXPEND:</b>										
-	-	-	-	-	-	136,853	-	-	136,853	City Council
-	-	-	-	-	-	706,338	-	-	706,338	City Manager
-	-	-	-	-	-	2,126,507	-	-	2,126,507	Municipal Court
-	-	-	1,049,220	-	-	2,861,180	-	-	2,861,180	Administrative Services
-	-	-	-	-	-	133,960	-	-	133,960	Non-Departmental
-	-	-	-	-	-	1,708,981	-	-	1,708,981	Legal
-	-	-	338,600	-	-	2,522,205	-	-	2,522,205	Community & Economic Dev
-	-	-	-	-	856,300	5,537,947	-	-	5,537,947	Parks, Rec & Community Svcs
-	-	-	70,100	-	-	24,817,128	-	-	24,817,128	Police
-	-	-	-	-	1,832,746	2,451,230	-	-	2,451,230	Public Works
\$ -	\$ -	\$ -	\$ 1,457,920	\$ -	\$ 2,689,046	\$ 43,002,329	\$ -	\$ -	\$ 43,002,329	Total Oper. Expend.
<b>OTHER USES:</b>										
8,500	277,100	105,306	720,906	-	216,252	1,570,488	386,750	-	1,957,238	Other Financing Uses
-	-	-	-	626,206	-	626,206	-	-	626,206	Debt Service
-	-	-	-	197,600	-	197,600	-	-	197,600	GO Bonds
-	-	-	-	485,022	-	485,022	-	-	485,022	LID's
-	-	-	-	-	-	-	-	-	-	Sewer Project
-	-	-	-	-	-	-	-	-	-	LID Guarantee
-	-	-	-	-	-	-	-	-	-	Capital Improvements
-	-	-	-	-	-	-	-	1,725,000	1,725,000	Parks
-	-	-	-	-	-	-	-	6,655,000	6,655,000	Transportation
-	-	-	-	-	-	-	-	1,174,000	1,174,000	Sewer Capital
-	-	-	-	-	-	-	-	-	-	Sanitary Sewer Connection
-	-	-	-	-	-	-	-	-	-	Surface Water Management
-	-	-	-	-	-	-	-	-	-	Interfund Services
-	-	-	-	-	-	-	1,660,720	-	1,660,720	Fleet & Equipment
-	-	-	-	-	-	-	677,111	-	677,111	Property Management
-	-	-	-	-	-	-	1,597,212	-	1,597,212	Information Systems
-	-	-	-	-	-	-	1,584,659	-	1,584,659	Risk Management
-	-	-	2,847,000	987,000	948,700	7,602,047	-	712,390	8,314,437	Interfund Transfer
\$ 8,500	\$ 277,100	\$ 105,306	\$ 3,567,906	\$ 2,295,828	\$ 1,164,952	\$ 10,481,363	\$ 5,906,452	\$ 10,266,390	\$ 26,654,205	Total Other Uses
-	-	-	800,000	417,899	2,078,876	8,552,801	5,295,360	4,072,199	17,920,364	Ending Fund Balances
\$ 8,500	\$ 277,100	\$ 105,306	\$ 5,825,826	\$ 2,713,727	\$ 5,932,874	\$ 62,036,493	\$ 11,201,812	\$ 14,338,589	\$ 87,576,895	<b>TOTAL USES</b>

**2020 ADOPTED BUDGET**

Category / Fund	General	Street O&M	Subtotal General & Street O&M	Real Estate Excise Tax	Transporation Benefit District	Hotel/Motel Lodging Tax	Property Abatement/ RHSP	Public Art	Seizure Funds (Narcotics, Felony, Federal)	CDBG
<b>OPERATING REVENUE:</b>										
Property Tax	\$ 7,202,400	\$ -	\$ 7,202,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax	9,951,100	-	9,951,100	-	-	-	-	-	-	-
Utility Tax	5,745,800	-	5,745,800	-	-	-	-	-	-	-
Real Estate Excise Tax	-	-	-	1,700,000	-	-	-	-	-	-
Gambling Tax	2,801,000	-	2,801,000	-	-	-	-	-	-	-
Other Taxes	2,270,100	-	2,270,100	-	814,000	800,000	-	-	-	-
Taxes	\$ 27,970,400	\$ -	\$ 27,970,400	\$ 1,700,000	\$ 814,000	\$ 800,000	\$ -	\$ -	\$ -	\$ -
Motor Vehicle Fuel Tax	-	862,400	862,400	-	-	-	-	-	-	-
Liquor Excise Tax/Profit	783,100	-	783,100	-	-	-	-	-	-	-
Criminal Justice - State Shared	472,800	-	472,800	-	-	-	-	-	-	-
Sales Tax Mitigation	-	-	-	-	-	-	-	-	-	-
Grants/Contracts/Other Intergov'tl	576,450	-	576,450	-	-	-	-	-	-	-
Intergovernmental	\$ 1,832,350	\$ 862,400	\$ 2,694,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	2,128,000	112,500	2,240,500	-	-	-	-	-	-	-
Franchise Fees	4,232,100	-	4,232,100	-	-	-	-	-	-	-
Charges for Services	1,442,700	-	1,442,700	-	-	-	233,300	-	-	-
Fines & Forfeitures	1,560,900	-	1,560,900	-	-	-	-	-	-	-
Miscellaneous	133,700	-	133,700	-	-	-	10,500	15,000	109,600	-
Total Oper. Revenues	\$ 39,300,150	\$ 974,900	\$ 40,275,050	\$ 1,700,000	\$ 814,000	\$ 800,000	\$ 243,800	\$ 15,000	\$ 109,600	\$ -
<b>OTHER SOURCES:</b>										
Interfund Charges										
Fleet & Equipment	-	-	-	-	-	-	-	-	-	-
Property Management	-	-	-	-	-	-	-	-	-	-
Information Systems	-	-	-	-	-	-	-	-	-	-
Risk Management	-	-	-	-	-	-	-	-	-	-
Other Financing Sources	140,750	2,500	143,250	-	-	-	-	-	-	560,000
Interfund Transfers	284,700	1,478,537	1,763,237	-	-	-	85,000	-	-	-
Total Other Sources	\$ 425,450	\$ 1,481,037	\$ 1,906,487	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ -	\$ 560,000
Beginning Fund Balances	5,256,027	-	5,256,027	-	-	800,000	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 44,981,627</b>	<b>\$ 2,455,937</b>	<b>\$ 47,437,564</b>	<b>\$ 1,700,000</b>	<b>\$ 814,000</b>	<b>\$ 1,600,000</b>	<b>\$ 328,800</b>	<b>\$ 15,000</b>	<b>\$ 109,600</b>	<b>\$ 560,000</b>
<b>OPERATING EXPEND:</b>										
City Council	136,853	-	136,853	-	-	-	-	-	-	-
City Manager	716,460	-	716,460	-	-	-	-	-	-	-
Municipal Court	2,158,418	-	2,158,418	-	-	-	-	-	-	-
Administrative Services	1,863,255	-	1,863,255	-	-	800,000	-	-	-	-
Non-Departmental	133,960	-	133,960	-	-	-	-	-	-	-
Legal	1,681,540	-	1,681,540	-	-	-	-	-	-	-
Community & Economic Dev	2,223,800	-	2,223,800	-	-	-	328,800	-	-	-
Parks, Rec & Community Svcs	2,821,605	1,734,625	4,556,230	-	-	-	-	-	-	-
Police	25,369,550	-	25,369,550	-	-	-	-	-	109,600	-
Public Works	-	642,396	642,396	-	-	-	-	-	-	-
Total Oper. Expend.	\$ 37,105,441	\$ 2,377,021	\$ 39,482,462	\$ -	\$ -	\$ 800,000	\$ 328,800	\$ -	\$ 109,600	\$ -
<b>OTHER USES:</b>										
Other Financing Uses	174,826	78,916	253,742	-	-	-	-	15,000	-	310,000
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	2,834,191	-	2,834,191	1,700,000	814,000	-	-	-	-	250,000
Total Other Uses	\$ 3,009,017	\$ 78,916	\$ 3,087,933	\$ 1,700,000	\$ 814,000	\$ -	\$ -	\$ 15,000	\$ -	\$ 560,000
Ending Fund Balances	4,867,169	-	4,867,169	-	-	800,000	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 44,981,627</b>	<b>\$ 2,455,937</b>	<b>\$ 47,437,564</b>	<b>\$ 1,700,000</b>	<b>\$ 814,000</b>	<b>\$ 1,600,000</b>	<b>\$ 328,800</b>	<b>\$ 15,000</b>	<b>\$ 109,600</b>	<b>\$ 560,000</b>

## 2020 ADOPTED BUDGET

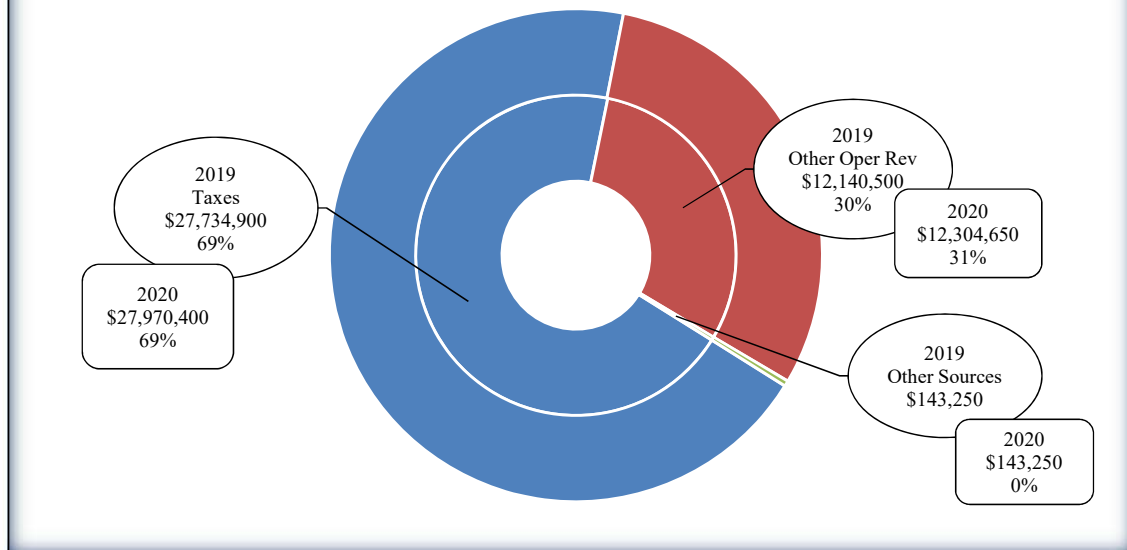
NSP	SSMCP	Public Safety Grants	Subtotal Special Revenue Funds	Subtotal Debt Service Funds	Subtotal Enterprise Funds (SWM)	Subtotal Operating Funds	Subtotal Internal Service Funds	Subtotal Capital Project Funds	Total All Funds	Category / Fund
<b>OPERATING REVENUE:</b>										
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,202,400	\$ -	\$ -	\$ 7,202,400	Property Tax
-	-	-	-	-	-	9,951,100	-	-	9,951,100	Sales Tax
-	-	-	-	-	-	5,745,800	-	-	5,745,800	Utility Tax
-	-	-	1,700,000	-	-	1,700,000	-	-	1,700,000	Real Estate Excise Tax
-	-	-	-	-	-	2,801,000	-	-	2,801,000	Gambling Tax
-	-	-	1,614,000	-	-	3,884,100	-	-	3,884,100	Other Taxes
\$ -	\$ -	\$ -	\$ 3,314,000	\$ -	\$ -	\$ 31,284,400	\$ -	\$ -	\$ 31,284,400	Taxes
-	-	-	-	-	-	862,400	-	504,700	1,367,100	Motor Vehicle Fuel Tax
-	-	-	-	-	-	783,100	-	-	783,100	Liquor Excise Tax/Profit
-	-	-	-	-	-	472,800	-	-	472,800	Criminal Justice - State Shared
-	-	-	-	-	-	-	-	-	-	Sales Tax Mitigation
-	-	-	-	-	-	576,450	-	-	576,450	Grants/Contracts/Other Intergov't
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,694,750	\$ -	\$ 504,700	\$ 3,199,450	Intergovernmental
-	-	-	-	-	-	2,240,500	-	-	2,240,500	Licenses & Permits
-	-	-	-	-	-	4,232,100	-	-	4,232,100	Franchise Fees
20,700	-	-	254,000	-	3,934,100	5,630,800	-	-	5,630,800	Charges for Services
-	-	-	-	-	-	1,560,900	-	-	1,560,900	Fines & Forfeitures
4,000	-	-	139,100	-	20,800	293,600	-	-	293,600	Miscellaneous
\$ 24,700	\$ -	\$ -	\$ 3,707,100	\$ -	\$ 3,954,900	\$ 47,937,050	\$ -	\$ 504,700	\$ 48,441,750	Total Oper. Revenues
<b>OTHER SOURCES:</b>										
-	-	-	-	-	-	-	740,720	-	740,720	Interfund Charges
-	-	-	-	-	-	-	778,684	-	778,684	Fleet & Equipment
-	-	-	-	-	-	-	1,690,139	-	1,690,139	Property Management
-	-	-	-	-	-	-	1,434,659	-	1,434,659	Information Systems
-	-	-	-	-	-	-	-	-	-	Risk Management
-	227,100	130,037	917,137	991,977	-	2,052,364	390,594	10,665,000	13,107,958	Other Financing Sources
-	50,000	-	135,000	1,250,656	-	3,148,893	-	4,709,000	7,857,893	Interfund Transfers
\$ -	\$ 277,100	\$ 130,037	\$ 1,052,137	\$ 2,242,633	\$ -	\$ 5,201,257	\$ 5,034,796	\$ 15,374,000	\$ 25,610,053	Total Other Sources
-	-	-	800,000	417,899	2,078,877	8,552,803	5,295,360	4,072,199	17,920,364	Beginning Fund Balances
\$ 24,700	\$ 277,100	\$ 130,037	\$ 5,559,237	\$ 2,660,532	\$ 6,033,777	\$ 61,691,110	\$ 10,330,156	\$ 19,950,899	\$ 91,972,165	<b>TOTAL SOURCES</b>
<b>OPERATING EXPEND:</b>										
-	-	-	-	-	-	136,853	-	-	136,853	City Council
-	-	-	-	-	-	716,460	-	-	716,460	City Manager
-	-	-	-	-	-	2,158,418	-	-	2,158,418	Municipal Court
-	-	-	800,000	-	-	2,663,255	-	-	2,663,255	Administrative Services
-	-	-	-	-	-	133,960	-	-	133,960	Non-Departmental
-	-	-	-	-	-	1,681,540	-	-	1,681,540	Legal
-	-	-	328,800	-	-	2,552,600	-	-	2,552,600	Community & Economic Dev
-	-	-	-	-	860,354	5,416,584	-	-	5,416,584	Parks, Rec & Community Svcs
-	-	-	109,600	-	-	25,479,150	-	-	25,479,150	Police
-	-	-	-	-	1,824,594	2,466,990	-	-	2,466,990	Public Works
\$ -	\$ -	\$ -	\$ 1,238,400	\$ -	\$ 2,684,948	\$ 43,405,810	\$ -	\$ -	\$ 43,405,810	Total Oper. Expend.
<b>OTHER USES:</b>										
24,700	277,100	130,037	756,837	-	253,718	1,264,297	253,750	-	1,518,047	Other Financing Uses
-	-	-	-	-	-	-	-	-	-	Debt Service
-	-	-	-	1,250,656	-	1,250,656	-	-	1,250,656	GO Bonds
-	-	-	-	203,500	-	203,500	-	-	203,500	LID's
-	-	-	-	482,554	-	482,554	-	-	482,554	Sewer Project
-	-	-	-	-	-	-	-	-	-	LID Guarantee
-	-	-	-	-	-	-	-	-	-	Capital Improvements
-	-	-	-	-	-	-	-	3,860,000	3,860,000	Parks
-	-	-	-	-	-	-	-	14,320,000	14,320,000	Transportation
-	-	-	-	-	-	-	-	123,000	123,000	Sewer Capital
-	-	-	-	-	-	-	-	-	-	Sanitary Sewer Connection
-	-	-	-	-	-	-	-	-	-	Surface Water Management
-	-	-	-	-	-	-	-	-	-	Interfund Services
-	-	-	-	-	-	-	1,352,020	-	1,352,020	Fleet & Equipment
-	-	-	-	-	-	-	678,684	-	678,684	Property Management
-	-	-	-	-	-	-	1,690,139	-	1,690,139	Information Systems
-	-	-	-	-	-	-	1,584,659	-	1,584,659	Risk Management
-	-	-	2,764,000	55,000	2,204,700	7,857,891	-	-	7,857,891	Interfund Transfer
\$ 24,700	\$ 277,100	\$ 130,037	\$ 3,520,837	\$ 1,991,710	\$ 2,458,418	\$ 11,058,898	\$ 5,559,252	\$ 18,303,000	\$ 34,921,150	Total Other Uses
-	-	-	800,000	668,822	890,411	7,226,402	4,770,904	1,647,899	13,645,207	Ending Fund Balances
\$ 24,700	\$ 277,100	\$ 130,037	\$ 5,559,237	\$ 2,660,532	\$ 6,033,777	\$ 61,691,110	\$ 10,330,156	\$ 19,950,899	\$ 91,972,165	<b>TOTAL USES</b>



### General & Street Fund Total Revenues

2019 = \$40,018,650

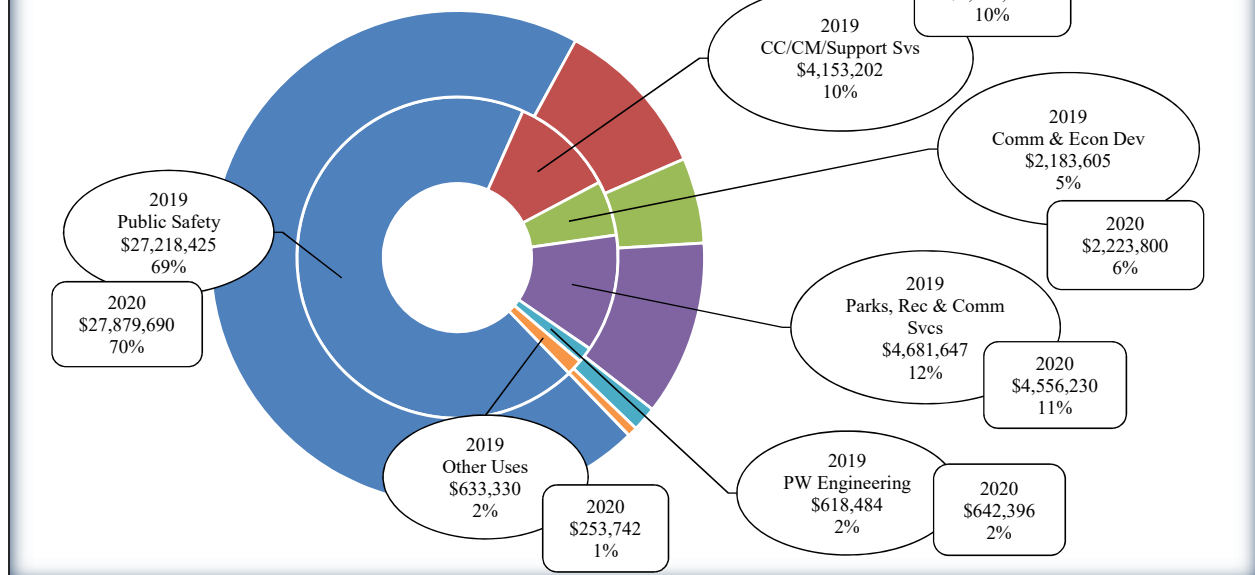
2020 = \$40,418,300



### General & Street Fund Total Expenditures

2019 = \$39,488,693

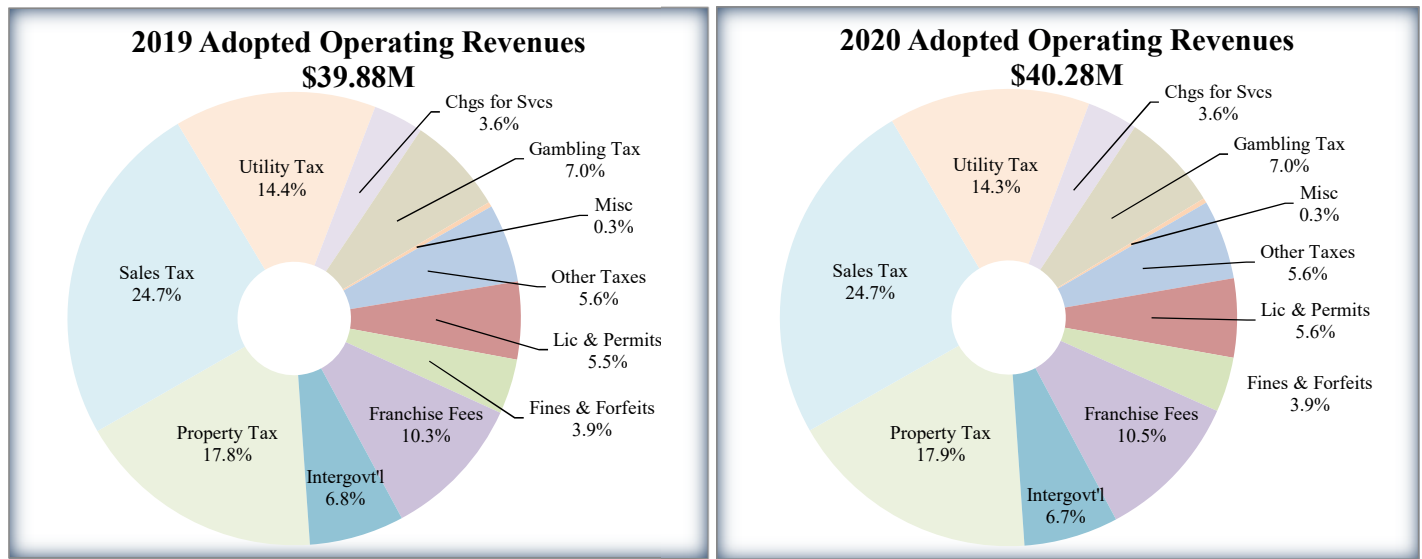
2020 = \$39,736,204



## SOURCES & USES - CONSOLIDATED GENERAL AND STREET FUND

Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
<b>BEGINNING FUND BALANCE</b>	\$ 5,848,860	\$ 7,975,155	\$ 5,000,225	\$ 9,163,532	\$ 9,163,532	\$ 5,798,574	\$ 5,256,027	\$ (3,364,958)	-36.7%
<b>OPERATING REVENUE:</b>									
Property Tax	6,642,052	6,741,607	6,812,400	6,812,400	6,915,523	7,110,000	7,202,400	\$ 297,600	4.4%
Sales Tax	9,178,807	9,958,523	9,192,800	9,357,800	10,031,830	9,852,600	9,951,100	494,800	5.3%
Utility Tax	5,629,010	5,744,060	5,644,000	5,644,000	5,676,000	5,735,200	5,745,800	91,200	1.6%
Gambling Tax	2,711,471	2,800,955	2,651,200	2,700,000	2,801,000	2,801,000	2,801,000	101,000	3.7%
Other Taxes	2,168,053	2,224,190	2,198,200	2,207,100	2,202,800	2,236,100	2,270,100	29,000	1.3%
Licenses & Permits	1,716,789	2,208,178	1,932,891	1,917,000	2,229,996	2,206,600	2,240,500	289,600	15.1%
Franchise Fees	3,616,442	3,733,390	3,743,900	3,943,900	3,989,100	4,108,800	4,232,100	164,900	4.2%
Intergovernmental	2,627,487	2,898,683	2,551,026	2,596,829	2,626,936	2,694,800	2,694,750	97,971	3.8%
Charges for Services	1,199,813	1,490,792	979,500	1,434,000	1,424,859	1,435,700	1,442,700	1,700	0.1%
Fines & Forfeits	1,943,063	1,704,839	1,982,219	1,582,200	1,560,900	1,560,900	1,560,900	(21,300)	-1.3%
Miscellaneous	78,976	212,985	48,650	48,650	211,968	133,700	133,700	85,050	174.8%
<b>Total Operating Revenues</b>	<b>\$ 37,511,963</b>	<b>\$ 39,718,202</b>	<b>\$ 37,736,786</b>	<b>\$ 38,243,879</b>	<b>\$ 39,670,912</b>	<b>\$ 39,875,400</b>	<b>\$ 40,275,050</b>	<b>\$ 1,631,521</b>	<b>4.3%</b>
<b>CAPITAL AND OTHER SOURCES:</b>									
Other Sources	319,215	331,383	72,250	443,562	404,249	143,250	143,250	(300,312)	-67.7%
<b>Total Other Sources</b>	<b>\$ 319,215</b>	<b>\$ 331,383</b>	<b>\$ 72,250</b>	<b>\$ 443,562</b>	<b>\$ 404,249</b>	<b>\$ 143,250</b>	<b>\$ 143,250</b>	<b>\$ (300,312)</b>	<b>-67.7%</b>
<b>SUBTOTAL REVENUES</b>	<b>\$ 37,831,178</b>	<b>\$ 40,049,585</b>	<b>\$ 37,809,036</b>	<b>\$ 38,687,441</b>	<b>\$ 40,075,161</b>	<b>\$ 40,018,650</b>	<b>\$ 40,418,300</b>	<b>\$ 1,331,209</b>	<b>3.4%</b>
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Transfers	1,736,732	1,568,253	1,354,711	1,884,351	1,763,676	1,746,842	1,763,237	(137,509)	-7.3%
<b>Total Rev/Other Sources/Interfund</b>	<b>\$ 39,567,910</b>	<b>\$ 41,617,838</b>	<b>\$ 39,163,747</b>	<b>\$ 40,571,792</b>	<b>\$ 41,838,837</b>	<b>\$ 41,765,492</b>	<b>\$ 42,181,537</b>	<b>\$ 1,193,700</b>	<b>2.9%</b>
<b>TOTAL SOURCES</b>	<b>\$ 45,416,770</b>	<b>\$ 49,592,993</b>	<b>\$ 44,163,972</b>	<b>\$ 49,735,324</b>	<b>\$ 51,002,369</b>	<b>\$ 47,564,066</b>	<b>\$ 47,437,564</b>	<b>\$ (2,171,258)</b>	<b>-4.4%</b>
<b>OPERATING EXPENDITURE:</b>									
City Council	131,839	127,379	134,920	134,920	134,920	136,853	136,853	\$ 1,933	1.4%
City Manager	627,631	633,389	620,129	634,358	633,008	706,338	716,460	71,980	11.3%
Municipal Court	1,945,305	2,010,854	2,053,330	2,149,602	2,128,771	2,126,507	2,158,418	(23,095)	-1.1%
Administrative Services	1,520,888	1,617,746	1,655,784	1,716,872	1,706,041	1,811,960	1,863,255	95,088	5.5%
Non-Departmental	122,398	128,098	131,720	133,295	133,295	133,960	133,960	665	0.5%
Legal	1,520,654	1,540,487	1,688,739	1,741,865	1,739,154	1,708,981	1,681,540	(32,884)	-1.9%
Comm & Economic Dev	1,875,902	1,995,406	1,926,371	2,007,712	2,001,717	2,183,605	2,223,800	175,893	8.8%
Parks, Rec & Comm Svcs	4,223,999	4,201,627	4,122,831	4,193,611	4,312,220	4,681,647	4,556,230	488,036	11.6%
Police	22,385,005	23,308,561	24,122,464	24,639,799	24,529,114	24,747,028	25,369,550	107,229	0.4%
Public Works	395,916	483,225	500,516	582,005	598,670	618,484	642,396	36,479	6.3%
<b>Total Operating Expenditures</b>	<b>\$ 34,749,537</b>	<b>\$ 36,046,772</b>	<b>\$ 36,956,804</b>	<b>\$ 37,934,039</b>	<b>\$ 37,916,910</b>	<b>\$ 38,855,363</b>	<b>\$ 39,482,462</b>	<b>\$ 921,324</b>	<b>2.4%</b>
<b>OTHER USES:</b>									
Operating Grants/One-time Uses	488,252	1,312,060	337,939	1,520,487	3,074,873	633,330	253,742	(887,157)	-58.3%
<b>Total Other Uses</b>	<b>\$ 488,252</b>	<b>\$ 1,312,060</b>	<b>\$ 337,939</b>	<b>\$ 1,520,487</b>	<b>\$ 3,074,873</b>	<b>\$ 633,330</b>	<b>\$ 253,742</b>	<b>\$ (887,157)</b>	<b>-58.3%</b>
<b>SUBTOTAL EXPENDITURES</b>	<b>\$ 35,237,789</b>	<b>\$ 37,358,832</b>	<b>\$ 37,294,743</b>	<b>\$ 39,454,526</b>	<b>\$ 40,991,783</b>	<b>\$ 39,488,693</b>	<b>\$ 39,736,204</b>	<b>\$ 34,167</b>	<b>0.1%</b>
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Transfers	2,203,825	3,070,624	2,207,346	4,683,609	4,212,011	2,819,347	2,834,191	(1,864,262)	-39.8%
<b>Total Interfund Transactions</b>	<b>\$ 2,203,825</b>	<b>\$ 3,070,624</b>	<b>\$ 2,207,346</b>	<b>\$ 4,683,609</b>	<b>\$ 4,212,011</b>	<b>\$ 2,819,347</b>	<b>\$ 2,834,191</b>	<b>\$ (1,864,262)</b>	<b>-39.8%</b>
<b>Total Exp/Other Uses/Interfund</b>	<b>\$ 37,441,614</b>	<b>\$ 40,429,456</b>	<b>\$ 39,502,089</b>	<b>\$ 44,138,135</b>	<b>\$ 45,203,794</b>	<b>\$ 42,308,040</b>	<b>\$ 42,570,395</b>	<b>\$ (1,830,095)</b>	<b>-4.1%</b>
<b>Changes in Fund Balance</b>	<b>\$ 2,126,296</b>	<b>\$ 1,188,382</b>	<b>\$ (338,342)</b>	<b>\$ (3,566,343)</b>	<b>\$ (3,364,957)</b>	<b>\$ (542,548)</b>	<b>\$ (388,858)</b>	<b>\$ 3,023,795</b>	<b>-84.8%</b>
<b>ENDING FUND BALANCE:</b>	<b>\$ 7,975,156</b>	<b>\$ 9,163,537</b>	<b>\$ 4,661,883</b>	<b>\$ 5,597,189</b>	<b>\$ 5,798,575</b>	<b>\$ 5,256,026</b>	<b>\$ 4,867,169</b>	<b>\$ (341,163)</b>	<b>-6.1%</b>
<b>TOTAL USES</b>	<b>\$ 45,416,770</b>	<b>\$ 49,592,993</b>	<b>\$ 44,163,972</b>	<b>\$ 49,735,324</b>	<b>\$ 51,002,369</b>	<b>\$ 47,564,066</b>	<b>\$ 47,437,564</b>	<b>\$ (2,171,258)</b>	<b>-4.4%</b>

## SOURCES - CONSOLIDATED GENERAL AND STREET FUND



Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
<b>BEGINNING FUND BALANCE</b>	\$ 5,848,860	\$ 7,975,155	\$ 5,000,225	\$ 9,163,532	\$ 9,163,532	\$ 5,798,574	\$ 5,256,027	\$ (3,364,958)	-36.7%
<b>OPERATING REVENUE:</b>									
Property Tax	6,642,052	6,741,607	6,812,400	6,812,400	6,915,523	7,110,000	7,202,400	\$ 297,600	4.4%
Sales Tax	9,178,807	9,958,523	9,192,800	9,357,800	10,031,830	9,852,600	9,951,100	494,800	5.3%
Utility Tax	5,629,010	5,744,060	5,644,000	5,644,000	5,676,000	5,735,200	5,745,800	91,200	1.6%
Gambling Tax	2,711,471	2,800,955	2,651,200	2,700,000	2,801,000	2,801,000	2,801,000	101,000	3.7%
Other Taxes	2,168,053	2,224,190	2,198,200	2,207,100	2,202,800	2,236,100	2,270,100	29,000	1.3%
Licenses & Permits	1,716,789	2,208,178	1,932,891	1,917,000	2,229,996	2,206,600	2,240,500	289,600	15.1%
Franchise Fees	3,616,442	3,733,390	3,743,900	3,943,900	3,989,100	4,108,800	4,232,100	164,900	4.2%
Intergovernmental	2,627,487	2,898,683	2,551,026	2,596,829	2,626,936	2,694,800	2,694,750	97,971	3.8%
Charges for Services	1,199,813	1,490,792	979,500	1,434,000	1,424,859	1,435,700	1,442,700	1,700	0.1%
Fines & Forfeits	1,943,063	1,704,839	1,982,219	1,582,200	1,560,900	1,560,900	1,560,900	(21,300)	-1.3%
Miscellaneous	78,976	212,985	48,650	48,650	211,968	133,700	133,700	85,050	174.8%
<b>Total Operating Revenues</b>	<b>\$ 37,511,963</b>	<b>\$ 39,718,202</b>	<b>\$ 37,736,786</b>	<b>\$ 38,243,879</b>	<b>\$ 39,670,912</b>	<b>\$ 39,875,400</b>	<b>\$ 40,275,050</b>	<b>\$ 1,631,521</b>	<b>4.3%</b>
<b>CAPITAL AND OTHER SOURCES:</b>									
Other Sources	319,215	331,383	72,250	443,562	404,249	143,250	143,250	(300,312)	-67.7%
<b>Total Other Sources</b>	<b>\$ 319,215</b>	<b>\$ 331,383</b>	<b>\$ 72,250</b>	<b>\$ 443,562</b>	<b>\$ 404,249</b>	<b>\$ 143,250</b>	<b>\$ 143,250</b>	<b>\$ (300,312)</b>	<b>-67.7%</b>
<b>SUBTOTAL REVENUES</b>	<b>\$ 37,831,178</b>	<b>\$ 40,049,585</b>	<b>\$ 37,809,036</b>	<b>\$ 38,687,441</b>	<b>\$ 40,075,161</b>	<b>\$ 40,018,650</b>	<b>\$ 40,418,300</b>	<b>\$ 1,331,209</b>	<b>3.4%</b>
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Transfers	1,736,732	1,568,253	1,354,711	1,884,351	1,763,676	1,746,842	1,763,237	(137,509)	-7.3%
<b>Total Rev/Other Sources/Interfund</b>	<b>\$ 39,567,910</b>	<b>\$ 41,617,838</b>	<b>\$ 39,163,747</b>	<b>\$ 40,571,792</b>	<b>\$ 41,838,837</b>	<b>\$ 41,765,492</b>	<b>\$ 42,181,537</b>	<b>\$ 1,193,700</b>	<b>2.9%</b>
<b>TOTAL SOURCES</b>	<b>\$ 45,416,770</b>	<b>\$ 49,592,993</b>	<b>\$ 44,163,972</b>	<b>\$ 49,735,324</b>	<b>\$ 51,002,369</b>	<b>\$ 47,564,066</b>	<b>\$ 47,437,564</b>	<b>\$ (2,171,258)</b>	<b>-4.4%</b>

Explanation of Variances (2019 Adopted vs. 2018 Adj):

*Property Tax - increase is due primarily to a 1% levy increase as authorized by state statute.*

*Sales Tax - increase is due to overall increase in sales tax estimates.*

*Real Excise Tax - increase is due primarily to increase in major real estate transactions.*

*Gambling Tax - increase is to reflect anticipated revenues from cardrooms.*

*Other Taxes - increase due primarily to an increases in parks sales & use tax of \$59K, criminal justice sales tax of \$97K, offset by a decrease in admissions tax of \$126K.*

*Licenses & Permits - increase is due to development services permits and fees of \$318K and business license of \$34K, offset by a decrease in alarm permits & fees of \$76K.*

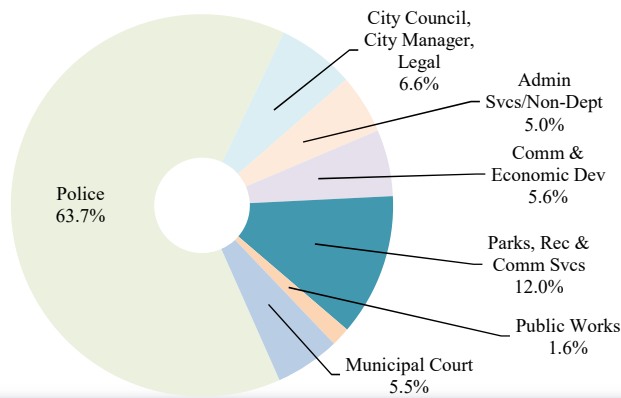
*Franchise Fees - increase is due to increase in cable, water, sewer and solid waste and Tacoma Power.*

*Fines & Forfeitures - decrease is due primarily to decreases in detention & correction services and criminal non-traffic fines, offset by increase in court cost recoupment.*

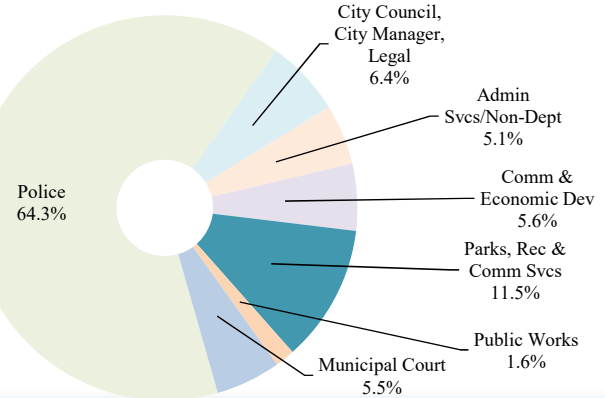
*Other Sources - the 2018 adjusted budget includes carry forward funds whereas the adopted budget captures new funds.*

## USES - CONSOLIDATED GENERAL AND STREET FUND

### 2019 Adopted Operating Expenditures \$38.86M



### 2020 Adopted Operating Expenditures \$39.48M



Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
<b>OPERATING EXPENDITURE:</b>									
City Council	\$ 131,839	\$ 127,379	\$ 134,920	\$ 134,920	\$ 134,920	\$ 136,853	\$ 136,853	\$ 1,933	1.4%
City Manager	627,631	633,389	620,129	634,358	633,008	706,338	716,460	71,980	11.3%
Municipal Court	1,945,305	2,010,854	2,053,330	2,149,602	2,128,771	2,126,507	2,158,418	(23,095)	-1.1%
Administrative Services	1,520,888	1,617,746	1,655,784	1,716,872	1,706,041	1,811,960	1,863,255	95,088	5.5%
Non-Departmental	122,398	128,098	131,720	133,295	133,295	133,960	133,960	665	0.5%
Legal	1,520,654	1,540,487	1,688,739	1,741,865	1,739,154	1,708,981	1,681,540	(32,884)	-1.9%
Comm & Economic Dev	1,875,902	1,995,406	1,926,371	2,007,712	2,001,717	2,183,605	2,223,800	175,893	8.8%
Parks, Rec & Comm Svcs	4,223,999	4,201,627	4,122,831	4,193,611	4,312,220	4,681,647	4,556,230	488,036	11.6%
Police	22,385,005	23,308,561	24,122,464	24,639,799	24,529,114	24,747,028	25,369,550	107,229	0.4%
Public Works Engineering	395,916	483,225	500,516	582,005	598,670	618,484	642,396	36,479	6.3%
Total Operating Expenditures	\$ 34,749,537	\$ 36,046,772	\$ 36,956,804	\$ 37,934,039	\$ 37,916,910	\$ 38,855,363	\$ 39,482,462	\$ 921,324	2.4%
<b>OTHER USES:</b>									
Operating Grants/One-time Uses	488,252	1,312,060	337,939	1,520,487	3,074,873	633,330	253,742	(887,157)	-58.3%
Total Other Uses	\$ 488,252	\$ 1,312,060	\$ 337,939	\$ 1,520,487	\$ 3,074,873	\$ 633,330	\$ 253,742	\$ (887,157)	-58.3%
SUBTOTAL EXPENDITURES	\$ 35,237,789	\$ 37,358,832	\$ 37,294,743	\$ 39,454,526	\$ 40,991,783	\$ 39,488,693	\$ 39,736,204	\$ 34,167	0.1%
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Transfers	2,203,825	3,070,624	2,207,346	4,683,609	4,212,011	2,819,347	2,834,191	(1,864,262)	-39.8%
Total Interfund Transactions	\$ 2,203,825	\$ 3,070,624	\$ 2,207,346	\$ 4,683,609	\$ 4,212,011	\$ 2,819,347	\$ 2,834,191	\$ (1,864,262)	-39.8%
Total Exp/Other Uses/Interfund	\$ 37,441,614	\$ 40,429,456	\$ 39,502,089	\$ 44,138,135	\$ 45,203,794	\$ 42,308,040	\$ 42,570,395	\$ (1,830,095)	-4.1%
Changes in Fund Balance	\$ 3,601,283	\$ 151,979	\$ (921,909)	\$ (10,891,577)	\$ (10,483,122)	\$ 1,506,856	\$ (4,275,159)	\$ 12,398,433	-113.8%
ENDING FUND BALANCE:	\$ 7,975,156	\$ 9,163,537	\$ 4,661,883	\$ 5,597,189	\$ 5,798,575	\$ 5,256,026	\$ 4,867,169	\$ (341,163)	-6.1%
TOTAL USES	\$ 45,416,770	\$ 49,592,993	\$ 44,163,972	\$ 49,735,324	\$ 51,002,369	\$ 47,564,066	\$ 47,437,564	\$ (2,171,258)	-4.4%

#### Explanation of Variances (2019 Adopted vs. 2018 Adj):

**City Manager** - increase due to conversion of Assistant to the City Manager position to Senior Policy Analyst, step increases based on performance evaluations, travel and training to align budget with actual activity and less advertising revenue anticipated to offset the cost of producing the connections magazine.

**Municipal Court** - decrease is due primarily to elimination of a vacant Court Clerk 1.0 FTE, public defender services and step increases based on performance evaluations, healthcare premiums, offset by increase in internal service m&o charges (such as WCIA assessment and implementation of information technology projects).

**Administrative Services** - the increase is due primarily to step increases based on performance evaluations, required annual state audit costs and internal service m&o charges (such as WCIA assessment and implementation of information technology project).

**Legal** - decrease is due primarily to elimination of the vacant office assistant (0.50 FTE) and vacant Executive Assistant (1.00 FTE) offset by internal service m&o charges (such as WCIA assessment and information technology projects) offset by increase in cost of primary election in the odd numbered year.

**Community & Economic Development** - the increase is due primarily to step increases based on performance evaluations and internal service m&o charges (such as WCIA assessment and implementation of information technology project).

**Parks, Rec & Community Services** - increase is due primarily to additional resources for maintenance & operations, electric (new LED streetlights and higher energy costs) and water utility, step increases based on performance evaluations, healthcare premiums and internal service m&o charges (such as WCIA assessment and implementation of information technology projects).

**Police** - the increase is due primarily to step increases based on performance evaluations and internal service m&o charges (such as WCIA assessment and implementation of information technology projects), offset by decrease in replacement reserves due to aligning charges based on anticipated collection.

**Public Works** - the increase is due primarily step increases based on performance evaluation, healthcare premiums and internal service m&o charges (such as WCIA assessment and implementation of information technology projects).

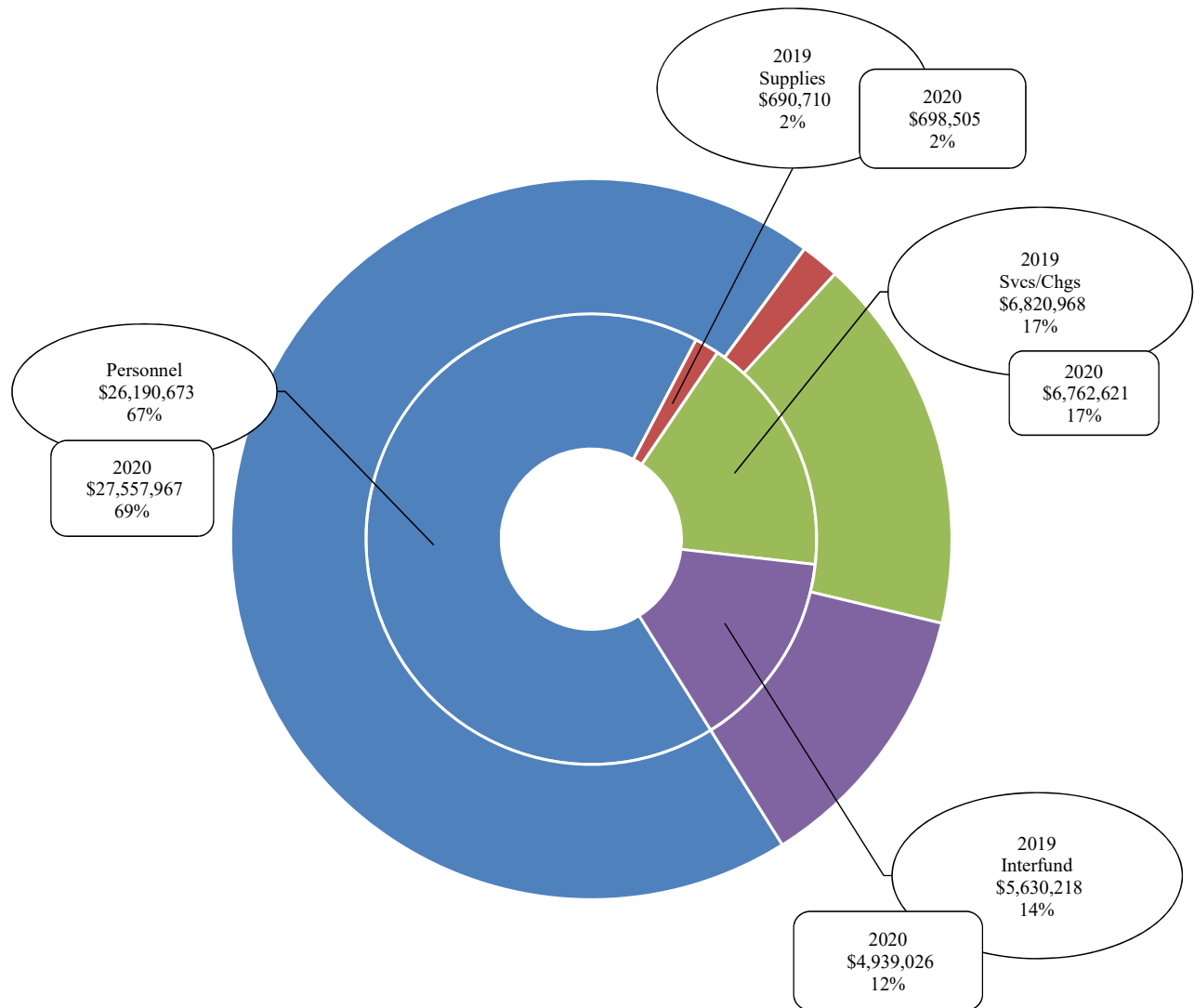
**Other Uses** - the 2018 adjusted budget includes carry forward funds whereas the adopted budget captures new funds.

**Interfund Transfers** - the decrease is due primarily to contributions to capital projects.

**General & Street Fund**  
**Adopted Operating Expenditures by Category**

2019 = \$39,332,569

2020 = \$39,958,119



**CONSOLIDATED GENERAL & STREET FUND - EXPENDITURES BY CATEGORY**

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	\$ 15,498,244	\$ 15,825,202	\$ 16,955,521	\$ 17,189,418	\$ 17,044,680	\$ 17,332,661	\$ 18,263,197	\$ 143,243	0.8%
11.002/4	Overtime	1,167,084	1,071,013	722,420	712,360	789,849	711,725	711,217	(635)	-0.1%
11.008	Extra Duty Pay	612,605	698,812	400,000	775,000	775,000	775,000	775,000	-	0.0%
11.011	Temporary Help	172,563	216,008	258,520	258,520	262,620	304,960	316,960	46,440	18.0%
21.xxx	Benefits	6,317,154	6,612,250	6,912,045	6,979,295	6,980,940	7,066,327	7,491,593	87,032	1.2%
31.xxx	Other Operating Supplies	364,791	363,295	393,685	393,685	367,179	365,620	366,520	(28,065)	-7.1%
31.003/004	Forms & Publications	6,778	3,820	14,700	4,900	4,000	3,255	3,555	(1,645)	-33.6%
31.005	Meeting Food & Beverage	7,161	5,397	8,040	8,040	6,340	6,985	6,985	(1,055)	-13.1%
31.008	Clothing/Uniform	129,628	106,636	55,300	55,300	63,788	64,460	61,760	9,160	16.6%
31.030	Maintenance Supplies	47,490	94,962	90,000	90,000	105,000	83,000	98,000	(7,000)	-7.8%
32.xxc	Fuel	(3,045)	(3,619)	-	-	160	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	74,158	151,279	137,260	139,760	136,632	167,390	161,685	27,630	19.8%
41.xxx	Professional Service	2,028,437	2,264,195	2,164,885	2,327,385	2,235,450	5,775,558	5,717,686	3,448,173	148.2%
42.xxx	Communication	50,513	53,159	57,020	57,020	57,020	57,025	57,025	5	0.0%
43/49.003	Travel & Training	141,406	155,325	201,570	202,315	171,221	207,675	207,275	5,360	2.6%
44.xxx	Advertising	28,369	25,852	27,450	27,450	25,225	27,450	27,450	-	0.0%
45.xxx	Operating Rental/Lease	9,207	15,947	5,000	5,000	7,000	9,000	9,000	4,000	80.0%
47.xxx	Utilities	606,517	443,163	285,810	285,810	415,850	509,410	509,610	223,600	78.2%
48.xxx	Repairs & Maintenance	6,539	5,589	36,200	36,200	27,900	28,800	28,800	(7,400)	-20.4%
49.001	Membership Dues	78,083	79,413	82,575	83,550	83,399	92,450	92,600	8,900	10.7%
49.xxx	Other Charges & Services	105,624	92,767	86,440	86,740	72,186	113,600	113,175	26,860	31.0%
597	Interfund Transfers	423,304	433,282	513,135	513,135	513,465	477,206	475,656	(35,929)	-7.0%
5x.xxx	Intergovernmental	3,278,290	3,495,788	3,366,581	3,303,871	3,370,144	-	-	(3,303,871)	-100.0%
9x.xxx	IS Charges - M&O	3,056,059	3,352,679	3,694,667	3,898,804	3,848,804	4,257,341	4,347,195	358,537	9.2%
9x.xxx	IS Charges - Reserves	965,888	917,842	1,001,115	1,013,615	1,066,190	895,671	116,175	(117,944)	-11.6%
Total Operating Expenditure		\$ 35,172,845	\$ 36,480,055	\$ 37,469,939	\$ 38,447,173	\$ 38,430,042	\$ 39,332,569	\$ 39,958,119	\$ 885,396	2.3%
Capital & One-time Funding:										
City Council		-	-	-	4,500	4,500	-	-	(4,500)	-100.0%
City Manager		6,343	35,811	4,044	28,014	28,014	4,453	2,218	(23,561)	-84.1%
Community & Economic Dev		36,525	31,736	17,594	40,874	42,660	20,311	11,371	(20,563)	-50.3%
Administrative Services		198,300	559,942	22,175	356,223	906,223	58,210	46,289	(298,013)	-83.7%
Legal/Clerk		7,171	35,298	21,311	56,078	56,078	111,670	10,717	55,592	99.1%
Municipal Court		52,361	152,192	18,917	143,442	143,442	18,554	9,240	(124,888)	-87.1%
Parks, Recreation & Comm Svcs		16,077	29,914	17,485	171,721	171,721	18,554	9,240	(153,167)	-89.2%
Public Works		92,189	171,095	42,033	235,310	237,910	74,601	78,916	(160,709)	-68.3%
Police		79,286	296,072	194,380	484,325	1,484,325	326,977	85,751	(157,348)	-32.5%
Transfer Out - Abatement/RHSP		-	140,000	90,000	215,000	215,000	50,000	50,000	(165,000)	-76.7%
Transfer Out - SSMCP		54,750	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%
Transfer Out - Parks CIP		-	657,125	-	925,275	925,275	80,000	80,000	(845,275)	-91.4%
Transfer Out - Transportation CIP		310,500	602,715	500,000	1,545,635	1,045,635	700,000	700,000	(845,635)	-54.7%
Transfer to Fleet & Equipment		233,239	-	-	-	-	-	-	-	n/a
Total Other Uses		\$ 1,086,741	\$ 2,761,899	\$ 977,939	\$ 4,256,397	\$ 5,310,783	\$ 1,513,330	\$ 1,133,742	\$ (2,743,067)	-64.4%
Total Uses		\$ 36,259,586	\$ 39,241,954	\$ 38,447,878	\$ 42,703,570	\$ 43,740,825	\$ 40,845,899	\$ 41,091,861	\$ (1,857,671)	-4.4%

Note: Interfund transfers excludes transfers between the General and Street Fund.



## 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 \$86.58M and an additional \$60.03M 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 \$446.74M. The table below shows the available debt capacity for the City of Lakewood at the end of 2018.

Computation of Limitation of Indebtedness As of December 31, 2018					
Description	General Purpose		Excess Levy Open Space & Park (voted)	Excess Levy Utility Purposes (voted)	Total Debt Capacity
	Councilmanic (Limited GO)	Excess Levy (with a vote)			
AV= \$6,002,783,089 (A)					
1.50%	\$ 90,041,746	\$ (90,041,746)			\$ -
2.50%		\$ 150,069,577	\$ 150,069,577	\$ 150,069,577	\$ 450,208,732
Add: Cash on Hand for Redemption (B)	\$ -				\$ -
Less: Bonds Outstanding	\$ (3,466,120)	\$ -	\$ -	\$ -	\$ (3,466,120)
Remaining Debt Capacity	\$86,575,626	\$60,027,831	\$150,069,577	\$150,069,577	\$446,742,611
General Capacity (C)	\$146,603,457				
(A) Final Assessed Valuation for 2018 Property Tax Collection					
(B) Debt Service Prefunding (the City currently does not prefund debt service)					
(C) Combined Total for Councilmanic and Excess Levy Capacities					

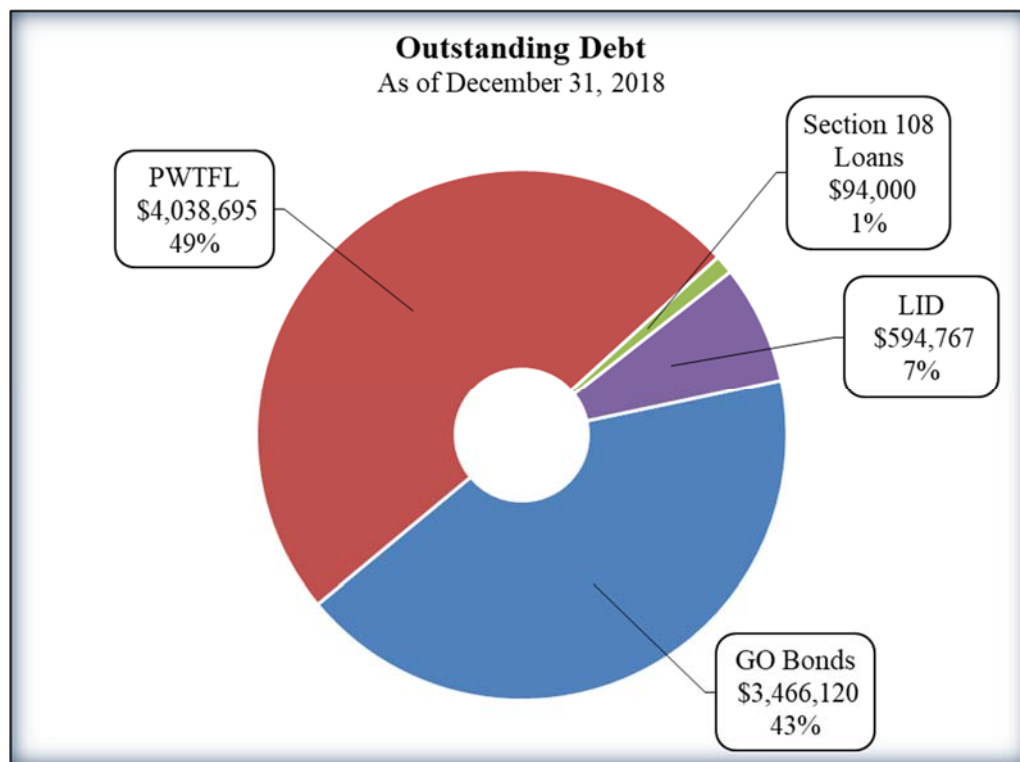
**Public Works Trust Fund Loans:** The City borrowed a total of \$7.93M at rates between 0.50% and 1.0% for 20 years from the State's Public Works Trust fund (PWTF) to finance sewer projects. The PWTF is a revolving loan managed by the State to provide below market rate financing for health and safety 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.

**HUD Section 108 Loans:** In August 2017, the City entered into a Contract Loan Guarantee with the United States Department of Housing Urban Development for the 108<sup>th</sup> Street overlay project. The loan amount is \$141,000 and is to be paid with three years of CDBG entitlement funds. The security pledge is the City's full faith and credit. The interest rate is variable and is set by LIBOR. A Section 108 Loan in the amount of \$700,000 was issue in 2014 for Curbside Motors Incorporated and another for \$310,000 in 2015 for Living Access Support Alliance by HUD to the City. The loan is being repaid by a third party and, therefore, is not recognizable as debt on the City's debt schedule.

The following table summarizes the City's outstanding debt at the end of 2018.

Summary of Outstanding Debt As of December 31, 2018								
Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt	Average Annual Payment	Funding Source
2009 Limited Tax General Obligation Bonds (LTGO)	Police Facility	3/31/2009	12/1/2028	3.0 - 5.0%	\$ 2,719,507	\$ -	\$ -	General Fund
2016 Limited Tax General Obligation Bonds (LTGO)	Refunding 2009 LTGO	4/19/2016	12/1/2028	1.40 - 2.41%	\$ 1,884,032	\$ 1,884,032	\$ 210,000	General Fund
LOCAL Financing	LED Streetlight Retrofit	3/24/2015	12/1/2027	2.33%	\$ 1,460,000	\$ 1,175,000	\$ 156,000	General Fund
59th Avenue Promissory Note	Right-of-Way / Roadway in Lakewood Towne Center	4/30/2005	4/30/2024	3.74%	\$ 1,071,000	\$ 407,088	\$ 77,000	General Fund
<b>Subtotal</b>					<b>\$ 7,134,539</b>	<b>\$ 3,466,120</b>	<b>\$ 443,000</b>	
PWTFL 04-691-PRE-132	American Lake Gardens/ Tillicum Sewer	7/7/2005	7/7/2024	1.00%	\$ 593,864	\$ 178,291	\$ 31,000	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	\$ 2,355,857	\$ 302,000	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	\$ 1,040,261	\$ 107,000	Assessments on all Lakewood Sewer Accounts
PWTFL 12-951-025	American Lake Gardens/ Tillicum Sewer	6/1/2012	6/1/2031	0.50%	\$ 500,000	\$ 464,286	\$ 37,000	Assessments on all Lakewood Sewer Accounts
<b>Subtotal</b>					<b>\$ 7,933,864</b>	<b>\$ 4,038,695</b>	<b>\$ 477,000</b>	
Section 108 Loan	108th Street	8/31/2017	8/1/2020	Varies	\$ 141,000	\$ 94,000	\$ 47,000	HUD
<b>Subtotal</b>					<b>\$ 141,000</b>	<b>\$ 94,000</b>	<b>\$ 47,000</b>	
Combined Local Improve District (CLID) 1101/1103	Street Improvements	12/1/2006	12/1/2026	3.75 - 4.65%	\$ 2,824,704	\$ 310,000	\$ 167,000	Assessment on Eight Property Owners
Local Improvement District (LID) 1108	Street Improvements	1/1/2008	12/1/2027	4.22 - 5.3%	\$ 880,000	\$ 234,767	\$ 56,000	Assessment on Single Business
<b>Subtotal</b>					<b>\$ 3,704,704</b>	<b>\$ 544,767</b>	<b>\$ 223,000</b>	
Capital Lease - Copiers	Copiers	10/1/2015	12/1/2018		\$ 60,018	\$ -	\$ -	General Fund
<b>Subtotal</b>					<b>\$ 60,018</b>	<b>\$ -</b>	<b>\$ -</b>	
<b>Total</b>					<b>\$ 18,974,125</b>	<b>\$ 8,143,582</b>	<b>\$ 1,190,000</b>	

Projected Debt Service Requirements to Maturity As of December 31, 2018														
Year	GO Bonds		Promissory Note		LOCAL		PWTFI		Section 108		LID		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2019	\$ 173,234	\$ 36,947	\$ 61,776	\$ 15,224	\$ 105,000	\$ 50,025	\$ 463,938	\$ 21,085	\$ 47,000	\$ 912	\$ 215,984	\$ 28,985	\$ 1,066,932	\$ 152,266
2020	174,484	34,522	64,087	12,913	110,000	44,650	463,938	18,617	47,000	912	156,111	18,698	1,015,620	129,400
2021	180,724	31,870	66,483	10,517	120,000	38,900	463,938	16,148	-	-	56,274	6,475	887,419	103,910
2022	181,819	28,888	68,969	8,031	125,000	32,775	463,938	13,680	-	-	56,463	3,514	896,188	86,888
2023	187,912	25,669	71,549	5,451	130,000	26,400	463,938	11,212	-	-	9,935	527	863,333	69,259
2024	188,901	22,080	74,224	2,776	135,000	19,775	463,938	8,744	-	-	-	-	862,063	53,375
2025	194,917	18,227	-	-	145,000	12,775	434,223	6,275	-	-	-	-	774,139	37,277
2026	195,358	14,036	-	-	150,000	6,900	434,223	4,104	-	-	-	-	779,580	25,040
2027	200,753	9,640	-	-	155,000	2,325	139,740	1,933	-	-	-	-	495,494	13,899
2028	205,931	4,963	-	-	-	-	139,740	1,234	-	-	-	-	345,671	6,197
2029	-	-	-	-	-	-	35,714	536	-	-	-	-	35,714	536
2030	-	-	-	-	-	-	35,714	357	-	-	-	-	35,714	357
2031	-	-	-	-	-	-	35,714	179	-	-	-	-	35,714	179
<b>Total</b>	<b>\$ 1,884,032</b>	<b>\$ 226,842</b>	<b>\$ 407,088</b>	<b>\$ 54,912</b>	<b>\$ 1,175,000</b>	<b>\$ 234,525</b>	<b>\$ 4,038,695</b>	<b>\$ 104,104</b>	<b>\$ 94,000</b>	<b>\$ 1,825</b>	<b>\$ 494,767</b>	<b>\$ 58,200</b>	<b>\$ 8,093,582</b>	<b>\$ 678,582</b>



## SIX-YEAR FINANCIAL FORECAST

The City's financial policy requires the City to prepare a financial forecast 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 six-year financial forecast distinguishes between services and revenues that are considered ongoing "operating" revenues/expenditures versus one-time "capital and other" sources/uses. Operating revenues and expenditure projection is an integral part of planning the City's future financial strategy. 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. Revenues are projected conservatively and take into consideration of current economic conditions, recent activity and anticipated activity. Expenditure projections are based on prior year spending with adjustments of known items such as changes in contract costs and salaries/benefits.

### OVERVIEW OF THE ECONOMY

The Bureau of Labor Statistics projects the labor force to increase by 10.5 million people from 2016 to 2026 and reach 169.7 million in 2026. This annual growth rate of 0.6% is slightly higher than its rate of growth over the 2006-16 decade. The 2016-26 decade will witness the baby-boom generation aging into the higher age groups of the 55-years-and-older labor force. In 2026, the baby boomers will be from 62 to 80 years old and a large number will have moved out of the labor force, ending one of the major drivers of labor force growth over the past decades. The health care and social assistance sector is projected to continue to have the most employment growth. Since the end of the recession, unemployment has fallen from 9.6% in 2010 to 4.9% in 2016. BLS assumes that the economy will fully recover from the recession by 2026 and that the labor force will return to full employment or an employment rate of 4.7%. BLS projects that total employment in 2026 will reach about 167.6 million, an increase from 2016 of over 11.5 million. Healthcare and related occupations account for 16 of the 30 fastest growing occupations from 2016 to 2026. Other occupations in the top 30 are generally energy-related occupations or employed in computer and information industries. Employment in the construction sector is expected increase substantially, adding 865 thousand jobs. This increase almost makes up for the 980 thousand jobs that were lost during 2006-2016 decade, nearly bringing the construction sector back to its prerecession level.

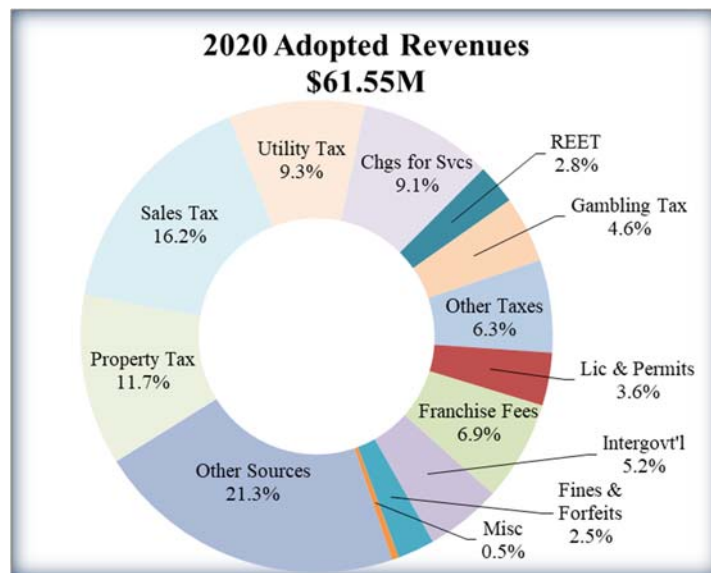
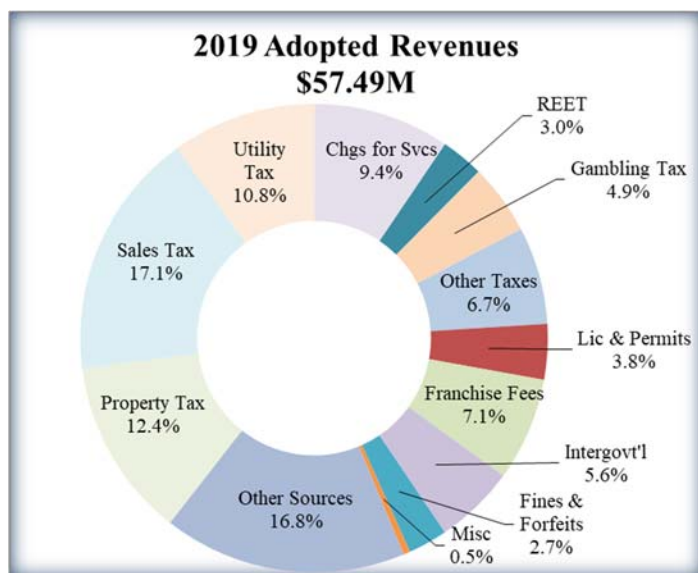
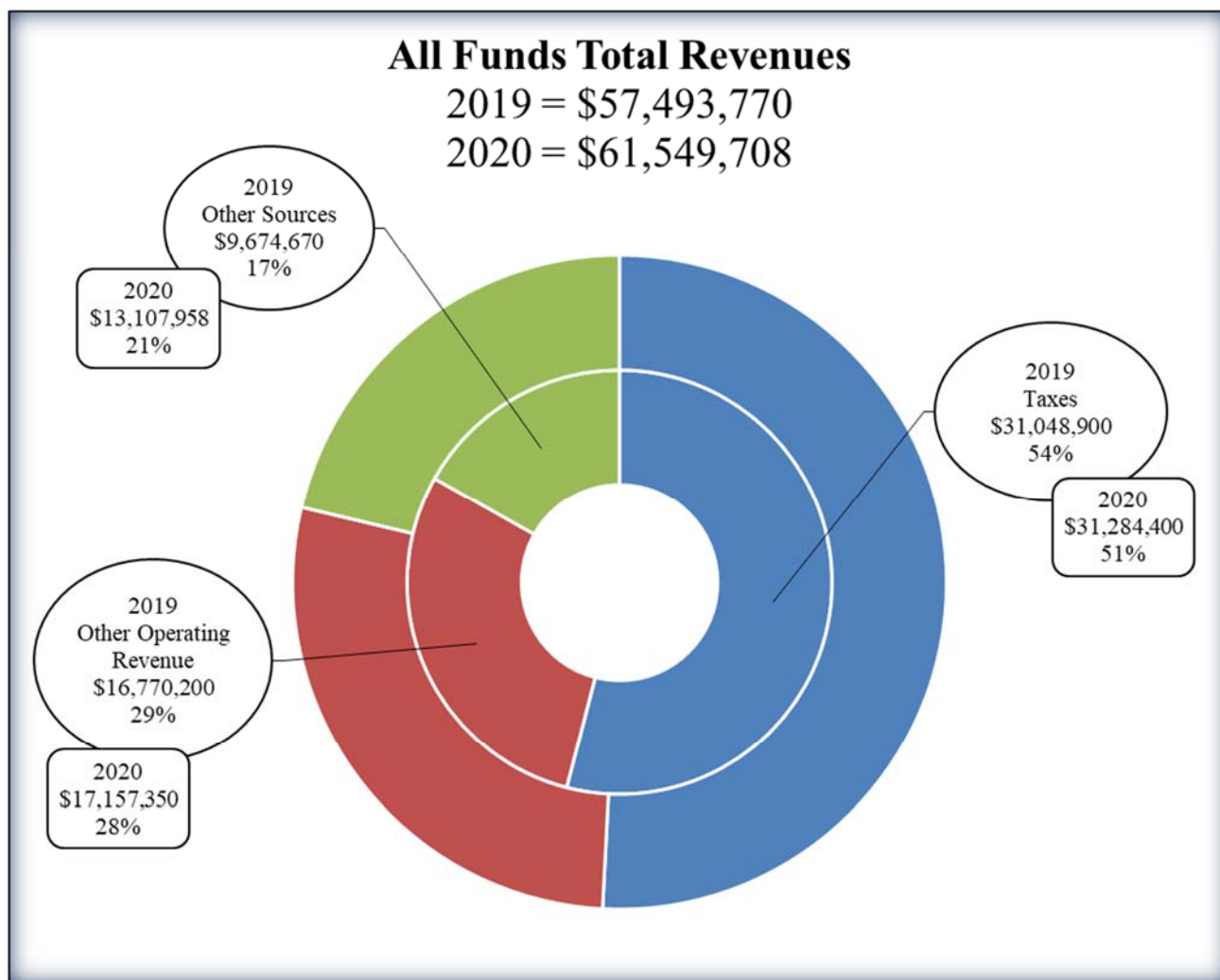
According the Puget Sound Economic Forecaster, the Puget Sound continues to exceed expectations, however, declining aerospace and manufacturing employment, as well as Amazon's latest moves, may point towards Puget Sound approaching the national average. Their forecast indicates a slowdown in employment and personal income growth, dropping from the 2016 high of 3.2% employment growth down to 2.3% in 2018 and 1.4% in 2019. Economists nationwide are not calling for a recession any time soon, so we expect to see solid performance out of the region in the short-term. Since the recession, the region has seen inflation at higher rates than observed nationally. Not all parts of the Puget Sound are sharing equally in the prosperity. The Percent change in per capita personal income growth since 2010 increased 45.3% in King County, however, in Pierce County it only increased by 27.6%. Looking at the unemployment rate over time, it is evident that the Seattle-area recovered more quickly than the remainder of the state, and continues to enjoy lower relative unemployment. As of the end of 2017, the average unemployment rate in the Tacoma-Lakewood region was 5.4% compared to the 4.1% national rate. Employment in the Tacoma-Lakewood area gained an average of 10,570 jobs in 2017 and this strong employment growth and a relatively low unemployment rate have helped the regions pocketbooks. In 2017, the average personal income in Pierce County increased to \$64 thousand compared to \$61 thousand in 2016.

## OVERVIEW OF THE TOTAL BUDGET

The City's budget for all funds including ending fund balance is \$87.58M and \$92.05M in 2019 and 2020, respectively. General Government Funds (includes General Fund, Special Revenue Funds and Debt Service Funds) account for 64% of the budget in 2019 and 60% in 2020, followed by Capital Projects of 16% in 2019 and 22% in 2020. In 2019, revenues and other sources total \$71.16M and expenditures and other uses total \$69.57M, resulting in a projected ending fund balance of \$18.00M. In 2020, revenues and other sources total \$74.05M and expenditures and other uses total \$78.41M, resulting in a projected ending fund balance of \$13.65M.

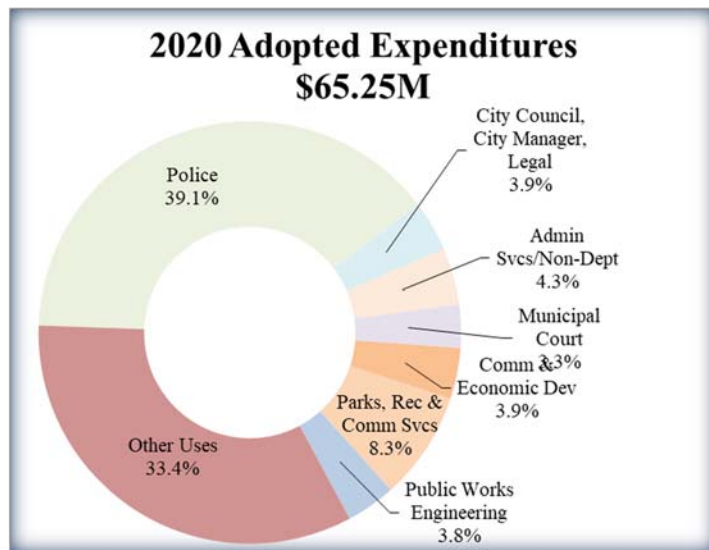
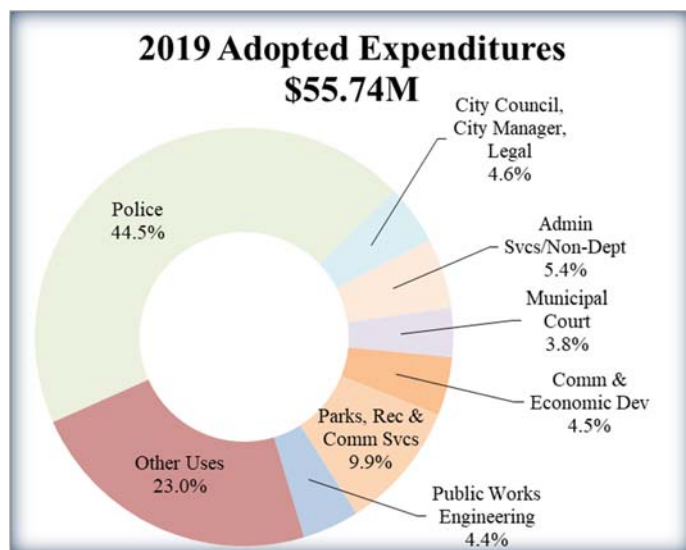
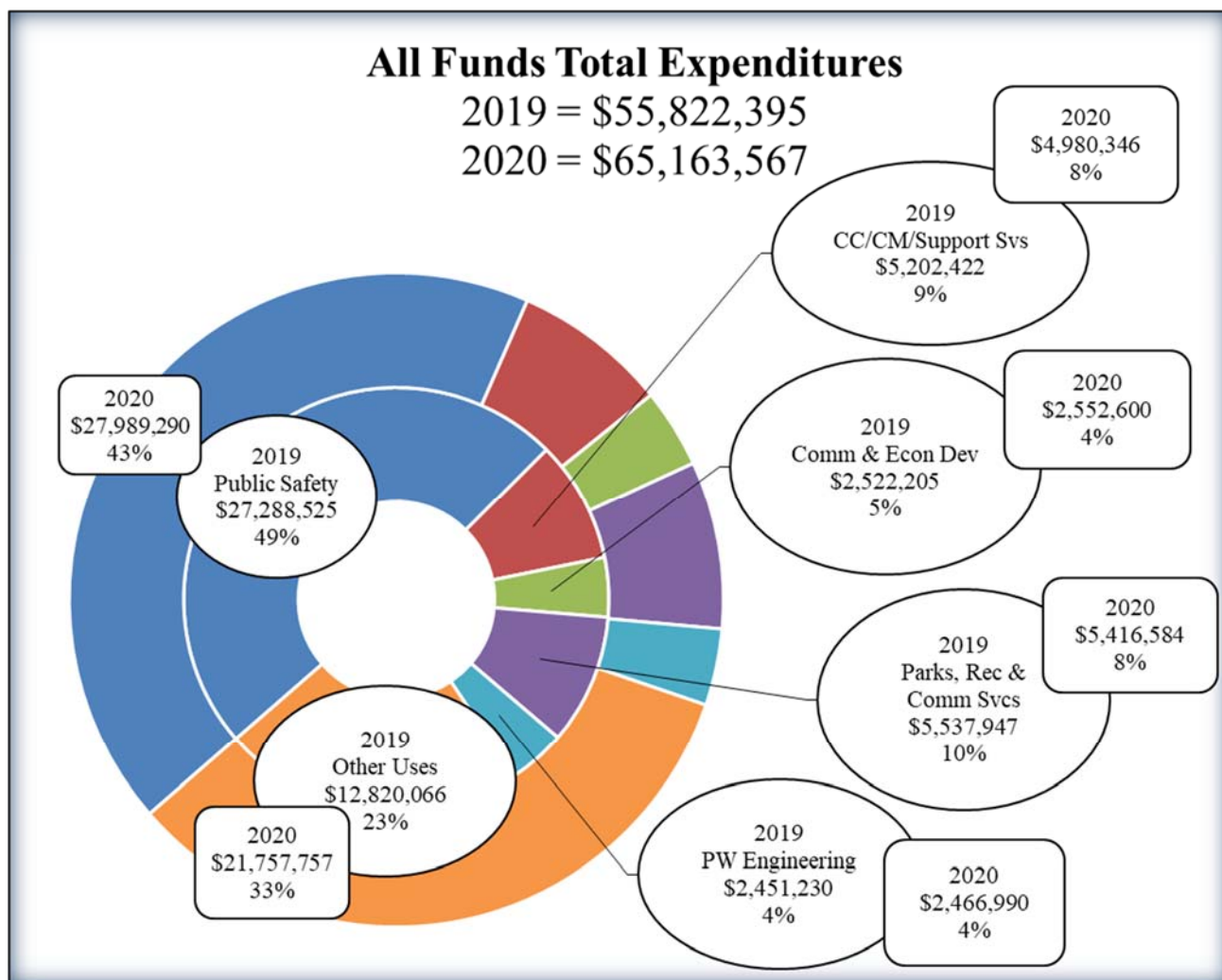
Fund	2019 Adopted				2020 Adopted				
	Beginning Fund Balance	Revenue	Expenditure	Ending Fund Balance	Beginning Fund Balance	Revenue	Expenditure	Ending Fund Balance	
General Government Funds	\$ 8,049,087	\$ 48,054,532	\$ 49,629,692	\$ 6,473,927	\$ 6,473,927	\$ 49,183,405	\$ 49,321,340	\$ 6,335,992	
Capital Project Funds	\$ 1,040,629	\$ 13,297,960	\$ 10,266,390	\$ 4,072,199	\$ 4,072,199	\$ 15,878,700	\$ 18,303,000	\$ 1,647,899	
Enterprise Fund	\$ 2,155,074	\$ 3,777,800	\$ 3,853,997	\$ 2,078,878	\$ 2,078,878	\$ 3,954,900	\$ 5,143,366	\$ 890,412	
Internal Service Funds	\$ 5,168,715	\$ 6,033,097	\$ 5,906,452	\$ 5,295,360	\$ 5,295,360	\$ 5,034,796	\$ 5,559,252	\$ 4,770,904	
Grand Total - All Funds	\$16,413,505	\$71,163,389	\$69,656,531	\$17,920,364	\$17,920,364	\$74,051,801	\$78,326,958	\$13,645,207	
			Total Budget	\$87,576,895				Total Budget	\$91,972,165

Total revenues, which excludes interfund transactions, total \$57.49M in 2019 and \$61.55M in 2020. Taxes account for 54% and 51% of total revenues in 2019 and 2020, respectively. The major sources of taxes are as follows: sales tax (17% in 2019 / 16% in 2020); property tax (12% in 2019 / 12% in 2020); and utility tax (11% in 2019 / 9% in 2020).





Total expenditures, which excludes interfund transactions, total \$55.74M in 2019 and \$65.25M in 2020. Public Safety, which includes Police, Municipal Court and Criminal Prosecution account for 45% and 49% of total expenditures in 2019 and 2020, respectively.

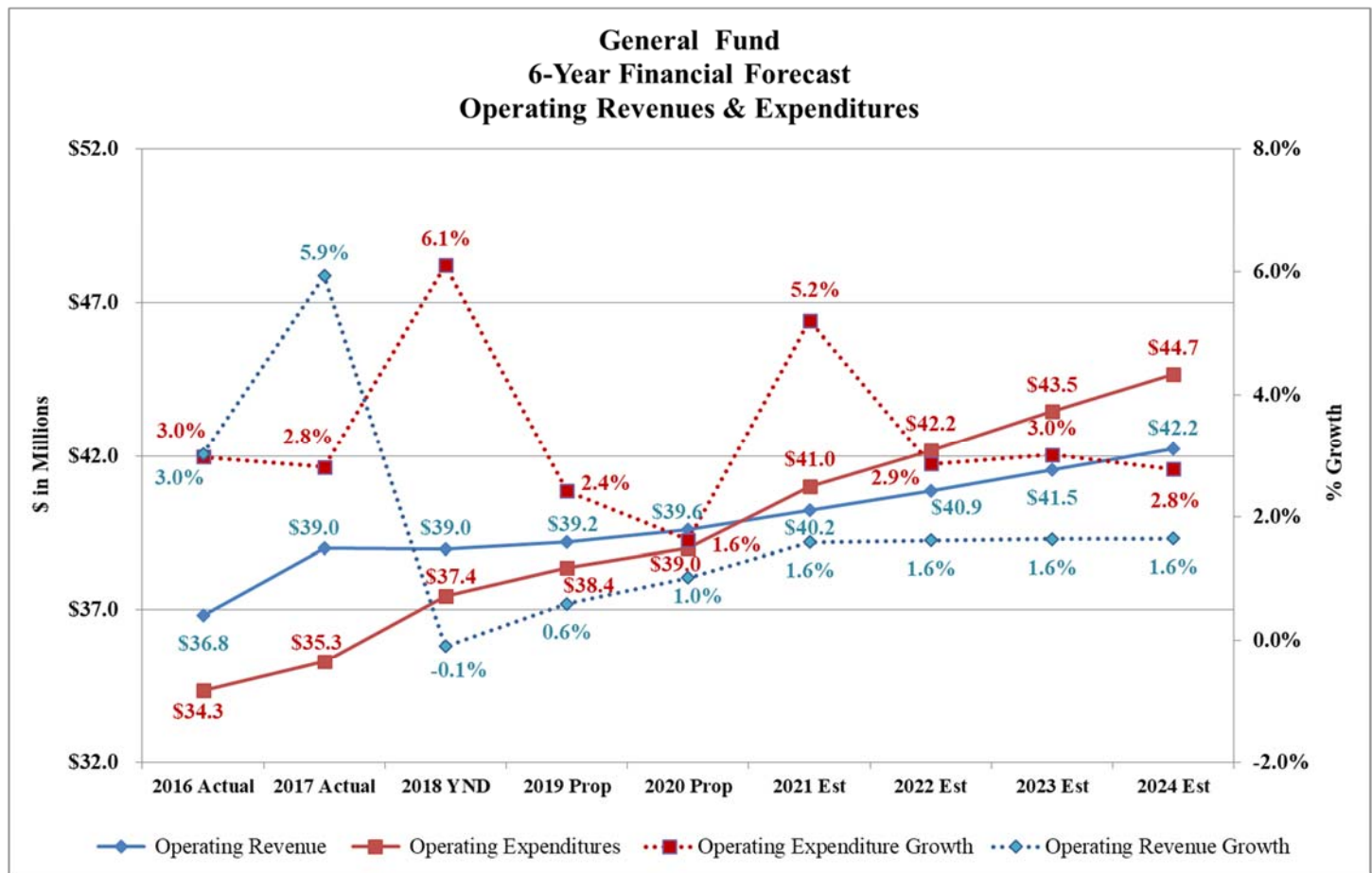


## GENERAL AND STREET FUND OPERATIONS

## General Fund

Operating revenues total \$39.19M in 2019 and \$39.59M in 2020. This is an increase of 1.0% and 1.0%, respectively, over the prior year's estimate. Operating expenditures total \$38.43M in 2019 and \$39.07M in 2019. This is an increase of 2.6% and 1.7%, respectively, over the prior year's estimate.

Based on current economic conditions and forecast assumptions, an operating gap (operating expenditures exceed operating revenues) and deficit ending fund balance reserves is projected to occur in 2021 and beyond. These projections will be updated as part of the 2018 year-end close out and upcoming mid-biennial review.

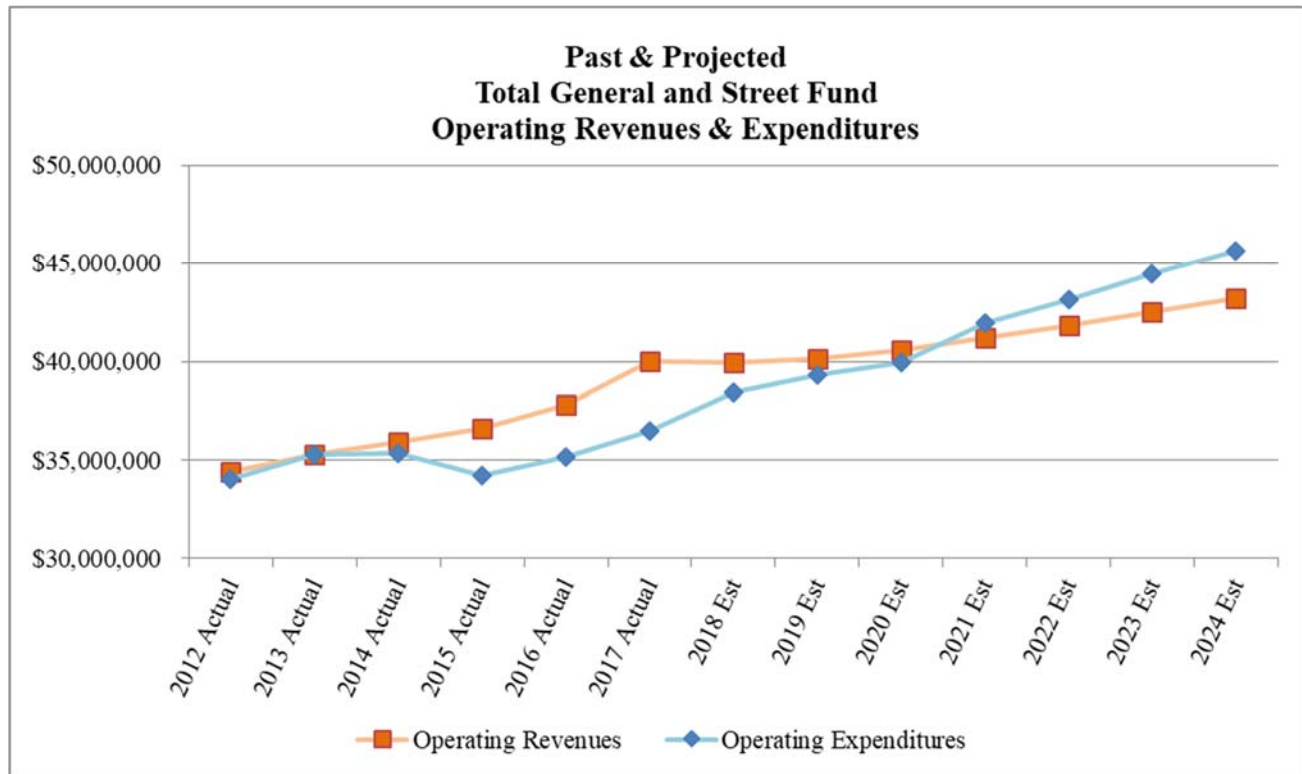


General Fund	2016 Actual	2017 Actual	2018 YND Est	2019 Adopted	2020 Adopted	2021 Est	2022 Est	2023 Est	2024 Est
Operating Revenues	\$36,812,000	\$38,993,000	\$38,955,000	\$39,185,000	\$39,585,000	\$40,216,000	\$40,868,000	\$41,538,000	\$42,222,000
Operating Expenditures	\$34,328,000	\$35,295,000	\$37,449,000	\$38,358,000	\$38,983,000	\$41,011,000	\$42,187,000	\$43,461,000	\$44,673,000
Operating Gap	\$2,485,000	\$3,698,000	\$1,506,000	\$828,000	\$602,000	(\$795,000)	(\$1,319,000)	(\$1,923,000)	(\$2,451,000)
Operating Exp	7.2%	10.5%	4.0%	2.2%	1.5%	-1.9%	-3.1%	-4.4%	-5.5%
Ending Fund Balance:	\$7,909,000	\$9,152,000	\$5,799,000	\$5,256,000	\$4,867,000	\$3,224,000	\$1,077,000	(\$1,674,000)	(\$4,953,000)
12% Reserves	\$4,536,000	\$4,800,000	\$4,795,000	\$4,819,000	\$4,867,000	\$4,943,000	\$5,021,000	\$5,102,000	\$5,184,000
Reserves (Shortfall)	\$3,373,000	\$4,352,000	\$1,004,000	\$437,000	\$0	(\$1,719,000)	(\$3,944,000)	(\$6,776,000)	(\$10,137,000)

### Consolidated General and Street Fund

Operating revenues total \$40.16M in 2019 and \$40.56M in 2020, which is an increase of 0.5% and 1.0% over prior year estimates, respectively. Operating revenues include annual ongoing transfer-in (interfund transaction) of \$285K from the Surface Water Management Fund for administrative fees (\$270K) and landscaping (\$15K)

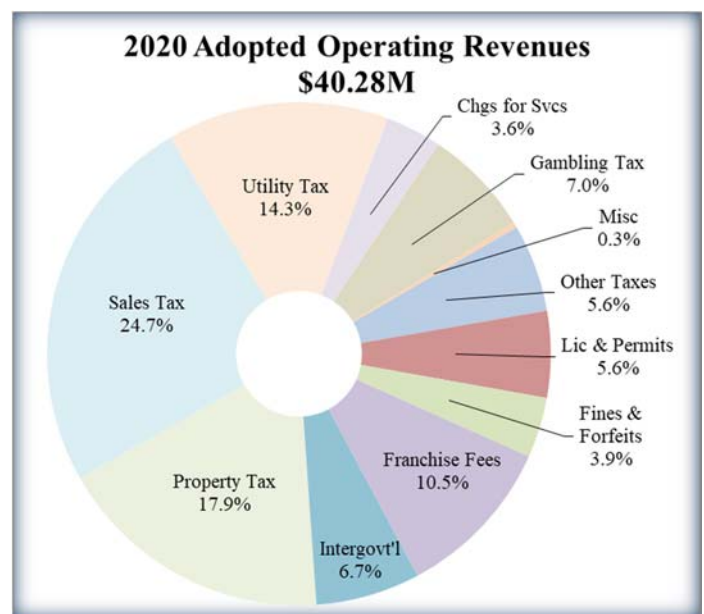
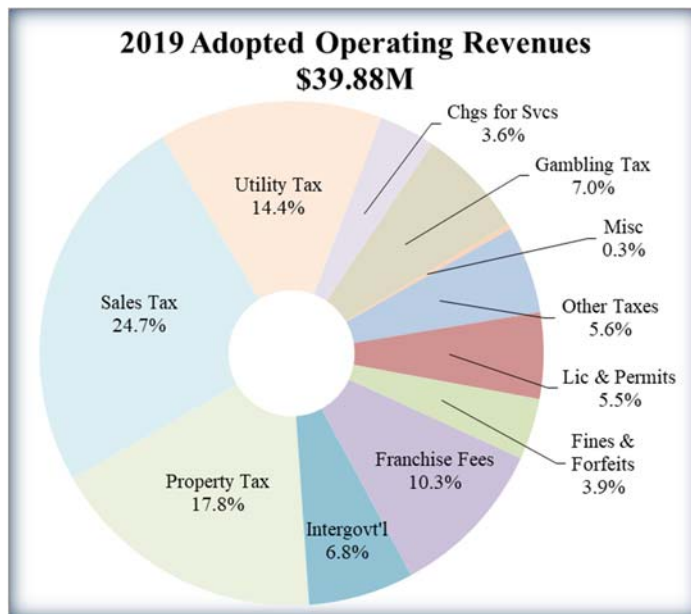
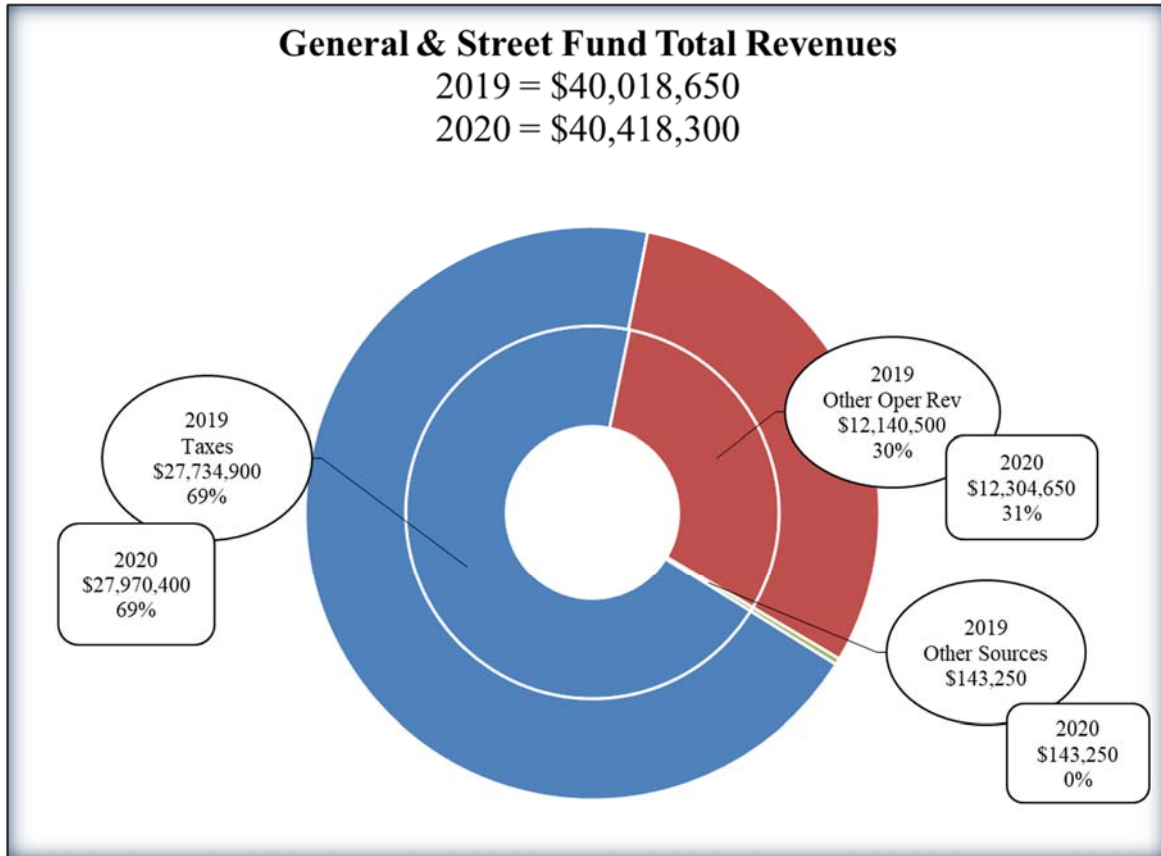
Operating expenditures total \$39.33M in 2019 and \$39.96M in 2020, which is an increase of 2.3% and 1.6% over prior year estimates, respectively. Operating expenditures include annual ongoing transfers-out (interfund transaction) of \$477,206 in 2019 and \$475,656 in 2019 in support of the abatement program (\$35K/year) and general obligation debt service of \$442,206 in 2019 and \$440,656 in 2019.



	Total Operating Rev	Chg Over Prior Year		Total Operating Exp	% of G/S	Chg Over Prior Year	
Year	General/Street	\$	%	General/Street	Oper Exp	\$	%
2012 Actual	\$ 34,444,324	\$ 1,145,145	3.4%	\$ 34,055,936	100.0%	\$ (1,157,861)	-3.3%
2013 Actual	\$ 35,283,700	\$ 839,376	2.4%	\$ 35,298,046	99.9%	\$ 1,242,109	3.6%
2014 Actual	\$ 35,940,262	\$ 656,562	1.9%	\$ 35,386,601	99.9%	\$ 88,556	0.3%
2015 Actual	\$ 36,648,189	\$ 707,927	2.0%	\$ 34,234,618	100.0%	\$ (1,151,983)	-3.3%
2016 Actual	\$ 37,796,663	\$ 1,148,474	3.1%	\$ 35,172,852	100.0%	\$ 938,234	2.7%
2017 Actual	\$ 40,002,900	\$ 2,206,237	5.8%	\$ 36,480,053	100.0%	\$ 1,307,202	3.7%
2018 Est	\$ 39,955,612	\$ (47,288)	-0.1%	\$ 38,430,036	100.0%	\$ 1,949,982	5.3%
2019 Est	\$ 40,160,100	\$ 204,488	0.5%	\$ 39,332,568	100.0%	\$ 902,532	2.3%
2020 Est	\$ 40,559,750	\$ 399,650	1.0%	\$ 39,958,115	100.0%	\$ 625,547	1.6%
2021 Est	\$ 41,190,500	\$ 630,750	1.6%	\$ 41,973,294	100.0%	\$ 2,015,179	5.0%
2022 Est	\$ 41,842,700	\$ 652,200	1.6%	\$ 43,149,281	100.0%	\$ 1,175,987	2.8%
2023 Est	\$ 42,512,700	\$ 670,000	1.6%	\$ 44,422,881	100.0%	\$ 1,273,600	3.0%
2024 Est	\$ 43,196,800	\$ 684,100	1.6%	\$ 45,633,956	100.0%	\$ 1,211,075	2.7%
Average 6 Year Change (2010 - 2015)			2.1%	Average 6 Year Change (2010 - 2015)			0.1%
Average 6 Year Change (2011 - 2016)			2.0%	Average 6 Year Change (2011 - 2016)			0.0%
Average 6 Year Change (2012 - 2017)			2.3%	Average 6 Year Change (2012 - 2017)			1.1%
Average 6 Year Change (2013 - 2018)			1.9%	Average 6 Year Change (2013 - 2018)			1.4%
Average 5 Year Change (2014 - 2018)			2.0%	Average 5 Year Change (2014 - 2018)			1.6%

Of all the funds, the General and Street Funds are two funds counting for general city services that are supported primarily by taxes. Total revenues, which excludes interfund transactions, total \$40.02M in 2019 and \$40.42M in 2020. Taxes, which includes sales tax, property tax, utility tax, and other taxes such as gambling tax, admissions tax, parks sales tax, natural gas tax and criminal justice sales tax, account for 69% and 69% of total revenues in 2019 and 2020, respectively.

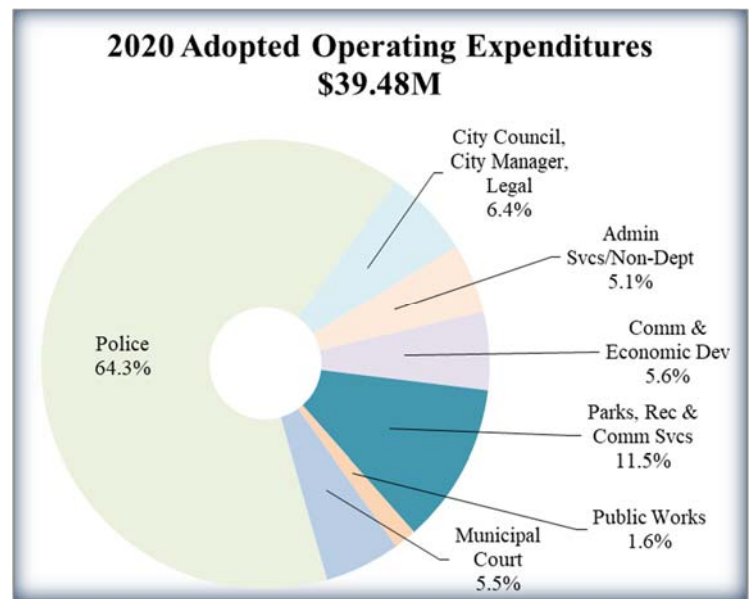
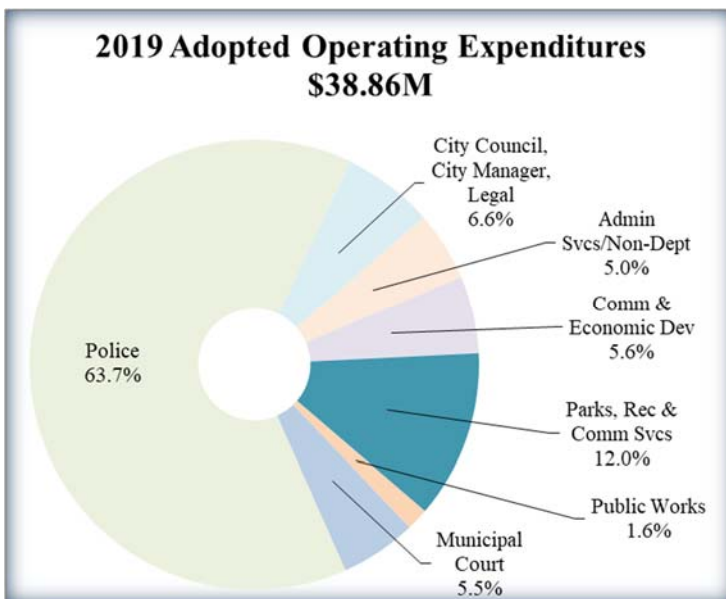
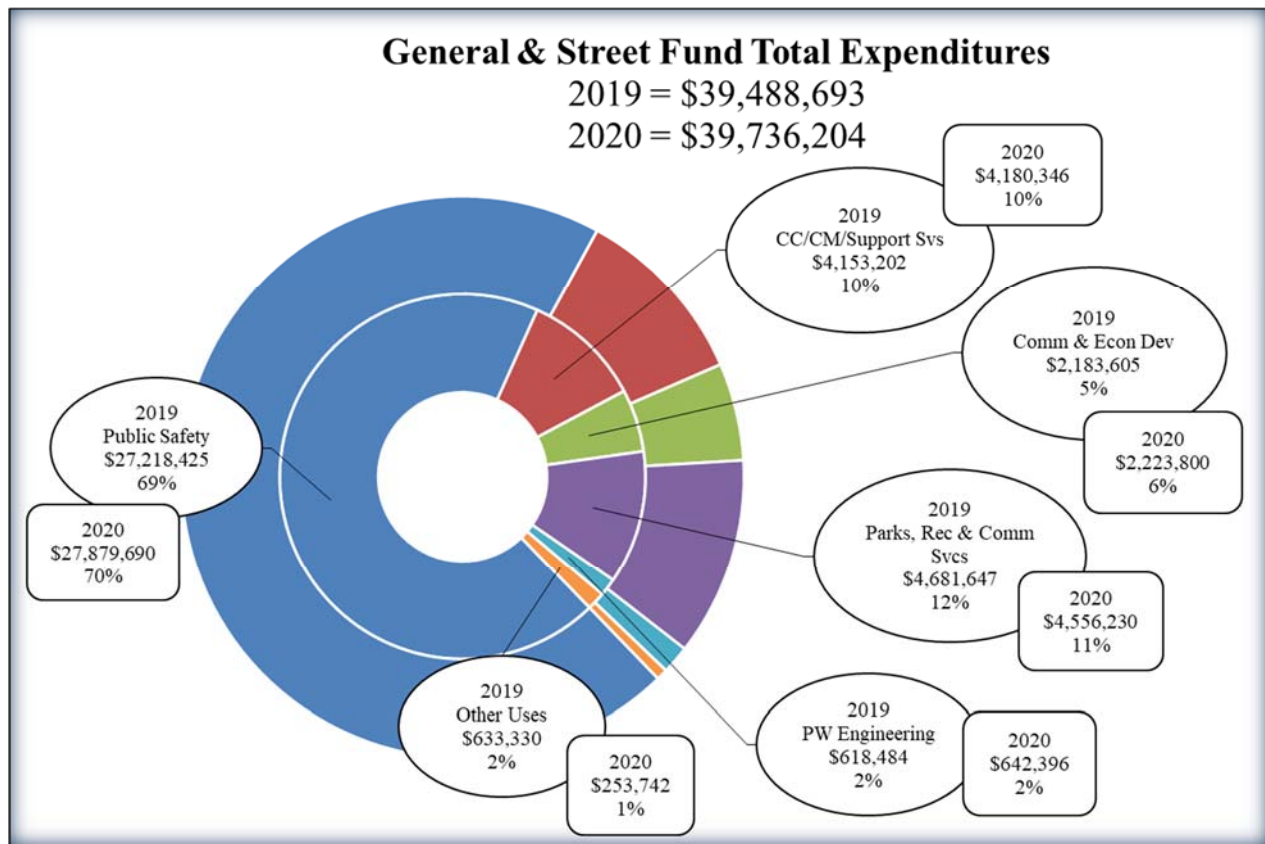
Operating revenues (excludes other sources and interfund transactions) total \$39.88 M in 2019 and \$40.28M in 2019. The major sources of taxes are as follows: sales tax (25% in 2019 / 25% in 2020); property tax (18% in 2019 / 18% in 2020); and utility tax (14% in 2019 / 14% in 2020). Sales tax fluctuates from year to year depending on local economic conditions. 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.





Total expenditures, which excludes interfund transactions, total \$39.41M in 2019 and \$39.82M in 2020. Public Safety, which includes Police, Municipal Court and Criminal Prosecution account for 70% and 71% of total expenditures in 2019 and 2020, respectively.

Operating expenditures (excludes other uses and interfund transactions) total \$38.93M in 2019 and \$39.56M in 2019.



## Revenues

### 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.

The City of Lakewood receives 1% of the 9.9% 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 follows:



*In November 2016, regional voters approved the Sound Transit 3 (ST3) ballot measure which would expand the regional public transit system. The ST3 sales and use tax rate of 0.5% is effective beginning April 2017, bringing the total sales and use tax rate for Sound Transit to 1.40%.*

### Marketplace Fairness Act

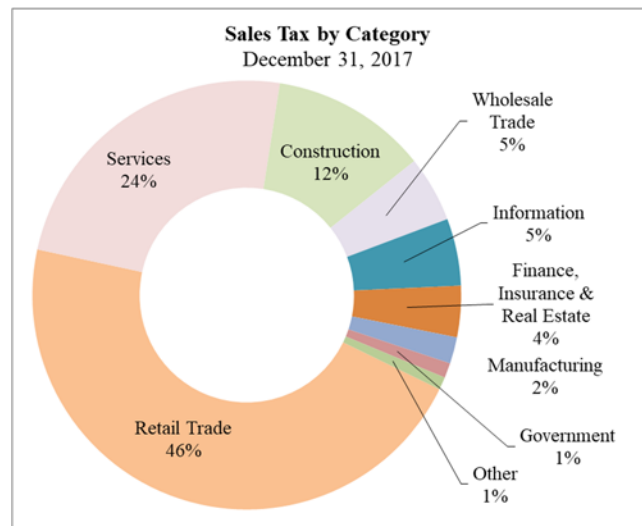
The Marketplace Fairness Act (effective January 1, 2018) has created a number of changes impacting local sales tax distributions and streamlined sales tax (SST) mitigation payments. This will result in an increase in sales tax distributions for all cities and counties, but will also result in the elimination of all SST mitigation payments effective October 2019 that many cities and counties have received since 2008. SST mitigation helped compensate jurisdictions for sales tax revenues that were lost when the state switched from an origin-based to destination-based sales tax for delivery of goods. As jurisdictions receive increased sales tax revenues from internet and remote sales, their SST mitigation payments are reduced by a corresponding amount, and all mitigation payments will cease as of October 1, 2019.

Marketplace Fairness	
2018	\$ 83,017
2019	254,620
2020	325,104
2021	364,509
2022	397,231
2023	433,026
<b>Total</b>	<b>\$ 1,857,507</b>

In many cases, DOR expects the increased sales tax revenues from remote sales to more than offset the elimination of SST mitigation payments. For Lakewood, estimated increased sales tax are projected to total \$1,857,507 for the six year period, 2018 through 2023. The higher amounts beginning in 2019 are not included in the current estimates, consistent with financial policies.

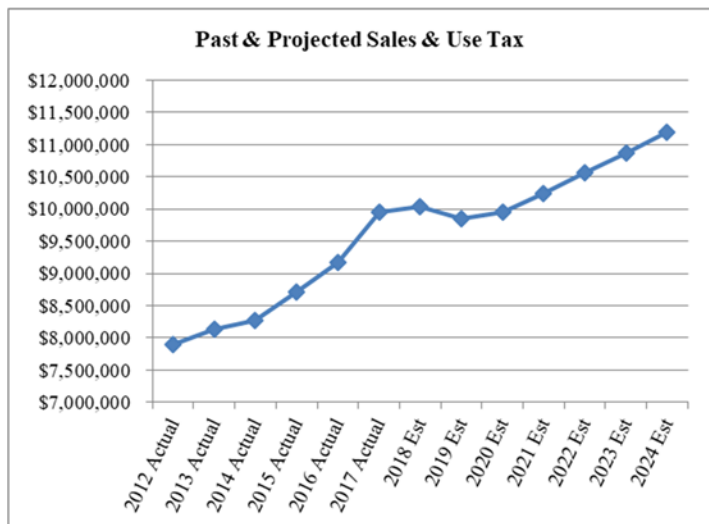
Sales tax is the largest single revenue source for the City of Lakewood, representing 24% of the consolidated General and Street Fund revenue. It is estimated to generate \$9.8M in 2019 and \$10.0M in 2020.

According to a listing of businesses registered with the City of Lakewood and sorted by the North American Industry Classification System (NAICS), the business economy appears to be configured as follows: retail trade 46%; services 24%; construction 12%; wholesale trade 5%; information 5%; finance, insurance and real estate 4%; manufacturing 2%; and all others 2%.





Year	Sales & Use Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 7,897,357	22.9%	\$ 452,001	6.1%
2013 Actual	\$ 8,140,449	23.1%	\$ 243,092	3.1%
2014 Actual	\$ 8,272,877	23.0%	\$ 132,428	1.6%
2015 Actual	\$ 8,707,904	23.8%	\$ 435,028	5.3%
2016 Actual	\$ 9,178,807	24.3%	\$ 470,903	5.4%
2017 Actual	\$ 9,958,523	24.9%	\$ 779,716	8.5%
2018 Est	\$ 10,031,830	25.1%	\$ 73,307	0.7%
2019 Est	\$ 9,852,600	24.5%	\$ (179,230)	-1.8%
2020 Est	\$ 9,951,100	24.5%	\$ 98,500	1.0%
2021 Est	\$ 10,249,600	24.9%	\$ 298,500	3.0%
2022 Est	\$ 10,557,100	25.2%	\$ 307,500	3.0%
2023 Est	\$ 10,873,800	25.6%	\$ 316,700	3.0%
2024 Est	\$ 11,200,000	26.0%	\$ 326,200	3.0%
Average 6 Year Change (2012 - 2017)				3.4%
Average 6 Year Change (2013 - 2018)				3.1%

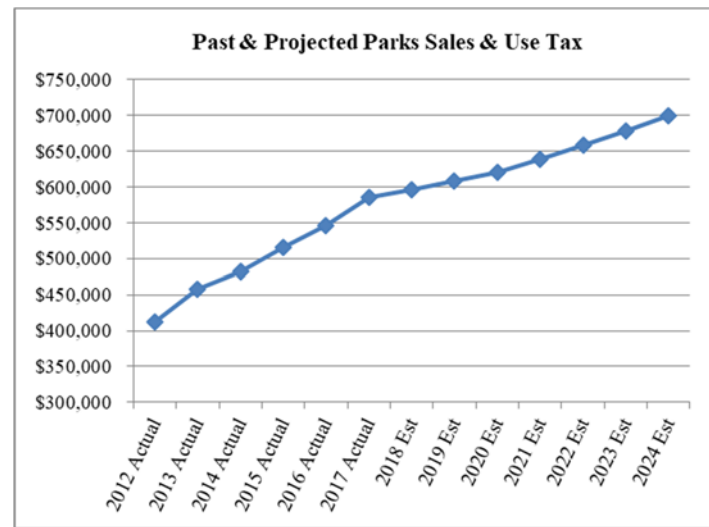


Sales Tax Revenue by Category									
(\$ in thousands)									
Category	2008	2009	2010	2011	2012	2013	2014	2016	2017
Retail Trade	\$ 3,660	\$ 3,473	\$ 3,586	\$ 3,719	\$ 4,016	\$ 3,938	\$ 3,925	\$ 4,224	\$ 4,599
Services	1,800	1,769	1,830	1,872	1,819	1,924	1,998	2,397	2,397
Construction	1,162	1,076	963	714	903	1,030	884	913	1,175
Wholesale Trade	435	291	382	312	317	342	466	396	496
Information	329	324	364	364	364	387	424	504	500
Finance, Insurance & Real Estate	268	233	234	230	239	277	280	400	386
Manufacturing	143	104	113	136	132	136	157	217	199
Government	82	65	57	55	66	59	71	68	112
Other	47	41	35	45	40	46	68	59	95
<b>Total</b>	<b>\$ 7,926</b>	<b>\$ 7,376</b>	<b>\$ 7,564</b>	<b>\$ 7,447</b>	<b>\$ 7,896</b>	<b>\$ 8,139</b>	<b>\$ 8,273</b>	<b>\$ 9,179</b>	<b>\$ 9,959</b>

### 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 RCW 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.

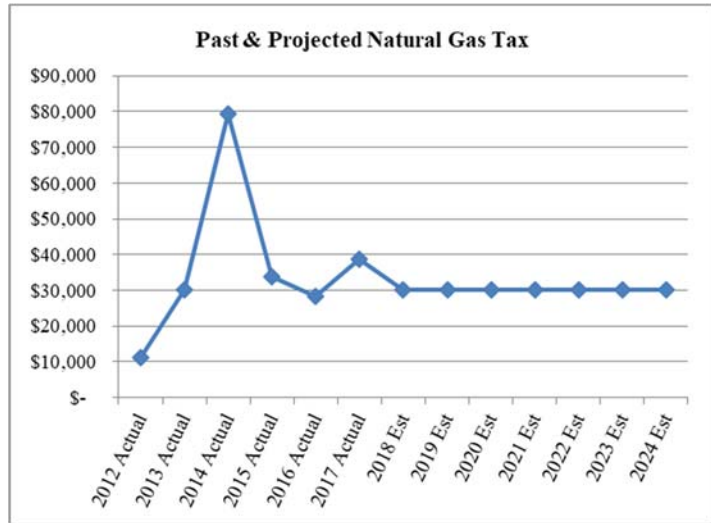
Year	Parks Sales & Use Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 412,204	1.2%	\$ 8,382	2.1%
2013 Actual	\$ 458,373	1.3%	\$ 46,169	11.2%
2014 Actual	\$ 481,690	1.3%	\$ 23,317	5.1%
2015 Actual	\$ 515,202	1.4%	\$ 33,513	7.0%
2016 Actual	\$ 546,303	1.4%	\$ 31,100	6.0%
2017 Actual	\$ 585,089	1.5%	\$ 38,786	7.1%
2018 Est	\$ 596,800	1.5%	\$ 11,711	2.0%
2019 Est	\$ 608,700	1.5%	\$ 11,900	2.0%
2020 Est	\$ 620,900	1.5%	\$ 12,200	2.0%
2021 Est	\$ 639,500	1.6%	\$ 18,600	3.0%
2022 Est	\$ 658,700	1.6%	\$ 19,200	3.0%
2023 Est	\$ 678,500	1.6%	\$ 19,800	3.0%
2024 Est	\$ 698,900	1.6%	\$ 20,400	3.0%
Average 6 Year Change (2012 - 2017)				4.9%
Average 6 Year Change (2013 - 2018)				3.9%



### Natural Gas Use Tax (RCW 82.14.230)

The governing body of any city, while not required by legislative mandate to do so, may by resolution or ordinance, 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 received into the General Fund and used for general purposes.

Year	Natural Gas Use Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 11,296	0.0%	\$ (27,289)	-70.7%
2013 Actual	\$ 30,120	0.1%	\$ 18,824	166.6%
2014 Actual	\$ 79,394	0.2%	\$ 49,274	163.6%
2015 Actual	\$ 33,661	0.1%	\$ (45,733)	-57.6%
2016 Actual	\$ 28,301	0.1%	\$ (5,360)	-15.9%
2017 Actual	\$ 38,716	0.1%	\$ 10,415	36.8%
2018 Est	\$ 30,000	0.1%	\$ (8,716)	-22.5%
2019 Est	\$ 30,000	0.1%	\$ -	0.0%
2020 Est	\$ 30,000	0.1%	\$ -	0.0%
2021 Est	\$ 30,000	0.1%	\$ -	0.0%
2022 Est	\$ 30,000	0.1%	\$ -	0.0%
2023 Est	\$ 30,000	0.1%	\$ -	0.0%
2024 Est	\$ 30,000	0.1%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				11.8%
Average 6 Year Change (2013 - 2018)				-0.1%



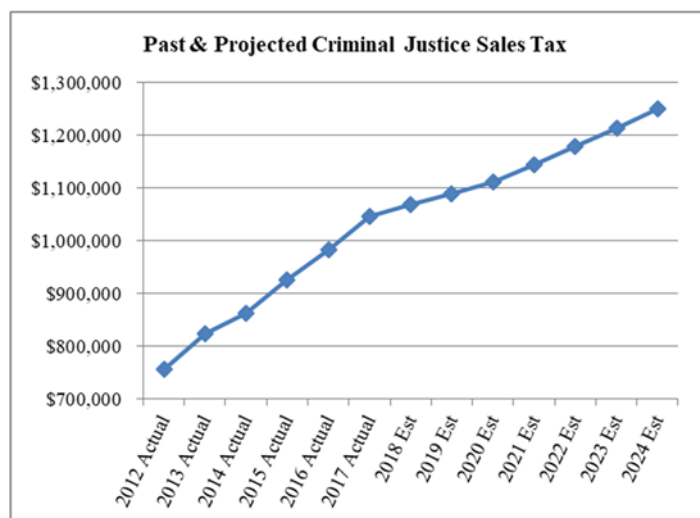
*Note - The increase in 2014 is due to payments received and reported in 4<sup>th</sup> quarter 2014 for taxes related to years 2012, 2013 and 2014.*

### 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.

Moneys received from this tax must be expended for criminal justice purposes. Criminal justice purposes are defined as 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 by RCW 0.123.020.

Year	Criminal Justice Sales Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 756,800	2.2%	\$ 24,735	3.4%
2013 Actual	\$ 824,003	2.3%	\$ 67,203	8.9%
2014 Actual	\$ 863,463	2.4%	\$ 39,460	4.8%
2015 Actual	\$ 926,884	2.5%	\$ 63,421	7.3%
2016 Actual	\$ 982,505	2.6%	\$ 55,620	6.0%
2017 Actual	\$ 1,047,075	2.6%	\$ 64,571	6.6%
2018 Est	\$ 1,068,000	2.7%	\$ 20,925	2.0%
2019 Est	\$ 1,089,400	2.7%	\$ 21,400	2.0%
2020 Est	\$ 1,111,200	2.7%	\$ 21,800	2.0%
2021 Est	\$ 1,144,500	2.8%	\$ 33,300	3.0%
2022 Est	\$ 1,178,800	2.8%	\$ 34,300	3.0%
2023 Est	\$ 1,214,200	2.9%	\$ 35,400	3.0%
2024 Est	\$ 1,250,600	2.9%	\$ 36,400	3.0%
Average 6 Year Change (2012 - 2017)				4.6%
Average 6 Year Change (2013 - 2018)				3.8%



In the expenditure of funds for criminal justice purposes, cities and counties, or any combination thereof, are authorized to participate in agreements to jointly expend funds for criminal justice purposes of mutual benefit. Such criminal justice purposes of mutual benefit include, but are not limited to, the construction, improvement, and expansion of jails, court facilities, juvenile justice facilities, and services with ancillary benefits to the civil justice system.

### Property Tax (RCW 84.52)

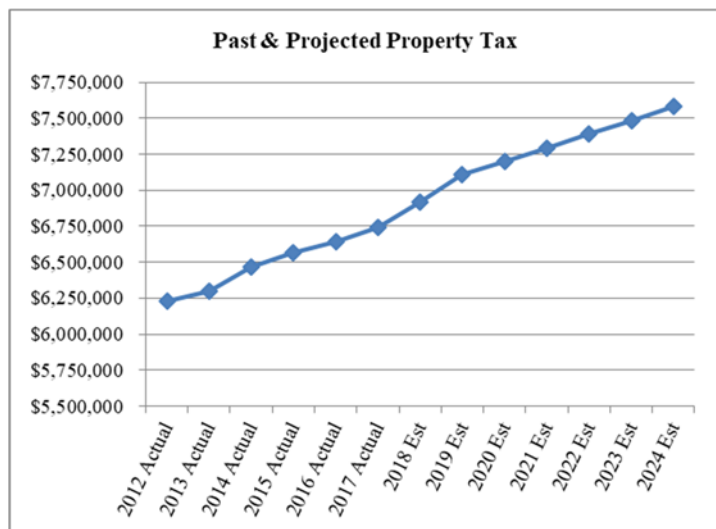
A property tax is a rate placed on each piece of property within the city and is used for general governmental purposes. The rate is expressed in "Dollars per \$1,000 of Assessed Value (AV), and is a function of the property tax levy permitted by law and adopted by the Lakewood City Council. In the City 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 30<sup>th</sup> 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.

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	
			\$	%
2012 Actual	\$ 6,227,924	18.1%	\$ 111,592	1.8%
2013 Actual	\$ 6,295,819	17.8%	\$ 67,895	1.1%
2014 Actual	\$ 6,468,617	18.0%	\$ 172,798	2.7%
2015 Actual	\$ 6,563,936	17.9%	\$ 95,319	1.5%
2016 Actual	\$ 6,642,052	17.6%	\$ 78,116	1.2%
2017 Actual	\$ 6,741,607	16.9%	\$ 99,556	1.5%
2018 Est	\$ 6,915,523	17.3%	\$ 173,916	2.6%
2019 Est	\$ 7,110,000	17.7%	\$ 194,477	2.8%
2020 Est	\$ 7,202,400	17.8%	\$ 92,400	1.3%
2021 Est	\$ 7,296,000	17.7%	\$ 93,600	1.3%
2022 Est	\$ 7,390,800	17.7%	\$ 94,800	1.3%
2023 Est	\$ 7,486,900	17.6%	\$ 96,100	1.3%
2024 Est	\$ 7,584,200	17.6%	\$ 97,300	1.3%
Average 6 Year Change (2012 - 2017)				1.3%
Average 6 Year Change (2013 - 2018)				1.5%



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:

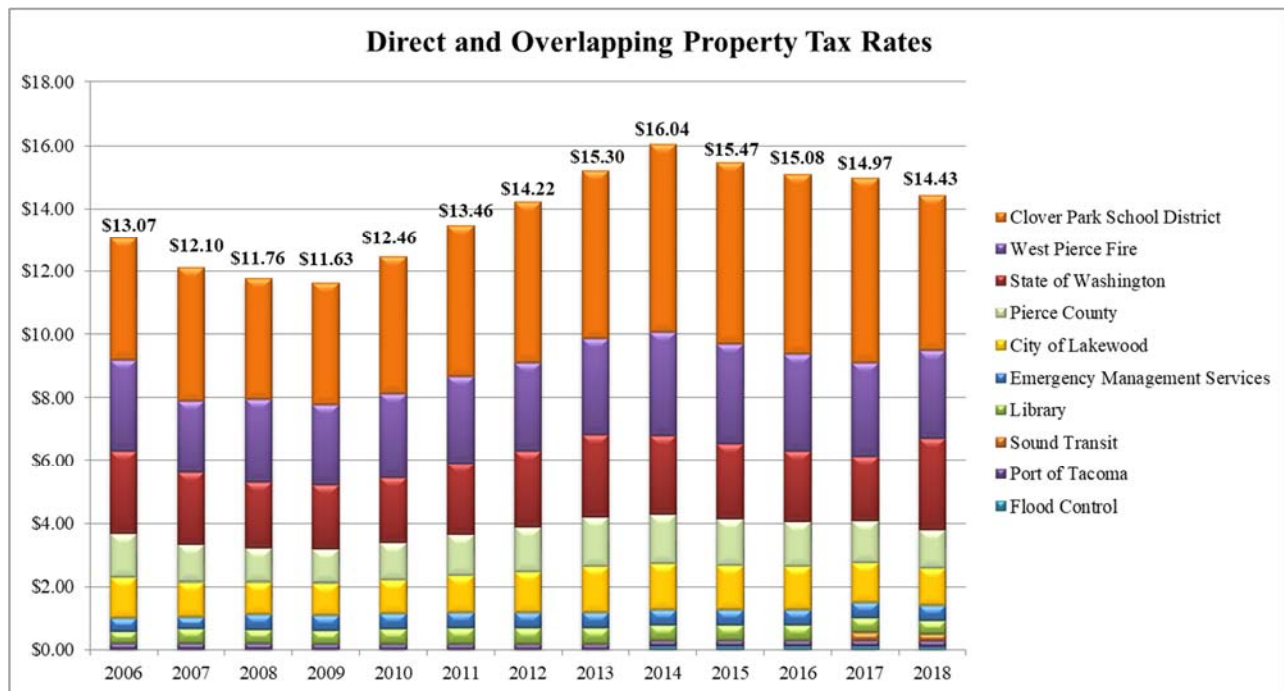
$$\text{Rate per \$1,000 AV} = \text{Amount of Property Tax to be Collected} / \text{Assessed Value divided by \$1,000}$$

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 historical and current rates by taxing districts.

Taxing District	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Clover Park School District	\$ 4.22	\$ 3.82	\$ 3.86	\$ 4.33	\$ 4.79	\$ 5.11	\$ 5.34	\$ 5.98	\$ 5.77	\$ 5.71	\$ 5.88	\$ 4.96
West Pierce Fire District	2.28	2.65	2.56	2.69	2.77	2.82	3.03	3.26	3.17	3.08	2.96	2.78
State of Washington	2.29	2.07	2.02	2.07	2.27	2.41	2.63	2.53	2.38	2.23	2.07	2.91
Pierce County	1.18	1.08	1.08	1.16	1.29	1.42	1.58	1.56	1.48	1.43	1.33	1.23
Sound Transit	-	-	-	-	-	-	-	-	-	-	0.25	0.23
<i>City of Lakewood</i>	<i>1.10</i>	<i>1.01</i>	<i>1.00</i>	<i>1.06</i>	<i>1.16</i>	<i>1.28</i>	<i>1.44</i>	<i>1.43</i>	<i>1.38</i>	<i>1.34</i>	<i>1.24</i>	<i>1.15</i>
Library	0.48	0.44	0.44	0.47	0.50	0.50	0.50	0.50	0.50	0.50	0.47	0.43
Emergency Mgmt Services	0.36	0.50	0.49	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.48
Port of Tacoma	0.19	0.19	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
Flood Control	-	-	-	-	-	-	0.10	0.10	0.10	0.10	0.09	0.08
<b>Total Levy Rate</b>	<b>\$ 12.10</b>	<b>\$ 11.76</b>	<b>\$ 11.63</b>	<b>\$ 12.46</b>	<b>\$ 13.46</b>	<b>\$ 14.22</b>	<b>\$ 15.30</b>	<b>\$ 16.04</b>	<b>\$ 15.47</b>	<b>\$ 15.08</b>	<b>\$ 14.97</b>	<b>\$ 14.43</b>
<b>AV (in billions)</b>	<b>\$ 5.147</b>	<b>\$ 5.748</b>	<b>\$ 5.948</b>	<b>\$ 5.693</b>	<b>\$ 5.316</b>	<b>\$ 4.884</b>	<b>\$ 4.420</b>	<b>\$ 4.495</b>	<b>\$ 4.478</b>	<b>\$ 4.943</b>	<b>\$ 5.410</b>	<b>\$ 6.002</b>



The 1% limit applies to the overall property tax revenue the City collects. The 1% limit does not apply to the amount of property tax a homeowner pays as it really depends on the change in a home's assessed valuation.

Below are scenarios illustrating how the 1% limit works on the City's regular property tax levy:

- 1)  $1\% \uparrow \quad 0\% \quad 1\% \uparrow$   
 $AV/\$1,000 \times \text{tax rate} = \text{tax levy}$

*If the total assessed value of all properties within the city limits increases by 1%, then there is no change to the current tax levy rate. The tax levy (the amount the City can expect to receive) increases by the maximum 1%.*

- 2)  $0\% \quad 1\% \uparrow \quad 1\% \uparrow$   
 $AV/\$1,000 \times \text{tax rate} = \text{tax levy}$

*If there is no increase in the total assessed value of all properties within the city limits, then the property tax levy rate can increase by 1% but it cannot exceed the maximum statutory limit of \$1.60.*

- 3)  $.06\% \uparrow \quad .04\% \uparrow \quad 1\% \uparrow$   
 $AV/\$1,000 \times \text{tax rate} = \text{tax levy}$

*If the total assessed value of all properties within the city limits increases by 0.6%, then the tax levy rate can increase by 0.4% so that the total combined increase is 1.0%. The tax levy rate can only increase by 0.4% as long as it does not put the tax levy rate over the maximum statutory limit of \$1.60.*

- 4)  $8\% \uparrow \quad 7\% \downarrow \quad 1\% \uparrow$   
 $AV/\$1,000 \times \text{tax rate} = \text{tax levy}$

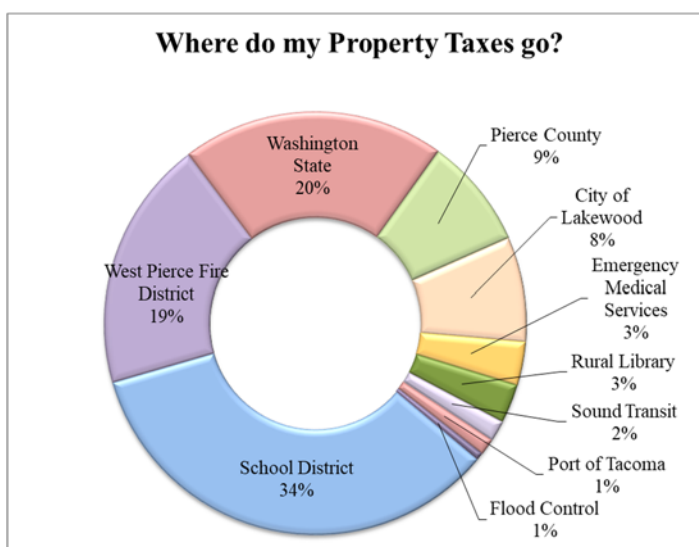
*If the total assessed value of all properties within the city limits increases by 8%, then the tax levy rate must decrease by 1.0% so that the combination of the increase and decrease yield a net maximum increase of 1%.*

- 5)  $-2\% \downarrow \quad 3\% \uparrow \quad 1\% \uparrow$   
 $AV/\$1,000 \times \text{tax rate} = \text{tax levy}$

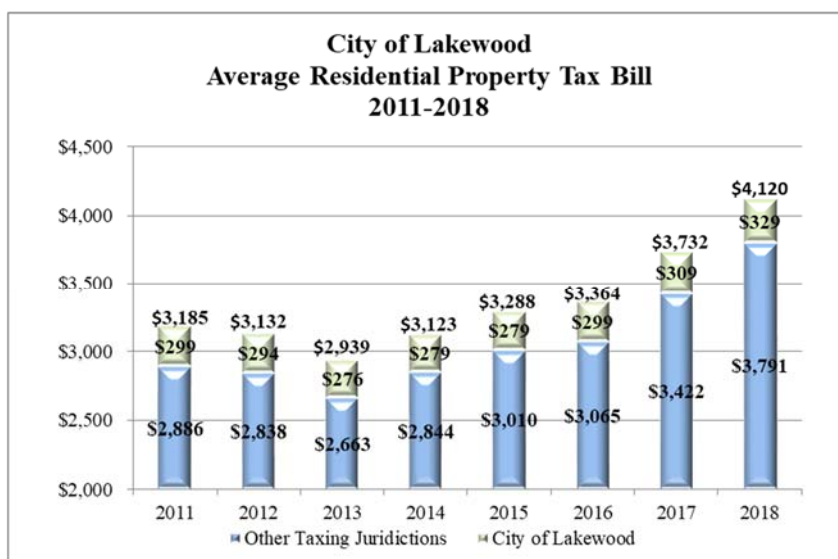
*If the total assessed value of all properties within the city limits decreases by 2%, then the tax levy rate increases by 1.0% so that the combination of the increase and decrease yield a net maximum increase of 1%, as long as it does not put the tax levy rate over the maximum statutory limit of \$1.60.*



Most properties in Lakewood are taxed at \$14.43 per \$1,000 AV in 2018, of which the City receives approximately 8% or \$1.15 per \$1000 AV to provide local services. Therefore, for each \$1 property tax paid, less than 8¢ is available for City services and the remaining 92¢ goes other taxing jurisdictions.

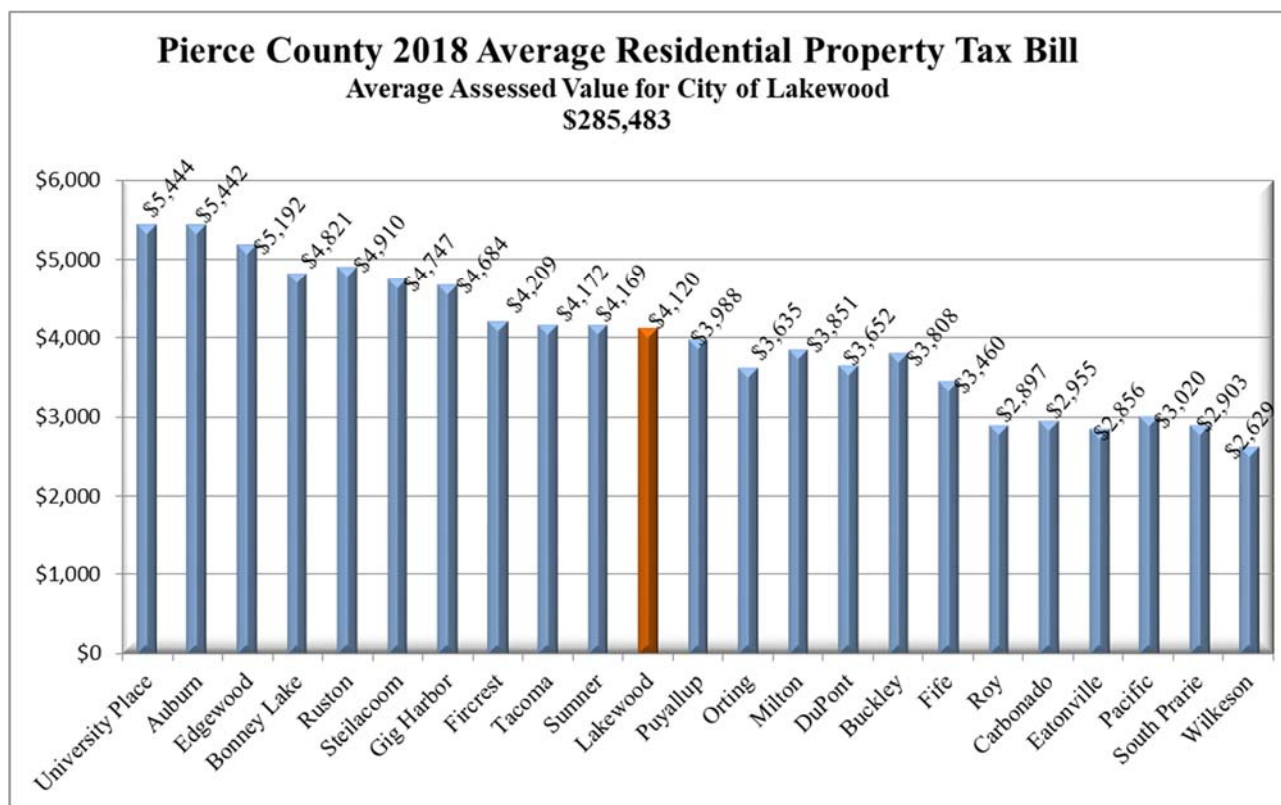


The Pierce County Assessor's Office reports the average 2018 residential property tax bill (including schools, state, fire, library, port, city, etc.) in Lakewood totals \$4,120. Of this amount, \$329 goes to the City of Lakewood and the remaining \$3,791 goes to other taxing jurisdictions.





The following charts and tables provide a trend for the average residential property tax bill for the last six years and a comparison of the average residential property tax bill in Lakewood compared to other Pierce County cities.



#### What is the property tax rate and how is my property tax bill calculated?

The current property tax rate is \$14.43 per \$1,000 assessed value (AV).

The property tax bill for the average home owner is calculated as follows:

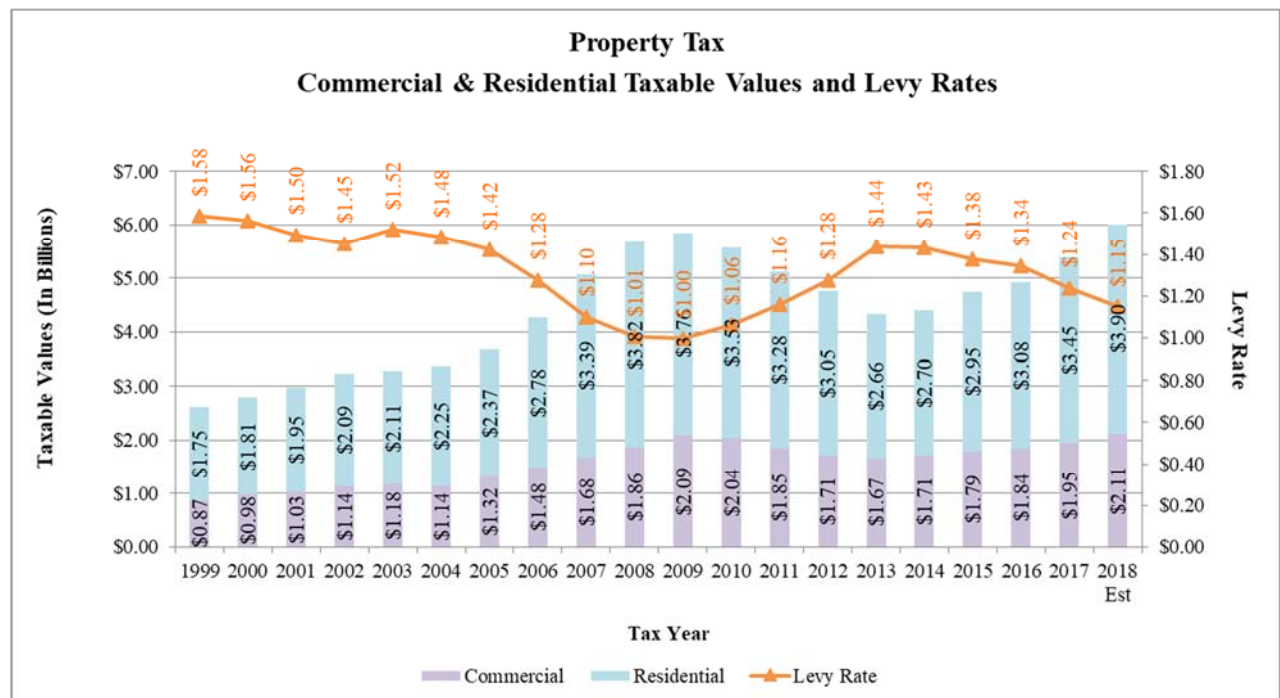
Assessed Value ÷ \$1,000 x Levy Rate = Property Tax

Assessed Value \$285,483 ÷ \$1,000 x \$14.43 Total Levy Rate = \$4,120 Total Property Tax

Assessed Value \$285,483 ÷ \$1,000 x \$1.15 City Levy Rate = \$320 City Portion of Property Tax

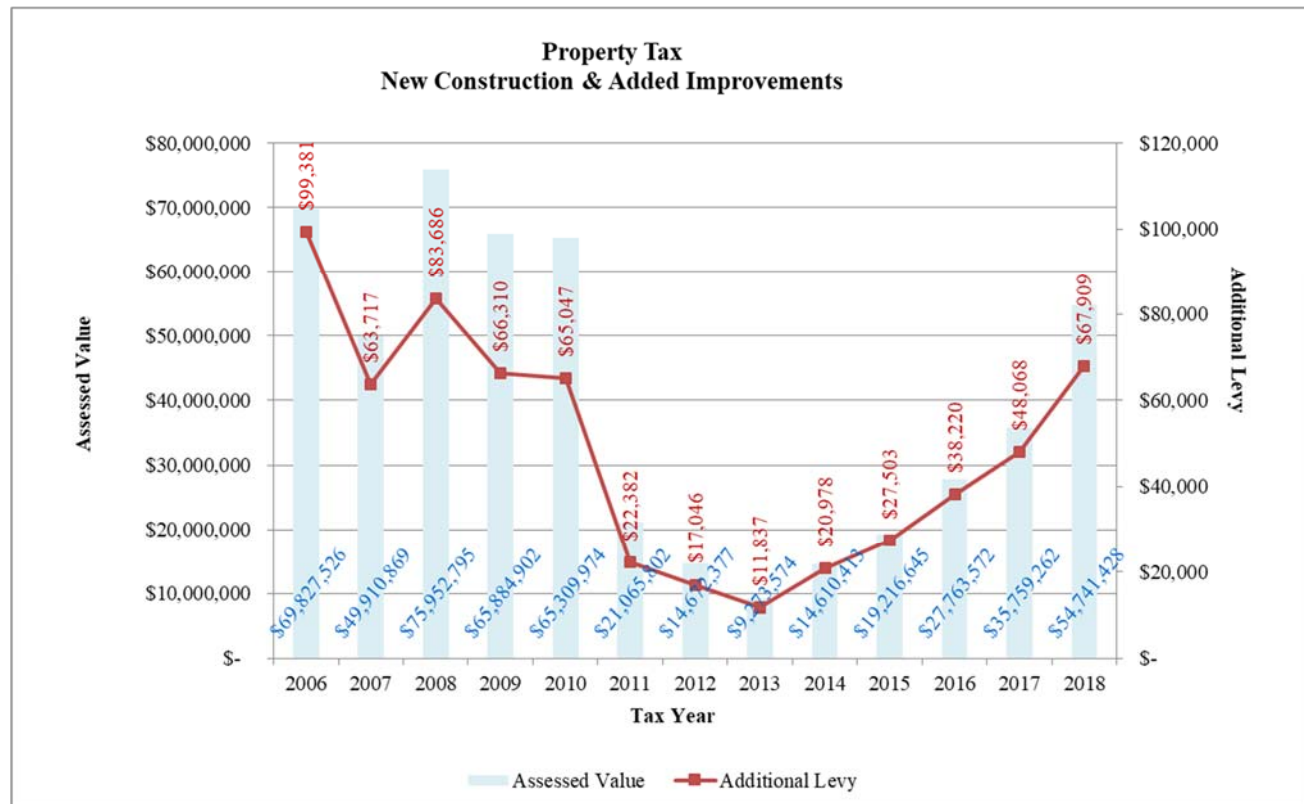
## Commercial &amp; Residential Taxable Values and Levy Rates

Year	Taxable Values (In Billions)											City Levy Rate Per \$1,000 AV
	Commercial %		Residential %		Total	Change From Prior Year						
						Commercial		Residential		Total		
						\$	%	\$	%	\$	%	
1999	\$0.87	33%	\$1.75	67%	\$2.62	n/a	n/a	n/a	n/a	n/a	n/a	\$1.58
2000	\$0.98	35%	\$1.81	65%	\$2.79	\$0.11	12.4%	\$0.06	3.5%	\$0.17	6.4%	\$1.56
2001	\$1.03	35%	\$1.95	65%	\$2.98	\$0.06	5.6%	\$0.14	7.5%	\$0.19	6.8%	\$1.50
2002	\$1.14	35%	\$2.09	65%	\$3.23	\$0.10	10.1%	\$0.14	7.1%	\$0.24	8.2%	\$1.45
2003	\$1.18	36%	\$2.11	64%	\$3.28	\$0.04	3.3%	\$0.02	0.9%	\$0.06	1.7%	\$1.52
2004	\$1.14	34%	\$2.25	66%	\$3.38	(\$0.04)	-3.1%	\$0.14	6.5%	\$0.10	3.1%	\$1.48
2005	\$1.32	36%	\$2.37	64%	\$3.69	\$0.18	15.6%	\$0.13	5.6%	\$0.30	9.0%	\$1.42
2006	\$1.48	35%	\$2.78	65%	\$4.27	\$0.17	12.8%	\$0.41	17.3%	\$0.58	15.7%	\$1.28
2007	\$1.68	33%	\$3.39	67%	\$5.07	\$0.19	12.9%	\$0.61	21.9%	\$0.80	18.8%	\$1.10
2008	\$1.86	33%	\$3.82	67%	\$5.67	\$0.18	10.7%	\$0.42	12.5%	\$0.60	11.9%	\$1.01
2009	\$2.09	36%	\$3.76	64%	\$5.85	\$0.23	12.5%	(\$0.06)	-1.5%	\$0.18	3.1%	\$1.00
2010	\$2.04	37%	\$3.53	63%	\$5.57	(\$0.05)	-2.2%	(\$0.23)	-6.2%	(\$0.28)	-4.8%	\$1.06
2011	\$1.85	36%	\$3.28	64%	\$5.13	(\$0.19)	-9.3%	(\$0.25)	-7.1%	(\$0.44)	-7.9%	\$1.16
2012	\$1.71	36%	\$3.05	64%	\$4.77	(\$0.14)	-7.5%	(\$0.22)	-6.8%	(\$0.36)	-7.1%	\$1.28
2013	\$1.67	39%	\$2.66	61%	\$4.33	(\$0.05)	-2.7%	(\$0.39)	-12.8%	(\$0.44)	-9.2%	\$1.44
2014	\$1.71	39%	\$2.70	61%	\$4.41	\$0.04	2.7%	\$0.03	1.2%	\$0.08	1.8%	\$1.43
2015	\$1.79	38%	\$2.95	62%	\$4.74	\$0.08	4.8%	\$0.25	9.4%	\$0.33	7.6%	\$1.38
2016	\$1.84	37%	\$3.08	63%	\$4.93	\$0.05	2.7%	\$0.14	4.6%	\$0.18	3.9%	\$1.34
2017	\$1.95	36%	\$3.45	64%	\$5.40	\$0.11	5.8%	\$0.36	11.8%	\$0.47	9.5%	\$1.24
2018 Est	\$2.11	35%	\$3.90	65%	\$6.00	\$0.16	8.1%	\$0.45	13.0%	\$0.61	11.2%	\$1.15
2019 Est	\$2.40	35%	\$4.44	65%	\$6.85	\$0.30	14.1%	\$0.55	14.1%	\$0.84	14.1%	\$1.03



## New Construction &amp; Added Improvements

New Construction & Added Improvement						
Tax Year	Taxable Value	Additional Levy	Change From Prior Year			
			Assessed Value		Additional Levy	
			\$	%	\$	%
2006	\$ 69,827,526	\$ 99,381	n/a	n/a	n/a	n/a
2007	\$ 49,910,869	\$ 63,717	\$ (19,916,657)	-28.5%	\$ (35,664)	-35.9%
2008	\$ 75,952,795	\$ 83,686	\$ 26,041,926	52.2%	\$ 19,969	31.3%
2009	\$ 65,884,902	\$ 66,310	\$ (10,067,893)	-13.3%	\$ (17,377)	-20.8%
2010	\$ 65,309,974	\$ 65,047	\$ (574,928)	-0.9%	\$ (1,263)	-1.9%
2011	\$ 21,065,802	\$ 22,382	\$ (44,244,172)	-67.7%	\$ (42,665)	-65.6%
2012	\$ 14,672,377	\$ 17,046	\$ (6,393,425)	-30.3%	\$ (5,335)	-23.8%
2013	\$ 9,273,574	\$ 11,837	\$ (5,398,803)	-36.8%	\$ (5,209)	-30.6%
2014	\$ 14,610,413	\$ 20,978	\$ 5,336,839	57.5%	\$ 9,141	77.2%
2015	\$ 19,216,645	\$ 27,503	\$ 4,606,232	31.5%	\$ 6,526	31.1%
2016	\$ 27,763,572	\$ 38,220	\$ 8,546,927	44.5%	\$ 10,717	39.0%
2017	\$ 35,759,262	\$ 48,068	\$ 7,995,690	28.8%	\$ 9,848	25.8%
2018	\$ 54,741,428	\$ 67,909	\$ 18,982,166	53.1%	\$ 19,841	41.3%



### 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.

Activity	Rate Imposed	Maximum Amount Authorized Per State Law
Punch Boards	3% of gross receipts	5% of gross receipts or 10% of net receipts
Pull Tabs	5% of gross receipts	5% of gross receipts or 10% of net receipts
Bingo	5% of net receipts	5% of net receipts
Raffles	-	5% of net receipts
Amusement Games	2% of net receipts	2% of net receipts
Card Room	11% of gross receipts	20% of gross receipts

*Note: Bona fide charitable or nonprofit organizations as defined by RCW 9.46.0209 conducting bingo, raffles, amusement games or gambling within the City shall be exempt from payment of the taxes.*

RCW 9.46.113 states that cities that levy gambling taxes "shall use the revenue from such tax primarily for the purpose of enforcement of the provisions of this chapter." In 1991, the Washington State Supreme Court handed down a decision (American Legion Post No. 32 v. City of Walla Walla) that clarified the definition of "primarily." In that decision, the court said that gambling tax must "first 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. The court also recognized that enforcement does not necessarily encompass only police activity related to gambling activities. A general police presence can help prevent illegal gambling activities.

The majority of the City's gambling tax comes from card rooms (94%) and the remainder comes primarily from punchboards and pull-tabs.

Gambling taxes are due by the 15<sup>th</sup> day of the month following the month in which the tax is accrued and are accounted for in the General Fund.

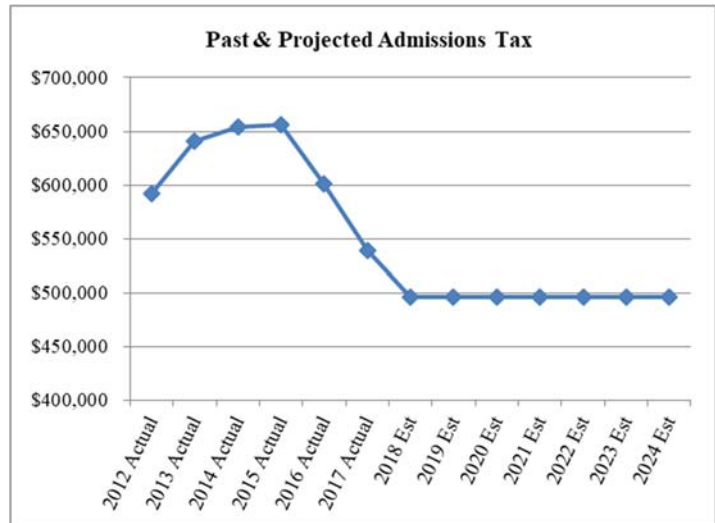
Year	Gambling Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 2,425,133	7.0%	\$ (7,267)	-0.3%
2013 Actual	\$ 2,434,051	6.9%	\$ 8,918	0.4%
2014 Actual	\$ 2,482,403	6.9%	\$ 48,352	2.0%
2015 Actual	\$ 2,771,934	7.6%	\$ 289,531	11.7%
2016 Actual	\$ 2,711,471	7.2%	\$ (60,463)	-2.2%
2017 Actual	\$ 2,800,955	7.0%	\$ 89,484	3.3%
2018 Est	\$ 2,801,000	7.0%	\$ 45	0.0%
2019 Est	\$ 2,801,000	7.0%	\$ -	0.0%
2020 Est	\$ 2,801,000	6.9%	\$ -	0.0%
2021 Est	\$ 2,801,000	6.8%	\$ -	0.0%
2022 Est	\$ 2,801,000	6.7%	\$ -	0.0%
2023 Est	\$ 2,801,000	6.6%	\$ -	0.0%
2024 Est	\$ 2,801,000	6.5%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				2.2%
Average 6 Year Change (2013 - 2018)				2.2%



**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 15<sup>th</sup> 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 15<sup>th</sup>).

Year	Admissions Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 591,704	1.7%	\$ 74,354	14.4%
2013 Actual	\$ 641,151	1.8%	\$ 49,447	8.4%
2014 Actual	\$ 654,011	1.8%	\$ 12,860	2.0%
2015 Actual	\$ 656,410	1.8%	\$ 2,399	0.4%
2016 Actual	\$ 600,842	1.6%	\$ (55,568)	-8.5%
2017 Actual	\$ 539,139	1.3%	\$ (61,703)	-10.3%
2018 Est	\$ 496,000	1.2%	\$ (43,139)	-8.0%
2019 Est	\$ 496,000	1.2%	\$ -	0.0%
2020 Est	\$ 496,000	1.2%	\$ -	0.0%
2021 Est	\$ 496,000	1.2%	\$ -	0.0%
2022 Est	\$ 496,000	1.2%	\$ -	0.0%
2023 Est	\$ 496,000	1.2%	\$ -	0.0%
2024 Est	\$ 496,000	1.1%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				-1.6%
Average 6 Year Change (2013 - 2018)				-4.9%



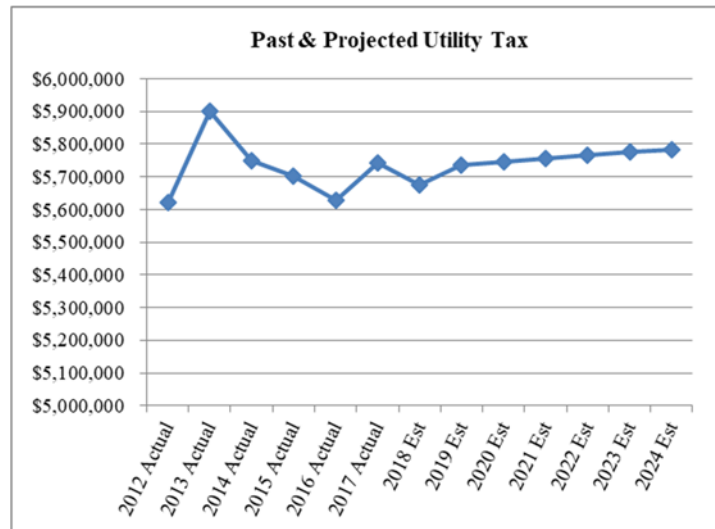
**Utility Tax (RCW 35.21.870)**

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.

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

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

Year	Utility Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 5,622,338	16.3%	\$ (424,687)	-7.0%
2013 Actual	\$ 5,899,854	16.7%	\$ 277,516	4.9%
2014 Actual	\$ 5,747,855	16.0%	\$ (151,999)	-2.6%
2015 Actual	\$ 5,703,609	15.6%	\$ (44,246)	-0.8%
2016 Actual	\$ 5,629,010	14.9%	\$ (74,599)	-1.3%
2017 Actual	\$ 5,744,060	14.4%	\$ 115,050	2.0%
2018 Est	\$ 5,676,000	14.2%	\$ (68,060)	-1.2%
2019 Est	\$ 5,735,200	14.3%	\$ 59,200	1.0%
2020 Est	\$ 5,745,800	14.2%	\$ 10,600	0.2%
2021 Est	\$ 5,756,200	14.0%	\$ 10,400	0.2%
2022 Est	\$ 5,766,600	13.8%	\$ 10,400	0.2%
2023 Est	\$ 5,777,100	13.6%	\$ 10,500	0.2%
2024 Est	\$ 5,783,700	13.4%	\$ 6,600	0.1%
Average 6 Year Change (2012 - 2017)				0.4%
Average 6 Year Change (2013 - 2018)				-0.7%



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).

Utility Tax by Type									
Type	2016	2017	2018 YND	2019 Prop	2020 Prop	2021 Est	2022 Est	2023 Est	2024 Est
<b>Electricity</b>	<b>\$ 1,639,054</b>	<b>\$ 1,732,538</b>	<b>\$ 1,732,500</b>	<b>\$ 1,732,500</b>	<b>\$ 1,732,500</b>	<b>\$ 1,732,500</b>	<b>\$ 1,732,500</b>	<b>\$ 1,732,500</b>	<b>\$ 1,732,500</b>
\$ Change	\$11,397	\$93,484	(\$38)	\$0	\$0	\$0	\$0	\$0	\$0
% Change	1%	6%	0%	0%	0%	0%	0%	0%	0%
<b>Natural Gas</b>	<b>628,435</b>	<b>743,991</b>	<b>744,000</b>	<b>744,000</b>	<b>744,000</b>	<b>744,000</b>	<b>744,000</b>	<b>744,000</b>	<b>744,000</b>
\$ Change	(\$37,977)	\$115,556	\$9	\$0	\$0	\$0	\$0	\$0	\$0
% Change	-6%	18%	0%	0%	0%	0%	0%	0%	0%
<b>Solid Waste</b>	<b>754,237</b>	<b>771,525</b>	<b>771,500</b>	<b>771,500</b>	<b>771,500</b>	<b>771,500</b>	<b>771,500</b>	<b>771,500</b>	<b>771,500</b>
\$ Change	(\$6,545)	\$17,288	(\$25)	\$0	\$0	\$0	\$0	\$0	\$0
% Change	-1%	2%	0%	0%	0%	0%	0%	0%	0%
<b>Cable</b>	<b>1,055,625</b>	<b>1,065,272</b>	<b>1,065,300</b>	<b>1,065,300</b>	<b>1,065,300</b>	<b>1,065,300</b>	<b>1,065,300</b>	<b>1,065,300</b>	<b>1,065,300</b>
\$ Change	\$49,166	\$9,647	\$28	\$0	\$0	\$0	\$0	\$0	\$0
% Change	5%	1%	0%	0%	0%	0%	0%	0%	0%
<b>Phone/Cell</b>	<b>1,386,388</b>	<b>1,266,344</b>	<b>1,198,300</b>	<b>1,198,300</b>	<b>1,198,300</b>	<b>1,198,300</b>	<b>1,198,300</b>	<b>1,198,300</b>	<b>1,198,300</b>
\$ Change	(\$91,610)	(\$120,044)	(\$68,044)	\$0	\$0	\$0	\$0	\$0	\$0
% Change	-6%	-9%	-5%	0%	0%	0%	0%	0%	0%
<b>Storm Drainage</b>	<b>165,271</b>	<b>164,391</b>	<b>164,400</b>	<b>223,600</b>	<b>234,200</b>	<b>244,600</b>	<b>255,000</b>	<b>265,500</b>	<b>272,100</b>
\$ Change	\$971	(\$880)	\$9	\$59,200	\$10,600	\$10,400	\$10,400	\$10,500	\$6,600
% Change	1%	-1%	0%	36%	5%	4%	4%	4%	2%
<b>Total</b>	<b>\$ 5,629,010</b>	<b>\$ 5,744,060</b>	<b>\$ 5,676,000</b>	<b>\$ 5,735,200</b>	<b>\$ 5,745,800</b>	<b>\$ 5,756,200</b>	<b>\$ 5,766,600</b>	<b>\$ 5,777,100</b>	<b>\$ 5,783,700</b>
\$ Change	(\$74,598)	\$115,050	(\$68,060)	\$59,200	\$10,600	\$10,400	\$10,400	\$10,500	\$6,600
% Change	-1%	2%	-1%	1%	0%	0%	0%	0%	0%



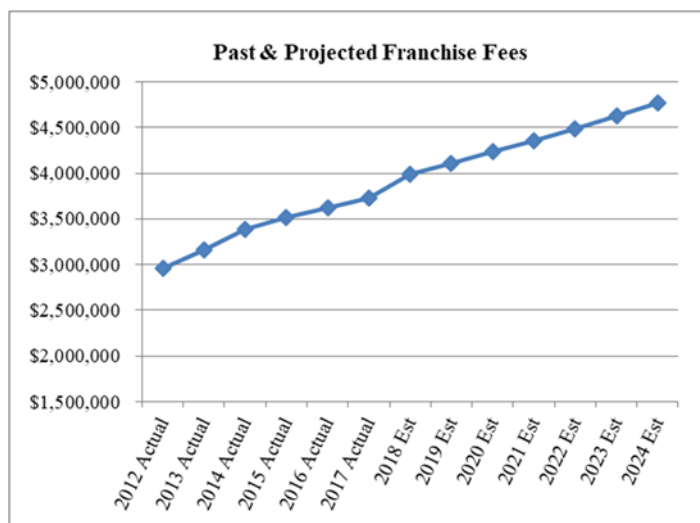
## Franchise Fees

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.

Franchise fees are a general purpose revenue source receipted into the General Fund.

Utility	Utility Tax	Franchise Fee	Non-Compete Fee
Clover Park School District Cable	-	-	-
Comcast Phone	6.00%	-	-
Comcast Cable	6.00%	5.00%	-
Integra Telecommunications	6.00%	-	-
Lakeview Light & Power	5.00%	-	-
Lakewood Water District	-	-	6.00%
Pierce County Sanitary Sewer	-	-	6.00%
Puget Sound Energy	5.00%	-	-
TPU Cable Flett Creek	-	-	-
TPU Click!	6.00%	5.00%	-
TPU Light	-	-	6.00%
TPU Water	-	-	8.00%
Waste Connections	6.00%	4.00%	-

Year	Franchise Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 2,957,590	8.6%	\$ 638,298	27.5%
2013 Actual	\$ 3,157,630	8.9%	\$ 200,040	6.8%
2014 Actual	\$ 3,382,845	9.4%	\$ 225,215	7.1%
2015 Actual	\$ 3,520,594	9.6%	\$ 137,749	4.1%
2016 Actual	\$ 3,616,442	9.6%	\$ 95,848	2.7%
2017 Actual	\$ 3,733,390	9.3%	\$ 116,947	3.2%
2018 Est	\$ 3,989,100	10.0%	\$ 255,710	6.8%
2019 Est	\$ 4,108,800	10.2%	\$ 119,700	3.0%
2020 Est	\$ 4,232,100	10.4%	\$ 123,300	3.0%
2021 Est	\$ 4,359,000	10.6%	\$ 126,900	3.0%
2022 Est	\$ 4,489,900	10.7%	\$ 130,900	3.0%
2023 Est	\$ 4,624,700	10.9%	\$ 134,800	3.0%
2024 Est	\$ 4,763,500	11.0%	\$ 138,800	3.0%
Average 6 Year Change (2012 - 2017)				3.5%
Average 6 Year Change (2013 - 2018)				3.5%

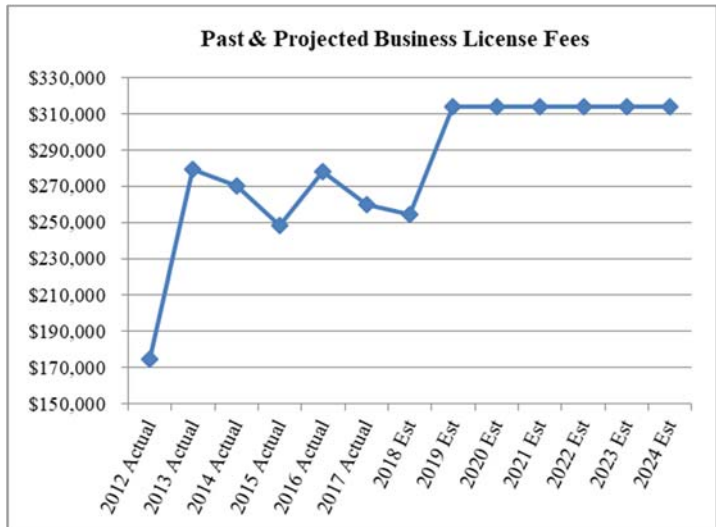


Franchise by Type									
Type	2016	2017	2018 YND	2019 Prop	2020 Prop	2021 Est	2022 Est	2023 Est	2024 Est
<b>Cable</b>	<b>\$ 885,613</b>	<b>\$ 884,468</b>	<b>\$ 890,000</b>	<b>\$ 916,700</b>	<b>\$ 944,200</b>	<b>\$ 972,500</b>	<b>\$ 1,001,700</b>	<b>\$ 1,031,800</b>	<b>\$ 1,062,800</b>
\$ Change	\$45,316	(\$1,145)	\$5,532	\$26,700	\$27,500	\$28,300	\$29,200	\$30,100	\$31,000
% Change	5%	0%	1%	3%	3%	3%	3%	3%	3%
<b>Water</b>	<b>471,259</b>	<b>490,176</b>	<b>490,000</b>	<b>504,700</b>	<b>519,800</b>	<b>535,400</b>	<b>551,500</b>	<b>568,000</b>	<b>585,000</b>
\$ Change	\$36,829	\$18,917	(\$176)	\$14,700	\$15,100	\$15,600	\$16,100	\$16,500	\$17,000
% Change	8%	4%	0%	3%	3%	3%	3%	3%	3%
<b>Sewer</b>	<b>860,710</b>	<b>898,387</b>	<b>900,000</b>	<b>927,000</b>	<b>954,800</b>	<b>983,400</b>	<b>1,012,900</b>	<b>1,043,300</b>	<b>1,074,600</b>
\$ Change	\$26,136	\$37,677	\$1,613	\$27,000	\$27,800	\$28,600	\$29,500	\$30,400	\$31,300
% Change	3%	4%	0%	3%	3%	3%	3%	3%	3%
<b>Solid Waste</b>	<b>574,133</b>	<b>571,896</b>	<b>594,000</b>	<b>611,800</b>	<b>630,200</b>	<b>649,100</b>	<b>668,600</b>	<b>688,700</b>	<b>709,400</b>
\$ Change	\$17,048	(\$2,237)	\$22,104	\$17,800	\$18,400	\$18,900	\$19,500	\$20,100	\$20,700
% Change	3%	0%	4%	3%	3%	3%	3%	3%	3%
<b>Tacoma Power</b>	<b>824,727</b>	<b>888,463</b>	<b>1,115,100</b>	<b>1,148,600</b>	<b>1,183,100</b>	<b>1,218,600</b>	<b>1,255,200</b>	<b>1,292,900</b>	<b>1,331,700</b>
\$ Change	(\$29,480)	\$63,736	\$226,637	\$33,500	\$34,500	\$35,500	\$36,600	\$37,700	\$38,800
% Change	-3%	8%	26%	3%	3%	3%	3%	3%	3%
<b>Total</b>	<b>\$3,616,442</b>	<b>\$3,733,390</b>	<b>\$3,989,100</b>	<b>\$ 4,108,800</b>	<b>\$ 4,232,100</b>	<b>\$4,359,000</b>	<b>\$4,489,900</b>	<b>\$4,624,700</b>	<b>\$4,763,500</b>
\$ Change	\$95,849	\$116,948	\$255,710	\$119,700	\$123,300	\$126,900	\$130,900	\$134,800	\$138,800
% Change	3%	3%	7%	3%	3%	3%	3%	3%	3%

## 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 for a 12 month period. Additional fees may apply to specialty businesses. Organizations exempt from taxation under 26 USC 501(C)(3) and (4) must apply and obtain a business license, but are exempt from the business license fee. 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.

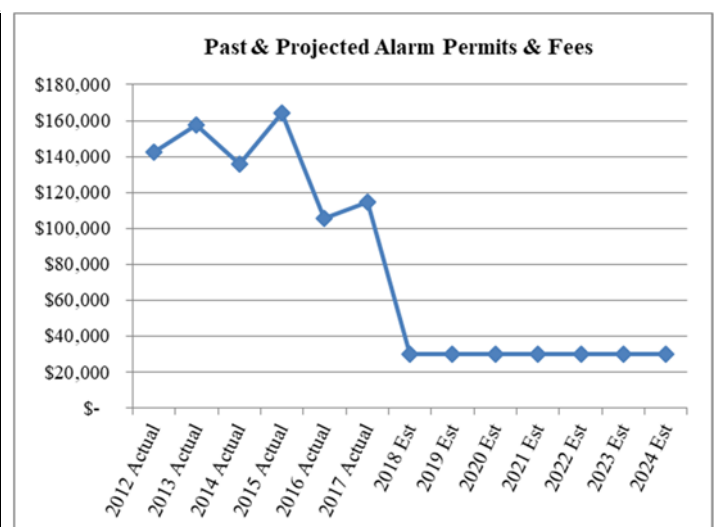
Year	Business License Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 174,708	0.5%	\$ (104,799)	-37.5%
2013 Actual	\$ 279,070	0.8%	\$ 104,362	59.7%
2014 Actual	\$ 270,375	0.8%	\$ (8,695)	-3.1%
2015 Actual	\$ 248,339	0.7%	\$ (22,036)	-8.2%
2016 Actual	\$ 278,260	0.7%	\$ 29,921	12.0%
2017 Actual	\$ 260,064	0.7%	\$ (18,196)	-6.5%
2018 Est	\$ 254,100	0.6%	\$ (5,964)	-2.3%
2019 Est	\$ 314,000	0.8%	\$ 59,900	23.6%
2020 Est	\$ 314,000	0.8%	\$ -	0.0%
2021 Est	\$ 314,000	0.8%	\$ -	0.0%
2022 Est	\$ 314,000	0.8%	\$ -	0.0%
2023 Est	\$ 314,000	0.7%	\$ -	0.0%
2024 Est	\$ 314,000	0.7%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				5.5%
Average 6 Year Change (2013 - 2018)				-1.6%



## 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.

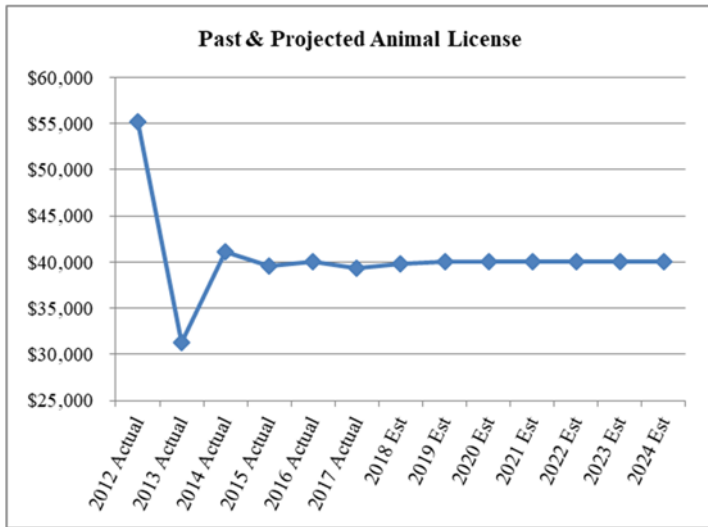
Year	Alarm Permits & Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 142,276	0.4%	\$ 8,954	6.7%
2013 Actual	\$ 157,742	0.4%	\$ 15,466	10.9%
2014 Actual	\$ 135,883	0.4%	\$ (21,859)	-13.9%
2015 Actual	\$ 164,363	0.4%	\$ 28,480	21.0%
2016 Actual	\$ 105,865	0.3%	\$ (58,498)	-35.6%
2017 Actual	\$ 114,819	0.3%	\$ 8,954	8.5%
2018 Est	\$ 30,000	0.1%	\$ (84,819)	-73.9%
2019 Est	\$ 30,000	0.1%	\$ -	0.0%
2020 Est	\$ 30,000	0.1%	\$ -	0.0%
2021 Est	\$ 30,000	0.1%	\$ -	0.0%
2022 Est	\$ 30,000	0.1%	\$ -	0.0%
2023 Est	\$ 30,000	0.1%	\$ -	0.0%
2024 Est	\$ 30,000	0.1%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				-4.0%
Average 6 Year Change (2013 - 2018)				-71.0%



### 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 31<sup>st</sup> and must be renewed by February 28<sup>th</sup> 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	
			\$	%
2012 Actual	\$ 55,203	0.2%	\$ 7,499	15.7%
2013 Actual	\$ 31,346	0.1%	\$ (23,857)	-43.2%
2014 Actual	\$ 41,118	0.1%	\$ 9,772	31.2%
2015 Actual	\$ 39,540	0.1%	\$ (1,577)	-3.8%
2016 Actual	\$ 40,044	0.1%	\$ 504	1.3%
2017 Actual	\$ 39,351	0.1%	\$ (693)	-1.7%
2018 Est	\$ 39,800	0.1%	\$ 449	1.1%
2019 Est	\$ 40,000	0.1%	\$ 200	0.5%
2020 Est	\$ 40,000	0.1%	\$ -	0.0%
2021 Est	\$ 40,000	0.1%	\$ -	0.0%
2022 Est	\$ 40,000	0.1%	\$ -	0.0%
2023 Est	\$ 40,000	0.1%	\$ -	0.0%
2024 Est	\$ 40,000	0.1%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				-6.7%
Average 6 Year Change (2013 - 2018)				3.5%

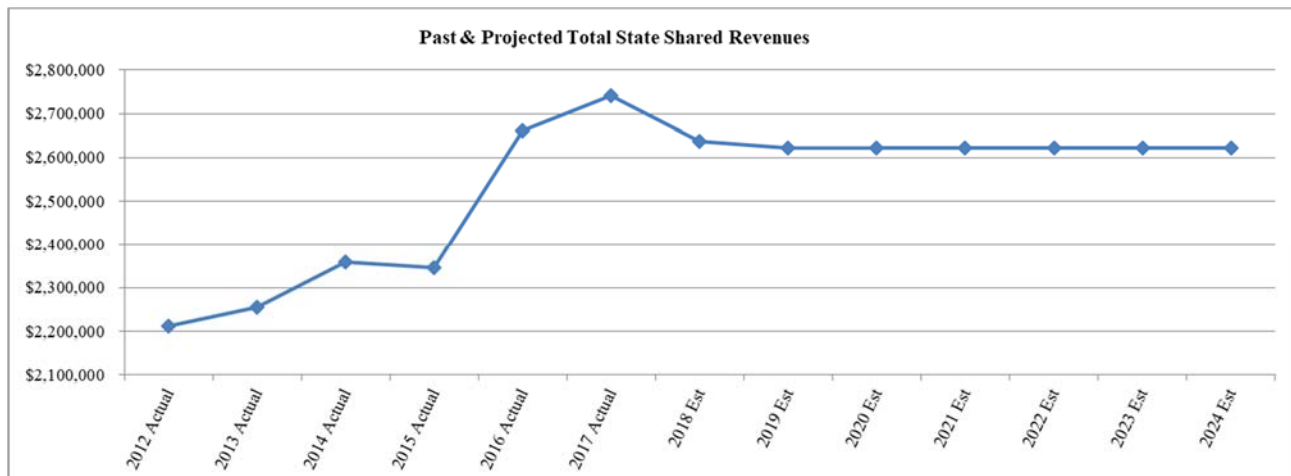


### State Shared Revenues

State shared revenues are state-collected revenues that are shared with all cities and are derived from liquor receipts (profits and taxes) and motor vehicle fuel taxes. Cities as a group receive a fixed percentage of these sources, and the funds are then allocated to individual jurisdictions on a per capita basis. Population figures, determined annually as of April 1 by the state demographer in the Office of Financial Management, are used as the basis for the per capita distribution of these funds. Other state shared revenues include sales tax mitigation, criminal justice (population, violent crimes, innovative programs, contracted programs, DUI assistance, high crime and leasehold tax.

All state shared revenues provide a funding source to the General and Street O&M funds, with the exception of the motor vehicle excise tax (29% or roughly \$350K/year) and multi-modal which also provides a funding source for transportation capital projects

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



Year	Sales Tax Mitigation	Criminal Justice & DUI Cities	Criminal Justice High Crime	Liquor Excise Tax	Liquor Profits	Motor Veh Fuel Tax	Marijuana Enforcement	Subtotal Gen/St O&M	Motor Veh Fuel Tax & Multi-Modal-CIP	Total All Funds
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 Actual	\$ 48,556	\$ 147,169	\$ 332,925	\$ 99,953	\$ 518,105	\$ 863,896	\$ -	\$ 2,010,604	\$ 348,310	\$ 2,358,914
2015 Actual	\$ 46,846	\$ 134,679	\$ 224,154	\$ 191,738	\$ 511,368	\$ 861,723	\$ -	\$ 1,970,508	\$ 375,289	\$ 2,345,797
2016 Actual	\$ 46,177	\$ 149,009	\$ 375,837	\$ 276,603	\$ 503,074	\$ 863,896	\$ 25	\$ 2,214,621	\$ 447,503	\$ 2,662,124
2017 Actual	\$ 37,938	\$ 153,413	\$ 423,055	\$ 286,385	\$ 496,441	\$ 871,657	\$ 25	\$ 2,268,913	\$ 471,940	\$ 2,740,853
2018 Est	\$ 10,000	\$ 154,000	\$ 318,800	\$ 291,700	\$ 491,400	\$ 862,399	\$ -	\$ 2,128,299	\$ 508,746	\$ 2,637,045
2019 Est	\$ -	\$ 154,000	\$ 318,800	\$ 291,700	\$ 491,400	\$ 862,400	\$ -	\$ 2,118,300	\$ 504,700	\$ 2,623,000
2020 Est	\$ -	\$ 154,000	\$ 318,800	\$ 291,700	\$ 491,400	\$ 862,400	\$ -	\$ 2,118,300	\$ 504,700	\$ 2,623,000
2021 Est	\$ -	\$ 154,000	\$ 318,800	\$ 291,700	\$ 491,400	\$ 862,400	\$ -	\$ 2,118,300	\$ 504,700	\$ 2,623,000
2022 Est	\$ -	\$ 154,000	\$ 318,800	\$ 291,700	\$ 491,400	\$ 862,400	\$ -	\$ 2,118,300	\$ 504,700	\$ 2,623,000
2023 Est	\$ -	\$ 154,000	\$ 318,800	\$ 291,700	\$ 491,400	\$ 862,400	\$ -	\$ 2,118,300	\$ 504,700	\$ 2,623,000
2024 Est	\$ -	\$ 154,000	\$ 318,800	\$ 291,700	\$ 491,400	\$ 862,400	\$ -	\$ 2,118,300	\$ 504,700	\$ 2,623,000
Average 6 Year Change (2012 - 2017)										3.2%
Average 6 Year Change (2013 - 2018)										2.4%

### Streamlined Sales Tax (SST) Mitigation (RCW 82.14.500)

Beginning in January 2018, the Marketplace Fairness Act took effect and replaced the City's streamlined sales tax mitigation funds (refer to Sales Tax section for more information).

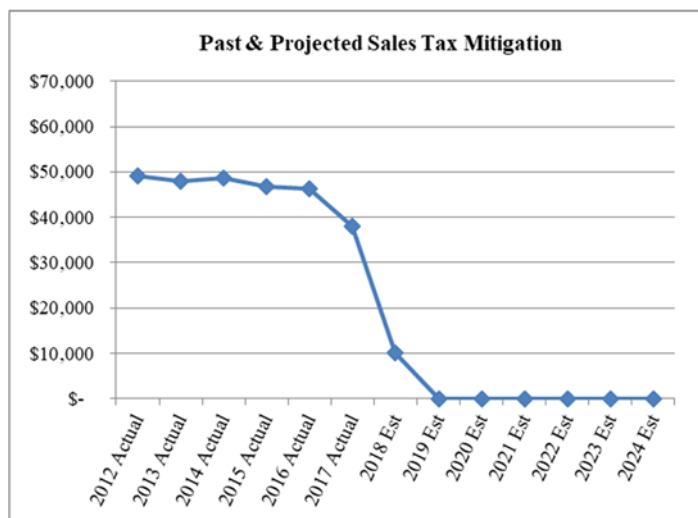
Background on SST mitigation:

The state provides funds to local jurisdictions that demonstrated an actual net loss of local sales tax revenue from the state's adoption of the Streamlined Sales and Use Tax Agreement's local sales tax sourcing provisions. The purpose of this distribution is to mitigate the unintended revenue redistribution effect of the sourcing law change among local jurisdictions. Additionally, mitigation was intended to offset the negative implications the sourcing law change may have on industry sectors such as warehousing and manufacturing. Funds may be used for any lawful purpose of the local jurisdictions.

Local jurisdictions that had imposed a sales tax on July 1, 2008 and could demonstrate an actual net loss of local sales tax revenue from the state's adoption of the Streamlined Sales and Use Tax Agreement's local sales tax sourcing provisions. Local jurisdictions include counties, cities, towns, public transportation benefit authorities, regional taxing district, regional centers, public facilities districts, and football stadium authority are eligible to receive this funding.

Beginning July 1, 2008, the Department of Revenue with the assistance of an oversight committee composed of local jurisdictions, determined the amount of net loss of sales tax quarterly to each local jurisdiction from the sourcing change by analyzing and comparing data from tax return information and tax collections. Mitigation payments were distributed quarterly using this information. Beginning December 31, 2009, mitigation distributions were fixed to an annual amount to be paid in quarterly increments. The Department of Revenue may make adjustments to mitigation amounts based on annual review of distributions.

Year	Sales Tax Mitigation	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 49,158	0.1%	\$ 9,376	23.6%
2013 Actual	\$ 48,029	0.1%	\$ (1,129)	-2.3%
2014 Actual	\$ 48,556	0.1%	\$ 527	1.1%
2015 Actual	\$ 46,846	0.1%	\$ (1,710)	-3.5%
2016 Actual	\$ 46,177	0.1%	\$ (669)	-1.4%
2017 Actual	\$ 37,938	0.1%	\$ (8,239)	-17.8%
2018 Est	\$ 10,000	0.0%	\$ (27,938)	-73.6%
2019 Est	\$ -	0.0%	\$ (10,000)	-100.0%
2020 Est	\$ -	0.0%	\$ -	n/a
2021 Est	\$ -	0.0%	\$ -	n/a
2022 Est	\$ -	0.0%	\$ -	n/a
2023 Est	\$ -	0.0%	\$ -	n/a
2024 Est	\$ -	0.0%	\$ -	n/a
Average 6 Year Change (2012 - 2017)				-4.9%
Average 6 Year Change (2013 - 2018)				-63.4%



[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, innovative programs, population, and violent crimes. The money comes from the State's general fund and is distributed to cities on the last days of January, April, July and October. Distributions are deposited in the City's General Fund.

[Population, Violent Crime, Innovative Programs and Contracted Programs \(RCW 82.14.330\)](#)

The state provides formula funding for criminal justice purposes to cities and towns each fiscal year. The purpose of these funds is to provide fiscal assistance to local governments for criminal justice systems in order to ensure public safety.

"Contracted Programs", "Violent Crime," and "Population" distributions must be used for criminal justice purposes as activities that substantially assist the criminal justice system, including domestic violence programs and advocates as defined in RCW 70.12.020. The uses are the same as for high crime except it cannot be used for publications and public educational efforts dealing with runaway or at-risk youth. Additionally, these distributions may not be used to replace or supplant existing funding, which is defined as calendar year 1989 actual operating expenditures for criminal justice purposes, excluding expenditures for extraordinary events not likely to reoccur; changes in contracted for criminal justice services, beyond the control of the jurisdiction receiving the services; and major nonrecurring capital expenditures.

"Innovative Programs" distributions must be used for 1) innovative law enforcement strategies; 2) programs to help at-risk children or child abuse victim response programs; and 3) programs designed to reduce the level of domestic violence or to provide counseling for domestic violence victims.

All cities and towns are eligible for "Population" and "Innovative Programs" distribution.

Cities that contract with another governmental agency for the majority of the city's law enforcement services may notify the Department of Commerce by November 30<sup>th</sup> of their eligibility to receive "Contracted Services" distribution the following calendar year. The City of Lakewood does not receive the "Contracted Programs" distribution since it has its own police force.

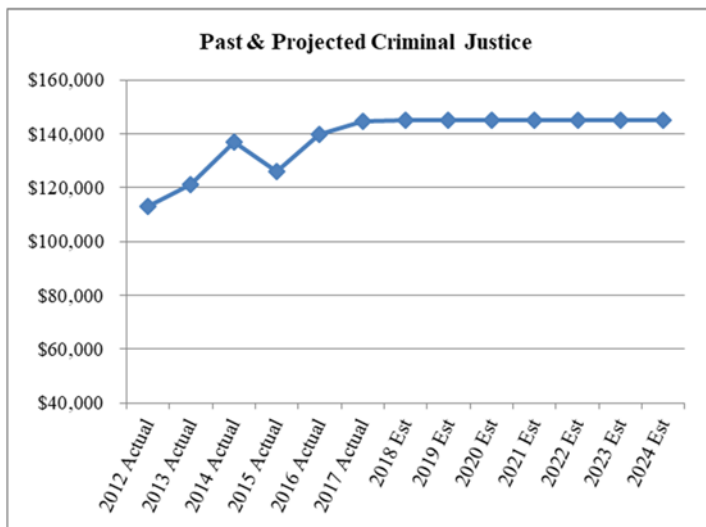
Cities and towns eligible for a "Violent Crime" distribution must have a three-year average violent crime in excess of 150% of the statewide three-year average violent crime as reported annually by the Washington Association of Sheriffs and Police Chiefs.

RCW 82.14.320 directs a state general fund transfer each fiscal year into the Municipal Criminal Justice Assistant Account. The transfer is to increase each fiscal year by the state's fiscal growth factor under RCW 43.135.025.

- Sixteen percent (16%) of these funds are distributed ratably to cities based on population, with each city receiving a minimum of \$1,000 per year.
- Twenty percent (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, but no more than \$1 per capita.
- Ten percent (10%) of funds are distributed on a per capita basis to "Contracted Services" cities and towns.
- Fifty-four percent (54%) of funds are distributed on a per capita basis for "Innovative Programs."

No city or town may receive more than 30% of total funds Population and High Crime Distributions. Cities receive two Municipal Criminal Justice Assistance distributions based solely on population, but are combined into a single distribution by the Office of the State Treasurer. Distributions are made by the Office of the State Treasurer quarterly each January, April, July and October.

Year	Criminal Justice	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 113,161	0.3%	\$ 4,105	3.8%
2013 Actual	\$ 121,197	0.3%	\$ 8,035	7.1%
2014 Actual	\$ 136,811	0.4%	\$ 15,614	12.9%
2015 Actual	\$ 126,106	0.3%	\$ (10,705)	-7.8%
2016 Actual	\$ 139,959	0.4%	\$ 13,853	11.0%
2017 Actual	\$ 144,552	0.4%	\$ 4,594	3.3%
2018 Est	\$ 145,000	0.4%	\$ 448	0.3%
2019 Est	\$ 145,000	0.4%	\$ -	0.0%
2020 Est	\$ 145,000	0.4%	\$ -	0.0%
2021 Est	\$ 145,000	0.4%	\$ -	0.0%
2022 Est	\$ 145,000	0.3%	\$ -	0.0%
2023 Est	\$ 145,000	0.3%	\$ -	0.0%
2024 Est	\$ 145,000	0.3%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				3.6%
Average 6 Year Change (2013 - 2018)				2.7%



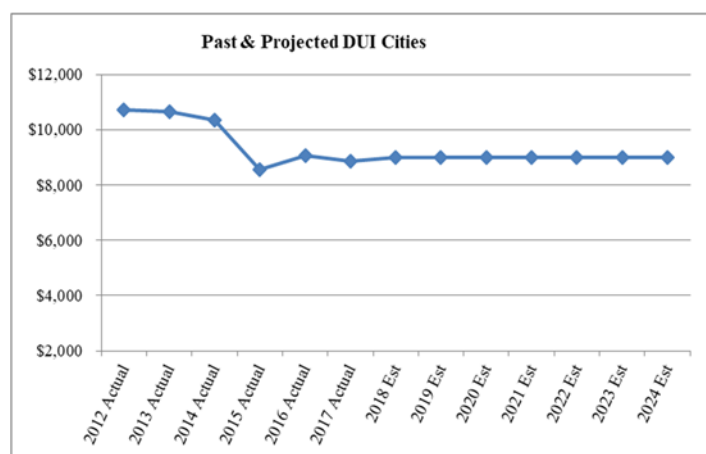
#### [DUI Assistance \(RCW 46.68.260\)](#)

The state provides Impaired Driving Safety Account Funds to counties, cities and towns to help offset costs for implementing criminal justice laws related to driving under the influence. The purpose is to offset county, city and town criminal justice costs from ten separate driving under the influence laws enacted in 1998. Funds must be used for enforcing laws relating to driving and boating while under the influence of either an intoxicating liquor or any drug.

The Impaired Driving Safety Account receives a portion (63%) of a \$150 fee charged to reissue a driver's license after suspension or revocation due to a violation of RCW 46.20.308 (implied consent), RCW 46.61.502 (driving under the influence) and/or RCW 46.61.504 (physical control of a vehicle under the influence). Impaired Driving Safety Account funds are distributed to counties, cities and towns through an omnibus operating budget appropriation to the County Criminal Justice Assistance Account and the Municipal Criminal Justice Assistance Account. Total funds deposited in the account are split between counties (60%) and cities and towns (40%); this fund split was established with the first appropriation in 1998.

Individual cities receive their share ratably based on population as provided in RCW 82.14.330. Distributions are made by the Office of State Treasurer quarterly each January, April, July and October.

Year	DUI Cities	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 10,722	0.0%	\$ (1,692)	-13.6%
2013 Actual	\$ 10,658	0.0%	\$ (64)	-0.6%
2014 Actual	\$ 10,358	0.0%	\$ (300)	-2.8%
2015 Actual	\$ 8,573	0.0%	\$ (1,785)	-17.2%
2016 Actual	\$ 9,050	0.0%	\$ 477	5.6%
2017 Actual	\$ 8,860	0.0%	\$ (190)	-2.1%
2018 Est	\$ 9,000	0.0%	\$ 140	1.6%
2019 Est	\$ 9,000	0.0%	\$ -	0.0%
2020 Est	\$ 9,000	0.0%	\$ -	0.0%
2021 Est	\$ 9,000	0.0%	\$ -	0.0%
2022 Est	\$ 9,000	0.0%	\$ -	0.0%
2023 Est	\$ 9,000	0.0%	\$ -	0.0%
2024 Est	\$ 9,000	0.0%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				-3.5%
Average 6 Year Change (2013 - 2018)				-3.1%





High Crime (RCW 82.14.320)

The state provides formula funding for criminal justice purposes to cities and towns each fiscal year. The purpose of these funds is to provide fiscal assistance to local governments for criminal justice systems in order to ensure public safety.

Funds must be used for criminal justice purposes defined as activities that substantially assist the criminal justice system, including domestic violence programs and advocates as defined in RCW 70.123.020, and publications and educational efforts to assist parents dealing with runaway or at-risk youth.

Funds may not be used to replace or supplant existing funding, which is defined as calendar year 1989 actual operating expenditures for extraordinary events not likely to reoccur; changes in contracted for criminal justice services, beyond the control of the local jurisdiction receiving the services; and major nonrecurring capital expenditures.

All cities and towns are eligible for a “Population” distribution. To qualify for the “high crime” distribution cities and towns must:

- 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;
- Be levying, at the maximum rate, the second ½ cent of the sales tax or half cent real estate excise tax; and
- Have a per capita yield from the first ½ cent of the sales tax of less than 150% of the state-wide average per capita yield for all cities.

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 (July 1<sup>st</sup> – June 30<sup>th</sup>).

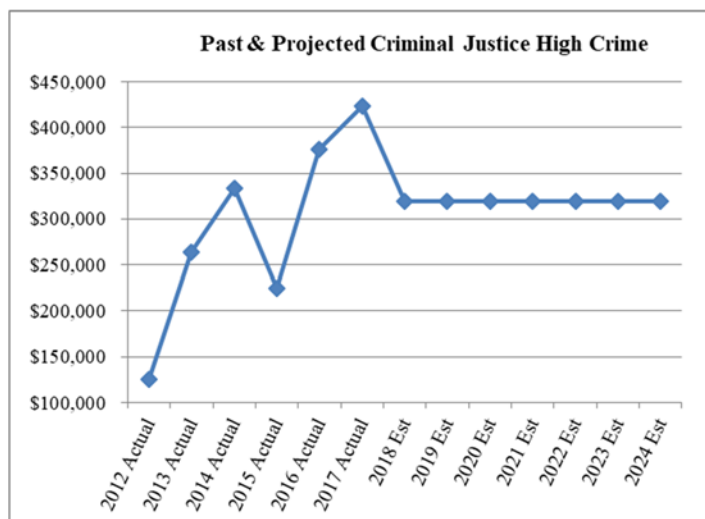
RCW 82.14.320 directs a state general fund transfer each fiscal year into the Municipal Criminal Justice Assistance Account. The transfer is to increase each year by the state’s fiscal growth factor under RCW 43.135.025.

- Seventy percent (70%) of the funds are distributed to individual cities and towns ratably by population.
- Thirty percent (30%) of the funds are distributed ratably by population to cities and towns eligible for a “High Crime” distribution and have a crime rate greater than 175% of the statewide average crime rate. No city may receive more than 50% of these funds; if a city or town distribution is reduced because of this limit, the excess is added to the pool of funds to be distributed by population-only.

No city or town may receive more than 30% of funds through both “Population” and “High Crime” distributions.

The City has received criminal justice high crime funding since 1997 and continues to qualify for the distribution through June 30, 2018.

Year	Criminal Justice High Crime	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 125,164	0.4%	\$ 5,375	4.5%
2013 Actual	\$ 263,208	0.7%	\$ 138,044	110.3%
2014 Actual	\$ 332,925	0.9%	\$ 69,717	26.5%
2015 Actual	\$ 224,154	0.6%	\$ (108,772)	-32.7%
2016 Actual	\$ 375,837	1.0%	\$ 151,683	67.7%
2017 Actual	\$ 423,055	1.1%	\$ 47,218	12.6%
2018 Est	\$ 318,800	0.8%	\$ (104,255)	-24.6%
2019 Est	\$ 318,800	0.8%	\$ -	0.0%
2020 Est	\$ 318,800	0.8%	\$ -	0.0%
2021 Est	\$ 318,800	0.8%	\$ -	0.0%
2022 Est	\$ 318,800	0.8%	\$ -	0.0%
2023 Est	\$ 318,800	0.8%	\$ -	0.0%
2024 Est	\$ 318,800	0.7%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				11.7%
Average 6 Year Change (2013 - 2018)				2.9%



[Leasehold Excise Tax \(RCW 82.29A\)](#)

A county or city may impose a local leasehold excise tax that is credited against the state leasehold tax on the privilege of using or occupying publicly owned real or personal property through a leasehold. Through the credit, the local government receives a portion of the state leasehold excise tax rather than leaseholders paying an additional local leasehold excise tax.

The purpose of the leasehold excise tax is “in lieu” of property tax. The distribution to taxing districts provides revenue that would otherwise be generated by the property tax.

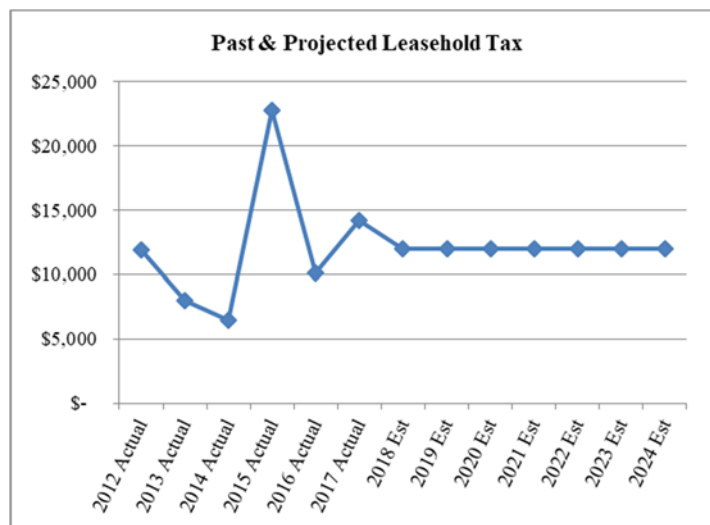
Funds may be used for any lawful purpose of the local taxing district. Local taxing districts in counties and cities that have imposed a local leasehold excise tax are eligible to receive the funds.

Counties and cities are authorized to impose a local leasehold tax on taxable rent at the rate of 6% and 4%, respectively, to be credited against the state’s leasehold excise tax rate of 12.84%. Counties must provide a credit for the full amount of any city tax imposed upon the same taxable event. As a result, the effective rate of the state leasehold excise tax is 6.84%.

County treasurers are required to distribute any county imposed leasehold tax to other taxing districts, excluding cities, according to each district’s pro rata share of the property tax in the county.

The program is administered by the Department and Revenue and distributions are made by the Office of State Treasurer on the last business day of even numbered months. Distributions are deposited in the City’s General Fund.

Year	Leasehold Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 11,858	0.0%	\$ (4,499)	-27.5%
2013 Actual	\$ 8,027	0.0%	\$ (3,831)	-32.3%
2014 Actual	\$ 6,457	0.0%	\$ (1,570)	-19.6%
2015 Actual	\$ 22,800	0.1%	\$ 16,343	253.1%
2016 Actual	\$ 10,103	0.0%	\$ (12,697)	-55.7%
2017 Actual	\$ 14,169	0.0%	\$ 4,066	40.2%
2018 Est	\$ 12,000	0.0%	\$ (2,169)	-15.3%
2019 Est	\$ 12,000	0.0%	\$ -	0.0%
2020 Est	\$ 12,000	0.0%	\$ -	0.0%
2021 Est	\$ 12,000	0.0%	\$ -	0.0%
2022 Est	\$ 12,000	0.0%	\$ -	0.0%
2023 Est	\$ 12,000	0.0%	\$ -	0.0%
2024 Est	\$ 12,000	0.0%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				2.7%
Average 6 Year Change (2013 - 2018)				5.5%

[Liquor Revenues](#)

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.

The 2013-2015 state budget, passed by the 2013 legislature, contained a provision that increased the share of liquor taxes collected and remitted to the state general fund, from 65% to 77.5%. This meant that the share going to the liquor excise tax fund for distribution to cities and counties fell from 35% to 22.5% - a reduction of 35%. The 2013-2015 budget also appropriated \$24.74M for the liquor excise tax fund which created a conflict for the methodology to be used by the state for distributions throughout the 2013-2015 biennium. It was hoped that the 2014 session would bring some resolution to the issue, but the legislature did not produce an amendment so the lower revenue methodology became the reality for the remainder of the biennium.

The 2015–2017 state budget, passed by the 2015 legislature has returned the percentage distribution to pre-2013 state budget provisions which means that 35% of revenues collected are to be deposited in the liquor excise tax fund to be distributed to counties, cities and towns.

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

### Liquor Excise Tax

(RCW 82.08.150 through RCW 82.08.170, RCW 66.08.195, RCW 66.08.200, RCW 66.08.210, RCW 66.24.290, RCW 70.96A.085, RCW 70.96A.8)

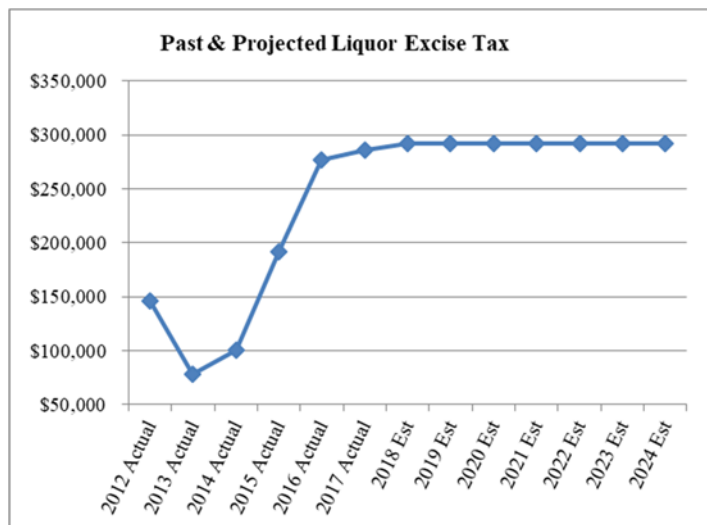
The liquor excise tax is the state distributed tax on liquor sold by spirit retail license. With the exception of border areas, distribution is based on population, except that local governments that prohibit the sale of liquor within their jurisdictions do not share in the distribution. For border areas, the distribution includes the tax imposed on all beer.

For 2015, the first three distributions from the State Treasurer reflects the 2013-2015 state budget provision and the final distribution in September will be made under the 2015-2017 state budget, split 80% to cities and 20% to counties.

For 2016, all of the distributions will be calculated using the original distribution, wherein the state general fund receives 65% of liquor tax collections and 35% will go into the liquor excise tax fund for distribution to counties, cities and towns less the \$10M (\$2.5M a quarter) permanent transfer to the state general fund.

The State Treasurer distributes liquor excise tax revenues to the City in January, April, July and September which are deposited in the City's General Fund.

Year	Liquor Excise Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 145,808	0.4%	\$ (137,452)	-48.5%
2013 Actual	\$ 77,675	0.2%	\$ (68,133)	-46.7%
2014 Actual	\$ 99,953	0.3%	\$ 22,278	28.7%
2015 Actual	\$ 191,738	0.5%	\$ 91,785	91.8%
2016 Actual	\$ 276,603	0.7%	\$ 84,865	44.3%
2017 Actual	\$ 286,385	0.7%	\$ 9,782	3.5%
2018 Est	\$ 291,700	0.7%	\$ 5,315	1.9%
2019 Est	\$ 291,700	0.7%	\$ -	0.0%
2020 Est	\$ 291,700	0.7%	\$ -	0.0%
2021 Est	\$ 291,700	0.7%	\$ -	0.0%
2022 Est	\$ 291,700	0.7%	\$ -	0.0%
2023 Est	\$ 291,700	0.7%	\$ -	0.0%
2024 Est	\$ 291,700	0.7%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				8.2%
Average 6 Year Change (2013 - 2018)				12.2%



Liquor Profits

(RCW 66.08.190 through RCW 66.08.210, RCW 70.96A.085, RCW 70.96A.087, RCW 66.24.065)

Under Initiative 1183 passed in November 2011, the state collects revenue in the form of license fees from distributors and retailers. A portion of these “liquor profits” (the Liquor Control Board continues to call these funds “liquor profits”) goes to cities, counties, and border cities and counties.

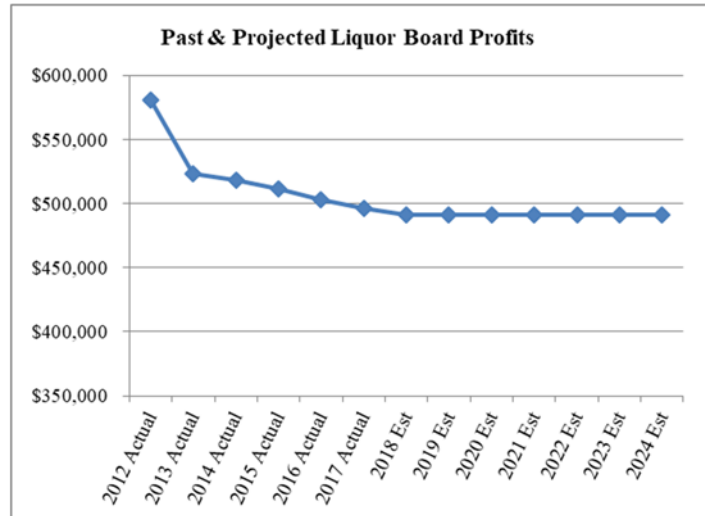
The distribution of spirit license fees through the liquor revolving fund to border areas, counties, cities, towns and the municipal research center must be made in a manner that provides that each category of recipients receive, in the aggregate, no less that it received from the liquor revolving fund during comparable periods prior to December 8, 2011.

The “comparable periods prior to December 8, 2011” were determined by the Office of Financial Management to be December 2010, March 2011, July 2011, and September 2011. An additional distribution of ten million dollars per year from the spirits license fees was added to enhance public safety programs. Three-tenths of one percent (0.3%) is distributed to border areas, counties, and towns. Of the remaining amount, the distribution is 80% to cities and 20% to counties.

Each city and county must split its distributions so that it can account separately for the portion that can be spent for any general purpose and the portion that must be spent to enhance public safety programs. To make this split, 20.23% of liquor profits for enhancing public safety.

The liquor control board profits are the state distribution of a portion of beer tax and spirit fees. Distribution is based on population, except that local governments that prohibit the sale of liquor within their jurisdictions do not share in the distribution. The State Treasurer distributes liquor excise tax revenues to the City in January, April, July and September which are deposited in the City’s General Fund.

Year	Liquor Board Profits	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 580,449	1.7%	\$ 175,044	43.2%
2013 Actual	\$ 523,698	1.5%	\$ (56,751)	-9.8%
2014 Actual	\$ 518,105	1.4%	\$ (5,593)	-1.1%
2015 Actual	\$ 511,368	1.4%	\$ (6,737)	-1.3%
2016 Actual	\$ 503,074	1.3%	\$ (8,294)	-1.6%
2017 Actual	\$ 496,441	1.2%	\$ (6,633)	-1.3%
2018 Est	\$ 491,400	1.2%	\$ (5,041)	-1.0%
2019 Est	\$ 491,400	1.2%	\$ -	0.0%
2020 Est	\$ 491,400	1.2%	\$ -	0.0%
2021 Est	\$ 491,400	1.2%	\$ -	0.0%
2022 Est	\$ 491,400	1.2%	\$ -	0.0%
2023 Est	\$ 491,400	1.2%	\$ -	0.0%
2024 Est	\$ 491,400	1.1%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				-2.8%
Average 6 Year Change (2013 - 2018)				-1.1%



**Motor Vehicle Fuel Tax (RCW 46.68) and Multi-Modal (RCW 47.66)**

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 49.4 cents per gallon on motor vehicle fuel.

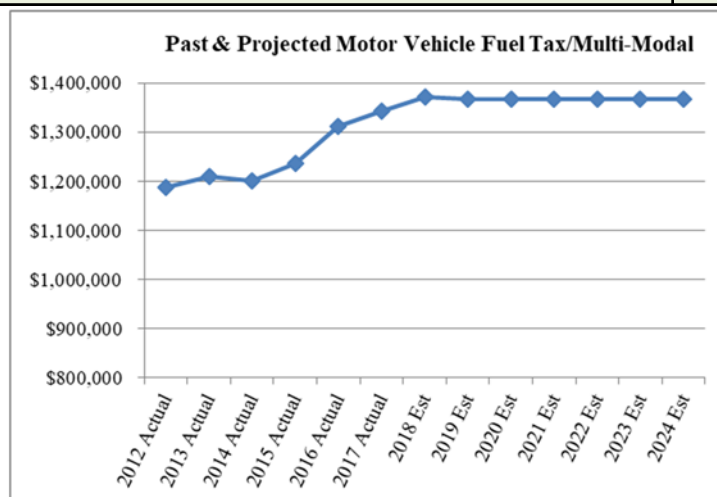
These funds are distributed on a per capita basis and are to be placed in the city's Street Fund and Transportation Capital Fund to be spent for: salaries and wages, material, supplies, equipment, purchase or condemnation of right-of-way, engineering or any other proper highway or street purpose in connection 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.

The allocation of MVET is as follows: 71% to Street Operations & Maintenance; 29% to Transportation Capital which includes 0.42% earmarked specifically for paths and trails.

In 2015, the State Legislature passed ESSB 5987, the transportation package, which provided a new revenue source (multi-modal funds and increased fuel tax) for cities and counties that was in addition to the motor vehicle fuel tax revenues received each month. The distributions are shared equally between cities and counties and are distributed on a quarterly basis. The funds must to be used for transportation purposes. The multi-modal funds and increased fuel tax are accounted for in the Transportation Capital Fund.

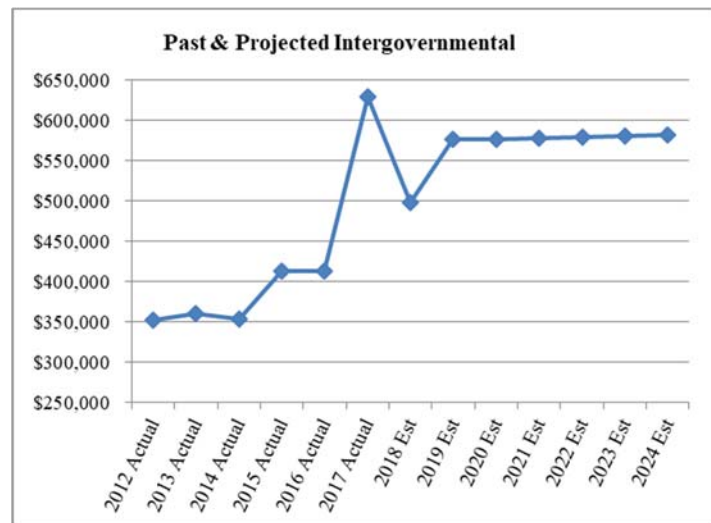
Year	Vehicle Fuel Tax - G/S	% of G/S Oper Rev	Chg Over Prior Year		Motor Veh Fuel Tax & Multi-Modal-CIP	Total
			\$	%		
2012 Actual	\$ 843,743	2.4%	\$ (16,350)	-1.9%	\$ 344,627	\$ 1,188,370
2013 Actual	\$ 858,750	2.4%	\$ 15,007	1.8%	\$ 350,757	\$ 1,209,507
2014 Actual	\$ 852,760	2.4%	\$ (5,990)	-0.7%	\$ 348,310	\$ 1,201,070
2015 Actual	\$ 861,723	2.4%	\$ 8,963	1.1%	\$ 375,289	\$ 1,237,012
2016 Actual	\$ 863,896	2.3%	\$ 2,173	0.3%	\$ 447,503	\$ 1,311,399
2017 Actual	\$ 871,657	2.2%	\$ 7,761	0.9%	\$ 471,940	\$ 1,343,597
2018 Est	\$ 862,399	2.2%	\$ (9,258)	-1.1%	\$ 508,746	\$ 1,371,145
2019 Est	\$ 862,400	2.1%	\$ 1	0.0%	\$ 504,700	\$ 1,367,100
2020 Est	\$ 862,400	2.1%	\$ -	0.0%	\$ 504,700	\$ 1,367,100
2021 Est	\$ 862,400	2.1%	\$ -	0.0%	\$ 504,700	\$ 1,367,100
2022 Est	\$ 862,400	2.1%	\$ -	0.0%	\$ 504,700	\$ 1,367,100
2023 Est	\$ 862,400	2.0%	\$ -	0.0%	\$ 504,700	\$ 1,367,100
2024 Est	\$ 862,400	2.0%	\$ -	0.0%	\$ 504,700	\$ 1,367,100
Average 6 Year Change (2012 - 2017)						1.9%
Average 6 Year Change (2013 - 2018)						2.0%



## 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.

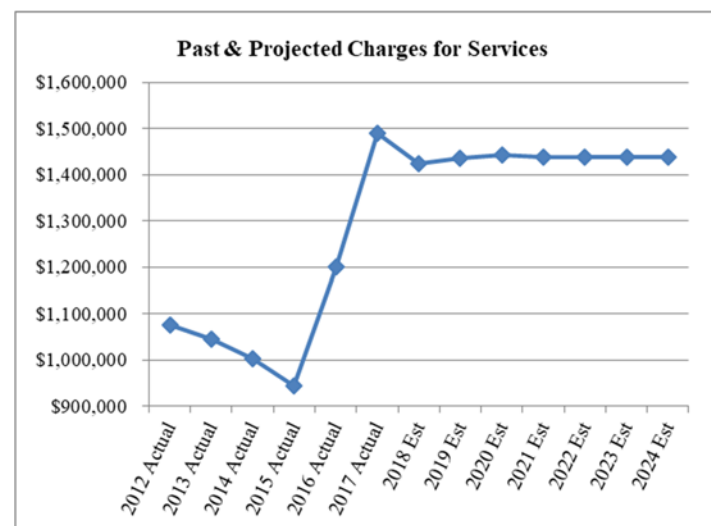
Year	Intergov't'l	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 351,908	1.0%	\$ (130,824)	-27.1%
2013 Actual	\$ 360,563	1.0%	\$ 8,655	2.5%
2014 Actual	\$ 353,747	1.0%	\$ (6,816)	-1.9%
2015 Actual	\$ 413,554	1.1%	\$ 59,807	16.9%
2016 Actual	\$ 412,866	1.1%	\$ (688)	-0.2%
2017 Actual	\$ 629,769	1.6%	\$ 216,903	52.5%
2018 Est	\$ 498,637	1.2%	\$ (131,132)	-20.8%
2019 Est	\$ 576,500	1.4%	\$ 77,863	15.6%
2020 Est	\$ 576,450	1.4%	\$ (50)	0.0%
2021 Est	\$ 577,800	1.4%	\$ 1,350	0.2%
2022 Est	\$ 579,100	1.4%	\$ 1,300	0.2%
2023 Est	\$ 580,500	1.4%	\$ 1,400	0.2%
2024 Est	\$ 582,000	1.3%	\$ 1,500	0.3%
Average 6 Year Change (2012 - 2017)				7.4%
Average 6 Year Change (2013 - 2018)				4.6%



## Charges for Services

The charge for services is revenues generated from services provided to the general public. 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	
			\$	%
2012 Actual	\$ 1,076,914	3.1%	\$ (21,427)	-2.0%
2013 Actual	\$ 1,045,767	3.0%	\$ (31,147)	-2.9%
2014 Actual	\$ 1,003,355	2.8%	\$ (42,412)	-4.1%
2015 Actual	\$ 944,539	2.6%	\$ (58,816)	-5.9%
2016 Actual	\$ 1,199,813	3.2%	\$ 255,275	27.0%
2017 Actual	\$ 1,490,792	3.7%	\$ 290,979	24.3%
2018 Est	\$ 1,424,859	3.6%	\$ (65,933)	-4.4%
2019 Est	\$ 1,435,700	3.6%	\$ 10,841	0.8%
2020 Est	\$ 1,442,700	3.6%	\$ 7,000	0.5%
2021 Est	\$ 1,438,800	3.5%	\$ (3,900)	-0.3%
2022 Est	\$ 1,438,800	3.4%	\$ -	0.0%
2023 Est	\$ 1,438,800	3.4%	\$ -	0.0%
2024 Est	\$ 1,438,800	3.3%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				4.6%
Average 6 Year Change (2013 - 2018)				4.4%





In May 2016, the City Council adopted a set of revised financial policies to include cost recovery. The following is an excerpt of the cost recovery policy as it relates specifically to target cost recovery for development review services:

*Target Cost Recovery Level for Parks Programs/Services.* The cost recovery policy applies to the following parks and recreation programs/services: recreation services; special events and community gathering; senior services; and all parks. The following should be considered when determining pricing levels: The higher the community benefit, the higher the General Fund subsidy level and the higher the individual benefit, the lower the General Fund subsidy level. The overall cost recovery goal for all parks programs and services should be 45%.

<b>Parks, Recreation &amp; Community Services</b>					
<b>Program</b>	<b>2016 Annual Actual</b>	<b>2017 Annual Actual</b>	<b>2018 YND Estimate</b>	<b>2019 Adopted Budget</b>	<b>2020 Adopted Budget</b>
<b>Recreation:</b>					
Revenues	\$ 216,546	\$ 261,919	\$ 337,507	\$ 321,028	\$ 331,338
Expenditures	\$ 416,464	\$ 465,267	\$ 443,116	\$ 412,721	\$ 422,141
General Fund Subsidy	\$ 199,918	\$ 203,348	\$ 105,609	\$ 91,693	\$ 90,803
Recovery Ratio	52%	56%	76%	78%	78%
<b>Senior Services:</b>					
Revenues	\$ 128,002	\$ 146,667	\$ 139,371	\$ 139,870	\$ 150,228
Expenditures	\$ 221,579	\$ 222,371	\$ 233,293	\$ 237,607	\$ 241,021
General Fund Subsidy	\$ 93,577	\$ 75,704	\$ 93,922	\$ 97,737	\$ 90,793
Recovery Ratio	58%	66%	60%	59%	62%
<b>Parks Facilities:</b>					
Revenues	\$ 189,650	\$ 196,875	\$ 192,285	\$ 206,544	\$ 213,073
Expenditures	\$ 475,050	\$ 465,075	\$ 437,247	\$ 522,441	\$ 504,716
General Fund Subsidy	\$ 285,400	\$ 268,200	\$ 244,962	\$ 315,897	\$ 291,643
Recovery Ratio	40%	42%	44%	40%	42%
<b>Fort Steilacoom Park:</b>					
Revenues	\$ 222,616	\$ 235,752	\$ 261,249	\$ 287,341	\$ 276,248
Expenditures	\$ 604,482	\$ 588,850	\$ 629,017	\$ 774,459	\$ 675,795
General Fund Subsidy	\$ 381,866	\$ 353,098	\$ 367,768	\$ 487,118	\$ 399,547
Recovery Ratio	37%	40%	42%	37%	41%
<b>Subtotal Direct Cost:</b>					
Revenues	\$ 756,814	\$ 841,214	\$ 930,412	\$ 954,783	\$ 970,888
Expenditures	\$ 1,717,575	\$ 1,741,563	\$ 1,742,673	\$ 1,947,228	\$ 1,843,673
General Fund Subsidy	\$ 960,761	\$ 900,349	\$ 812,261	\$ 992,445	\$ 872,785
Recovery Ratio	44%	48%	53%	49%	53%
<b>Administration (Indirect Cost):</b>					
Revenues	\$ 79,621	\$ 87,032	\$ 85,513	\$ 84,867	\$ 90,962
Expenditures	\$ 293,036	\$ 304,327	\$ 291,462	\$ 315,473	\$ 316,461
General Fund Subsidy	\$ 213,415	\$ 217,295	\$ 205,949	\$ 230,606	\$ 225,499
Recovery Ratio	27%	29%	29%	27%	29%
<b>Total Direct &amp; Indirect Cost:</b>					
Revenues	\$ 836,435	\$ 928,246	\$ 1,015,925	\$ 1,039,650	\$ 1,061,850
Expenditures	\$ 2,010,611	\$ 2,045,890	\$ 2,034,135	\$ 2,262,701	\$ 2,160,134
General Fund Subsidy	\$ 1,174,176	\$ 1,117,644	\$ 1,018,210	\$ 1,223,051	\$ 1,098,284
Recovery Ratio	42%	45%	50%	46%	49%

*Note - Revenues includes Parks Sales Tax which is prorated based on share of total expenditures.*

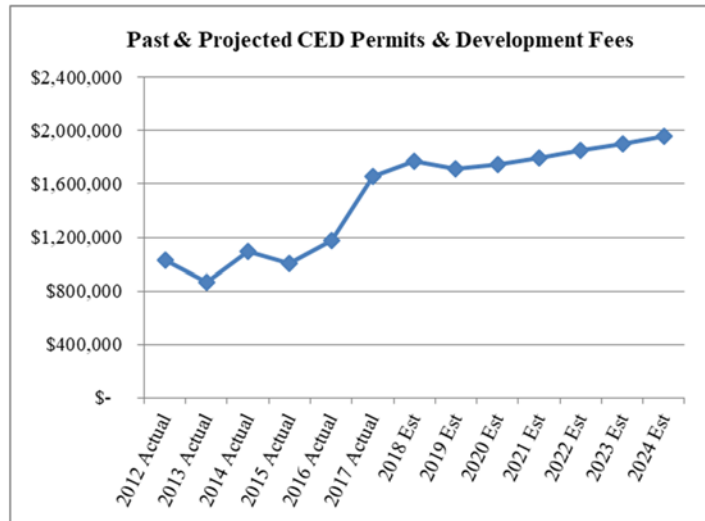
*Revenues for Administration (Indirect Cost) is the program's prorated share of Parks Sales Tax.*

*Expenditures include allocation of internal service charges.*

## Permit & Development Fees

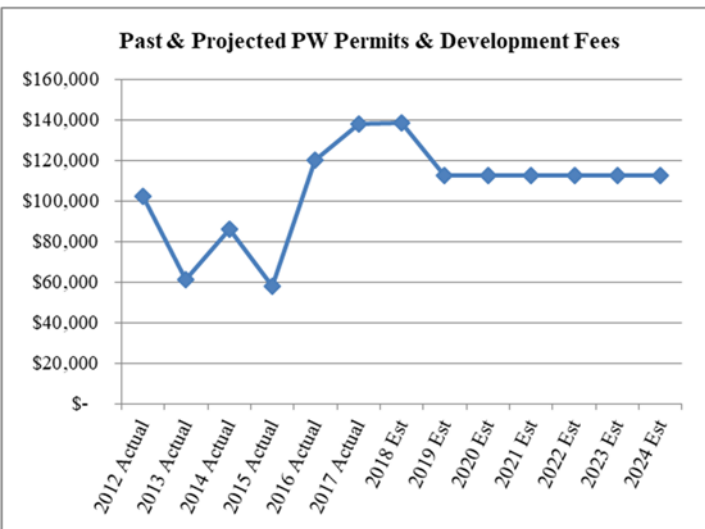
Community & Economic Development permits & fees include plan review, building, plumbing, mechanical, and land use fees. All fees are payable at the time of application. Application fees are deposited into the General Fund and are used to offset building and planning related service costs. The International 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	
			\$	%
2012 Actual	\$ 1,026,342	3.0%	\$ 65,200	6.8%
2013 Actual	\$ 863,469	2.4%	\$ (162,873)	-15.9%
2014 Actual	\$ 1,096,893	3.1%	\$ 233,424	27.0%
2015 Actual	\$ 1,002,837	2.7%	\$ (94,056)	-8.6%
2016 Actual	\$ 1,172,575	3.1%	\$ 169,737	16.9%
2017 Actual	\$ 1,656,169	4.1%	\$ 483,594	41.2%
2018 Est	\$ 1,767,596	4.4%	\$ 111,427	6.7%
2019 Est	\$ 1,710,100	4.3%	\$ (57,496)	-3.3%
2020 Est	\$ 1,744,000	4.3%	\$ 33,900	2.0%
2021 Est	\$ 1,796,000	4.4%	\$ 52,000	3.0%
2022 Est	\$ 1,849,800	4.4%	\$ 53,800	3.0%
2023 Est	\$ 1,905,100	4.5%	\$ 55,300	3.0%
2024 Est	\$ 1,962,000	4.5%	\$ 56,900	3.0%
Average 6 Year Change (2012 - 2017)				6.3%
Average 6 Year Change (2013 - 2018)				8.5%



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	
			\$	%
2012 Actual	\$ 102,492	0.3%	\$ 53,156	107.7%
2013 Actual	\$ 61,033	0.2%	\$ (41,459)	-40.5%
2014 Actual	\$ 85,956	0.2%	\$ 24,923	40.8%
2015 Actual	\$ 57,992	0.2%	\$ (27,964)	-32.5%
2016 Actual	\$ 120,045	0.3%	\$ 62,053	107.0%
2017 Actual	\$ 137,775	0.3%	\$ 17,730	14.8%
2018 Est	\$ 138,500	0.3%	\$ 725	0.5%
2019 Est	\$ 112,500	0.3%	\$ (26,000)	-18.8%
2020 Est	\$ 112,500	0.3%	\$ -	0.0%
2021 Est	\$ 112,500	0.3%	\$ -	0.0%
2022 Est	\$ 112,500	0.3%	\$ -	0.0%
2023 Est	\$ 112,500	0.3%	\$ -	0.0%
2024 Est	\$ 112,500	0.3%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				4.3%
Average 6 Year Change (2013 - 2018)				9.3%



In May 2016, the City Council adopted a set of revised financial policies to include cost recovery. The following is an excerpt of the cost recovery policy as it relates specifically to target cost recovery for development review services:

**Target Cost Recovery Level for Development Review Services.** The cost recovery policy applies to the following development programs/services: planning (long and short plats, privately initiated rezonings and comprehensive plan amendments, variances, use permits); building and safety (building permits, structural plan checks, inspections); engineering (public improvement plan checks, inspections, subdivision requirements, encroachments, right-of-way permits); and fire plan check. Cost recovery for these services should generally be very high. In most instances, the City's cost recovery ratio goal should be 85%. The timeline to achieve the cost recovery is no later than year

2021. In setting cost recovery levels, the City shall clearly establish and articulate performance measurements to ensure that there is “value for cost.”

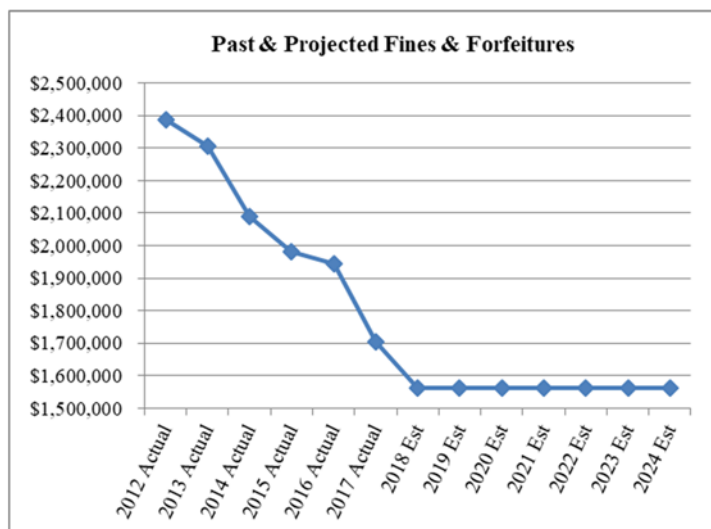
Community & Economic Development - Permits					
	2016 Annual Actual	2017 Annual Actual	2018 YND Estimate	2019 Adopted Budget	2020 Adopted Budget
<b>Operating Revenues:</b>					
Building Related Permits	\$ 696,696	\$ 860,776	\$ 1,095,596	\$ 1,024,200	\$ 1,044,700
Plan Review/Plan Check Fees	370,220	661,291	553,000	564,000	575,200
Other Zoning/Development Fees	105,660	134,106	119,000	121,900	124,100
<b>Total Operating Revenue</b>	<b>\$ 1,172,575</b>	<b>\$ 1,656,172</b>	<b>\$ 1,767,595</b>	<b>\$ 1,710,100</b>	<b>\$ 1,744,000</b>
<b>Operating Expenditures:</b>					
Current Planning	662,641	630,971	649,112	705,298	721,574
Long Range Planning	135,641	171,058	156,358	213,663	217,368
Building	909,265	1,014,891	1,022,587	1,079,013	1,093,347
<b>Total Operating Expenditures</b>	<b>\$ 1,707,548</b>	<b>\$ 1,816,921</b>	<b>\$ 1,828,058</b>	<b>\$ 1,997,974</b>	<b>\$ 2,032,289</b>
<b>General Fund Subsidy Amount</b>	<b>\$ 534,973</b>	<b>\$ 160,749</b>	<b>\$ 60,463</b>	<b>\$ 287,874</b>	<b>\$ 288,289</b>
<b>Recovery Ratio</b>	<b>69%</b>	<b>91%</b>	<b>97%</b>	<b>86%</b>	<b>86%</b>

### 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 municipal court, 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 received a fixed contract amount from the both cities, which is accounted for as intergovernmental revenue.

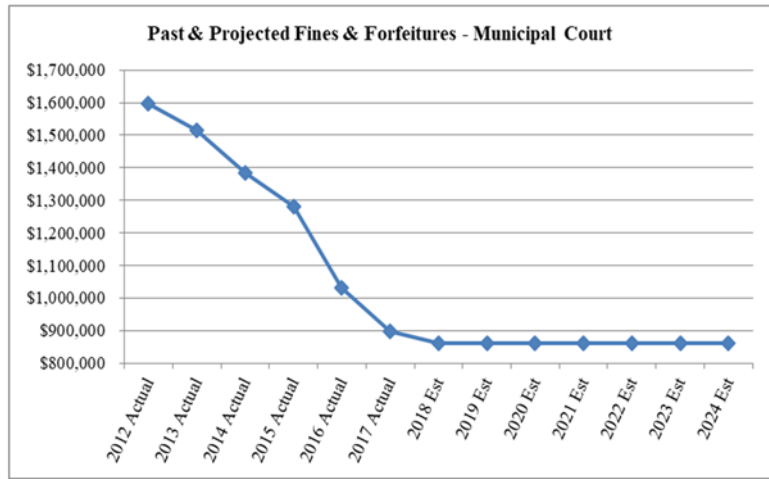
Year	Total Fines Forfeitures	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 2,385,838	6.9%	\$ 389,210	19.5%
2013 Actual	\$ 2,307,733	6.5%	\$ (78,105)	-3.3%
2014 Actual	\$ 2,089,104	5.8%	\$ (218,628)	-9.5%
2015 Actual	\$ 1,981,247	5.4%	\$ (107,858)	-5.2%
2016 Actual	\$ 1,943,063	5.1%	\$ (38,184)	-1.9%
2017 Actual	\$ 1,704,839	4.3%	\$ (238,223)	-12.3%
2018 Est	\$ 1,560,900	3.9%	\$ (143,939)	-8.4%
2019 Est	\$ 1,560,900	3.9%	\$ -	0.0%
2020 Est	\$ 1,560,900	3.8%	\$ -	0.0%
2021 Est	\$ 1,560,900	3.8%	\$ -	0.0%
2022 Est	\$ 1,560,900	3.7%	\$ -	0.0%
2023 Est	\$ 1,560,900	3.7%	\$ -	0.0%
2024 Est	\$ 1,560,900	3.6%	\$ -	0.0%
Average 6 Year Change (2012 - 2017)				-6.7%
Average 6 Year Change (2013 - 2018)				-8.0%



Court Fines and Forfeitures

Effective January 2015, as part of the new contracts, fines and forfeiture revenues from the Town of Steilacoom and City of University Place are no longer retained by the City, other than for past cases. Revenues from 2015 cases are collected by the City and remitted on a monthly basis to the contract jurisdictions (City of DuPont, City of University Place and Town of Steilacoom).

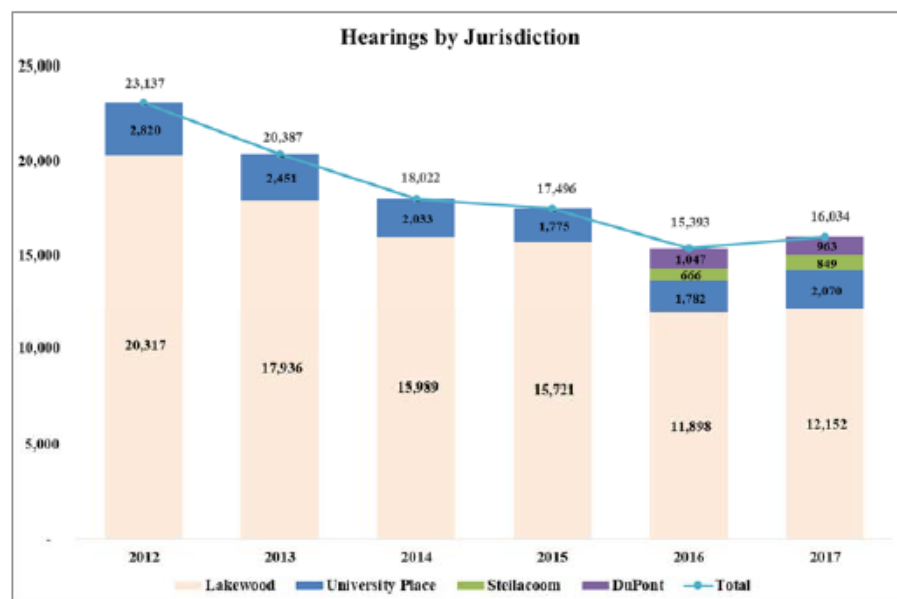
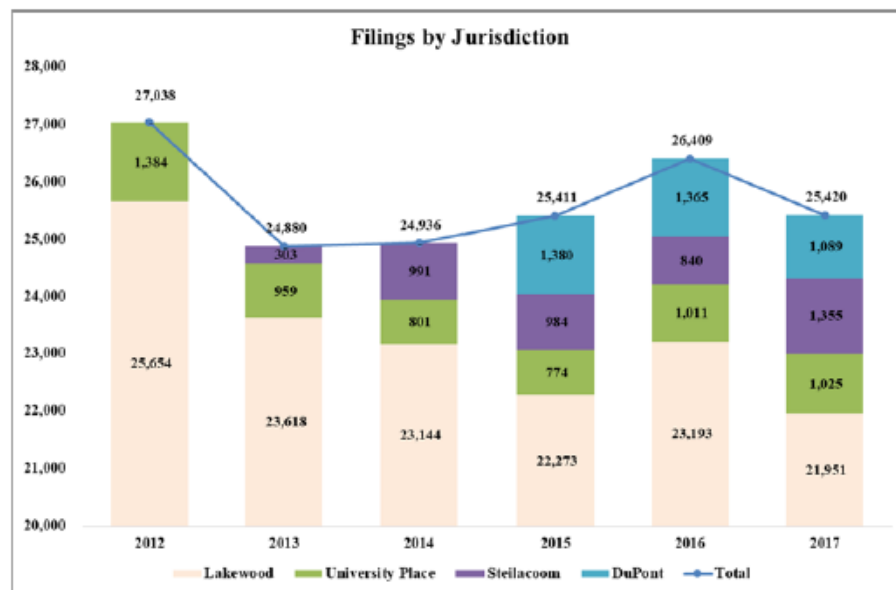
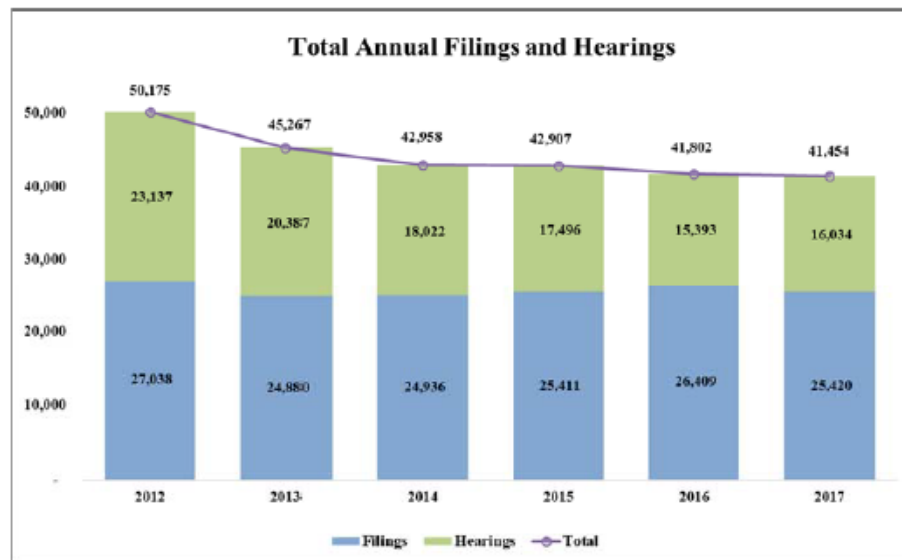
Year	Court Fines & Forfeitures	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 1,596,299	4.6%	\$ 364,822	29.62%
2013 Actual	\$ 1,514,628	4.3%	\$ (81,672)	-5.12%
2014 Actual	\$ 1,384,894	3.9%	\$ (129,734)	-8.57%
2015 Actual	\$ 1,282,219	3.5%	\$ (102,675)	-7.41%
2016 Actual	\$ 1,030,358	2.7%	\$ (251,861)	-19.64%
2017 Actual	\$ 897,285	2.2%	\$ (133,073)	-12.92%
2018 Est	\$ 860,900	2.2%	\$ (36,385)	-4.06%
2019 Est	\$ 860,900	2.1%	\$ -	0.00%
2020 Est	\$ 860,900	2.1%	\$ -	0.00%
2021 Est	\$ 860,900	2.1%	\$ -	0.00%
2022 Est	\$ 860,900	2.1%	\$ -	0.00%
2023 Est	\$ 860,900	2.0%	\$ -	0.00%
2024 Est	\$ 860,900	2.0%	\$ -	0.00%
Average 6 Year Change (2012 - 2017)				-13.0%
Average 6 Year Change (2013 - 2018)				-12.7%



Municipal Court Fines & Forfeitures (does not include camera enforcement)										
Category	2012	2013	2014	2015	2016	2017	2018 YND	2019 Adopted	2020 Adopted	2021 - 2022 Annual Est
Admin, Filing, Copy, Forms, Legal	\$ 57,658	\$ 57,388	\$ 55,293	\$ 70,535	\$ 53,123	\$ 60,299	\$ 57,400	\$ 57,400	\$ 57,400	\$ 57,400
Detention & Correct Svcs	426,925	431,381	363,517	293,752	217,688	179,959	162,000	162,000	162,000	162,000
Civil Penalties	16,865	12,206	10,316	7,781	4,118	2,475	3,000	3,000	3,000	3,000
Civil Infraction Penalties	932,084	839,061	792,345	740,380	599,256	522,421	512,000	512,000	512,000	512,000
Civil Parking Infractions	12,148	12,307	8,157	6,870	7,314	4,364	2,000	2,000	2,000	2,000
Criminal Traffic Misdemeanor Fines	49,393	40,853	30,738	36,295	25,870	18,417	19,100	19,100	19,100	19,100
Criminal Non-Traffic Fines	13,285	13,874	9,535	9,050	14,979	8,985	(4,900)	(4,900)	(4,900)	(4,900)
Court Cost Recoupment	32,920	30,969	24,660	36,009	33,087	22,173	39,600	39,600	39,600	39,600
Interest/Other/Misc	55,021	76,589	90,332	81,547	74,923	78,191	70,700	70,700	70,700	70,700
<b>Total</b>	<b>\$ 1,596,299</b>	<b>\$ 1,514,628</b>	<b>\$ 1,384,893</b>	<b>\$ 1,282,219</b>	<b>\$ 1,030,358</b>	<b>\$ 897,284</b>	<b>\$ 860,900</b>	<b>\$ 860,900</b>	<b>\$ 860,900</b>	<b>\$ 860,900</b>

Annual Totals	FILINGS				HEARINGS			
	Infractions	Criminal	Photo/ Camera	Total Filings	Infractions	Criminal	Photo/ Camera	Total Hearings
<b>2017</b>	<b>7,910</b>	<b>3,097</b>	<b>14,413</b>	<b>25,420</b>	<b>2,615</b>	<b>13,055</b>	<b>364</b>	<b>16,034</b>
Lakewood	5,303	2,235	14,413	21,951	1,890	9,898	364	12,152
University Place	629	396	-	1,025	227	1,843	-	2,070
Steilacoom	1,151	204	-	1,355	266	583	-	849
DuPont	827	262	-	1,089	232	731	-	963
<b>2016</b>	<b>7,733</b>	<b>3,569</b>	<b>15,107</b>	<b>26,409</b>	<b>2,581</b>	<b>12,414</b>	<b>398</b>	<b>15,393</b>
Lakewood	5,463	2,623	15,107	23,193	1,933	9,567	398	11,898
University Place	602	409	-	1,011	199	1,583	-	1,782
Steilacoom	678	162	-	840	179	487	-	666
DuPont	990	375	-	1,365	270	777	-	1,047
<b>2015</b>	<b>10,453</b>	<b>4,197</b>	<b>10,761</b>	<b>25,411</b>	<b>4,806</b>	<b>12,322</b>	<b>368</b>	<b>17,496</b>
Lakewood	8,204	3,308	10,761	22,273	4,569	10,784	368	15,721
University Place	316	458	-	774	237	1,538	-	1,775
Steilacoom	787	197	-	984	-	-	-	-
DuPont	1,146	234	-	1,380	-	-	-	-
<b>2014</b>	<b>10,455</b>	<b>3,850</b>	<b>10,631</b>	<b>24,936</b>	<b>5,057</b>	<b>12,499</b>	<b>466</b>	<b>18,022</b>
Lakewood	9,290	3,223	10,631	23,144	4,734	10,789	466	15,989
University Place	364	437	-	801	323	1,710	-	2,033
Steilacoom	801	190	-	991	-	-	-	-
DuPont	-	-	-	-	-	-	-	-
<b>2013</b>	<b>9,062</b>	<b>4,245</b>	<b>11,573</b>	<b>24,880</b>	<b>5,855</b>	<b>13,831</b>	<b>701</b>	<b>20,387</b>
Lakewood	8,429	3,616	11,573	23,618	5,468	11,767	701	17,936
University Place	396	563	-	959	387	2,064	-	2,451
Steilacoom	237	66	-	303	-	-	-	-
DuPont	-	-	-	-	-	-	-	-
<b>2012</b>	<b>10,229</b>	<b>4,875</b>	<b>11,934</b>	<b>27,038</b>	<b>7,347</b>	<b>15,027</b>	<b>763</b>	<b>23,137</b>
Lakewood	9,580	4,140	11,934	25,654	6,736	12,818	763	20,317
University Place	649	735	-	1,384	611	2,209	-	2,820
Steilacoom	-	-	-	-	-	-	-	-
DuPont	-	-	-	-	-	-	-	-

Filings & Hearings	2012	2013	2014	2015	2016	2017
<b>Filings</b>	<b>27,038</b>	<b>24,880</b>	<b>24,936</b>	<b>25,411</b>	<b>26,409</b>	<b>25,420</b>
Lakewood	25,654	23,618	23,144	22,273	23,193	21,951
University Place	1,384	959	801	774	1,011	1,025
Steilacoom	-	303	991	984	840	1,355
DuPont	-	-	-	1,380	1,365	1,089
<b>Hearings</b>	<b>23,137</b>	<b>20,387</b>	<b>18,022</b>	<b>17,496</b>	<b>15,393</b>	<b>16,034</b>
Lakewood	20,317	17,936	15,989	15,721	11,898	12,152
University Place	2,820	2,451	2,033	1,775	1,782	2,070
Steilacoom	-	-	-	-	666	849
DuPont	-	-	-	-	1,047	963
<b>Total Filings &amp; Hearings</b>	<b>50,175</b>	<b>45,267</b>	<b>42,958</b>	<b>42,907</b>	<b>41,802</b>	<b>41,454</b>
Lakewood	45,971	41,554	39,133	37,994	35,091	34,103
University Place	4,204	3,410	2,834	2,549	2,793	3,095
Steilacoom	-	303	991	984	1,506	2,204
DuPont	-	-	-	1,380	2,412	2,052





Camera Enforcement

The City currently has eight cameras operating at five locations:

- 2 school zone cameras located at: 5405 Steilacoom Blvd – WB and 9904 Gravelly Lake Drive – SB.
- 6 red light cameras located at: Bridgeport Blvd SW & San Francisco Ave SW - SB & NB, Steilacoom Blvd SW & Phillips Rd SW – WB & EB; and South Tacoma Way & SR 512 – NB & SB.

The increase in revenues in 2016 compared to 2015 is due to school zone photo enforcement camera on Steilacoom Boulevard which was inoperable while being relocated from west to east of Lakewood Drive in roughly the last quarter of 2015. The new larger school zone thereafter is active for longer periods of time since it covers overlapping schedules of three schools (Four Heroes Elementary School, Lochburn Middle School and Harrison Prep). Previously, the photo enforced school zone only covered one school (Lochburn Middle School).

Photo Infraction - Red Light / School Zone Enforcement									
Month	Year 2012			Year 2013			Year 2014		
	Gross Revenue	Vendor Payment	Net Revenue	Gross Revenue	Vendor Payment	Net Revenue	Gross Revenue	Vendor Payment	Net Revenue
Jan	\$ 65,056	\$ 37,593	\$ 27,463	\$ 58,410	\$ 37,593	\$ 20,817	\$ 57,905	\$ 36,593	\$ 21,312
Feb	54,258	36,593	17,665	66,685	37,593	29,093	63,261	36,593	26,668
Mar	65,637	37,593	28,045	70,575	37,593	32,982	56,692	36,593	20,099
Apr	68,501	34,593	33,908	67,061	37,593	29,468	60,035	37,593	22,442
May	58,866	36,593	22,274	63,441	37,593	25,848	59,634	37,593	22,041
Jun	68,881	36,593	32,288	76,071	37,593	38,479	57,842	33,593	24,249
Jul	57,221	35,593	21,629	69,939	36,593	33,346	56,453	34,593	21,860
Aug	62,663	33,593	29,071	49,938	34,593	15,345	51,457	34,593	16,864
Sep	62,602	37,593	25,009	72,071	37,593	34,479	50,732	36,593	14,139
Oct	52,911	37,593	15,318	53,443	37,593	15,850	49,678	32,240	17,438
Nov	95,230	37,593	57,637	79,956	37,593	42,363	79,223	32,240	46,983
Dec	77,712	37,593	40,119	65,515	36,593	28,922	61,298	27,585	33,713
<b>Total Annual</b>	<b>\$789,539</b>	<b>\$439,113</b>	<b>\$350,426</b>	<b>\$793,105</b>	<b>\$446,114</b>	<b>\$346,991</b>	<b>\$704,211</b>	<b>\$416,400</b>	<b>\$287,809</b>

Photo Infraction - Red Light / School Zone Enforcement									
Month	Year 2015			Year 2016			Year 2017		
	Gross Revenue	Vendor Payment	Net Revenue	Gross Revenue	Vendor Payment	Net Revenue	Gross Revenue	Vendor Payment	Net Revenue
Jan	\$ 66,476	\$ 31,612	\$ 34,864	\$ 55,557	\$ 32,240	\$ 23,317	\$ 58,693	\$ 49,652	\$ 9,041
Feb	57,821	32,240	25,581	43,971	32,240	11,731	51,991	32,240	19,751
Mar	62,596	32,240	30,356	58,435	32,240	26,195	60,662	47,178	13,484
Apr	65,333	32,240	33,093	85,361	32,240	53,121	78,980	32,240	46,740
May	55,473	32,240	23,233	106,950	22,013	84,937	68,303	32,240	36,063
Jun	57,857	32,240	25,617	117,256	20,990	96,266	76,404	32,240	44,164
Jul	66,829	32,240	34,589	101,787	20,990	80,797	73,631	32,240	41,391
Aug	67,627	32,240	35,387	76,454	20,990	55,464	51,801	32,240	19,561
Sep	62,092	32,240	29,852	65,885	20,990	44,895	68,025	32,240	35,785
Oct	48,977	22,500	26,477	50,438	20,990	29,448	62,761	32,240	30,521
Nov	48,944	30,454	18,490	72,644	20,990	51,654	80,145	45,298	34,847
Dec	39,002	32,240	6,762	77,967	20,990	56,977	76,160	32,240	43,920
<b>Total Annual</b>	<b>\$ 699,028</b>	<b>\$ 374,726</b>	<b>\$324,302</b>	<b>\$912,705</b>	<b>\$297,903</b>	<b>\$614,802</b>	<b>\$ 807,556</b>	<b>\$ 432,288</b>	<b>\$375,268</b>

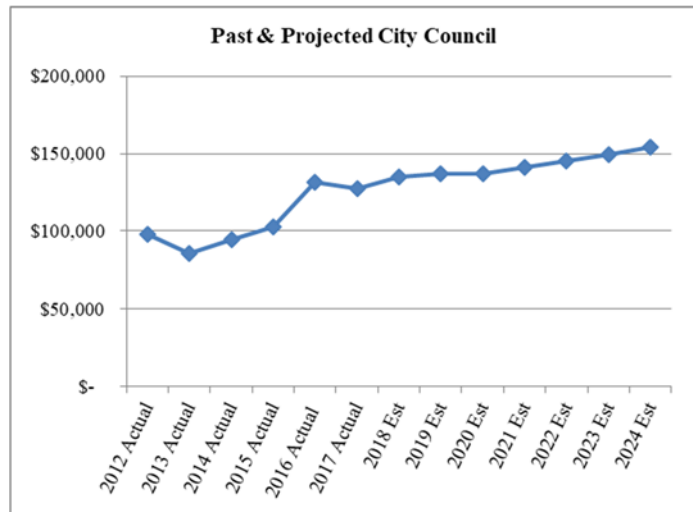
## Expenditures

Expenditure inflationary increases assumes 3% for salaries and wages (step increases based on performance), 8.0% increase in medical related benefits, 4.0% increase in other benefits, 3% for internal service charges, 2.0% for services and charges, 2.0% for intergovernmental and 0% for all other expenditures. Based on a weighted average, the increase is 3% annually.

The following tables and charts provide operating trends by function.

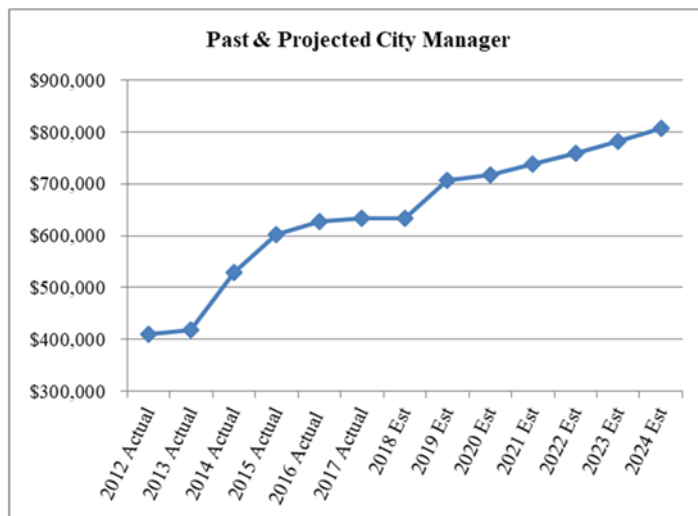
### City Council

Year	City Council	% of G/S Oper Exp	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 97,927	0.3%	\$ (1,689)	-1.7%
2013 Actual	\$ 85,530	0.2%	\$ (12,397)	-12.7%
2014 Actual	\$ 94,441	0.3%	\$ 8,911	10.4%
2015 Actual	\$ 103,021	0.3%	\$ 8,580	9.1%
2016 Actual	\$ 131,839	0.4%	\$ 28,818	28.0%
2017 Actual	\$ 127,379	0.3%	\$ (4,460)	-3.4%
2018 Est	\$ 134,920	0.4%	\$ 7,541	5.9%
2019 Est	\$ 136,853	0.3%	\$ 1,933	1.4%
2020 Est	\$ 136,853	0.3%	\$ -	0.0%
2021 Est	\$ 141,000	0.3%	\$ 4,147	3.0%
2022 Est	\$ 145,200	0.3%	\$ 4,200	3.0%
2023 Est	\$ 149,500	0.3%	\$ 4,300	3.0%
2024 Est	\$ 154,000	0.3%	\$ 4,500	3.0%
Average 6 Year Change (2012 - 2017)				3.9%
Average 6 Year Change (2013 - 2018)				6.1%



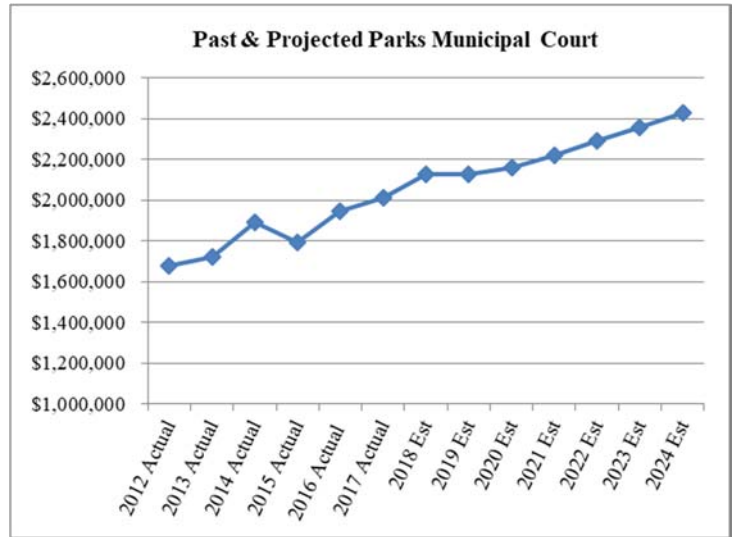
### City Manager

Year	City Manager	% of G/S Oper Exp	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 409,921	1.2%	\$ (72,845)	-15.1%
2013 Actual	\$ 419,386	1.2%	\$ 9,465	2.3%
2014 Actual	\$ 528,918	1.5%	\$ 109,532	26.1%
2015 Actual	\$ 601,322	1.8%	\$ 72,404	13.7%
2016 Actual	\$ 627,631	1.8%	\$ 26,309	4.4%
2017 Actual	\$ 633,389	1.7%	\$ 5,758	0.9%
2018 Est	\$ 633,008	1.6%	\$ (381)	-0.1%
2019 Est	\$ 706,338	1.8%	\$ 73,330	11.6%
2020 Est	\$ 716,460	1.8%	\$ 10,122	1.4%
2021 Est	\$ 738,000	1.8%	\$ 21,540	3.0%
2022 Est	\$ 760,100	1.8%	\$ 22,100	3.0%
2023 Est	\$ 782,900	1.8%	\$ 22,800	3.0%
2024 Est	\$ 806,400	1.8%	\$ 23,500	3.0%
Average 6 Year Change (2012 - 2017)				5.9%
Average 6 Year Change (2013 - 2018)				5.6%



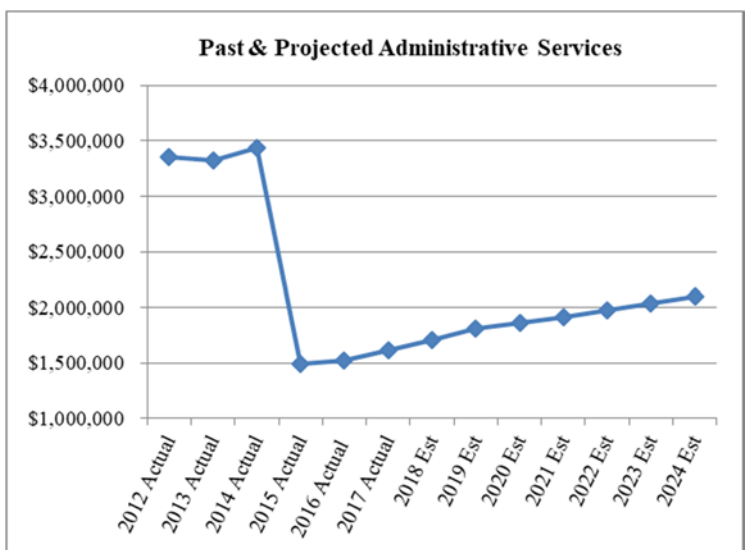
### Municipal Court

Year	Municipal Court	% of G/S Oper Exp	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 1,679,120	4.9%	\$ 82,695	5.2%
2013 Actual	\$ 1,721,223	4.9%	\$ 42,103	2.5%
2014 Actual	\$ 1,893,926	5.4%	\$ 172,704	10.0%
2015 Actual	\$ 1,790,330	5.2%	\$ (103,596)	-5.5%
2016 Actual	\$ 1,945,305	5.5%	\$ 154,975	8.7%
2017 Actual	\$ 2,010,854	5.5%	\$ 65,549	3.4%
2018 Est	\$ 2,128,771	5.5%	\$ 117,917	5.9%
2019 Est	\$ 2,126,507	5.4%	\$ (2,264)	-0.1%
2020 Est	\$ 2,158,418	5.4%	\$ 31,911	1.5%
2021 Est	\$ 2,223,200	5.3%	\$ 64,782	3.0%
2022 Est	\$ 2,289,900	5.3%	\$ 66,700	3.0%
2023 Est	\$ 2,358,700	5.3%	\$ 68,800	3.0%
2024 Est	\$ 2,429,400	5.3%	\$ 70,700	3.0%
Average 6 Year Change (2012 - 2017)				2.7%
Average 6 Year Change (2013 - 2018)				3.2%



### Administrative Services

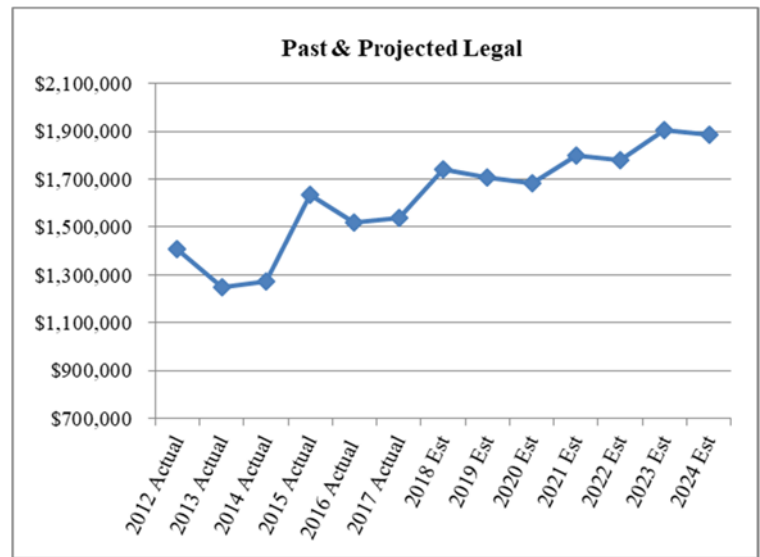
Year	Administrative Services	% of G/S Oper Exp	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 3,353,185	9.8%	\$ (221,318)	-6.2%
2013 Actual	\$ 3,322,082	9.4%	\$ (31,103)	-0.9%
2014 Actual	\$ 3,441,279	9.7%	\$ 119,197	3.6%
2015 Actual	\$ 1,490,468	4.4%	\$ (1,950,811)	-56.7%
2016 Actual	\$ 1,520,888	4.3%	\$ 30,421	2.0%
2017 Actual	\$ 1,617,746	4.4%	\$ 96,858	6.4%
2018 Est	\$ 1,706,041	4.4%	\$ 88,295	5.5%
2019 Est	\$ 1,811,960	4.6%	\$ 105,919	6.2%
2020 Est	\$ 1,863,255	4.7%	\$ 51,295	2.8%
2021 Est	\$ 1,919,100	4.6%	\$ 55,845	3.0%
2022 Est	\$ 1,976,700	4.6%	\$ 57,600	3.0%
2023 Est	\$ 2,036,000	4.6%	\$ 59,300	3.0%
2024 Est	\$ 2,097,100	4.6%	\$ 61,100	3.0%
Average 6 Year Change (2012 - 2017)				-17.9%
Average 6 Year Change (2013 - 2018)				-15.8%



Information Technology and Risk Management are included under Administrative Services prior to 2015. Beginning in 2015 they are accounted for in the internal service funds.

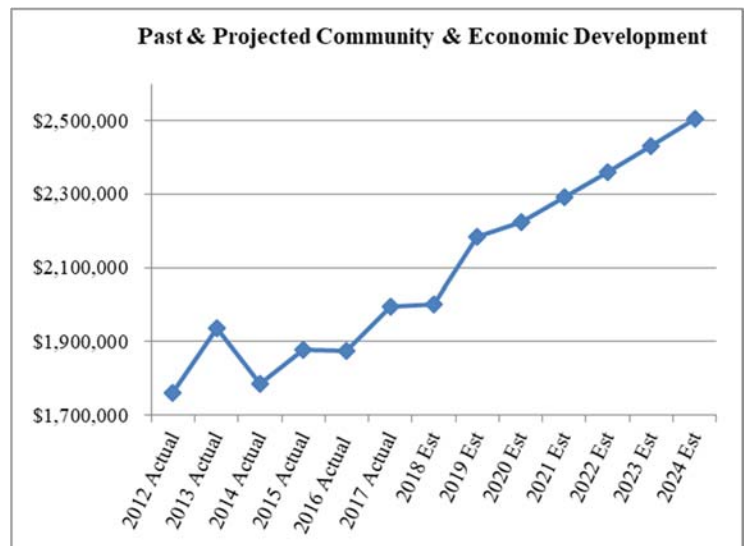
## Legal

Year	Legal	% of G/S Oper Exp	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 1,407,092	4.1%	\$ (104,086)	-6.9%
2013 Actual	\$ 1,249,512	3.5%	\$ (157,580)	-11.2%
2014 Actual	\$ 1,272,057	3.6%	\$ 22,545	1.8%
2015 Actual	\$ 1,634,745	4.8%	\$ 362,688	28.5%
2016 Actual	\$ 1,520,654	4.3%	\$ (114,091)	-7.0%
2017 Actual	\$ 1,540,487	4.2%	\$ 19,833	1.3%
2018 Est	\$ 1,739,154	4.5%	\$ 198,668	12.9%
2019 Est	\$ 1,708,981	4.3%	\$ (30,173)	-1.7%
2020 Est	\$ 1,681,540	4.2%	\$ (27,441)	-1.6%
2021 Est	\$ 1,799,000	4.3%	\$ 117,460	7.0%
2022 Est	\$ 1,781,200	4.1%	\$ (17,800)	-1.0%
2023 Est	\$ 1,903,700	4.3%	\$ 122,500	6.9%
2024 Est	\$ 1,886,900	4.1%	\$ (16,800)	-0.9%
Average 6 Year Change (2012 - 2017)				1.4%
Average 6 Year Change (2013 - 2018)				4.7%



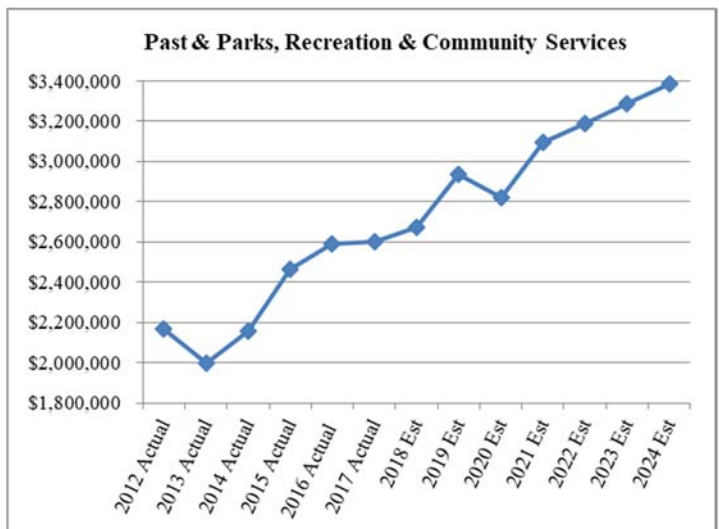
## Community &amp; Economic Development

Year	Community & Economic Dev	% of G/S Oper Exp	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 1,759,944	5.2%	\$ (129,727)	-6.9%
2013 Actual	\$ 1,937,048	5.5%	\$ 177,104	10.1%
2014 Actual	\$ 1,786,180	5.0%	\$ (150,868)	-7.8%
2015 Actual	\$ 1,876,796	5.5%	\$ 90,616	5.1%
2016 Actual	\$ 1,875,902	5.3%	\$ (893)	0.0%
2017 Actual	\$ 1,995,406	5.5%	\$ 119,504	6.4%
2018 Est	\$ 2,001,717	5.2%	\$ 6,311	0.3%
2019 Est	\$ 2,183,605	5.5%	\$ 181,888	9.1%
2020 Est	\$ 2,223,800	5.6%	\$ 40,195	1.8%
2021 Est	\$ 2,290,500	5.4%	\$ 66,700	3.0%
2022 Est	\$ 2,359,200	5.5%	\$ 68,700	3.0%
2023 Est	\$ 2,430,000	5.5%	\$ 70,800	3.0%
2024 Est	\$ 2,502,900	5.5%	\$ 72,900	3.0%
Average 6 Year Change (2012 - 2017)				2.0%
Average 6 Year Change (2013 - 2018)				0.5%



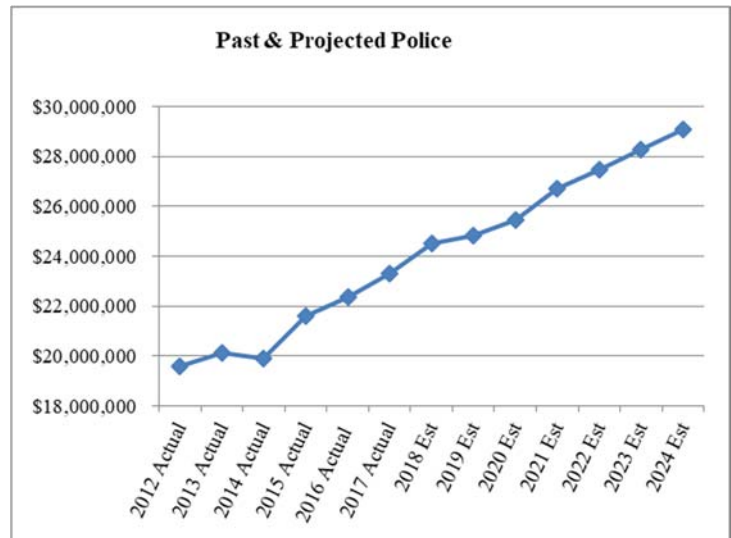
## Parks, Recreation &amp; Community Services

Year	Parks, Rec, & Community Svcs	% of G/S Oper Exp	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 2,165,776	6.4%	\$ 672	0.0%
2013 Actual	\$ 1,997,690	5.7%	\$ (168,086)	-7.8%
2014 Actual	\$ 2,155,686	6.1%	\$ 157,996	7.9%
2015 Actual	\$ 2,465,429	7.2%	\$ 309,744	14.4%
2016 Actual	\$ 2,592,555	7.4%	\$ 127,125	5.2%
2017 Actual	\$ 2,599,358	7.1%	\$ 6,803	0.3%
2018 Est	\$ 2,671,120	7.0%	\$ 71,762	2.8%
2019 Est	\$ 2,935,190	7.4%	\$ 264,070	9.9%
2020 Est	\$ 2,821,605	7.0%	\$ (113,585)	-3.9%
2021 Est	\$ 3,097,600	7.4%	\$ 275,995	9.8%
2022 Est	\$ 3,190,500	7.4%	\$ 92,900	3.0%
2023 Est	\$ 3,286,200	7.4%	\$ 95,700	3.0%
2024 Est	\$ 3,384,800	7.4%	\$ 98,600	3.0%
Average 6 Year Change (2012 - 2017)				2.8%
Average 6 Year Change (2013 - 2018)				4.2%

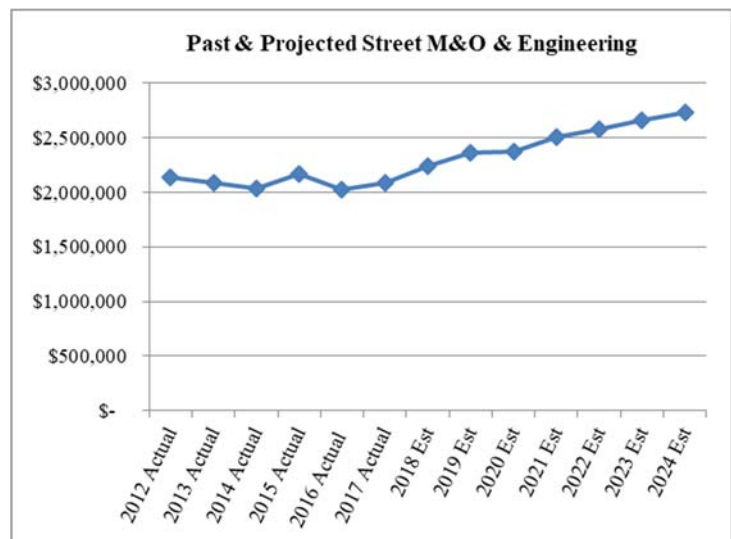


**Police**

Year	Police	% of G/S Oper Exp	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 19,574,028	57.5%	\$ 53,578	0.3%
2013 Actual	\$ 20,127,412	57.0%	\$ 553,383	2.8%
2014 Actual	\$ 19,883,014	56.2%	\$ (244,398)	-1.2%
2015 Actual	\$ 21,595,504	63.1%	\$ 1,712,490	8.6%
2016 Actual	\$ 22,385,005	63.6%	\$ 789,500	3.7%
2017 Actual	\$ 23,308,561	63.9%	\$ 923,556	4.1%
2018 Est	\$ 24,529,114	63.8%	\$ 1,220,553	5.2%
2019 Est	\$ 24,747,029	62.9%	\$ 217,915	0.9%
2020 Est	\$ 25,369,550	63.5%	\$ 622,522	2.5%
2021 Est	\$ 26,641,000	63.5%	\$ 1,271,450	5.0%
2022 Est	\$ 27,405,300	63.5%	\$ 764,300	2.9%
2023 Est	\$ 28,192,600	63.5%	\$ 787,300	2.9%
2024 Est	\$ 29,003,300	63.6%	\$ 810,700	2.9%
Average 6 Year Change (2012 - 2017)				2.7%
Average 6 Year Change (2013 - 2018)				3.0%

**Street O&M and Engineering Services**

Year	Street M&O & Engineering	% of G/S Oper Exp	Chg Over Prior Year	
			\$	%
2012 Actual	\$ 2,136,773	6.3%	\$ (31,393)	-1.4%
2013 Actual	\$ 2,081,828	5.9%	\$ (54,945)	-2.6%
2014 Actual	\$ 2,037,977	5.8%	\$ (43,851)	-2.1%
2015 Actual	\$ 2,169,439	6.3%	\$ 131,462	6.5%
2016 Actual	\$ 2,027,370	5.8%	\$ (142,069)	-6.5%
2017 Actual	\$ 2,085,493	5.7%	\$ 58,124	2.9%
2018 Est	\$ 2,239,760	5.8%	\$ 154,267	7.4%
2019 Est	\$ 2,364,940	6.0%	\$ 125,180	5.6%
2020 Est	\$ 2,377,018	5.9%	\$ 12,078	0.5%
2021 Est	\$ 2,502,500	6.0%	\$ 125,482	5.3%
2022 Est	\$ 2,577,600	6.0%	\$ 75,100	3.0%
2023 Est	\$ 2,655,000	6.0%	\$ 77,400	3.0%
2024 Est	\$ 2,734,700	6.0%	\$ 79,700	3.0%
Average 6 Year Change (2012 - 2017)				-0.4%
Average 6 Year Change (2013 - 2018)				1.2%



## OTHER FUNDS

**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%.

All sales of real estate are taxed at 1.78%, of which 1.28% goes towards state funding of K-12 education and public works assistance and the City receives 0.5% for capital purposes. The Pierce County Treasurer collects the real estate excise tax and remits to the City on a monthly basis. The tax is the obligation of the seller and due and payable immediately at the time of the sale.

Transactions that are exempt include: property acquired by gift, inheritance, and other transfers which do not represent market transactions at "arm's length", such as transfers to a corporation or partnership owned by the transferor or his/her own family members; transfers to lien holders when such transfers are in lieu of foreclosure; real property acquired from a governmental entity; business transfers in which no gain or loss occurs; trade in credit; and standing timber, if the income from the timber sale is subject to B&O tax.

**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 projects.*

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](#):**

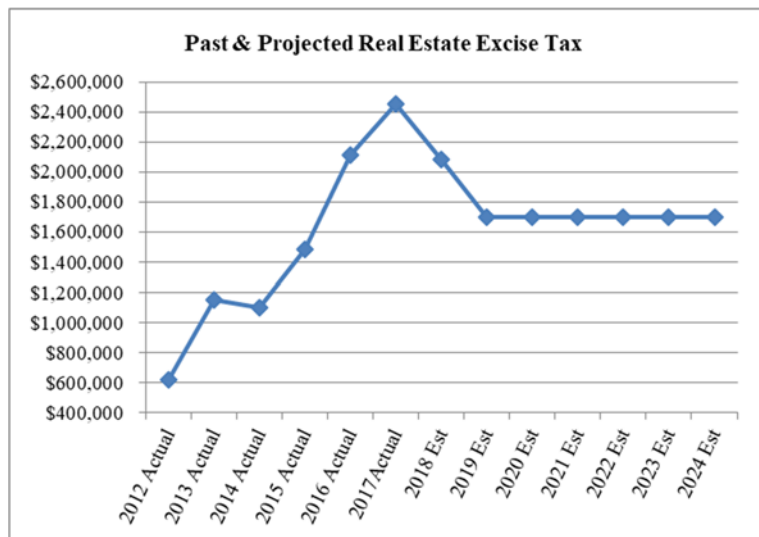
The second quarter percent of the real estate excise tax (authorized in 1990) provides funding for cities and counties to finance capital improvements required to occur concurrently with growth under the Growth Management Act. An amendment in 1992 defines the "capital project" as:

*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.*

Real estate excise tax revenues are deposited into the Real Estate Excise Tax Fund and transfers are made to qualifying transportation and parks capital projects.



Year	REET	Chg Over Prior Year	
		\$	%
2012 Actual	\$ 621,821	\$ 60,162	10.7%
2013 Actual	\$ 1,151,297	\$ 529,476	85.1%
2014 Actual	\$ 1,100,300	\$ (50,997)	-4.4%
2015 Actual	\$ 1,486,449	\$ 386,149	35.1%
2016 Actual	\$ 2,114,688	\$ 628,239	42.3%
2017 Actual	\$ 2,452,778	\$ 338,090	16.0%
2018 Est	\$ 2,083,000	\$ (369,778)	-15.1%
2019 Est	\$ 1,700,000	\$ (383,000)	-18.4%
2020 Est	\$ 1,700,000	\$ -	0.0%
2021 Est	\$ 1,700,000	\$ -	0.0%
2022 Est	\$ 1,700,000	\$ -	0.0%
2023 Est	\$ 1,700,000	\$ -	0.0%
2024 Est	\$ 1,700,000	\$ -	0.0%
Average 6 Year Change (2012 - 2017)			12.4%
Average 6 Year Change (2013 - 2018)			7.5%



The following tables summarize by month, the number of taxable and exempt real estate transactions, and lists major transactions (sales price of \$1M and greater).

Month	Transaction Type			# of Parcels	Major Transactions - 2018		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	46	81	127	178	Eastwood Apartments 5302 to 5306 Chicago Av SW Vacant Land Undeveloped 7901 116th St Ct SW (Multiple) Commercial Vacant Land 12623 Bridgeport Way SW South Tacoma Retail Plaza (Restaurant) 8722 South Tacoma Way Gas Station Mini Mart 3701 Steilacoom Blvd SW General Merchandise Retail Trade 8813 Edgewater Drive Single Family Residence 13015 Naomilawn Dr SW Duplex 12601 Bridgeport Way SW Single Family Residence 128 Country Club Cir CW	\$4,649,600 \$4,320,000 \$4,000,000 \$1,840,000 \$1,500,000 \$1,400,000 \$1,365,000 \$1,252,500 \$1,030,000	\$23,016 \$21,384 \$19,800 \$9,108 \$7,425 \$6,930 \$6,757 \$6,200 \$5,099
Feb	63	91	154	162	Commercial Vacant Land 10640 Pacific Highway SW Los Robles Apts 12712 Lincoln Ave SW Park Place Apts 12602 TO 12618 Lincoln Ave SW Single Family Residence 44 Country Club Drive SW	\$4,550,000 \$1,747,700 \$1,597,600 \$1,500,000	\$22,523 \$8,651 \$7,908 \$7,425
Mar	59	95	154	160	Single Family Residence 7235 Interlaaken Drive SW Single Family Residence 22 Loch Lane SW Professional Office Building 9881 Bridgeport Way SW Used Car Lots Only Retail 9001 South Tacoma Way	\$1,235,000 \$1,175,000 \$1,160,000 \$1,075,000	\$6,113 \$5,816 \$5,742 \$5,321
Apr	53	104	157	164	Lakewood You Store It 12611 Pacific Highway SW Bridgeport Apartments 4910 to 4918 108th St SW Tudor Haus Apartments 5506 to 5510 Chicago Ave SW Biltmore Hotel 12701 Pacific Highway SW Single Family Residence 12505 Gravelly Lake Drive SW Whispering Firs Apartments 5501 Chicago Ave SW	\$6,951,500 \$3,217,600 \$2,230,000 \$2,140,000 \$2,100,000 \$1,820,000	\$34,410 \$15,927 \$11,039 \$10,593 \$10,395 \$9,009
May	69	114	183	213	Single Family Residence 30 Country Club Dr SW General Warehousing Storge 10604 30th Ave S Lakewood Gardens 2 Apts 10901 to 10923 Addison St SW Oaklyn Manor Apts 7920 Washington Blvd SW Commercial Vacant Land 11023 Bridgeport Way SW	\$1,050,000 \$1,085,000 \$1,100,000 \$1,324,900 \$2,400,000	\$5,198 \$5,371 \$5,445 \$6,558 \$11,880
Jun	46	95	141	155	Single Family Residence 11420 Gravelly Lake Dr SW Villa Plaza Apartment 5634 Main St SW Single Family Residence 71 West Shore Ave SW Office Space 10025 Lakewood Drive SW	\$1,200,000 \$1,150,000 \$1,125,000 \$1,100,000	\$5,940 \$5,693 \$5,569 \$5,445
<b>Total YTD June</b>	<b>336</b>	<b>580</b>	<b>916</b>	<b>1,032</b>		<b>\$65,391,400</b>	<b>\$323,687</b>

Month	Transaction Type			# of Parcels	Major Transactions - 2017		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	49	82	131	146	Single Family Residence 7410 North St SW Sandman Apartments 10102 Sales Road South Candlewood Suites 10720 Pacific Highway SW	\$1,975,000 \$4,364,400 \$12,860,000	\$9,776 \$21,604 \$63,657
Feb	49	52	101	111	Beaumont Apartments 8609 82nd St SW	\$35,146,600	\$173,976
Mar	72	77	149	158	Commercial Warehouse-Condo 12715 Pacific Highway SW Autozone Auto 8308 Berkeley St SW Fort Lewis Motel 12215 Pacific Hwy SW	\$1,250,000 \$1,394,931 \$1,650,000	\$6,188 \$6,905 \$8,168
Apr	52	97	149	156	Avalon Place 4802 108th St SW Majestic Firs Duplex 6111 88th St SW Single Family Residence 11407 Gravelly Lake Drive SW	\$1,250,000 \$1,670,000 \$2,900,000	\$6,188 \$8,267 \$14,355
May	73	119	192	215	WFC Lakewood Colonial LLC 9310 Bridgeport Way SW Single Family Residence, 100 Shore Acres RD SW, Tacoma Lakeview MHP LLC 10302 Lakeview AVE SW Industrial 14801 Sprint ST SW Lakewood Business Park 10029 S Tacoma Way	\$1,133,000 \$1,650,000 \$3,200,000 \$7,315,574 \$12,949,900	\$5,608 \$8,168 \$15,840 \$36,212 \$64,102
Jun	61	104	165	191	Somerset Park Apartments 8820 Highland Ave SW Alpine Estates MHP 6622 146th St SW Neighborhood Shopping Center 5211 100th Street SW Cedrona Park MHP 7601 146th St SW	\$1,030,000 \$1,840,000 \$2,075,000 \$3,500,000	\$5,099 \$9,108 \$10,271 \$17,325
Jul	51	113	164	176	Bell Garden Apartments 8810 John Dower Road SW Best Night Inn 9325 South Tacoma Way Steeple Chase Apartments 8302 to 8320 84th Ave SW	\$2,360,000 \$4,800,000 \$20,500,000	\$11,682 \$23,760 \$101,475
Aug	51	100	151	153	Single Family Residence 10038 Point Lane SW Single Family Residence 96 Country Club Cir CW Delores Apartments 7715 Douglas St SW Single Family Residence 26 Country Club Drive W	\$1,071,000 \$1,500,000 \$1,947,450 \$2,250,000	\$5,301 \$7,425 \$9,640 \$11,138
Sep	50	113	163	182	Single Family Residence 11505 Gravelly Lake Drive Single Family Residence 11919 Gravelly Lake Drive Schooner (Chick-Fil-A) 5429 100th St SW Gas Station/Mini Mart 12706 Bridgeport Way South	\$1,275,000 \$1,286,950 \$2,190,000 \$2,620,000	\$6,311 \$6,370 \$10,841 \$12,969
Oct	59	95	154	159	Single Family Residence 10304 Green Lane SW Apartment Complex 10301 to 10319 115th St Ct SW Condo 13120 Country Club Drive SW Unit 302 Single Family Residence 29 Country Club Drive SW Commercial Property 9332 to 9400 Bridgeport Way SW General Warehousing Storage 11101 South Tacoma Way	\$1,250,000 \$1,285,000 \$1,300,000 \$1,670,000 \$3,400,000 \$23,900,000	\$6,188 \$6,361 \$6,435 \$8,267 \$18,830 \$118,305
Nov	57	94	151	161	First Savings Bank NW 8820 59th Ave SW Karwan Village 2621 South 84th St Single Family Residence 12505 Gravelly Lake Drive SW Lakewood Health Care Center 11411 Bridgeport Way SW	\$1,025,000 \$1,890,000 \$2,000,000 \$5,595,186	\$ 5,074 \$ 9,356 \$ 9,900 \$ 27,696
Dec	62	99	161	167	Single Family Residence 8115 North Thorne Lane SW General Warehousing Storage 9622 40th Ave SW Jamestown Estates 7110 146th SW General Warehousing Storage 12811 Pacific Highway SW Carlyle Court Apts 4702 to 4731 124th SW Advanced Auto Parts 10620 Pacific Highway SW	\$1,250,000 \$1,500,000 \$1,568,000 \$1,695,000 \$2,250,000 \$3,700,000	\$ 6,188 \$ 7,425 \$ 7,762 \$ 8,390 \$ 11,138 \$ 18,315
<b>Total Annual</b>	<b>686</b>	<b>1,145</b>	<b>1,831</b>	<b>1,975</b>		<b>\$196,232,991</b>	<b>\$973,356</b>

Month	Transaction Type			# of Parcels	Major Transactions - 2016		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	59	54	113	116	Grand Cedars Apts 5226 to 5230 Chicago Ave SW	\$1,289,000	\$6,381
Feb	62	60	122	134	Pacific Ridge Apts 13020 Lincoln Blvd SW	\$1,718,000	\$8,504
Mar	65	97	162	165	Amber Court Apartments 12809 Lincoln Ave SW	\$1,250,000	\$6,188
					Commercial Vacant Land 5211 100th St SW	\$1,830,000	\$9,059
					Commercial Multi Unit (Office/Retail) 15305 Union Ave SW	\$1,995,000	\$9,875
					New Construction (Fast Food) 15201 Union Ave SW	\$3,000,000	\$14,850
					Palace Casino 8108 to 8200 Tacoma Mall Blvd South	\$4,500,000	\$22,275
Apr	64	79	143	154	Industrial/General Warehouse 8201 Durango St SW	\$1,300,000	\$6,435
May	69	104	173	184	Single Family Residence	\$1,100,000	\$5,445
					Bell Garden Apartments 8810 John Dower Rd SW	\$1,397,600	\$6,918
					Single Family Residence	\$1,800,000	\$8,910
					Commercial Property 9540 Bridgeport Way SW	\$2,300,000	\$11,385
					Medical Offices 1311 Bridgeport Way SW	\$11,026,576	\$54,582
Jun	78	86	164	169	Lakewood Estates Apartments 5607 Boston Ave SW	\$1,450,000	\$7,178
					Americas Best Value Inn Hotel	\$3,050,000	\$15,098
					Chambers Creek Center, Albertsons & Retail	\$3,162,000	\$15,652
					Candlewood Suites Hotel	\$13,200,000	\$65,340
Jul	50	95	145	151	Commercial General Retail 11101 to 11113 Pacific Hwy SW	\$1,350,000	\$6,683
Aug	64	108	172	218	Eagle Express Commercial General Retail 10515 Pacific Hwy SW	\$1,729,600	\$8,562
Sep	44	91	135	155	Pointe at Lake Steilacoom Condo 8506 Phillips Road SW	\$5,384,750	\$26,655
					Green Leafé at Lakewood Apts 5406 82nd St SW	\$32,950,000	\$163,103
Oct	63	59	122	139	Single Family Residence 34 Country Club Dr SW	\$1,085,000	\$5,371
					Other Residential 11604 Interlaaken Dr SW	\$1,440,000	\$7,128
					Chandelle Apartments 3408 to 3412 South 90th	\$1,825,000	\$9,034
					Single Family Residence 8019 North Thorne Lane SW	\$1,825,000	\$9,034
					Interstate Baking Company 8500 Durango St SW	\$1,950,000	\$9,653
					Eastwood Apartments 5302 to 5306 Chicago Ave SW	\$2,070,800	\$10,250
					The Village at Seeley Lake 9221 57th Ave SW	\$62,550,000	\$309,623
Nov	65	94	159	183	The James Apartments 4828 123rd St SW	\$10,978,400	\$54,343
					Villaire Apartments 7619 Burgess St W	\$3,150,000	\$15,593
					Clover Meadows Apartments 12517 47th Ave SW	\$1,450,000	\$7,178
					Lakewood Gardens 10914 Addison St SW	\$1,360,000	\$6,732
Dec	61	93	154	160	Green Firs Village 5628 Boston Ave SW	\$1,550,000	\$7,673
<b>Total Annual</b>	<b>744</b>	<b>1,020</b>	<b>1,764</b>	<b>1,928</b>		<b>\$188,016,726</b>	<b>\$930,689</b>

Month	Transaction Type			# of Parcels	Major Transactions - 2015		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	49	45	94	97	Single Family Residence	\$1,000,000	\$4,950
					Auto Wrecking 2520 112th St South	\$1,500,000	\$7,425
					Lakewood Towne Center - Various	\$11,770,000	\$58,850
					Lakewood Towne Center - Various	\$5,750,000	\$28,462
Feb	51	48	99	108	Single Family Residence	\$1,450,000	\$7,178
					Eagles Lair Apts 12710 56th Ave Ct SW	\$2,100,000	\$10,395
					Lakewood Business Park 10029 South Tacoma Way	\$9,900,000	\$49,005
Mar	51	80	131	150	Single Family Residence	\$1,275,000	\$6,311
					Lakewood Orthopaedic Surgeons 7308 Bridgeport Way W	\$13,750,000	\$68,063
Apr	59	86	145	180	Single Family Residence	\$1,575,000	\$7,796
					Gas Station Mini Mart 10006 South Tacoma Way	\$1,900,000	\$9,405
May	61	74	135	148	Duplex Condo 8327 Phillips Road SW	\$1,200,000	\$5,940
Jun	51	98	149	169	Alpine Estates 6622 146th St SW	\$1,130,000	\$5,594
					Apartment Complex 7715 Douglas St SW	\$1,438,000	\$7,118
					Apartment Complex 4702 to 4731 124th St SW	\$1,450,000	\$7,118
					Single Family Residence	\$1,755,000	\$8,687
					Waverly Manor Apts 5469 Steilacoom Blvd SW	\$3,100,000	\$15,345
Jul	66	115	181	199	Single Family Residence	\$1,025,000	\$5,074
					Chambers Creek Center, Albertsons & Retail	\$1,096,565	\$5,428
Aug	61	77	138	145	Single Family Residence	\$1,235,338	\$6,115
					Single Family Residence	\$1,775,000	\$8,786
					Safe Store Mini-Storage 3723 112th St SW	\$3,591,000	\$17,775
					Steeple Chase Apartments 8302 to 8320 84th Ave SW	\$12,230,000	\$60,539
Sep	70	87	157	163	Single Family Residence	\$1,700,000	\$8,415
Oct	72	66	138	153	Woodlake Estates Apt Complex 6502 Mt Tacoma Dr W	\$5,386,250	\$26,662
Nov	68	65	133	143	Evergreen Ridge Apts 12615 to 12623 Lincoln Ave SW	\$1,050,000	\$5,198
					Retail Stand Alone/Commercial Land Impr. 5200 100th St SW	\$1,900,000	\$9,405
					Best Night Inn 9325 South Tacoma Way	\$3,000,000	\$14,850
					Walgreens 9505 Bridgeport Way SW	\$4,455,000	\$22,052
Dec	67	70	137	147	Commercial (Green Coconut Tree, Business Services, Lil Firehouse Coffee) 8813 Edgewater Drive	\$1,050,000	\$5,198
					Single Family Residence	\$1,660,000	\$8,217
<b>Total Annual</b>	<b>726</b>	<b>911</b>	<b>1,637</b>	<b>1,802</b>		<b>\$103,197,153</b>	<b>\$511,354</b>

Month	Transaction Type			# of Parcels	Major Transactions - 2014		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	59	34	93	103	Single Family Residence Storage Warehouse 8601 38th Ave SW Storage Warehouse 9805 32nd Ave S	\$1,200,000 \$1,325,000 \$3,000,000	\$5,940 \$6,559 \$14,850
Feb	56	53	109	122	Single Family Residence Multi-Family Unit 12018 to 12020 47th Ave SW	\$1,140,000 \$2,084,800	\$5,643 \$10,320
Mar	55	59	114	121	Custer Square Retail 7402 to 7406 Custer Road SW Multi-Family Unit 12506 - 12510 98th Ave Ct SW Lakewood Center Motor Inn	\$1,100,000 \$2,835,000 \$3,700,000	\$5,445 \$14,033 \$18,315
Apr	54	60	114	118	n/a	n/a	n/a
May	61	67	128	132	Titus-Will Land 11445 Pacific Highway South Cherry Tree Apts 3422 South 86th St	\$1,150,000 \$5,124,000	\$5,693 \$25,364
Jun	55	65	120	132	n/a	n/a	n/a
Jul	59	73	132	139	South Tacoma Business Park Bldg #1 8815 So Tacoma Way General Warehousing Storage 11101 So Tacoma Way	\$1,200,000 \$17,500,000	\$5,940 \$86,625
Aug	69	73	142	165	Duplex Condo 8327 Phillips Road SW Pineridge Apts 5612 Boston Av SW General Warehousing Storage 9818 Sales Rd S Commercial Multi Unit Fast Food 15310 Union Ave SW	\$1,000,000 \$1,030,000 \$1,295,000 \$2,465,000	\$4,950 \$5,099 \$6,410 \$12,202
Sep	69	84	153	160	Washington Terrace Apts 7920 Washington Blvd SW General Warehousing Storage 10901 So Tacoma Way Lakewood Village/Towne Centre Apts 10240 Bridgeport Way	\$1,075,000 \$3,795,000 \$4,665,100	\$5,321 \$18,785 \$23,092
Oct	65	64	129	142	n/a	n/a	n/a
Nov	56	52	108	120	Tacoma RV Center 8909 South Tacoma Way Northwest Trailer Court 5108 San Francisco Ave SW	\$1,800,000 \$2,750,000	\$8,910 \$13,613
Dec	63	69	132	136	Single Family Home Lakewood Corp Center Building C 10801 South Tacoma Way Print NW 9914 32nd Ave South USA Discounters 6000 Main St SW	\$1,050,000 \$2,515,000 \$4,400,000 \$4,650,000	\$5,198 \$12,449 \$21,780 \$23,018
<b>Total</b>	<b>721</b>	<b>753</b>	<b>1,474</b>	<b>1,590</b>		<b>\$73,848,900</b>	<b>\$365,554</b>

Month	Transaction Type			# of Parcels	Major Transactions - 2013		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	76	41	117	n/a		n/a	n/a
Feb	62	48	110	n/a		n/a	n/a
Mar	93	49	142		Lexington Apartment Complex	\$8,176,000	\$40,471
Apr	98	74	172		Multi-Family Complex located on Union Ave SW Single Family Residence Lakewood Colonial Center North	\$860,000 \$1,903,000 \$8,500,000	\$4,257 \$9,420 \$42,075
May	89	66	155	n/a		n/a	n/a
Jun	65	52	117	n/a		n/a	n/a
Jul	86	79	165		Commercial Property, Lakewood Towne Center Stoney Creek Apartment Complex	\$3,931,132 \$21,430,700	\$19,459 \$106,082
Aug	71	62	133		Multi-Family Complex located on 98th Ave Ct SW Mobile/Manufactured Home Park located on 96th St	\$1,400,000 \$4,795,000	\$6,930 \$23,735
Sep	73	44	117	n/a		n/a	n/a
Oct	71	61	132		Single Family Residence	\$1,435,000	\$7,103
Nov	60	62	122		Heritage Bank Single Family Residence Village at Seeley Lake	\$1,075,000 \$1,350,000 \$45,593,400	\$5,321 \$6,683 \$225,687
Dec	83	36	119		Three Parcel Subdivision on Country Club Drive	\$1,600,000	\$7,920
<b>Total</b>	<b>927</b>	<b>674</b>	<b>1,601</b>			<b>\$102,049,232</b>	<b>\$505,143</b>

### Transportation Benefit District Vehicle Fees (RCW 36.73.020, RCW 82.80.140)

The City is authorized by state law to establish a transportation benefit district (TBD) for the purpose of acquiring, constructing, improving, providing, and funding a transportation improvement within the district that is consistent with any existing state, regional, or local transportation plans and necessitated by existing or reasonably foreseeable congesting levels. State law authorizes a TBD to fix and impose an annual vehicle license fee (VLF), not to exceed one hundred dollars per vehicle registered in the district. A TBD may impose by a majority vote of the governing board of the district up to:

- \$20 of the vehicle fee authorized;
- \$40 of the vehicle fee authorized if the \$20 vehicle fee has been imposed for at least twenty-four months; or
- \$50 of the vehicle fee authorized if the \$40 vehicle fee has been imposed for at least twenty-four months.

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.

The fees are effective for tabs due beginning April 1, 2015. The Washington State Department of Licensing (DOL) collects the fees and distributes the net proceeds to the City on a monthly basis. DOL automatically deducts one percent (1%) of the \$20 fee at the time of collection for administration and collections expenses incurred. The 1% administration fee is the maximum amount permitted by RCW 82.80.140.

On July 1, 2015 the Washington State Legislature enacted Second Engrossed Substitute Bill 5987 (SESSB 5987), which authorizes the City to assume the rights, powers, functions, and obligation of the TBD. On November 22, 2016, the City Council declared its intent to conduct a public hearing to consider the proposed assumption of the rights, powers, function, and obligations of the existing City of Lakewood TBD. The City Council conducted the public hearing on December 5, 2016. On December 12, 2016, the City Council adopted the ordinance to assume the TBD.

Eligible projects as identified in the current (subject to change via approval of updated ordinance) Transportation Benefit District ordinance include:

- |   |   |
|---|---|
| • Steilacoom Boulevard – Lakewood Drive to West of South Tacoma Way | • Lakewood Drive – Flett Creek to North City Limits         |
| • Pacific Highway – 108 <sup>th</sup> to SR 512                     | • Main Street – Gravelly Lake Drive to 108 <sup>th</sup> St |
| • 100 <sup>th</sup> – Lakeview to South Tacoma Way                  | • 59 <sup>th</sup> – Main Street to 100 <sup>th</sup>       |
| • New LED Street Lights   | • 59 <sup>th</sup> – 100 <sup>th</sup> to Bridgeport        |
| • Signal Projects   | • 108 <sup>th</sup> – Bridgeport to Pacific Highway         |
| • Minor Capital Projects  | • 108 <sup>th</sup> – Main Street to Bridgeport             |
| • Neighborhood Traffic Safety                                       | • Custer – Steilacoom to John Dower                         |
| • Personnel, Engineering, Professional Services                     | • 88 <sup>th</sup> – Steilacoom to Custer                   |
| • Chip Seal Program – Local Access Roads                            | • 100 <sup>th</sup> – 59 <sup>th</sup> to Lakeview          |
| • Lakewood Drive – 100 <sup>th</sup> to Steilacoom Boulevard        |   |



Vehicles Exempt from the VLF		
Use Type	Description	Authority
CAB	Taxicab	RCW 46.17.350
CMB	Combination	RCW 46.17.355 if scale weight is 6000 pounds or less
CMB (non-powered)	Trailers	RCW 46.16A.450(b)
COM	Commercial vehicle	RCW 46.17.350 if scale weight is 6000 pounds or less
COM non powered	Commercial	RCW 46.16A.450
CYC	Motorcycle	RCW 46.17.350
FIX	Fixed Load vehicle	RCW 46.17.355 if scale weight is 6000 pounds or less
FRH, 6 seats or less	For Hire	RCW 46.17.350
FRH, 7 seats or more	For Hire	RCW 46.17.355 if scale weight is 6000 pounds or less
HDL	House Moving Dolly	RCW 46.17.350
LOG (powered)	Used Exclusively for hauling logs	RCW 46.17.355 if scale weight is 6000 pounds or less
LOG (non-powered)	Used exclusively for hauling logs	RCW 46.17.355
MHM	Motor home	RCW 46.17.350
MOB	Mobile Home	RCW 46.17.350 (if actually licensed)
PAS	Passenger vehicle	RCW 46.17.350
STA, 6 seats or less	Stage	RCW 46.17.350
STA, 7 seats or more	Stage	RCW 46.17.355 if scale weight is 6000 pounds or less
TLR	Private –use trailer (if over 2000 pounds scale weight)	RCW 46.17.350
TOW	Tow truck	RCW 46.17.350
TRK	Truck	RCW 46.17.355 if scale weight is 6000 pounds or less
TVL	Travel trailer	RCW 46.17.350
NEP	Neighborhood electric passenger vehicle	RCW 46.17.350
NET	Neighborhood electric truck	RCW 46.17.355 if scale weight is 6000 pounds or less
MEP	Medium-speed electric passenger vehicle	RCW 46.17.350
MET	Medium-speed electric truck	RCW 46.17.355 if scale weight is 6000 pounds or less

### Vehicles Exempt from the Vehicle Licensing Fee

The following vehicles are specifically exempted from the vehicle licensing fee:

- a. Campers, as defined in RCW 46.04.085;
- b. Farm tractors or farm vehicles as defined in RCW 46.04.180 and 46.04.181;
- c. Mopeds, as defined in RCW 46.04.304;
- d. Off-road and non-highway vehicles as defined in RCW 46.04.365;
- e. Private use single-axle trailer, as defined in RCW 46.04.422;
- f. Snowmobiles as defined in RCW 46.04.546; and
- g. Vehicles registered under chapter 46.87 RCW and the international registration plan.

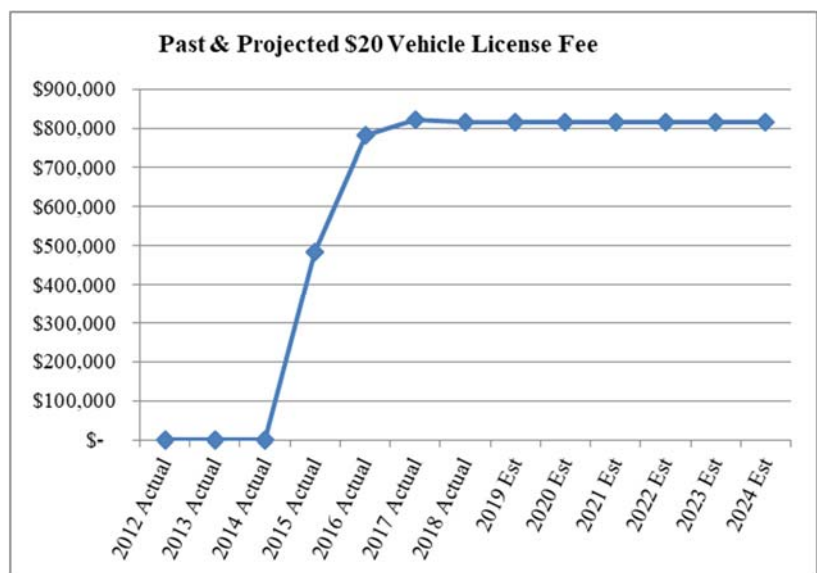
The following vehicles are not subject to the vehicle fee under RCW 82.80.140:

Vehicles Exempt from the VLF		
Use Type	Description	Reasoning
ATQ	Antique Vehicle (any vehicle 30 years old)	Not subject to license fees
ATV	Motorized Non highway vehicle	Not subject to RCW 82.80.140
CGR	Converter Gear	Not subject to license fees
CMP	Campers	Exempt under RCW 82.80.140
GOV	State, County, City, Tribal	Not subject to license fees
FAR	Farm	Exempt under RCW 82.80.140
FCB	Farm Combination	Exempt under RCW 82.80.140
FED	Federally Owned	Not subject to license fees
FEX	Farm Exempt	Not subject to license fees
FMC	Federal Motorcycle Trailer	Not subject to license fees
ORV	Off Road Vehicles	Exempt under RCW 82.80.140
PED	Moped	Exempt under RCW 82.80.140
ATQ	Restored and Collector Vehicles	Not subject to license fees
SCH	Private School	Not subject to license fees
SNO, SNV	Snowmobiles	Exempt under RCW 82.80.140
SNV	Vintage snowmobiles	Exempt under RCW 82.80.140
SNX	State, County, City owned snowmobiles	Exempt under RCW 82.80.140
TLR	Personal use trailers, single axle (less than 2,000 pounds scale weight)	Exempt under RCW 82.80.140

The vehicle licensing fee is expected to generate \$4.9M between 2019 and 2024. The City will also use \$4.2M of General Fund sources for a combined total of \$9.1M. This \$9.1M along with revenues generated from real estate excise tax, motor vehicle fuel tax, multi-modal funds, grants, surface water management contribution will provide \$25.0M of the \$42.6M needed improvements to the City streets and roads over the next six years (2019-2024). The remaining \$17.6M is to be funded by debt financing.

Vehicle license revenues are deposited into the Transportation Benefit District Fund and transfers are made to qualifying transportation capital projects.

Year	\$20 Vehicle License Fee	Chg Over Prior Year	
		\$	%
2012 Actual	\$ -	\$ -	n/a
2013 Actual	\$ -	\$ -	n/a
2014 Actual	\$ -	\$ -	n/a
2015 Actual	\$ 484,016	\$ 484,016	n/a
2016 Actual	\$ 781,318	\$ 297,302	n/a
2017 Actual	\$ 822,762	\$ 41,444	n/a
2018 Actual	\$ 814,000	\$ (8,762)	n/a
2019 Est	\$ 814,000	\$ -	n/a
2020 Est	\$ 814,000	\$ -	n/a
2021 Est	\$ 814,000	\$ -	n/a
2022 Est	\$ 814,000	\$ -	n/a
2023 Est	\$ 814,000	\$ -	n/a
2024 Est	\$ 814,000	\$ -	n/a
Average 6 Year Change (2012 - 2017)			n/a
Average 6 Year Change (2013 - 2018)			n/a



## Hotel/Motel Lodging Tax

The City's 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.

### Transient Rental Income Tax (RCW 67.28.180)

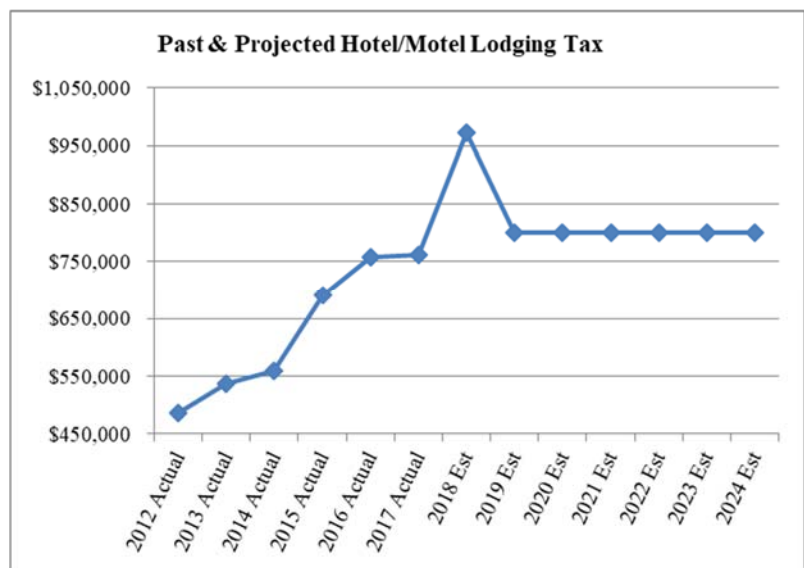
The City imposed a 2.0% transient rental income tax effective March 1996. The tax is credited against the state retail sales tax so that the hotel/motel tax is not an additional tax for the customer but represents sharing of the state retail sales tax receipts on lodging with the city (State Shared Revenues).

### 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.)

The program is administered by the Department of Revenue and distributions are made by the Office of State Treasurer monthly. Distributions are receipted into the City's Hotel/Motel Lodging Tax Fund.

Year	Hotel/Motel Lodging Tax	Chg Over Prior Year	
		\$	%
2012 Actual	\$ 486,709	\$ (38,530)	-7.3%
2013 Actual	\$ 537,009	\$ 50,300	10.3%
2014 Actual	\$ 559,866	\$ 22,857	4.3%
2015 Actual	\$ 691,797	\$ 131,931	23.6%
2016 Actual	\$ 757,364	\$ 65,567	9.5%
2017 Actual	\$ 762,200	\$ 4,836	0.6%
2018 Est	\$ 971,850	\$ 209,650	27.5%
2019 Est	\$ 800,000	\$ (171,850)	-17.7%
2020 Est	\$ 800,000	\$ -	0.0%
2021 Est	\$ 800,000	\$ -	0.0%
2022 Est	\$ 800,000	\$ -	0.0%
2023 Est	\$ 800,000	\$ -	0.0%
2024 Est	\$ 800,000	\$ -	0.0%
Average 6 Year Change (2012 - 2017)			6.0%
Average 6 Year Change (2013 - 2018)			7.5%



The guiding principle for the use of lodging taxes is that they must be used for activities, operations and expenditures designed to increase tourism. Specifically, lodging taxes can be used for:

- Tourism marketing as defined by RCW 67.28.080. It includes such activities:
  - Advertising, publicizing, or otherwise distributing information for the purpose of attracting and welcoming tourists;
  - Develop strategies to expand tourism;
  - Operating tourism promotion agencies; and
- Marketing and operations of special events and festivals designed to attract tourists;
- Operations and capital expenditures of tourism-related facilities owned or operated by a municipality or a public facilities district; or
- Operations of tourism-related facilities owned or operated by nonprofit organizations (RCW 67.28.18.16)

A tourism-related facility is a real or tangible personal property with a usable life of three or more years, or constructed with volunteer labor that is (a) owned by a public entity, nonprofit organization (including a non-profit business organization, destination marketing organization, main street organization, lodging association, or chamber of commerce) and (b) be used to support tourism, performing arts, or to accommodate tourist activities (RCW 67.28.080).

As of July 1, 2013, capital expenditures for tourism-related facilities owned by nonprofit organizations are no longer permitted expenditures of lodging tax funds.

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.

The City's Lodging Tax Funding Guidelines as amended by the City Council on September 21, 2015 is as follows:

**Background:**

The objective of the City of Lakewood Lodging Tax Advisory Committee process is to support projects, which encourage eligible tourism and cultural activities and support tourism facilities in Lakewood. The process is reviewed annually and the guidelines are updated in accordance with reported success of existing programs, potential for new programs and changes in state law. A calendar for the application process will be established but will allow for emerging opportunities as they arise.

**Objectives for Hotel/Motel Tax Funds:**

- Generate increased tourism in Lakewood resulting in over-night stays at local hotels.
- Generate maximum economic benefit through overnight lodging, sale of meals and goods, and construction of tourism-related facilities.
- Increase recognition of Lakewood throughout the region as a destination for tourism.
- Increase opportunities for tourism by developing new visitor activities.

**Allocation Guidelines:**

- The City shall seek proposals for funding on an annual basis from organizations seeking to use Hotel/Motel Tax funds for promoting tourism or for acquisition, construction or operation of tourism related facilities.
- Organizations seeking funding must complete an application form.
- The Lodging Tax Advisory Committee shall review the proposals and make recommendations to City Council as to which applications should receive funding.
- The final funding decision will be made by City Council in the form of approval or denial of the recommendation as recommended – no amendments to recommendations will be made by the City Council.
- Once approved for funding an organization must enter into a contract and funding will be provided in quarterly installments or on a reimbursable basis.
- Organizations receiving funding must submit a report at the end of the calendar year.
- \$101,850 will be paid annually to the Sharon McGavick Student Center through 2027 pursuant to the City's agreement with Clover Park Technical College.
- 4% - Can be used for tourism promotion, or the acquisition of tourism-related facilities, or operation 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.

The Lodging Tax Advisor Committee (LTAC) must have at least five members, appointed by the governing body and the committee membership must be comprised of the following:

- At least two representatives of businesses that are required to collect the lodging tax, and
- At least two people who are involved in activities that are authorized to be funded by the tax, and
- One elected city official who serves as chairperson of the committee.

The statute also provides that a person who is eligible under the first category is not eligible for appointment under the second category, and vice versa. The number of committee members from organizations representing the hotels and motels and the number of organizations involved in activities that can be funded must be equal. The City Council must review the membership of the committee annually.

The LTAC makes recommendations to the City Council in regards to how the taxes are to be used. All applicants for awards of lodging tax must apply to the City through the LTAC. The applicants may consist of convention and visitor bureaus, destination marketing organizations, nonprofits, including main street organizations, lodging associations, or chambers of commerce, and additionally the City itself.

The LTAC receives all applications for lodging tax revenue and recommends a list of candidates and funding levels to the City Council for final determination. The City Council may choose only recipients from the list of candidates and recommended amounts provided by the lodging tax advisory committee (RCW 67.28.1816(2)(b)(ii), emphasis added). An August 2016 informal opinion from the Attorney General's Office interpreted this language to mean that the legislative body may award amounts different from the LTAC's recommended amounts, but only after satisfying the procedural requirement in RCW 67.28.1817(2) which requires that the City must submit its proposed change(s) to the LTAC for review and comment at least 45 days before final action is taken.

All entities receiving lodging tax distributions must provide information to their respective local government on their use of these funds as required by RCW 67.28.1816. This includes local governments that directly use lodging tax funds for municipal purposes. Local governments will then, in turn, report this information annually to the Joint Legislative Audit and Review Committee (JLARC) by March 15 for the year ending the previous December 31.

## Surface Water Management Fees

The Surface Water Management (SWM) fund manages surface water run-off accounts for the City's only utility operation. The City applies a rate structure as a utility service charge to all parcels within the City and those incorporated areas defined by an interlocal drainage agreement as authorized by the City's municipal code. The purpose of this charge is to provide resources to plan, manage, design, construct, maintain, revise, and upgrade the storm drainage and surface water runoff systems within the corporate limits of the City of Lakewood. This authority is invoked to minimize the property damage, promote and protect public health, safety, and welfare, minimize water quality degradation by preventing siltation, contamination and erosion of the City's waterways, protect aquifers, insure the safety of City streets, and rights-of-way, assure compliance with federal and state storm drainage, surface water management, and water quality regulations and legislation, increase educational and recreational opportunities, encourage the preservation of natural drainage systems, and foster other beneficial public uses.

All parcels are subject to a service charge except the following exempt parcels:

1. All parcels consisting of mineral rights only.
2. All parcels consisting entirely of tidelands, rivers, lakes, creeks and/or streams.
3. All vacant/undeveloped parcels.
4. All parcels that are (a) used for church, community center, community hall, grange or community service-oriented purposes, and (b) owned by an organization with nonprofit public benefit status as defined by RCW 24.03.490. A service charge for these parcels will be phased in over a five-year period beginning in 2019, with the exempt status phased out in 2023.

Low income senior citizens and disabled persons receiving relief under RCW 84.36.381 receive partial exemption from surface water service charges and surcharge as defined in the City's municipal code.

The annual service charge rates effective January 1, 2019 are as follows:

Type	Fee
Residential	\$116.20
Duplex	\$151.73
Duplex Condo	\$72.50
All Mobile Homes other than Residential	\$61.05 per vacant or occupied mobile home site (mobile home equivalent) plus \$0.04653 per square foot of impervious areas in addition to mobile home site.
All Other Parcels	\$0.04653 per square foot of impervious area but in no case shall the minimum service charge be less than the residential equivalent rate.

Beginning in 2020 annual service charges shall increase two and one-half percent each year to account for inflation. Rates listed for each subsequent year shall be in effect on January 1st of the year listed unless and until amended by City Council action.

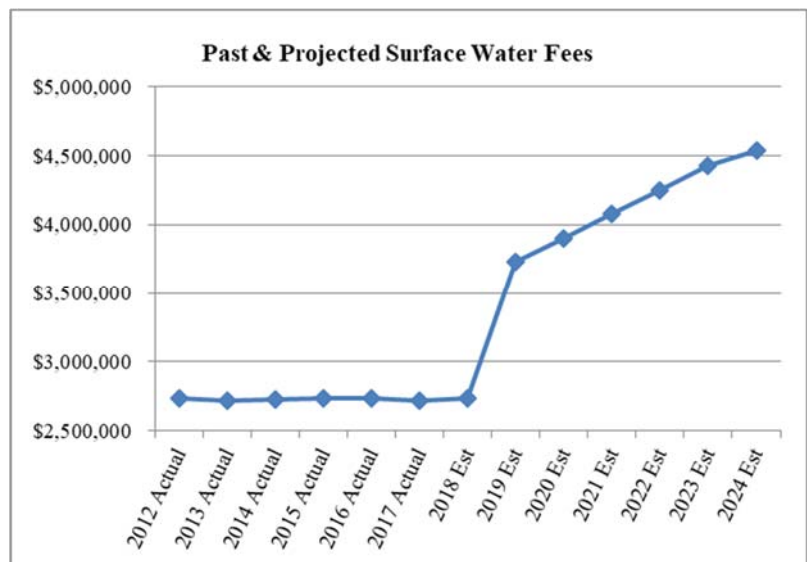
Storm Water Rates 2019-2024						
Year	2019	2020	2021	2022	2023	2024
Increase	50.0%	2.5%	2.5%	2.5%	2.5%	2.5%
Residential	\$116.10	\$119.00	\$121.98	\$125.03	\$128.15	\$131.36
Duplex	\$151.73	\$155.52	\$159.41	\$163.40	\$167.48	\$171.67
Duplex Condo	\$72.50	\$74.31	\$76.17	\$78.07	\$80.03	\$82.03
Mobile Homes per Unit	\$61.05	\$62.58	\$64.14	\$65.74	\$67.39	\$69.07
Mobile Homes per Square Foot of Impervious Area	\$0.04653	\$0.04769	\$0.04889	\$0.05011	\$0.05136	\$0.05264
All Other Parcels per Square Foot of Impervious Area	\$0.04653	\$0.04769	\$0.04889	\$0.05011	\$0.05136	\$0.05264

The annual service charge is be calculated based on impervious area and parcel status as of January 1st each year. The annual service charge is due the City on or before April 30th of each year and is paid together with payment of real property tax upon the parcel, if any, and is delinquent thereafter; provided, that if real property tax upon the parcel payable in that year exceeds \$30.00, and one-half of the tax, together with one-half of the annual service charge provided by this section, is paid on or before



April 30th of such year, the remaining one-half of the annual service charge is due and payable on October 30th, next following, or at the time of payment of the remaining tax on the parcel, whichever is earlier, and shall be delinquent after that date. The service charge is incorporated on the Pierce County real property tax statement.

Year	Surface Water Fees	Chg Over Prior Year	
		\$	%
2012 Actual	\$ 2,732,964	\$ 615,956	29.1%
2013 Actual	\$ 2,719,673	\$ (13,291)	-0.5%
2014 Actual	\$ 2,723,885	\$ 4,212	0.2%
2015 Actual	\$ 2,734,595	\$ 10,710	0.4%
2016 Actual	\$ 2,737,294	\$ 2,699	0.1%
2017 Actual	\$ 2,715,699	\$ (21,595)	-0.8%
2018 Est	\$ 2,735,000	\$ 19,301	0.7%
2019 Est	\$ 3,726,200	\$ 991,200	36.2%
2020 Est	\$ 3,904,100	\$ 177,900	4.8%
2021 Est	\$ 4,076,720	\$ 172,620	4.4%
2022 Est	\$ 4,250,230	\$ 173,510	4.3%
2023 Est	\$ 4,424,950	\$ 174,720	4.1%
2024 Est	\$ 4,535,580	\$ 110,630	2.5%
Average 6 Year Change (2012 - 2017)			-0.1%
Average 6 Year Change (2013 - 2018)			0.1%



### SWM Rate History

- 1996 Residential Rate = \$40.00  
Rate adopted upon City incorporation (matched County rate for unincorporated Lakewood).
- 1999 Residential Rate = \$106.00  
Set by 1998 rate study and included Capital Facility Surcharge of \$15.00, which subsequently expired 2005.
- 2004 Residential Rate = \$101.00  
\$5.00 reduction to offset the Pierce Conservation District annual assessment.
- 2005 Residential Rate = \$86.00  
\$15.00 Capital Facility Surcharge expired.
- 2006 Residential Rate = \$77.40  
10% reduction to offset sewer rate increase.  
Rate decreased by \$28.60 or 27% since 1999
- 2019 Residential Rate = \$116.10  
Rate increased by \$10.10 or 10% since 1999.

### Other Financial Information/Reports

#### **Budget**

In addition to the required mid-biennial review/medication, the City prepares budget adjustments throughout the year which are referred to as the carry forward budget adjustment and year-end housekeeping adjustment. These budget adjustments are not included in the original adopted biennial budget document; rather they are presented as separate documents.

Budget information is made available to the public throughout the budget process, including the proposed budget and any other materials such as property tax levies, presentations, and follow-up materials. The public can view electronic copies via the

internet at <https://www.cityoflakewood.us/finance/budget>. Physical copies are also available for public viewing at Lakewood City Hall.

The City participates in the Government Finance Officers Association (GFOA) budget award program. The award represents a significant achievement by the City. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive this award, the City must satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well the City's budget serves as: a policy document; a financial plan; and operations guide; and a communications device. Budget documents must be rated "proficient" in all four categories and the fourteen mandatory criteria within those categories, to receive the award. The GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budget. Beginning with the 2015/2016 Biennial Budget, the City submitted and achieved the Distinguished Budget Presentation Award. This award was the City's first budget award since 2007. The City continues to participate in this program and has also earned the award for the 2017/2018 Biennial Budget (2019/2020 Biennial Budget will be submitted after adoption).

### **Quarterly Financial Reports**

The City prepares detailed, comprehensive quarterly financial reports that are presented at the City Council Study Sessions on a quarterly basis. The report focuses primarily on the General and Street Operations & Maintenance funds as these are the City's two primary operating funds but also provides income statements for all other funds. Reporting includes: revenue sources such as property tax, sales & use tax, utility tax, gambling tax, admissions tax, franchise fees, photo infraction, animal license, business license, fines & forfeitures, development services permits & fees, parks & recreation fees, real estate excise tax, Transportation Benefit vehicle licensing fees, and hotel/motel lodging tax; ending fund balance and cash balance; grants; capital projects; and debt service & other liabilities. Additionally, performance measures and other statistics

Per the City's financial policies regarding financial reporting, 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. As such, the reports will continue to evolve.

The reports are available to the public via the online City Council agenda packets as well as the finance webpage <https://www.cityoflakewood.us/finance/financial-reports>

### **Audit**

Under state law, all county and local government entities are required to undergo an annual audit performed by the State of Washington Auditors Office. Additionally, the State Auditor's Office conducts three types of investigations – citizen hotline, fraud program, and whistleblower program - that begin with a tip or a lead reported by a citizen or an employee of a local or state government entity.

Additionally information is available on their website:

<http://www.sao.wa.gov/investigations>

Audit reports are available through the state auditor's website:

<http://portal.sao.wa.gov/ReportSearch>

### **Comprehensive Annual Financial Report (CAFR)**

The City prepares a thorough and detailed presentation of the City's financial condition. It reports on the City's activities and balances for each fiscal year.

The CAFR is presented in three sections: introductory, financial and statistical.

1. Introductory section - includes the transmittal letter, the city's organizational chart and a list of city officials.
2. Financial section - includes the independent auditor's report, management discussion and analysis, government-wide financial statements, fund financial statements, notes to the financial statements, required supplementary information, combining financial statements, and required schedules.
3. Statistical section - includes additional financial, economic, and demographic information presented on a multi-year basis.

The City participates in the Government Finance Officers Association (GFOA) CAFR award program. This award is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. The CAFR is judged by an impartial panel to meet the high standards of the program including demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read it. Beginning with the FY2013 CAFR, the City submitted and achieved the Certificate of Achievement for Excellence in Financial Reporting. This award was the City's first CAFR award since FY2005. The City continues to participate in this program and has earned the award through FY2016 (FY2017 CAFR has been submitted and is currently under review).

[https://www.cityoflakewood.us/documents/finance/financial\\_reports](https://www.cityoflakewood.us/documents/finance/financial_reports)

### **Popular Annual Financial Report (PAFR)**

The Popular Annual Financial Report (PAFR) provides an overview of the City's financial position, including sources of revenues and expenditures, as well as economic information about the community. The PAFR of the City of Lakewood is published to increase public awareness regarding the City's financial condition. It is our goal that this report is easy to read and understandable. The City also participates in the GFOA PAFR award program. Beginning with the FY2016 PAFR (the City's first year of publication of this report), the City submitted and achieved the award. The City continues to participate in this program (FY2017 PAFR has been submitted and is currently under review).

<https://www.cityoflakewood.us/finance/financial-reports>

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>(001) GENERAL FUND</b>											
<b>REVENUES:</b>											
<b>Taxes</b>	<b>\$26,329,393</b>	<b>\$27,469,335</b>	<b>\$26,498,600</b>	<b>\$26,721,300</b>	<b>\$27,627,153</b>	<b>\$27,734,900</b>	<b>\$27,970,400</b>	<b>\$28,424,800</b>	<b>\$28,891,000</b>	<b>\$29,369,500</b>	<b>\$29,856,400</b>
Property Tax	6,642,052	6,741,607	6,812,400	6,812,400	6,915,523	7,110,000	7,202,400	7,296,000	7,390,800	7,486,900	7,584,200
Local Sales & Use Tax	9,178,807	9,958,523	9,192,800	9,357,800	10,031,830	9,852,600	9,951,100	10,249,600	10,557,100	10,873,800	11,200,000
Sales/Parks	546,303	585,089	541,100	550,000	596,800	608,700	620,900	639,500	658,700	678,500	698,900
Brokered Natural Gas Use Tax	28,301	38,716	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Criminal Justice Sales Tax	982,505	1,047,075	992,800	992,800	1,068,000	1,089,400	1,111,200	1,144,500	1,178,800	1,214,200	1,250,600
Admissions Tax	600,842	539,139	622,300	622,300	496,000	496,000	496,000	496,000	496,000	496,000	496,000
Utility Tax	5,629,010	5,744,060	5,644,000	5,644,000	5,676,000	5,735,200	5,745,800	5,756,200	5,766,600	5,777,100	5,783,700
Leasehold Tax	10,103	14,169	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Gambling Tax	2,711,471	2,800,955	2,651,200	2,700,000	2,801,000	2,801,000	2,801,000	2,801,000	2,801,000	2,801,000	2,801,000
<b>Franchise Fees</b>	<b>3,616,442</b>	<b>3,733,390</b>	<b>3,743,900</b>	<b>3,943,900</b>	<b>3,989,100</b>	<b>4,108,800</b>	<b>4,232,100</b>	<b>4,359,000</b>	<b>4,489,900</b>	<b>4,624,700</b>	<b>4,763,500</b>
Cable, Water, Sewer, Solid Waste	2,791,715	2,844,927	2,874,000	2,874,000	2,874,000	2,960,200	3,049,000	3,140,400	3,234,700	3,331,800	3,431,800
Tacoma Power	824,727	888,463	869,900	1,069,900	1,115,100	1,148,600	1,183,100	1,218,600	1,255,200	1,292,900	1,331,700
<b>Development Service Fees</b>	<b>1,172,575</b>	<b>1,656,169</b>	<b>1,354,391</b>	<b>1,392,000</b>	<b>1,767,596</b>	<b>1,710,100</b>	<b>1,744,000</b>	<b>1,796,000</b>	<b>1,849,800</b>	<b>1,905,100</b>	<b>1,962,000</b>
Building Permits	475,833	619,836	513,760	564,000	785,000	714,000	728,300	750,100	772,600	795,800	819,700
Other Building Permit Fees	220,863	240,938	130,511	199,000	310,596	310,200	316,400	325,800	335,700	345,800	356,100
Plan Review/Plan Check Fees	370,220	661,289	620,097	520,000	553,000	564,000	575,200	592,400	610,200	628,500	647,300
Other Zoning/Development Fees	105,660	134,106	90,023	109,000	119,000	121,900	124,100	127,700	131,300	135,000	138,900
<b>Licenses &amp; Permits</b>	<b>424,169</b>	<b>414,234</b>	<b>481,500</b>	<b>428,000</b>	<b>323,900</b>	<b>384,000</b>	<b>384,000</b>	<b>384,000</b>	<b>384,000</b>	<b>384,000</b>	<b>384,000</b>
Business License	278,260	260,064	303,500	280,000	254,100	314,000	314,000	314,000	314,000	314,000	314,000
Alarm Permits & Fees	105,865	114,819	136,000	106,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Animal Licenses	40,044	39,351	42,000	42,000	39,800	40,000	40,000	40,000	40,000	40,000	40,000
<b>State Shared Revenues</b>	<b>1,350,725</b>	<b>1,397,256</b>	<b>1,213,000</b>	<b>1,171,800</b>	<b>1,265,900</b>	<b>1,255,900</b>	<b>1,255,900</b>	<b>1,255,900</b>	<b>1,255,900</b>	<b>1,255,900</b>	<b>1,255,900</b>
Sales Tax Mitigation	46,177	37,938	50,000	-	10,000	-	-	-	-	-	-
Criminal Justice	149,009	153,413	154,800	152,000	154,000	154,000	154,000	154,000	154,000	154,000	154,000
Criminal Justice High Crime	375,837	423,055	236,700	236,700	318,800	318,800	318,800	318,800	318,800	318,800	318,800
Liquor Excise Tax	276,603	286,385	274,600	291,700	291,700	291,700	291,700	291,700	291,700	291,700	291,700
Liquor Board Profits	503,074	496,441	496,900	491,400	491,400	491,400	491,400	491,400	491,400	491,400	491,400
Marijuana Enforcement/Excise Tax	25	25	-	-	-	-	-	-	-	-	-
<b>Intergovernmental</b>	<b>412,866</b>	<b>629,769</b>	<b>468,026</b>	<b>562,630</b>	<b>498,637</b>	<b>576,500</b>	<b>576,450</b>	<b>577,800</b>	<b>579,100</b>	<b>580,500</b>	<b>582,000</b>
Police FBI & Other Misc	13,460	12,100	12,900	12,100	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Police-Animal Svcs-Steilacoom	15,675	14,865	13,800	13,800	13,800	14,100	14,380	14,800	15,200	15,700	16,200
Police-Animal Svcs-Dupont	28,386	29,569	28,600	28,600	28,600	29,100	29,770	30,700	31,600	32,500	33,500
Police-South Sound 911 Background Investigations	7,225	5,143	5,000	10,000	7,000	4,000	3,000	3,000	3,000	3,000	3,000
Muni Court-University Place Contract	124,711	275,407	190,983	263,887	285,396	294,000	294,000	294,000	294,000	294,000	294,000
Muni Court-Town of Steilacoom Contract	92,349	111,246	93,905	117,769	111,540	114,900	114,900	114,900	114,900	114,900	114,900
Muni Court-City of Dupont	131,060	181,439	122,838	116,474	40,301	108,400	108,400	108,400	108,400	108,400	108,400

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>(001) GENERAL FUND-continued</b>											
<b>Charges for Services &amp; Fees</b>	<b>1,199,813</b>	<b>1,490,792</b>	<b>979,500</b>	<b>1,434,000</b>	<b>1,424,859</b>	<b>1,435,700</b>	<b>1,442,700</b>	<b>1,438,800</b>	<b>1,438,800</b>	<b>1,438,800</b>	<b>1,438,800</b>
Parks & Recreation Fees	219,318	240,404	261,000	261,000	267,175	278,700	288,700	288,800	288,800	288,800	288,800
Police - Various Contracts	1,087	8,427	-	-	7,684	7,000	7,000	3,000	3,000	3,000	3,000
Police - Towing Impound Fees	18,500	10,200	40,000	40,000	15,000	15,000	12,000	12,000	12,000	12,000	12,000
Police - Extra Duty	672,191	910,575	400,000	775,000	775,000	775,000	775,000	775,000	775,000	775,000	775,000
Police - Western State Hospital Community Policing Program	276,000	315,750	276,000	355,500	355,500	355,500	355,500	355,500	355,500	355,500	355,500
Other	12,718	5,437	2,500	2,500	4,500	4,500	4,500	4,500	4,500	4,500	4,500
<b>Fines &amp; Forfeitures</b>	<b>1,943,063</b>	<b>1,704,839</b>	<b>1,982,219</b>	<b>1,582,200</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>1,560,900</b>
Municipal Court	1,030,358	897,285	1,282,219	882,200	860,900	860,900	860,900	860,900	860,900	860,900	860,900
Photo Infraction	912,704	807,554	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
<b>Miscellaneous/Interest/Other</b>	<b>78,409</b>	<b>212,985</b>	<b>48,650</b>	<b>48,650</b>	<b>211,968</b>	<b>133,700</b>	<b>133,700</b>	<b>133,700</b>	<b>133,700</b>	<b>133,700</b>	<b>133,700</b>
Interest Earnings	24,179	66,500	6,000	6,000	68,000	68,000	68,000	68,000	68,000	68,000	68,000
Penalties & Interest - Taxes	22,780	68,599	30,500	30,500	50,700	15,200	15,200	15,200	15,200	15,200	15,200
Miscellaneous/Other	31,451	77,886	12,150	12,150	93,268	50,500	50,500	50,500	50,500	50,500	50,500
<b>Interfund Transfers</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>
Transfer In - Fund 401 SWM Operations	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700
<b>Subtotal Operating Revenues</b>	<b>\$36,812,155</b>	<b>\$38,993,468</b>	<b>\$37,054,486</b>	<b>\$37,569,180</b>	<b>\$38,954,713</b>	<b>\$39,185,200</b>	<b>\$39,584,850</b>	<b>\$40,215,600</b>	<b>\$40,867,800</b>	<b>\$41,537,800</b>	<b>\$42,221,900</b>
<b>% Revenue Change over Prior Year</b>	<b>3.03%</b>	<b>5.93%</b>	<b>-4.97%</b>	<b>-3.65%</b>	<b>-0.10%</b>	<b>0.59%</b>	<b>1.02%</b>	<b>1.59%</b>	<b>1.62%</b>	<b>1.64%</b>	<b>1.65%</b>
<b>EXPENDITURES:</b>											
<b>City Council</b>	<b>131,839</b>	<b>127,379</b>	<b>134,920</b>	<b>134,920</b>	<b>134,920</b>	<b>136,853</b>	<b>136,853</b>	<b>141,000</b>	<b>145,200</b>	<b>149,500</b>	<b>154,000</b>
Legislative	131,739	127,018	131,470	131,470	131,470	133,403	133,403	137,400	141,500	145,700	150,100
Sister City	100	361	3,450	3,450	3,450	3,450	3,450	3,600	3,700	3,800	3,900
<b>City Manager</b>	<b>627,631</b>	<b>633,389</b>	<b>620,129</b>	<b>634,358</b>	<b>633,008</b>	<b>706,338</b>	<b>716,460</b>	<b>738,000</b>	<b>760,100</b>	<b>782,900</b>	<b>806,400</b>
Executive	491,877	506,423	491,859	506,088	504,738	558,090	563,586	580,500	597,900	615,800	634,300
Communications	135,754	126,966	128,270	128,270	128,270	148,248	152,874	157,500	162,200	167,100	172,100
<b>Municipal Court</b>	<b>1,945,305</b>	<b>2,010,854</b>	<b>2,053,330</b>	<b>2,149,602</b>	<b>2,128,771</b>	<b>2,126,507</b>	<b>2,158,418</b>	<b>2,223,200</b>	<b>2,289,900</b>	<b>2,358,700</b>	<b>2,429,400</b>
Judicial Services	1,008,247	1,084,181	1,053,650	1,090,137	1,100,416	1,078,653	1,099,222	1,132,200	1,166,200	1,201,200	1,237,200
Professional Services	622,739	645,995	636,400	686,400	670,535	656,400	658,400	678,200	698,500	719,500	741,100
Probation & Detention	314,319	280,678	363,280	373,065	357,820	391,454	400,796	412,800	425,200	438,000	451,100
<b>Administrative Services</b>	<b>1,520,888</b>	<b>1,617,746</b>	<b>1,655,784</b>	<b>1,716,872</b>	<b>1,706,041</b>	<b>1,811,960</b>	<b>1,863,255</b>	<b>1,919,100</b>	<b>1,976,700</b>	<b>2,036,000</b>	<b>2,097,100</b>
Finance	992,952	1,081,687	1,096,315	1,137,332	1,136,142	1,222,733	1,254,474	1,292,100	1,330,900	1,370,800	1,411,900
Human Resources	527,937	536,059	559,469	579,540	569,899	589,227	608,781	627,000	645,800	665,200	685,200
<b>Legal</b>	<b>1,520,654</b>	<b>1,540,487</b>	<b>1,688,739</b>	<b>1,741,865</b>	<b>1,739,154</b>	<b>1,708,981</b>	<b>1,681,540</b>	<b>1,799,000</b>	<b>1,781,200</b>	<b>1,903,700</b>	<b>1,886,900</b>
Civil Legal Services	824,340	894,763	875,894	912,803	911,688	926,806	950,693	979,200	1,008,600	1,038,900	1,070,100
Criminal Prosecution Services	339,847	283,550	382,786	386,746	386,549	344,890	351,722	362,300	373,200	384,400	395,900
City Clerk	281,395	248,392	340,059	352,316	350,917	282,285	289,125	297,800	306,700	315,900	325,400
Election	75,071	113,782	90,000	90,000	90,000	155,000	90,000	159,700	92,700	164,500	95,500

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>(001) GENERAL FUND-continued</b>											
<b>Community &amp; Economic Development</b>	<b>1,875,902</b>	<b>1,995,406</b>	<b>1,926,371</b>	<b>2,007,712</b>	<b>2,001,717</b>	<b>2,183,605</b>	<b>2,223,800</b>	<b>2,290,500</b>	<b>2,359,200</b>	<b>2,430,000</b>	<b>2,502,900</b>
Current Planning	662,641	630,971	641,330	661,886	649,112	705,298	721,574	743,200	765,500	788,500	812,200
Long Range Planning	135,641	171,058	150,723	155,711	156,358	213,663	217,368	223,900	230,600	237,500	244,600
Building	909,265	1,014,891	956,592	1,011,046	1,022,587	1,079,013	1,093,347	1,126,100	1,159,900	1,194,700	1,230,500
Economic Development	168,355	178,486	177,726	179,069	173,660	185,631	191,511	197,300	203,200	209,300	215,600
<b>Parks, Recreation &amp; Community Services</b>	<b>2,592,555</b>	<b>2,599,358</b>	<b>2,641,869</b>	<b>2,603,156</b>	<b>2,671,120</b>	<b>2,935,190</b>	<b>2,821,605</b>	<b>3,097,600</b>	<b>3,190,500</b>	<b>3,286,200</b>	<b>3,384,800</b>
Human Services	407,162	401,987	420,290	419,974	414,774	435,596	436,099	458,800	472,600	486,800	501,400
Administration	293,036	304,327	282,374	289,357	291,462	315,473	316,461	326,000	335,800	345,900	356,300
Recreation	416,464	465,267	439,170	447,173	443,116	412,721	422,141	434,800	447,800	461,200	475,000
Senior Services	221,579	222,371	223,851	233,089	233,293	237,607	241,021	248,300	255,700	263,400	271,300
Parks Facilities	475,050	465,075	466,955	407,298	437,247	522,441	504,716	547,200	563,600	580,500	597,900
Fort Steilacoom Park	604,482	588,850	596,657	589,969	629,017	774,459	675,795	823,000	847,700	873,100	899,300
Street Landscape Maintenance	174,782	151,482	212,572	216,295	222,210	236,892	225,372	259,500	267,300	275,300	283,600
<b>Police</b>	<b>22,385,005</b>	<b>23,308,561</b>	<b>24,122,464</b>	<b>24,639,799</b>	<b>24,529,114</b>	<b>24,747,029</b>	<b>25,369,550</b>	<b>26,641,000</b>	<b>27,405,300</b>	<b>28,192,600</b>	<b>29,003,300</b>
Command	4,072,647	4,326,564	4,738,924	4,930,912	4,844,332	4,355,472	3,882,300	4,544,100	4,680,400	4,820,800	4,965,400
Jail Service	606,720	706,760	624,240	624,240	700,000	700,000	700,000	721,000	742,600	764,900	787,800
Dispatch Services/SS911	2,155,585	2,202,328	2,195,070	2,119,110	2,116,946	2,068,490	2,068,490	2,130,500	2,194,400	2,260,200	2,328,000
Investigations	3,750,086	3,714,000	4,363,200	4,363,200	4,364,028	4,394,040	4,717,513	4,859,000	5,004,800	5,154,900	5,309,500
Patrol	7,271,021	7,334,525	7,799,890	7,799,890	7,739,357	7,428,622	7,999,003	8,239,000	8,486,200	8,740,800	9,003,000
Special Units	209,015	342,955	110,850	110,850	119,556	110,851	110,857	114,200	117,600	121,100	124,700
SWAT	98,806	113,589	73,150	73,150	82,375	116,054	118,176	121,700	125,400	129,200	133,100
Neighborhood Policing Unit (Formerly Crime Prevention)	907,267	914,600	1,164,400	1,164,400	1,165,400	1,289,583	1,371,776	1,412,900	1,455,300	1,499,000	1,544,000
Contracted Services (Extra Duty, offset by Revenue)	826,011	951,736	400,000	775,000	775,000	775,000	775,000	775,000	775,000	775,000	775,000
Community Safety Resource Team (CSRT)	347,181	359,001	353,100	361,946	361,296	384,550	389,286	401,000	413,000	425,400	438,200
Training	116,328	147,206	159,400	156,400	157,089	771,219	799,837	823,800	848,500	874,000	900,200
Traffic Policing	851,004	884,761	1,047,610	1,047,610	1,030,840	1,239,680	1,313,271	1,352,700	1,393,300	1,435,100	1,478,200
Property Room	223,962	241,464	259,690	266,152	260,302	274,310	281,262	289,700	298,400	307,400	316,600
Reimbursements	365,192	324,431	121,500	127,210	121,674	109,152	109,905	113,200	116,600	120,100	123,700
Emergency Management	37,378	26,299	38,040	38,040	19,500	38,040	38,040	39,200	40,400	41,600	42,800
Animal Control	248,900	286,053	283,400	291,689	281,419	301,966	304,834	314,000	323,400	333,100	343,100
Road & Street/Camera Enforcement	297,903	432,289	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000
<b>Non-Departmental</b>	<b>122,398</b>	<b>128,098</b>	<b>131,720</b>	<b>133,295</b>	<b>133,295</b>	<b>133,960</b>	<b>133,960</b>	<b>138,000</b>	<b>183,100</b>	<b>146,400</b>	<b>156,800</b>
Commute Trip Reduction	179	-	-	-	-	-	-	-	-	-	-
Citywide	122,219	128,098	131,720	133,295	133,295	133,960	133,960	138,000	142,100	146,400	150,800
IT 6-Year Strategic Plan	-	-	-	-	-	-	-	-	41,000	-	6,000
<b>Interfund Transfers</b>	<b>1,605,336</b>	<b>1,334,160</b>	<b>1,525,313</b>	<b>1,743,550</b>	<b>1,771,952</b>	<b>1,867,246</b>	<b>1,877,774</b>	<b>2,023,594</b>	<b>2,095,681</b>	<b>2,175,081</b>	<b>2,251,056</b>
Transfer to Fund 101 Street O&M	1,182,032	900,878	1,012,178	1,230,415	1,258,817	1,390,040	1,402,118	1,540,100	1,615,200	1,693,100	1,773,300
Transfer to Fund 105/190 Abatement Program	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Transfer to Fund 201 GO Bond Debt Service	388,304	398,282	478,135	478,135	478,135	442,206	440,656	448,494	445,481	446,981	442,756
<b>Subtotal Operating Expenditures</b>	<b>\$34,327,514</b>	<b>\$35,295,438</b>	<b>\$36,500,639</b>	<b>\$37,505,130</b>	<b>\$37,449,093</b>	<b>\$38,357,669</b>	<b>\$38,983,215</b>	<b>\$41,010,994</b>	<b>\$42,186,881</b>	<b>\$43,461,081</b>	<b>\$44,672,656</b>
<b>% Expenditure Change over Prior Year</b>	<b>2.99%</b>	<b>2.82%</b>	<b>3.41%</b>	<b>6.26%</b>	<b>6.10%</b>	<b>2.43%</b>	<b>1.63%</b>	<b>5.20%</b>	<b>2.87%</b>	<b>3.02%</b>	<b>2.79%</b>



	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>OPERATING INCOME (LOSS)</b>	\$2,484,642	\$3,698,031	\$553,847	\$64,050	\$1,505,620	\$827,531	\$601,635	(\$795,394)	(\$1,319,081)	(\$1,923,281)	(\$2,450,756)
<b>As a % of Operating Expenditures</b>	7.24%	10.48%	1.52%	0.17%	4.02%	2.16%	1.54%	-1.94%	-3.13%	-4.43%	-5.49%
<b>OTHER FINANCING SOURCES:</b>											
<b>Grants, Donations/Contrib, 1-Time</b>	300,431	326,199	69,750	441,062	401,749	140,750	140,750	140,750	140,750	140,800	140,800
Contributions/Donations/Other	75,368	106,149	69,750	69,750	140,750	140,750	140,750	140,750	140,750	140,800	140,800
Proceeds from Sale of Assets/Capital Lease	110	-	-	-	-	-	-	-	-	-	-
Grants	224,954	220,050	-	371,312	260,999	-	-	-	-	-	-
<b>Transfers In</b>	270,000	96,050	16,000	165,085	16,000	-	-	-	-	-	-
Transfer In - Fund 251 LID Guaranty	270,000	-	-	-	-	-	-	-	-	-	-
Transfer In - Fund 105 Abatement/RHSP	-	-	-	149,085	-	-	-	-	-	-	-
Transfer In - Fund 501 Fleet & Equipment	-	96,050	16,000	16,000	16,000	-	-	-	-	-	-
<b>Subtotal Other Financing Sources</b>	\$570,431	\$422,249	\$85,750	\$606,147	\$417,749	\$140,750	\$140,750	\$140,750	\$140,750	\$140,800	\$140,800
<b>OTHER FINANCING USES:</b>											
<b>Capital &amp; Other 1-Time</b>	396,064	1,140,965	295,906	1,285,177	2,836,963	558,728	174,826	158,750	138,750	138,750	138,750
Municipal Court	16,077	29,914	17,485	171,721	171,721	18,554	9,240	-	-	-	-
City Council	-	-	-	4,500	4,500	-	-	-	-	-	-
City Manager	6,343	35,811	4,044	28,014	28,014	4,453	2,218	-	-	-	-
Administrative Services	36,525	31,736	17,594	40,874	42,660	20,311	11,371	-	-	-	-
IT 6-Year Strategic Plan	-	-	-	-	-	-	-	158,750	138,750	138,750	138,750
Legal/Clerk	52,361	152,192	18,917	143,442	143,442	18,554	9,240	-	-	-	-
Community & Economic Development	198,300	559,942	22,175	356,223	906,223	58,210	46,289	-	-	-	-
Parks, Recreation & Community Services	7,171	35,298	21,311	56,078	56,078	111,670	10,717	-	-	-	-
Police	79,286	296,072	194,380	484,325	1,484,325	326,977	85,751	-	-	-	-
<b>Interfund Transfers</b>	598,489	1,736,464	682,033	2,940,059	2,440,059	952,101	956,417	830,000	830,000	830,000	830,000
Transfer Out - Fund 101 Street O&M	-	286,624	42,033	204,149	204,149	72,101	76,417	-	-	-	-
Transfer Out - Fund 105 Property Abatement/Rental Housing SP	-	140,000	90,000	215,000	215,000	50,000	50,000	-	-	-	-
Transfer Out - Fund 192 SSMCP	54,750	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Transfer Out - Fund 301 Parks CIP	-	657,125	-	925,275	925,275	80,000	80,000	80,000	80,000	80,000	80,000
Transfer Out - Fund 302 Transportation CIP	310,500	602,715	500,000	1,545,635	1,045,635	700,000	700,000	700,000	700,000	700,000	700,000
Transfer Out - Fund 501 Fleet & Equip Reserves	233,239	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Other Financing Uses</b>	\$994,553	\$2,877,429	\$977,939	\$4,225,236	\$5,277,022	\$1,510,829	\$1,131,243	\$988,750	\$968,750	\$968,750	\$968,750
<b>Total Revenues and Other Sources</b>	\$37,382,587	\$39,415,717	\$37,140,236	\$38,175,327	\$39,372,462	\$39,325,950	\$39,725,600	\$40,356,350	\$41,008,550	\$41,678,600	\$42,362,700
<b>Total Expenditures and other Uses</b>	\$35,322,067	\$38,172,867	\$37,478,578	\$41,730,366	\$42,726,115	\$39,868,498	\$40,114,458	\$41,999,744	\$43,155,631	\$44,429,831	\$45,641,406
<b>Beginning Fund Balance:</b>	\$5,848,860	\$7,909,379	\$5,000,225	\$9,152,227	\$9,152,227	\$5,798,575	\$5,256,027	\$4,867,168	\$3,223,774	\$1,076,693	(\$1,674,538)
<b>Ending Fund Balance:</b>	\$7,909,380	\$9,152,227	\$4,661,883	\$5,597,188	\$5,798,575	\$5,256,027	\$4,867,168	\$3,223,774	\$1,076,693	(\$1,674,538)	(\$4,953,244)
Ending Fund Balance as a % of Gen/Street Operating Revenues	20.9%	22.9%	12.3%	14.5%	14.5%	13.1%	12.0%	7.8%	2.6%	-3.9%	-11.5%
Reserve - Total Target 12% of Gen/Street Operating Revenues	\$4,535,600	\$4,800,348	\$4,562,578	\$4,623,429	\$4,794,673	\$4,819,212	\$4,867,169	\$4,942,860	\$5,021,124	\$5,101,524	\$5,183,616
2% Contingency Reserves	\$755,933	\$800,058	\$760,430	\$770,572	\$799,112	\$803,202	\$811,195	\$823,810	\$836,854	\$850,254	\$863,936
5% General Fund Reserves	\$1,889,833	\$2,000,145	\$1,901,074	\$1,926,429	\$1,997,781	\$2,008,005	\$2,027,988	\$2,059,525	\$2,092,135	\$2,125,635	\$2,159,840
5% Strategic Reserves	\$1,889,833	\$2,000,145	\$1,901,074	\$1,926,429	\$1,997,781	\$2,008,005	\$2,027,988	\$2,059,525	\$2,092,135	\$2,125,635	\$2,159,840
Unreserved / (12% Adopted Reserves Shortfall):	\$3,373,780	\$4,351,879	\$99,305	\$973,759	\$1,003,901	\$436,815	\$0	(\$1,719,086)	(\$3,944,431)	(\$6,776,062)	(\$10,136,860)

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>FUND 101 STREET OPERATIONS &amp; MAINTENANCE</b>											
<b>REVENUES:</b>											
Permits	119,995	135,021	96,000	96,000	137,500	111,500	111,500	111,500	111,500	111,500	111,500
Engineering Review Fees	50	2,754	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
Motor Vehicle Fuel Tax	863,896	871,657	870,000	862,399	862,399	862,400	862,400	862,400	862,400	862,400	862,400
Interest Earnings/Other	568	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Operating Revenues</b>	<b>\$ 984,508</b>	<b>\$ 1,009,432</b>	<b>\$ 967,000</b>	<b>\$ 959,399</b>	<b>\$ 1,000,899</b>	<b>\$ 974,900</b>	<b>\$ 974,900</b>	<b>\$ 974,900</b>	<b>\$ 974,900</b>	<b>\$ 974,900</b>	<b>\$ 974,900</b>
<b>EXPENDITURES:</b>											
Street Lighting	436,063	280,151	164,760	166,043	266,858	395,879	397,484	409,400	421,700	434,400	447,400
Traffic Control Devices	279,351	322,735	425,450	457,029	448,780	407,975	413,844	426,300	439,100	452,300	465,900
Snow & Ice Response	14,636	58,125	15,500	15,500	32,500	15,500	30,500	31,400	32,300	33,300	34,300
Road & Street Preservation	1,297,320	1,424,483	1,375,968	1,533,888	1,491,622	1,545,586	1,535,190	1,635,400	1,684,500	1,735,000	1,787,100
<b>Subtotal Operating Expenditures</b>	<b>\$2,027,370</b>	<b>\$2,085,493</b>	<b>\$1,981,678</b>	<b>\$2,172,460</b>	<b>\$2,239,760</b>	<b>\$2,364,940</b>	<b>\$2,377,018</b>	<b>\$2,502,500</b>	<b>\$2,577,600</b>	<b>\$2,655,000</b>	<b>\$2,734,700</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(\$1,042,861)</b>	<b>(\$1,076,062)</b>	<b>(\$1,014,678)</b>	<b>(\$1,213,061)</b>	<b>(\$1,238,861)</b>	<b>(\$1,390,040)</b>	<b>(\$1,402,118)</b>	<b>(\$1,527,600)</b>	<b>(\$1,602,700)</b>	<b>(\$1,680,100)</b>	<b>(\$1,759,800)</b>
<b>OTHER FINANCING SOURCES:</b>											
Donations/Contributions	10,000	3,000	-	-	-	-	-	-	-	-	-
Judgments, Settlements/Miscellaneous	-	808	-	-	-	-	-	-	-	-	-
Permits Deposits for Professional Services	8,784	1,376	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Transfer In From General Fund	1,182,032	1,187,502	1,054,211	1,434,566	1,462,966	1,462,141	1,478,535	1,540,100	1,615,200	1,693,100	1,773,300
<b>Subtotal Other Financing Sources</b>	<b>\$1,200,815</b>	<b>\$1,192,686</b>	<b>\$1,056,711</b>	<b>\$1,437,066</b>	<b>\$1,465,466</b>	<b>\$1,464,641</b>	<b>\$1,481,035</b>	<b>\$1,542,600</b>	<b>\$1,617,700</b>	<b>\$1,695,600</b>	<b>\$1,775,800</b>
<b>OTHER FINANCING USES:</b>											
Grants/Other	8,784	9,573	-	-	2,600	59,601	63,917	-	-	-	-
Building, Vehicles, Equipment	55,202	119,858	27,033	220,310	220,310	-	-	-	-	-	-
Construction - Traffic Control	28,193	41,664	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,500	16,000
<b>Subtotal Other Financing Uses</b>	<b>\$92,179</b>	<b>\$171,095</b>	<b>\$42,033</b>	<b>\$235,310</b>	<b>\$237,910</b>	<b>\$74,601</b>	<b>\$78,917</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,500</b>	<b>\$16,000</b>
<b>Total Revenues and Other Sources</b>	<b>\$2,185,324</b>	<b>\$2,202,118</b>	<b>\$2,023,711</b>	<b>\$2,396,465</b>	<b>\$2,466,365</b>	<b>\$2,439,541</b>	<b>\$2,455,935</b>	<b>\$2,517,500</b>	<b>\$2,592,600</b>	<b>\$2,670,500</b>	<b>\$2,750,700</b>
<b>Total Expenditures and other Uses</b>	<b>\$2,119,548</b>	<b>\$2,256,588</b>	<b>\$2,023,711</b>	<b>\$2,407,770</b>	<b>\$2,477,670</b>	<b>\$2,439,541</b>	<b>\$2,455,935</b>	<b>\$2,517,500</b>	<b>\$2,592,600</b>	<b>\$2,670,500</b>	<b>\$2,750,700</b>
<b>Beginning Fund Balance:</b>	<b>\$0</b>	<b>\$65,775</b>	<b>\$0</b>	<b>\$11,305</b>	<b>\$11,305</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$65,775</b>	<b>\$11,305</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2016 Annual Actual	2017 Annual Actual	2018			2019 Adopted	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
			Adopted Budget	Revised Budget	YND Est						
<b>FUND 102 REAL ESTATE EXCISE TAX</b>											
<i>REVENUES:</i>											
Real Estate Excise Tax	2,114,687	2,453,402	1,300,000	1,500,000	2,083,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Interest Earnings	1,749	4,606	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$2,116,437</b>	<b>\$2,458,007</b>	<b>\$1,300,000</b>	<b>\$1,500,000</b>	<b>\$2,083,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>
<i>EXPENDITURES:</i>											
Transfer Out - Fund 106 Public Art	-	27,791	-	-	-	-	-	-	-	-	-
Transfer Out - Fund 201 GO Bond Debt Service	-	-	-	-	-	184,000	810,000	1,292,000	1,292,000	1,292,000	1,292,000
Transfer Out - Fund 301 Parks CIP	107,234	525,255	260,000	358,525	358,525	1,443,130	-	-	-	-	-
Transfer Out - Fund 302 Transportation CIP	1,606,071	1,833,824	1,253,465	2,092,298	2,592,298	155,870	890,000	408,000	408,000	408,000	408,000
<b>Total Expenditures</b>	<b>\$1,713,305</b>	<b>\$2,386,870</b>	<b>\$1,513,465</b>	<b>\$2,450,823</b>	<b>\$2,950,823</b>	<b>\$1,783,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>	<b>\$1,700,000</b>
<b>Beginning Fund Balance:</b>	<b>\$476,554</b>	<b>\$879,686</b>	<b>\$319,249</b>	<b>\$950,823</b>	<b>\$950,823</b>	<b>\$83,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$879,686</b>	<b>\$950,823</b>	<b>\$105,784</b>	<b>\$0</b>	<b>\$83,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2016 Annual Actual	2017 Annual Actual	2018			2019 Adopted	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
			Adopted Budget	Revised Budget	YND Est						
<b>FUND 103 LAKEWOOD TRANSPORTATION BENEFIT DISTRICT</b>											
<i>REVENUES:</i>											
\$20 Vehicle License Fee (Net of State Admin Fee)	781,318	822,764	689,000	814,000	814,000	814,000	814,000	814,000	814,000	814,000	814,000
Interest Earnings	1,002	1,810	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$782,320</b>	<b>\$824,574</b>	<b>\$689,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>
<i>EXPENDITURES:</i>											
WCIA Risk Assessment	2,500	-	2,500	-	-	-	-	-	-	-	-
Audit	2,933	1,955	-	-	-	-	-	-	-	-	-
Transfer to Fund 302 Transportation Capital	678,500	777,500	682,500	957,506	957,506	814,000	814,000	814,000	814,000	814,000	814,000
<b>Total Expenditures</b>	<b>\$683,933</b>	<b>\$779,455</b>	<b>\$685,000</b>	<b>\$957,506</b>	<b>\$957,506</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>	<b>\$814,000</b>
<b>Beginning Fund Balance:</b>	<b>\$0</b>	<b>\$98,387</b>	<b>\$4,000</b>	<b>\$143,506</b>	<b>\$143,506</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$98,387</b>	<b>\$143,506</b>	<b>\$8,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
FUND 104 HOTEL/MOTEL LODGING TAX											
REVENUES:											
Special Hotel/Motel Lodging Tax (5%)	\$540,974	\$544,428	\$428,571	\$485,714	\$694,179	\$571,429	\$571,429	\$571,429	\$571,429	\$571,429	\$571,429
Transient Rental income Tax (2%)	216,390	217,771	171,429	214,286	277,671	228,571	228,571	228,571	228,571	228,571	228,571
Interest Earnings	4,900	13,389	-	-	-	-	-	-	-	-	-
Total Revenues	\$762,264	\$775,589	\$600,000	\$700,000	\$971,850	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
EXPENDITURES:											
Lodging Tax Programs	484,275	472,508	600,000	480,411	480,411	1,049,220	800,000	800,000	800,000	800,000	800,000
Lodging Tax Programs-Transfer Out to Fund 301 Parks CIP	103,922	237,049	50,000	955,460	955,460	-	-	-	-	-	-
Total Expenditures	\$588,197	\$709,557	\$650,000	\$1,435,871	\$1,435,871	\$1,049,220	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
Beginning Fund Balance:	\$1,273,140	\$1,447,208	\$469,290	\$1,513,240	\$1,513,240	\$1,049,220	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000
Ending Fund Balance (earmarked for next year's grant awards)	\$1,447,208	\$1,513,240	\$419,290	\$777,369	\$1,049,220	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000	\$800,000

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
FUND 105 PROPERTY ABATEMENT & RENTAL HOUSING SAFETY PROGRAM											
REVENUES:											
Abatement Program:											
Abatement Charges	24,620	56,633	80,319	65,000	97,566	63,000	60,000	60,000	60,000	60,000	60,000
Interest Earnings	1,294	10,489	-	-	5,000	22,000	10,500	10,500	10,500	10,500	10,500
Judgments & Settlements/Other Misc	-	983	-	-	-						
Transfer In - Fund 001 General	35,000	125,000	125,000	250,000	250,000	60,000	60,000	35,000	35,000	35,000	35,000
Rental Housing Safety Program:											
Transfer In - Fund 001 General	-	50,000	-	-	-	25,000	25,000	-	-	-	-
Rental Housing Safety Program Fees	-	96,245	190,000	190,000	50,000	168,600	173,300	155,800	155,800	150,800	150,800
Total Revenues	\$60,914	\$339,349	\$395,319	\$505,000	\$402,566	\$338,600	\$328,800	\$261,300	\$261,300	\$256,300	\$256,300
EXPENDITURES:											
Abatement	74,045	186,174	125,000	458,132	495,698	145,000	130,500	105,500	105,500	105,500	105,500
Rental Housing Safety Program		41,780	123,671	294,465	154,465	193,600	198,300	155,800	155,800	150,800	150,800
Total Expenditures	\$74,045	\$227,954	\$248,671	\$752,597	\$650,163	\$338,600	\$328,800	\$261,300	\$261,300	\$256,300	\$256,300
Beginning Fund Balance:	\$149,331	\$136,201	\$4,889	\$247,597	\$247,597	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance:	\$136,201	\$247,597	\$151,537	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Abatement	\$136,201	\$143,132	\$80,319	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rental Housing Safety Program	\$0	\$104,465	\$71,218	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	2016 Annual Actual	2017 Annual Actual	2018			2019 Adopted	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
			Adopted Budget	Revised Budget	YND Est						
<b>FUND 106 PUBLIC ART</b>											
<i>REVENUES:</i>											
Interest Earnings	139	322	-	-	25	-	-	-	-	-	-
Facility Rentals	6,000	15,000	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Donations/Contributions	25	-	-	-	-	-	-	-	-	-	-
Transfer In - Fund 102 REET	-	27,791	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$6,164</b>	<b>\$43,113</b>	<b>\$10,000</b>	<b>\$15,000</b>	<b>\$15,025</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>
<i>EXPENDITURES:</i>											
Arts Commission Programs	1,031	723	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Public Art	-	62,000	-	32,598	32,622	13,000	13,000	13,000	13,000	13,000	13,000
<b>Total Expenditures</b>	<b>\$1,031</b>	<b>\$62,723</b>	<b>\$2,000</b>	<b>\$34,598</b>	<b>\$34,622</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>
<b>Beginning Fund Balance:</b>	<b>\$34,074</b>	<b>\$39,207</b>	<b>\$19,074</b>	<b>\$19,597</b>	<b>\$19,597</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$39,207</b>	<b>\$19,597</b>	<b>\$27,074</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2016 Annual Actual	2017 Annual Actual	2018			2019 Adopted	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
			Adopted Budget	Revised Budget	YND Est						
<b>FUND 180 NARCOTICS SEIZURE</b>											
<i>REVENUES:</i>											
Forfeitures	140,183	116,037	75,000	75,000	75,000	60,500	70,000	70,000	70,000	70,000	70,000
Law Enforcement Contracts	17,956	8,924	-	26,042	26,042	-	-	-	-	-	-
Interest Earnings	1,757	3,218	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$159,896</b>	<b>\$128,179</b>	<b>\$75,000</b>	<b>\$101,042</b>	<b>\$101,042</b>	<b>\$60,500</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>
<i>EXPENDITURES:</i>											
Investigations / Predictive Policing	271,942	207,600	75,000	385,804	385,804	60,500	70,000	70,000	70,000	70,000	70,000
Capital Purchases	5,355	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$277,297</b>	<b>\$207,600</b>	<b>\$75,000</b>	<b>\$385,804</b>	<b>\$385,804</b>	<b>\$60,500</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>	<b>\$70,000</b>
<b>Beginning Fund Balance:</b>	<b>\$481,585</b>	<b>\$364,183</b>	<b>\$532</b>	<b>\$284,762</b>	<b>\$284,762</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$364,183</b>	<b>\$284,762</b>	<b>\$532</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2016 Annual Actual	2017 Annual Actual	2018			2019 Adopted	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
			Adopted Budget	Revised Budget	YND Est						
<b>FUND 181 FELONY SEIZURE</b>											
<i>REVENUES:</i>											
Forfeitures	194,924	26,147	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$194,924</b>	<b>\$26,147</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>											
Investigations/Predictive Policing	-	124,545	-	45,363	45,363	-	-	-	-	-	-
Capital Purchases	-	2,644	-	-	-	-	-	-	-	-	-
Transfer to Fund 501 Fleet & Equipment	-	48,519	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$175,708</b>	<b>\$0</b>	<b>\$45,363</b>	<b>\$45,363</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Fund Balance:</b>	<b>\$0</b>	<b>\$194,924</b>	<b>\$0</b>	<b>\$45,363</b>	<b>\$45,363</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$194,924</b>	<b>\$45,363</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2016 Annual Actual	2017 Annual Actual	2018			2019 Adopted	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
			Adopted Budget	Revised Budget	YND Est						
<b>FUND 182 FEDERAL SEIZURE</b>											
<i>REVENUES:</i>											
Forfeitures	52,679	-	75,000	75,000	75,000	9,600	39,600	39,600	39,600	39,600	39,600
Interest Earnings	724	328	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$53,403</b>	<b>\$328</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$9,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>
<i>EXPENDITURES:</i>											
Crime Prevention	129,804	117,945	104,900	77,360	77,360	9,600	39,600	39,600	39,600	39,600	39,600
Capital	-	10,469	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$129,804</b>	<b>\$128,414</b>	<b>\$104,900</b>	<b>\$77,360</b>	<b>\$77,360</b>	<b>\$9,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>	<b>\$39,600</b>
<b>Beginning Fund Balance:</b>	<b>\$206,847</b>	<b>\$130,446</b>	<b>\$150,100</b>	<b>\$2,360</b>	<b>\$2,360</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$130,446</b>	<b>\$2,360</b>	<b>\$120,200</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



	2016 Annual Actual	2017 Annual Actual	2018			2019 Adopted	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
			Adopted Budget	Revised Budget	YND Est						
<b>FUND 190 CDBG/GRANTS</b>											
<b>REVENUES:</b>											
Grants	598,286	996,540	423,000	2,125,700	2,125,700	565,000	560,000	560,000	560,000	560,000	560,000
Section 108 Loan Proceeds	-	141,000	-	-	-	-	-	-	-	-	-
Interest Earnings	785	-	-	-	-	-	-	-	-	-	-
Miscellaneous/Contributions	40	-	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$599,110</b>	<b>\$1,137,540</b>	<b>\$423,000</b>	<b>\$2,125,700</b>	<b>\$2,125,700</b>	<b>\$565,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>
<b>EXPENDITURES:</b>											
Grants	573,762	431,704	173,000	1,604,031	1,604,031	265,000	260,000	510,000	510,000	510,000	510,000
Section 108 Loan Repayment	-	-	-	-	-	50,000	50,000	50,000	50,000	50,000	50,000
Transfer Out - Fund 302 Transportation	52,848	693,751	250,000	573,521	573,521	250,000	250,000	-	-	-	-
<b>Total Expenditures</b>	<b>\$626,611</b>	<b>\$1,125,455</b>	<b>\$423,000</b>	<b>\$2,177,552</b>	<b>\$2,177,552</b>	<b>\$565,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>	<b>\$560,000</b>
<b>Beginning Fund Balance:</b>	<b>\$67,267</b>	<b>\$39,767</b>	<b>\$0</b>	<b>\$51,852</b>	<b>\$51,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$39,767</b>	<b>\$51,852</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2016 Annual Actual	2017 Annual Actual	2018			2019 Adopted	2020 Adopted	2021 Projected	2022 Projected	2023 Projected	2024 Projected
			Adopted Budget	Revised Budget	YND Est						
<b>FUND 191 NEIGHBORHOOD STABILIZATION PROGRAM</b>											
<b>REVENUES:</b>											
Grant-NSP 1	-	40,518	-	-	-	-	-	-	-	-	-
Abatement Charges	28,043	53,687	94,716	80,000	80,000	4,500	20,700	20,000	20,000	15,000	15,000
Abatement Interest	991	12,831	-	-	6,000	4,000	4,000	4,000	4,000	4,000	4,000
<b>Total Revenues</b>	<b>\$29,034</b>	<b>\$107,036</b>	<b>\$94,716</b>	<b>\$80,000</b>	<b>\$86,000</b>	<b>\$8,500</b>	<b>\$24,700</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$19,000</b>	<b>\$19,000</b>
<b>EXPENDITURES:</b>											
Grant-NSP 1	39,225	144,251	95,392	185,469	191,469	8,500	24,700	24,000	24,000	19,000	19,000
Grant-NSP 3	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$39,225</b>	<b>\$144,251</b>	<b>\$95,392</b>	<b>\$185,469</b>	<b>\$191,469</b>	<b>\$8,500</b>	<b>\$24,700</b>	<b>\$24,000</b>	<b>\$24,000</b>	<b>\$19,000</b>	<b>\$19,000</b>
<b>Beginning Fund Balance:</b>	<b>\$152,875</b>	<b>\$142,684</b>	<b>\$676</b>	<b>\$105,469</b>	<b>\$105,469</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$142,684</b>	<b>\$105,469</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>FUND 192 SSMCP (SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP)</b>											
<i>REVENUES:</i>											
Grants	239,351	127,421	-	2,442,077	2,442,077	-	-	-	-	-	-
Partner Participation	176,100	181,850	176,805	227,100	227,100	227,100	227,100	227,100	227,100	227,100	227,100
Misc/Other	555	-	-	-	-	-	-	-	-	-	-
Transfer In From Fund 001 General	54,750	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total Revenues</b>	<b>\$470,756</b>	<b>\$359,271</b>	<b>\$226,805</b>	<b>\$2,719,177</b>	<b>\$2,719,177</b>	<b>\$277,100</b>	<b>\$277,100</b>	<b>\$277,100</b>	<b>\$277,100</b>	<b>\$277,100</b>	<b>\$277,100</b>
<i>EXPENDITURES:</i>											
OEA/SSMCP	442,505	340,517	226,805	2,711,188	2,813,685	\$277,100	277,100	228,500	228,500	228,500	228,500
<b>Total Expenditures</b>	<b>\$442,505</b>	<b>\$340,517</b>	<b>\$226,805</b>	<b>\$2,711,188</b>	<b>\$2,813,685</b>	<b>\$277,100</b>	<b>\$277,100</b>	<b>\$228,500</b>	<b>\$228,500</b>	<b>\$228,500</b>	<b>\$228,500</b>
<b>Beginning Fund Balance:</b>	<b>\$47,503</b>	<b>\$75,754</b>	<b>\$0</b>	<b>\$94,508</b>	<b>\$94,508</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,600</b>
<b>Ending Fund Balance:</b>	<b>\$75,754</b>	<b>\$94,508</b>	<b>\$0</b>	<b>\$102,497</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$48,600</b>	<b>\$48,600</b>	<b>\$48,600</b>	<b>\$97,200</b>

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>FUND 195 PUBLIC SAFETY GRANTS</b>											
<i>REVENUES:</i>											
Grants	127,431	100,779	-	65,078	65,078	105,306	130,037	-	-	-	-
Transfer In - Fund 001 General	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$127,431</b>	<b>\$100,779</b>	<b>\$0</b>	<b>\$65,078</b>	<b>\$65,078</b>	<b>\$105,306</b>	<b>\$130,037</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>											
Grants	128,351	99,859	-	65,078	65,078	105,306	130,037	-	-	-	-
<b>Total Expenditures</b>	<b>\$128,351</b>	<b>\$99,859</b>	<b>\$0</b>	<b>\$65,078</b>	<b>\$65,078</b>	<b>\$105,306</b>	<b>\$130,037</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Fund Balance:</b>	<b>\$0</b>	<b>(\$920)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>(\$920)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
FUND 201 GENERAL OBLIGATION BOND DEBT SERVICE											
REVENUES:											
Transfer-In From Fund 001 General	388,304	398,282	478,135	478,135	478,135	442,206	440,656	448,494	445,481	446,981	442,756
Transfer-In From Fund 102 REET	-	-	-	-	-	184,000	810,000	1,292,000	1,292,000	1,292,000	1,292,000
Bond Proceeds	1,884,032	-	-	-	-	-	-	-	-	-	-
Total Revenues	\$2,272,336	\$398,282	\$478,135	\$478,135	\$478,135	\$626,206	\$1,250,656	\$1,740,494	\$1,737,481	\$1,738,981	\$1,734,756
EXPENDITURES:											
Principal & Interest - 59th Avenue	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000
Principal & Interest - Police Station - 2009/2016 LTGO	133,870	129,310	209,038	209,038	209,038	-	-	-	-	-	-
Principal & Interest - Police Station - 2016 LTGO			-	-	-	210,181	209,006	212,594	210,706	213,581	210,981
Principal & Interest - LOCAL LED Streetlight	154,650	155,025	155,150	155,150	155,150	155,025	154,650	158,900	157,775	156,400	154,775
Principle & Interest - Transportation CIP Bond	-	-	-	-	-	184,000	810,000	1,292,000	1,292,000	1,292,000	1,292,000
Bond Refund	1,906,816	36,947	36,947	36,947	36,947	-	-	-	-	-	-
Total Expenditures	\$2,272,336	\$398,282	\$478,135	\$478,135	\$478,135	\$626,206	\$1,250,656	\$1,740,494	\$1,737,481	\$1,738,981	\$1,734,756
Beginning Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$0)
Ending Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	(\$0)	(\$0)

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE											
REVENUES:											
Interest	1,774	(1,421)	-	-	5	-	-	-	-	-	-
Assessments	210,082	202,595	191,881	191,881	191,230	197,600	203,500	209,700	209,700	209,700	216,000
Total Revenues	\$211,856	\$201,175	\$191,881	\$191,881	\$191,235	\$197,600	\$203,500	\$209,700	\$209,700	\$209,700	\$216,000
EXPENDITURES:											
Principal & Interest-Combined LID 1101/1103	525,541	210,454	120,816	125,751	125,105	124,400	128,100	132,000	132,000	132,000	136,000
Principal & Interest - LID 1108	82,660	73,837	71,065	71,065	71,065	73,200	75,400	77,700	77,700	77,700	80,000
Total Expenditures	\$608,201	\$284,291	\$191,881	\$196,816	\$196,170	\$197,600	\$203,500	\$209,700	\$209,700	\$209,700	\$216,000
Beginning Fund Balance:	\$484,396	\$88,051	\$7,319	\$4,935	\$4,935	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)
Ending Fund Balance:	\$88,051	\$4,935	\$7,319	\$0	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)	(\$0)

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
FUND 204 SEWER PROJECT DEBT SERVICE											
REVENUES:											
Sewer Charges (4.75% Sewer Surcharge)	679,787	708,949	660,000	660,000	725,000	745,000	765,000	765,000	765,000	765,000	765,000
Interest Earnings/Other	7,860	12,929	4,500	4,500	9,000	6,400	4,100	6,600	9,200	5,200	1,300
Sanitary Side Sewer Connection Home Loan Repayment	29,560	45,746	20,229	20,229	20,229	20,229	19,377	17,976	17,976	17,976	11,724
Total Revenues	\$717,208	\$767,623	\$684,729	\$684,729	\$754,229	\$771,629	\$788,477	\$789,576	\$792,176	\$788,176	\$778,024
EXPENDITURES:											
PWTFL Debt Service (PW-04-691-PRE-132)	32,390	32,092	31,795	31,795	31,795	31,498	31,201	30,904	30,904	30,904	30,607
PWTFL Debt Service (PW-06-962-022)	310,679	309,206	307,734	307,734	307,734	306,261	304,789	303,317	303,317	303,317	301,844
PWTFL Debt Service (PW-08-951-025)	110,788	110,268	109,748	109,748	109,748	109,227	108,707	108,187	108,187	108,187	107,667
PWTFL Debt Service (PW-12-851-025)	-	2,840	38,214	38,214	38,214	38,036	37,857	37,679	37,679	37,679	37,500
Transfer To Fund 311 Sewer Capital	-	400,000	50,000	68,995	68,995	987,000	55,000	55,000	60,000	1,356,000	60,000
Total Expenditures	\$453,857	\$854,406	\$537,491	\$556,486	\$556,486	\$1,472,022	\$537,554	\$535,086	\$540,086	\$1,836,086	\$537,618
Beginning Fund Balance:	\$616,934	\$880,285	\$782,002	\$793,502	\$793,502	\$991,245	\$290,852	\$541,775	\$796,265	\$1,048,354	\$444
Ending Fund Balance:	\$880,285	\$793,502	\$929,240	\$921,745	\$991,245	\$290,852	\$541,775	\$796,265	\$1,048,354	\$444	\$240,850

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE											
REVENUES:											
Interest Earnings	1,241	1,186	-	-	119	-	-	-	-	-	-
Total Revenues	\$1,241	\$1,186	\$0	\$0	\$119	\$0	\$0	\$0	\$0	\$0	\$0
EXPENDITURES:											
Transfer Out - Fund 001 General	270,000	-	-	-	-	-	-	-	-	-	-
Total Expenditures	\$270,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance:	\$394,501	\$125,742	\$124,501	\$126,928	\$126,928	\$127,047	\$127,047	\$127,047	\$127,047	\$127,047	\$127,047
Ending Fund Balance:	\$125,742	\$126,928	\$124,501	\$126,928	\$127,047	\$127,047	\$127,047	\$127,047	\$127,047	\$127,047	\$127,047

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>FUND 301 PARKS CAPITAL</b>											
<b>REVENUES:</b>											
Grants	715,566	518,674	1,300,000	2,080,000	2,080,000	-	-	-	-	-	-
Funds Anticipated	-	-	-	-	-	1,031,870	2,850,000	-	500,000	-	-
Interest Earnings	284	5,474	-	-	-	-	-	-	-	-	-
Contributions/Donations	393,050	100,250	50,000	184,000	184,000	-	-	-	-	-	-
Proceeds from Sale of Land	-	404,474	-	-	-	-	-	-	-	-	-
Transfer In From Fund 001 General	-	657,125	-	945,684	945,684	80,000	80,000	80,000	80,000	80,000	80,000
Transfer In From Fund 102 REET	107,234	525,255	260,000	358,525	358,525	1,443,130	-	-	-	-	-
Transfer In From Fund 104 Hotel/Motel Lodging Tax	103,922	237,049	50,000	955,461	955,461	-	-	-	-	-	-
Transfer In From Fund 401 Surface Water Mgmt	56,324	41,586	200,000	397,964	397,964	50,000	50,000	-	-	-	-
<b>Total Revenues</b>	<b>\$1,376,380</b>	<b>\$2,489,886</b>	<b>\$1,860,000</b>	<b>\$4,921,634</b>	<b>\$4,921,634</b>	<b>\$2,605,000</b>	<b>\$2,980,000</b>	<b>\$80,000</b>	<b>\$580,000</b>	<b>\$80,000</b>	<b>\$80,000</b>
<b>EXPENDITURES:</b>											
Capital	1,226,510	1,733,444	1,860,000	5,915,053	5,915,053	1,725,000	3,860,000	3,300,000	3,180,000	1,530,000	80,000
Transfer to Fund 001 General Fund	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$1,226,510</b>	<b>\$1,733,444</b>	<b>\$1,860,000</b>	<b>\$5,915,053</b>	<b>\$5,915,053</b>	<b>\$1,725,000</b>	<b>\$3,860,000</b>	<b>\$3,300,000</b>	<b>\$3,180,000</b>	<b>\$1,530,000</b>	<b>\$80,000</b>
<b>Beginning Fund Balance:</b>	<b>\$87,106</b>	<b>\$236,976</b>	<b>\$0</b>	<b>\$993,419</b>	<b>\$993,419</b>	<b>\$0</b>	<b>\$880,000</b>	<b>\$0</b>	<b>(\$3,220,000)</b>	<b>(\$5,820,000)</b>	<b>(\$7,270,000)</b>
<b>Ending Fund Balance:</b>	<b>\$236,976</b>	<b>\$993,419</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$880,000</b>	<b>\$0</b>	<b>(\$3,220,000)</b>	<b>(\$5,820,000)</b>	<b>(\$7,270,000)</b>	<b>(\$7,270,000)</b>

Parks Capital Projects (2019-2024)	2019	2020	2021	2022	2023	2024
301.0033 Fort Steilacoom Park Pavilion Phase II	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -
301.0035 Fort Steilacoom Park Pavilion Restroom Improvements	70,000	-	-	-	-	-
301.0014 Fort Steilacoom Park/Angle Lane Parking & Trail Improvement	975,000	-	-	-	-	-
301.0023 Fort Steilacoom Park Ball Field Lighting	-	-	-	-	1,200,000	-
301.0025 Fort Steilacoom Park ADA/Sensory All Abilities Playground	-	150,000	-	-	-	-
301.0024 Fort Steilacoom Park Barn Restoration	-	100,000	2,600,000	3,000,000	-	-
301.0031 Fort Steilacoom Park Turf Infields	-	1,250,000	-	-	-	-
301.0026 Harry Todd Park Phase II (Waterfront)	200,000	1,100,000	-	-	-	-
301.0012 Springbrook Park Acquisition Phase III	150,000	-	-	-	-	-
301.0032 Springbrook Park Expansion V	-	750,000	-	-	-	-
301.0027 American Lake Improvements (ADA, Playground, Sanicam Enclosure)	-	250,000	-	-	-	-
301.0028 Oakbrook Park Improvements	50,000	-	50,000	-	-	-
301.0005 Chambers Creek Trail	100,000	100,000	-	-	-	-
301.0020 Wards Lake Improvements	-	30,000	370,000	-	-	-
301.0006 Gateways	100,000	50,000	100,000	100,000	-	-
301.0016 Park Equipment Replacement	20,000	20,000	20,000	20,000	20,000	20,000
301.0017 Park Playground Resurfacing	10,000	10,000	10,000	10,000	10,000	10,000
301.0034 Kiwanis Park Playground Replacement	-	-	100,000	-	-	-
301.0018 Project Support	50,000	50,000	50,000	50,000	50,000	50,000
<b>Total</b>	<b>\$ 1,725,000</b>	<b>\$ 3,860,000</b>	<b>\$ 3,300,000</b>	<b>\$ 3,180,000</b>	<b>\$ 1,530,000</b>	<b>\$ 80,000</b>
<b>Total 2019 - 2024</b>						<b>\$ 13,675,000</b>

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>FUND 302 TRANSPORTATION CAPITAL PROJECT</b>											
<b>REVENUES:</b>											
Motor Vehicle Excise Tax	352,859	356,029	350,000	352,247	352,247	350,000	350,000	350,000	350,000	350,000	350,000
State Transportation Package - Multi-Modal Distribution	59,757	61,819	61,740	83,585	83,585	82,400	82,400	82,400	82,400	82,400	82,400
State Transportation Package - Increased Gas Tax	34,887	54,092	54,096	72,914	72,914	72,300	72,300	72,300	72,300	72,300	72,300
Grants	10,212,497	5,698,373	15,259,100	9,874,518	9,874,518	810,000	1,675,000	2,533,400	585,600	-	-
Contributions from Utilities/Developers/Partners	1,296,106	337,005	20,000	20,000	20,000	-	-	-	-	-	-
LID Financing	-	-	220,000	1,240,000	1,240,000	-	-	-	-	-	-
Proceeds from Sale of Asset/Street Vacation	2,000	1,000	-	-	-	-	-	-	-	-	-
Interest/Other	(7,402)	12,973	-	-	-	-	-	-	-	-	-
Interfund Loan From Fleet & Equipment Reserves	-	505,778	-	514,222	514,222	-	-	-	-	-	-
GO Bond Proceeds	-	-	-	-	-	5,000,000	6,000,000	6,600,000	-	-	-
Transfer In - Fund 001 General	310,500	602,715	500,000	1,545,635	1,045,635	700,000	700,000	700,000	700,000	700,000	700,000
Transfer In - Fund 102 REET	1,606,071	1,833,824	1,253,465	2,092,298	2,592,298	155,870	890,000	408,000	408,000	408,000	408,000
Transfer In - Fund 103 TBD	678,500	777,500	682,500	957,506	957,506	814,000	814,000	814,000	814,000	814,000	814,000
Transfer In - Fund 190 CDBG	52,848	693,751	250,000	573,521	573,521	250,000	250,000	-	-	-	-
Transfer In - Fund 401 SWM	870,269	666,365	1,372,000	1,680,669	1,680,669	614,000	1,870,000	1,266,000	223,000	127,400	-
<b>Total Revenues</b>	<b>\$15,468,893</b>	<b>\$11,601,224</b>	<b>\$20,022,901</b>	<b>\$19,007,115</b>	<b>\$19,007,115</b>	<b>\$8,848,570</b>	<b>\$12,703,700</b>	<b>\$12,826,100</b>	<b>\$3,235,300</b>	<b>\$2,554,100</b>	<b>\$2,426,700</b>
<b>EXPENDITURES:</b>											
Capital Projects	13,744,784	12,098,080	19,958,600	19,911,949	20,196,090	6,655,000	14,320,000	12,506,000	4,367,960	2,618,810	2,426,700
Transfer Out - Fund 301 Parks CIP	-	-	-	20,409	20,409	-	-	-	-	-	-
Transfer Out - Fund 401 SWM	302,397	-	-	-	-	-	-	-	-	-	-
Intefund Loan Repayment	-	-	-	1,020,000	1,020,000	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$14,047,181</b>	<b>\$12,098,080</b>	<b>\$19,958,600</b>	<b>\$20,952,358</b>	<b>\$21,236,499</b>	<b>\$6,655,000</b>	<b>\$14,320,000</b>	<b>\$12,506,000</b>	<b>\$4,367,960</b>	<b>\$2,618,810</b>	<b>\$2,426,700</b>
<b>Beginning Fund Balance:</b>	<b>\$1,604,528</b>	<b>\$3,026,240</b>	<b>\$387,787</b>	<b>\$2,529,384</b>	<b>\$2,529,384</b>	<b>\$300,000</b>	<b>\$2,493,570</b>	<b>\$877,270</b>	<b>\$1,197,370</b>	<b>\$64,710</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$3,026,240</b>	<b>\$2,529,384</b>	<b>\$452,088</b>	<b>\$584,141</b>	<b>\$300,000</b>	<b>\$2,493,570</b>	<b>\$877,270</b>	<b>\$1,197,370</b>	<b>\$64,710</b>	<b>\$0</b>	<b>\$0</b>

Transportation Capital Projects (2019-2024)	2019	2020	2021	2022	2023	2024
302.0001 Personnel, Engineering & Professional Services	\$ 532,000	\$ 559,000	\$ 587,000	\$ 616,000	\$ 647,000	\$ 671,600
302.0002 Street Lights: New LED Streetlight	170,000	170,000	175,000	175,000	180,000	180,000
302.0003 Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000	27,000	27,000	30,000	30,000
302.0004 Minor Capital & Major Maintenance	250,000	250,000	260,000	260,000	270,000	270,000
302.0005 Chip Seal Program - Local Access Roads	360,000	360,000	380,000	380,000	390,000	390,000
302.0053 Streets: 123rd St SW - Bridgeport Way to 47th Ave SW	350,000	367,000	-	-	-	-
302.0059 Traffic Signal New: Durango Street/Steilacoom Boulevard	-	-	-	-	-	885,100
302.0060 Traffic Signal Replacement: 100th & Lakewood Drive	551,000	-	-	-	-	-
302.0063 Colonial Center Plaza	2,127,000	-	-	-	-	-
302.0066 Overlay: Custer - Steilacoom to John Dower	568,000	-	-	-	-	-
302.0068 Overlay: Pacific Hwy - 108th to SR512	-	-	31,000	680,000	-	-
302.0080 Overlay: 108th St - Bridgeport Way to Pacific Highway	-	110,000	746,000	-	-	-
302.0131 Overlay & Sidewalk Fill-In: Custer Rd - John Dower to 500' West of BPW	-	-	-	240,000	600,000	-
302.0074 Streets: South Tacoma Way - 88th to 80th St (Design)	-	-	515,000	-	-	-
302.0133 Street & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisition	-	-	1,183,000	-	-	-
302.0077 Non-Motorized Trail: Gravelly Lake Dr. - Washington Blvd to Nyanza Rd SW	-	330,000	4,268,000	-	-	-
302.0135 Streets: WA Blvd and Edgewood Dr (North Fort to Gravelly Lake Dr)	-	-	484,000	1,989,960	501,810	-
Phase I - WA Blvd: Interlaaken to Gravelly Lake Drive Double Roundabouts						
302.0137 Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	289,000	798,000	3,850,000	-	-	-
302.0134 Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park	809,000	6,690,000	-	-	-	-
302.0138 Sidewalks: Onyx Dr. SW - 89th to 97th and Garnet to Phillips	624,000	4,661,000	-	-	-	-
<b>Total</b>	<b>\$ 6,655,000</b>	<b>\$ 14,320,000</b>	<b>\$ 12,506,000</b>	<b>\$ 4,367,960</b>	<b>\$ 2,618,810</b>	<b>\$ 2,426,700</b>
						<b>Total 2019 - 2024 \$ 42,894,470</b>



	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>FUND 311 SEWER CAPITAL PROJECT</b>											
<b>REVENUES:</b>											
Grants	161,485	50,000	-	-	-	-	-	-	-	-	-
Sewer Availability Charge	-	-	-	-	-	145,000	140,000	140,000	140,000	140,000	140,000
Interest Earnings	(29)	(360)	-	-	-	-	-	-	-	-	-
Public Works Trust Fund Loan	320,705	-	-	-	-	-	-	-	-	-	-
Transfer In Fund 204 Sewer Project Debt (Sewer Surcharge 4.75%)	-	400,000	85,000	103,995	103,995	987,000	55,000	55,000	60,000	1,356,000	60,000
Transfer In Fund 312 Sanitary Sewer Connection Capital	600,000	-	-	-	-	712,390	-	-	-	-	-
<b>Total Revenues</b>	<b>\$1,082,161</b>	<b>\$449,640</b>	<b>\$85,000</b>	<b>\$103,995</b>	<b>\$103,995</b>	<b>\$1,844,390</b>	<b>\$195,000</b>	<b>\$195,000</b>	<b>\$200,000</b>	<b>\$1,496,000</b>	<b>\$200,000</b>
<b>EXPENDITURES:</b>											
Administration	-	-	-	-	-	35,000	35,000	35,000	35,000	35,000	35,000
Capital	1,402,785	387,104	85,000	127,472	127,472	1,139,000	88,000	836,000	114,000	1,356,000	60,000
<b>Total Expenditures</b>	<b>1,402,785</b>	<b>\$387,104</b>	<b>\$85,000</b>	<b>\$127,472</b>	<b>\$127,472</b>	<b>\$1,174,000</b>	<b>\$123,000</b>	<b>\$871,000</b>	<b>\$149,000</b>	<b>\$1,391,000</b>	<b>\$95,000</b>
<b>Beginning Fund Balance:</b>	<b>\$309,803</b>	<b>(\$10,821)</b>	<b>\$39,173</b>	<b>\$51,716</b>	<b>\$51,716</b>	<b>\$28,239</b>	<b>\$698,629</b>	<b>\$770,629</b>	<b>\$94,629</b>	<b>\$145,629</b>	<b>\$250,629</b>
<b>Ending Fund Balance:</b>	<b>(\$10,821)</b>	<b>\$51,716</b>	<b>\$39,173</b>	<b>\$28,239</b>	<b>\$28,239</b>	<b>\$698,629</b>	<b>\$770,629</b>	<b>\$94,629</b>	<b>\$145,629</b>	<b>\$250,629</b>	<b>\$355,629</b>

Sewer Capital Projects (2019-2024)	Sewer Capital Projects (2019-2024)	2019	2020	2021	2022	2023	2024
311.0002 Side Sewer CIPs (Sewer Surcharge 4.75%)	311.0002	\$ 53,000	\$ 55,000	\$ 55,000	\$ 60,000	\$ 60,000	\$ 60,000
311.0004 N. Thorne Ln. Sewer Extension (Sewer Surcharge 4.75%)	311.0004	934,000	-	-	-	-	-
311.0005 Maple St. Sewer Extension	311.0005	-	33,000	781,000	-	-	-
311.0006 Rose Rd. & Forest Rd. Sewer Extension (Sewer Surcharge 4.75%)	311.0006	-	-	-	54,000	1,296,000	-
311.0013 Ft. Steilacoom Park Sewer Extension	311.0013	152,000	-	-	-	-	-
<b>Total</b>	<b>Total</b>	<b>\$ 1,139,000</b>	<b>\$ 88,000</b>	<b>\$ 836,000</b>	<b>\$ 114,000</b>	<b>\$ 1,356,000</b>	<b>\$ 60,000</b>
<b>Total 2019 - 2024</b>							<b>3,593,000</b>

Sewer Capital Projects (2025-2033)*	Sewer Capital Projects (2025-2033)*	2027	2028	2029	2030	2031	2032	2033
311.0007 Wadsworth, Silcox & Boat St. Sewer Extension	311.0007	\$ 1,839,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
311.0008 Grant Ave. & Orchard St. Sewer Extension	311.0008	-	1,223,000	-	-	-	-	-
311.0009 Washington Ave. & W. Thorne Ln. Sewer Extension	311.0009	-	-	-	1,976,000	-	-	-
311.0010 Grant Ave & Lake St. Sewer Extension	311.0010	-	-	-	-	1,190,000	-	-
311.0011 Washington Ave & Lake St Sewer Ext	311.0011	-	-	-	-	-	875,000	-
311.0012 Boundary St. & Military Ave. Sewer Ext	311.0012	-	-	-	-	-	-	651,000
<b>Total</b>	<b>Total</b>	<b>\$ 1,839,000</b>	<b>\$ 1,223,000</b>	<b>\$ -</b>	<b>\$ 1,976,000</b>	<b>\$ 1,190,000</b>	<b>\$ 875,000</b>	<b>\$ 651,000</b>
<b>Total 2025 - 2033</b>							<b>\$ 7,754,000</b>	

\* There are no projects planned for years 2025, 2026 and 2029.

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>FUND 312 SANITARY SEWER CONNECTION CAPITAL</b>											
<i>REVENUES:</i>											
Sewer Availability Charge	212,098	175,881	346,000	175,000	150,000	-	-	-	-	-	-
Interest Earnings	4,085	6,152	-	-	627	-	-	-	-	-	-
Proceeds From Lien	1,164	1,354	-	-	184	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$217,347</b>	<b>\$183,388</b>	<b>\$346,000</b>	<b>\$175,000</b>	<b>\$150,811</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>											
Capital & Administration	28,019	34,619	-	55,500	55,000	-	-	-	-	-	-
Transfer To Fund 311 Sewer Capital Project	600,000	-	35,000	35,000	35,000	712,390	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$628,019</b>	<b>\$34,619</b>	<b>\$35,000</b>	<b>\$90,500</b>	<b>\$90,000</b>	<b>\$712,390</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Fund Balance:</b>	<b>\$913,482</b>	<b>\$502,810</b>	<b>\$880,482</b>	<b>\$651,579</b>	<b>\$651,579</b>	<b>\$712,390</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>
<b>Ending Fund Balance:</b>	<b>\$502,810</b>	<b>\$651,579</b>	<b>\$1,191,482</b>	<b>\$736,079</b>	<b>\$712,390</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>	<b>(\$0)</b>

	2016	2017	2018			2019	2020	2021	2022	2023	2024	
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected	
FUND 401 SURFACE WATER MANAGEMENT												
REVENUES:												
Storm Drainage Fees & Charges	2,737,294	2,721,733	2,735,000	2,735,000	2,735,000	3,726,200	3,904,100	4,076,720	4,250,230	4,424,950	4,535,580	
Site Development Permit Fee	31,201	39,534	21,000	21,000	47,000	30,000	30,000	30,000	30,000	30,000	30,000	
Interest Earnings	22,548	46,966	2,000	2,000	42,000	21,600	20,800	8,900	4,700	10,500	18,600	
Subtotal Operating Revenues	\$2,791,042	\$2,808,232	\$2,758,000	\$2,758,000	\$2,824,000	\$3,777,800	\$3,954,900	\$4,115,620	\$4,284,930	\$4,465,450	\$4,584,180	
% Revenue Change over Prior Year	1.31%	0.62%	-1.79%	-1.79%	0.56%	33.77%	4.69%	4.06%	4.11%	4.21%	2.66%	
EXPENDITURES:												
Engineering Services	1,221,765	1,217,665	1,608,972	1,652,569	1,650,184	1,832,745	1,824,594	1,879,300	1,935,700	1,993,800	2,053,600	
Operations & Maintenance	630,767	766,787	918,055	918,055	918,055	856,300	860,354	886,200	912,800	940,200	968,400	
Transfer to Fund 001 General Admin Support	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	
Subtotal Operating Expenditures	\$2,137,231	\$2,269,152	\$2,811,727	\$2,855,324	\$2,852,939	\$2,973,745	\$2,969,648	\$3,050,200	\$3,133,200	\$3,218,700	\$3,306,700	
% Expenditure Change over Prior Year	-3.44%	6.17%	23.91%	25.83%	25.73%	4.23%	-0.14%	2.71%	2.72%	2.73%	2.73%	
OPERATING INCOME (LOSS)	\$653,811	\$539,080	(\$53,727)	(\$97,324)	(\$28,939)	\$804,055	\$985,252	\$1,065,420	\$1,151,730	\$1,246,750	\$1,277,480	
As a % of Operating Expenditures	30.6%	23.8%	-1.9%	-3.4%	-1.0%	27.0%	33.2%	34.9%	36.8%	38.7%	38.6%	
OTHER FINANCING SOURCES:												
Grants/Contributions	190,115	138,015	-	17,601	17,601	-	-	-	-	-	-	
Flood Control Opportunity Fund	-	-	-	250,000	250,000	-	-	-	-	-	-	
Transfer In From Fund 302 Transportation Capital	302,397	-	-	-	-	-	-	-	-	-	-	
Subtotal Other Financing Sources	\$492,512	\$138,015	\$0	\$267,601	\$267,601	\$0	\$0	\$0	\$0	\$0	\$0	
OTHER FINANCING USES:												
Capital/1-Time	574,156	726,559	15,811	656,563	656,563	216,252	253,718	215,000	350,000	315,000	-	
Transfer to Fund 301 Parks CIP	56,324	41,586	200,000	397,964	397,964	50,000	50,000	-	-	-	-	
Transfer to Fund 302 Transportation Capital	870,269	666,365	1,372,000	1,680,669	1,680,669	614,000	1,870,000	1,266,000	223,000	127,400	-	
Transfer to Fund 502 Property Management	-	-	-	38,000	38,000	-	-	-	-	-	-	
Subtotal Other Financing Uses	\$1,500,749	\$1,434,510	\$1,587,811	\$2,773,196	\$2,773,196	\$880,252	\$2,173,718	\$1,481,000	\$573,000	\$442,400	\$0	
Total Revenues and Other Sources	\$3,283,554	\$2,946,247	\$2,758,000	\$3,025,601	\$3,091,601	\$3,777,800	\$3,954,900	\$4,115,620	\$4,284,930	\$4,465,450	\$4,584,180	
Total Expenditures and other Uses	\$3,637,980	\$3,703,663	\$4,399,538	\$5,628,520	\$5,626,135	\$3,853,997	\$5,143,366	\$4,531,200	\$3,706,200	\$3,661,100	\$3,306,700	
Beginning Fund Balance:	\$5,801,449	\$5,447,023	\$2,396,596	\$4,689,608	\$4,689,608	\$2,155,074	\$2,078,877	\$890,411	\$474,831	\$1,053,561	\$1,857,911	
Ending Fund Balance:	\$5,447,023	\$4,689,608	\$755,058	\$2,086,689	\$2,155,074	\$2,078,877	\$890,411	\$474,831	\$1,053,561	\$1,857,911	\$3,135,391	
17% Operating Reserves (of operating revenues)	\$474,477	\$477,399	\$468,860	\$468,860	\$480,080	n/a	n/a	n/a	n/a	n/a	n/a	
33% Operating Reserves (of operating expenditures)	n/a	n/a	\$0	\$0	n/a	\$981,336	\$979,984	\$1,006,566	\$1,033,956	\$1,062,171	\$1,091,211	
1% Capital Reserves	n/a	n/a	\$0	\$0	n/a	\$478,940	\$481,477	\$483,627	\$487,127	\$490,277	\$490,277	
Unreserved / (Shortfall):	\$4,972,546	\$4,212,208	\$286,198	\$1,617,829	\$1,674,994	\$618,602	(\$571,049)	(\$1,015,361)	(\$467,521)	\$305,464	\$1,553,904	
SWM Capital Projects (2019-2024)												
SWM Capital Projects (2019-2024)						2019	2020	2021	2022	2023	2024	
401.0012 Outfall Retrofit Feasibility Project						\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	
401.0013 58th Ave Ct Bioretention Swale						80,000	-	-	-	-	-	
401.0014 2021 Water Quality Improvements						-	20,000	180,000	-	-	-	
401.0015 Oakbrook Outfall Retrofits						25,000	225,000	-	-	-	-	
401.0016 112th St Drainage Improvements						-	-	35,000	315,000	-	-	
401.0020 2023 Drainage Pipe Repair Project						-	-	-	35,000	315,000	-	
Total						\$ 165,000	\$ 245,000	\$ 215,000	\$ 350,000	\$ 315,000	\$ -	
									Total 2019 - 2024			1,290,000

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>FUND 501 FLEET &amp; EQUIPMENT</b>											
<b>OPERATING REVENUES:</b>											
M&O Revenue	491,653	649,107	751,720	751,720	701,720	740,720	740,720	763,400	786,700	810,700	835,400
Interest Earnings	15,394	29,379	4,000	4,000	4,000	15,000	15,000	15,000	15,000	15,000	15,000
Insurance Recovery	-	-	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$507,047</b>	<b>\$678,487</b>	<b>\$755,720</b>	<b>\$755,720</b>	<b>\$705,720</b>	<b>755,720</b>	<b>755,720</b>	<b>\$778,400</b>	<b>\$801,700</b>	<b>\$825,700</b>	<b>\$850,400</b>
<b>OPERATING EXPENDITURES:</b>											
Fuel/Gasoline	262,724	317,678	424,150	424,150	374,150	424,150	424,150	436,900	450,000	463,500	477,400
Other Supplies	1,725	18,195	3,990	3,990	3,990	3,990	3,990	4,100	4,200	4,300	4,400
Repairs & Maintenance	263,832	342,474	327,580	327,580	327,580	327,580	327,580	337,400	347,500	357,900	368,600
Other Services & Charges	140	140	-	-	-	-	-	-	-	-	-
Intergovernmental	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$528,421</b>	<b>\$678,487</b>	<b>\$755,720</b>	<b>\$755,720</b>	<b>\$705,720</b>	<b>755,720</b>	<b>\$755,720</b>	<b>\$778,400</b>	<b>\$801,700</b>	<b>\$825,700</b>	<b>\$850,400</b>
<b>Operating Revenue Over/(Under) Expenditures</b>	<b>(\$21,374)</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>OTHER FINANCING SOURCES:</b>											
Interfund Loan (Fund 302 LID Interim Financing)	-	-	-	1,020,000	1,020,000	-	-	-	-	-	-
Replacement Reserves Collections	972,694	831,415	917,326	917,326	979,370	805,481	-	782,000	782,000	782,000	782,000
Capital Contribution	-	79,941	-	137,500	125,000	127,320	-	-	-	-	-
Proceeds From Sale of Assets	90,355	29,175	16,000	16,000	16,000	-	-	-	-	-	-
Transfer In From Fund 001 General	233,239	-	-	-	-	-	-	-	-	-	-
Transfer In from Fund 181 Felony Seizure	-	48,519	-	-	-	-	-	-	-	-	-
Transfer In From Fund 504 Risk Management	79,884	4,395	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$1,376,172</b>	<b>\$993,445</b>	<b>\$933,326</b>	<b>\$2,090,826</b>	<b>\$2,140,370</b>	<b>\$932,801</b>	<b>\$0</b>	<b>\$782,000</b>	<b>\$782,000</b>	<b>\$782,000</b>	<b>\$782,000</b>
<b>OTHER FINANCING USES:</b>											
Fleet & Equipment New & Replacement	388,957	965,660	294,000	776,417	776,417	905,000	596,300	-	-	-	-
Interfund Loan To Fund 302 LID Interim Financing	-	505,778	-	514,222	514,222	-	-	-	-	-	-
Transfer to Fund 001 General	-	96,050	16,000	16,000	16,000	-	-	-	-	-	-
Transfer to Fund 502 Information Technology	123,189	-	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Uses</b>	<b>\$512,146</b>	<b>\$1,567,488</b>	<b>\$310,000</b>	<b>\$1,306,639</b>	<b>\$1,306,639</b>	<b>\$905,000</b>	<b>\$596,300</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,883,219</b>	<b>\$1,671,932</b>	<b>\$1,689,046</b>	<b>\$2,846,546</b>	<b>\$2,846,090</b>	<b>\$1,688,521</b>	<b>\$755,720</b>	<b>\$1,560,400</b>	<b>\$1,583,700</b>	<b>\$1,607,700</b>	<b>\$1,632,400</b>
<b>Total Expenditures</b>	<b>\$1,040,567</b>	<b>\$2,245,975</b>	<b>\$1,065,720</b>	<b>\$2,062,359</b>	<b>\$2,012,359</b>	<b>\$1,660,720</b>	<b>\$1,352,020</b>	<b>\$778,400</b>	<b>\$801,700</b>	<b>\$825,700</b>	<b>\$850,400</b>
<b>Beginning Fund Balance:</b>	<b>\$3,684,937</b>	<b>\$4,527,589</b>	<b>\$4,594,267</b>	<b>\$3,953,548</b>	<b>\$3,953,548</b>	<b>\$4,787,279</b>	<b>\$4,815,080</b>	<b>\$4,218,780</b>	<b>\$5,000,780</b>	<b>\$5,782,780</b>	<b>\$6,564,780</b>
<b>Ending Fund Balance:</b>	<b>\$4,527,589</b>	<b>\$3,953,546</b>	<b>\$5,217,593</b>	<b>\$4,737,735</b>	<b>\$4,787,279</b>	<b>\$4,815,080</b>	<b>\$4,218,780</b>	<b>\$5,000,780</b>	<b>\$5,782,780</b>	<b>\$6,564,780</b>	<b>\$7,346,780</b>

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>FUND 502 PROPERTY MANAGEMENT</b>											
<i>OPERATING REVENUES:</i>											
M&O Revenue	731,389	718,379	591,390	653,588	653,588	677,111	678,684	699,100	720,100	741,700	763,900
Interest Earnings	1,658	2,731	-	-	-	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 733,047</b>	<b>\$ 721,111</b>	<b>\$ 591,390</b>	<b>\$ 653,588</b>	<b>\$ 653,588</b>	<b>\$ 677,111</b>	<b>\$ 678,684</b>	<b>\$ 699,100</b>	<b>\$ 720,100</b>	<b>\$ 741,700</b>	<b>\$ 763,900</b>
<i>OPERATING EXPENDITURES:</i>											
City Hall Facility	328,130	397,455	290,840	348,265	348,265	369,505	371,045	382,200	393,700	405,500	417,700
Police Station	252,103	259,006	232,870	236,849	236,849	239,249	239,277	246,500	253,900	261,500	269,300
Parking Facilities/Light Rail	152,814	61,185	67,680	68,474	68,474	68,357	68,362	70,400	72,500	74,700	76,900
<b>Total Operating Expenditures</b>	<b>\$ 733,047</b>	<b>\$ 717,646</b>	<b>\$ 591,390</b>	<b>\$ 653,588</b>	<b>\$ 653,588</b>	<b>\$ 677,111</b>	<b>\$ 678,684</b>	<b>\$ 699,100</b>	<b>\$ 720,100</b>	<b>\$ 741,700</b>	<b>\$ 763,900</b>
<b>Operating Revenue Over/(Under) Expenditures</b>	<b>\$ -</b>	<b>\$ 3,464</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>OTHER FINANCING SOURCES:</i>											
Replacement Reserve Collections	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
Transfer in From Fund 401 SWM	-	-	-	38,000	38,000	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 138,000</b>	<b>\$ 138,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<i>OTHER FINANCING USES:</i>											
Capital/1-Time/6-Year Property Management Plan	69,178	44,633	75,000	333,464	258,464	68,000	95,000	145,000	205,000	145,500	255,000
<b>Total Other Financing Uses</b>	<b>\$ 69,178</b>	<b>\$ 44,633</b>	<b>\$ 75,000</b>	<b>\$ 333,464</b>	<b>\$ 258,464</b>	<b>\$ 68,000</b>	<b>\$ 95,000</b>	<b>\$ 145,000</b>	<b>\$ 205,000</b>	<b>\$ 145,500</b>	<b>\$ 255,000</b>
<b>Total Revenues</b>	<b>\$ 733,047</b>	<b>\$ 821,111</b>	<b>\$ 691,390</b>	<b>\$ 791,588</b>	<b>\$ 791,588</b>	<b>\$ 777,111</b>	<b>\$ 778,684</b>	<b>\$ 799,100</b>	<b>\$ 820,100</b>	<b>\$ 841,700</b>	<b>\$ 863,900</b>
<b>Total Expenditures</b>	<b>\$ 802,226</b>	<b>\$ 762,279</b>	<b>\$ 666,390</b>	<b>\$ 987,052</b>	<b>\$ 912,052</b>	<b>\$ 745,111</b>	<b>\$ 773,684</b>	<b>\$ 844,100</b>	<b>\$ 925,100</b>	<b>\$ 887,200</b>	<b>\$ 1,018,900</b>
<b>Beginning Fund Balance:</b>	<b>\$447,246</b>	<b>\$378,068</b>	<b>\$225,767</b>	<b>\$436,900</b>	<b>\$436,900</b>	<b>\$316,436</b>	<b>\$348,436</b>	<b>\$353,436</b>	<b>\$308,436</b>	<b>\$203,436</b>	<b>\$157,936</b>
<b>Ending Fund Balance:</b>	<b>\$378,068</b>	<b>\$436,900</b>	<b>\$250,767</b>	<b>\$241,436</b>	<b>\$316,436</b>	<b>\$348,436</b>	<b>\$353,436</b>	<b>\$308,436</b>	<b>\$203,436</b>	<b>\$157,936</b>	<b>\$2,936</b>

	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>FUND 503 INFORMATION TECHNOLOGY</b>											
<b>REVENUES:</b>											
M&O Revenue	931,086	1,083,900	1,351,800	1,384,678	1,384,678	1,597,212	1,690,139	1,740,900	1,834,200	1,847,100	1,908,500
Misc/Interest/Other	808	0	-	-	-	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 931,894</b>	<b>\$ 1,083,901</b>	<b>\$ 1,351,800</b>	<b>\$ 1,384,678</b>	<b>\$ 1,384,678</b>	<b>\$ 1,597,212</b>	<b>\$ 1,690,139</b>	<b>\$ 1,740,900</b>	<b>\$ 1,834,200</b>	<b>\$ 1,847,100</b>	<b>\$ 1,908,500</b>
<b>EXPENDITURES:</b>											
Personnel	468,661	494,918	494,270	517,148	517,148	546,982	558,529	575,300	592,600	610,400	628,700
Supplies	59,497	44,135	108,020	108,020	108,020	174,520	174,520	179,800	185,200	190,800	196,500
Services & Charges	531,204	551,805	749,510	737,542	737,542	875,710	957,090	985,800	1,015,400	1,045,900	1,077,300
6-Year IT Strategic Plan	-	-	-	-	-	-	-	-	41,000	-	6,000
<b>Total Operating Expenditures</b>	<b>\$1,059,362</b>	<b>\$1,090,858</b>	<b>\$1,351,800</b>	<b>\$1,362,710</b>	<b>\$1,362,710</b>	<b>\$1,597,212</b>	<b>\$1,690,139</b>	<b>\$1,740,900</b>	<b>\$1,834,200</b>	<b>\$1,847,100</b>	<b>\$1,908,500</b>
<b>Operating Revenue Over/(Under) Expenditures</b>	<b>(\$127,469)</b>	<b>(\$6,957)</b>	<b>\$0</b>	<b>\$21,968</b>	<b>\$21,968</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>OTHER FINANCING SOURCES:</b>											
Replacement Reserve Collection	20,000	22,500	22,500	22,500	22,500	66,844	66,844	66,844	66,844	66,844	66,844
Capital Contribution/1-Time M&O/6-Year Strategic Plan	175,845	659,964	338,750	925,287	925,287	318,750	158,750	158,750	138,750	138,750	138,750
Transfer In From Fund 501 Fleet & Equipment	123,189	-	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$319,034</b>	<b>\$682,464</b>	<b>\$361,250</b>	<b>\$947,787</b>	<b>\$947,787</b>	<b>\$385,594</b>	<b>\$225,594</b>	<b>\$225,594</b>	<b>\$205,594</b>	<b>\$205,594</b>	<b>\$205,594</b>
<b>OTHER FINANCING USES:</b>											
One-Time/Capital	232,514	653,005	338,750	947,255	947,255	318,750	158,750	158,750	138,750	138,750	138,750
<b>Total Other Financing Uses</b>	<b>\$232,514</b>	<b>\$653,005</b>	<b>\$338,750</b>	<b>\$947,255</b>	<b>\$947,255</b>	<b>\$318,750</b>	<b>\$158,750</b>	<b>\$158,750</b>	<b>\$138,750</b>	<b>\$138,750</b>	<b>\$138,750</b>
<b>Total Revenues</b>	<b>\$1,250,928</b>	<b>\$1,766,365</b>	<b>\$1,713,050</b>	<b>\$2,332,465</b>	<b>\$2,332,465</b>	<b>\$1,982,806</b>	<b>\$1,915,733</b>	<b>\$1,966,494</b>	<b>\$2,039,794</b>	<b>\$2,052,694</b>	<b>\$2,114,094</b>
<b>Total Expenditures</b>	<b>\$1,291,877</b>	<b>\$1,743,863</b>	<b>\$1,690,550</b>	<b>\$2,309,965</b>	<b>\$2,309,965</b>	<b>\$1,915,962</b>	<b>\$1,848,889</b>	<b>\$1,899,650</b>	<b>\$1,972,950</b>	<b>\$1,985,850</b>	<b>\$2,047,250</b>
<b>Beginning Fund Balance:</b>	<b>\$60,948</b>	<b>\$20,000</b>	<b>\$45,000</b>	<b>\$42,500</b>	<b>\$42,500</b>	<b>\$65,000</b>	<b>\$131,844</b>	<b>\$198,688</b>	<b>\$265,532</b>	<b>\$332,376</b>	<b>\$399,220</b>
<b>Ending Fund Balance:</b>	<b>\$20,000</b>	<b>\$42,500</b>	<b>\$67,500</b>	<b>\$65,000</b>	<b>\$65,000</b>	<b>\$131,844</b>	<b>\$198,688</b>	<b>\$265,532</b>	<b>\$332,376</b>	<b>\$399,220</b>	<b>\$466,064</b>



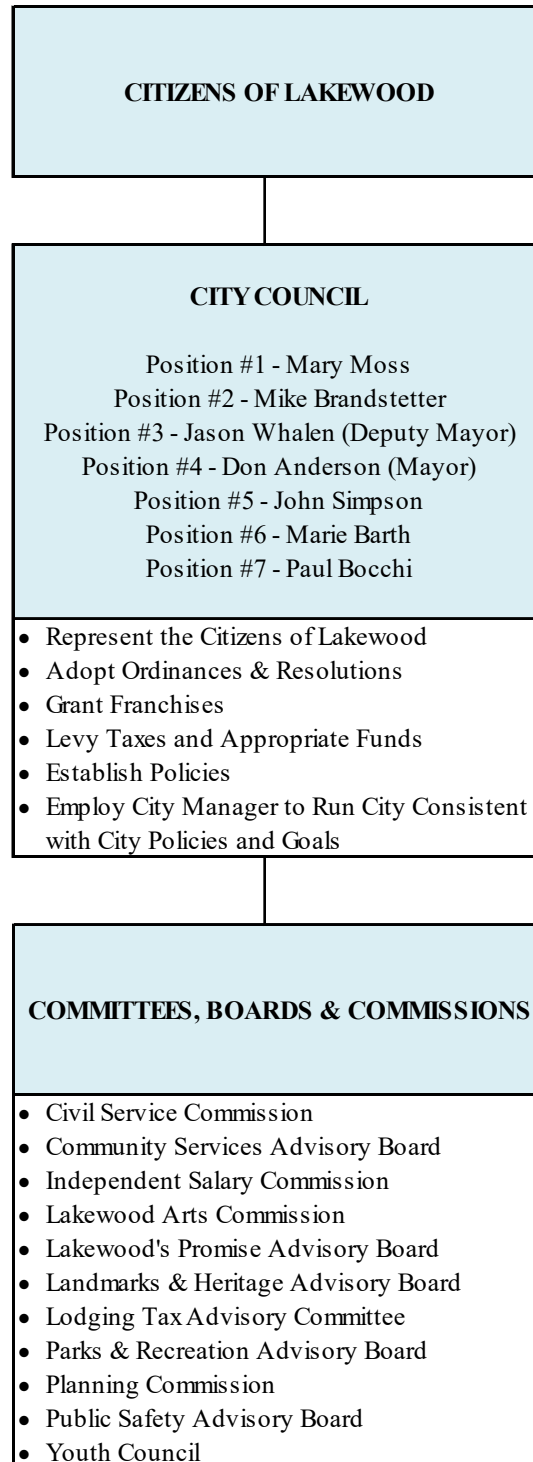
	2016	2017	2018			2019	2020	2021	2022	2023	2024
	Annual Actual	Annual Actual	Adopted Budget	Revised Budget	YND Est	Adopted	Adopted	Projected	Projected	Projected	Projected
<b>FUND 504 RISK MANAGEMENT</b>											
<b>REVENUES:</b>											
M&O Revenue	\$950,423	1,064,277	1,176,972	1,288,898	1,312,898	\$1,434,659	1,434,659	1,477,700	1,522,000	1,567,700	1,614,700
AWC Retro Refund	20,054	-	24,000	24,000	-	-	-	-	-	-	-
Interest/Miscellaneous	820	(686)	-	-	-	-	-	-	-	-	-
Insurance Proceeds/3rd Party Recoveries	163,744	207,728	50,000	50,000	50,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Revenues</b>	<b>\$1,135,041</b>	<b>\$1,271,319</b>	<b>\$1,250,972</b>	<b>\$1,362,898</b>	<b>\$1,362,898</b>	<b>\$1,584,659</b>	<b>\$1,584,659</b>	<b>\$1,627,700</b>	<b>\$1,672,000</b>	<b>\$1,717,700</b>	<b>\$1,764,700</b>
<b>EXPENDITURES:</b>											
Safety Program	2,659	1,790	5,180	5,180	5,180	3,980	3,980	4,100	4,200	4,300	4,400
AWC Retro Program	23,998	30,462	24,000	24,000	24,000	24,000	24,000	24,700	25,400	26,200	27,000
WCIA Assessment	942,553	1,055,879	1,071,792	1,183,718	1,183,718	1,406,679	1,406,679	1,448,900	1,492,400	1,537,200	1,583,300
Claims/Judgments & Settlements	165,831	183,189	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Expenditures</b>	<b>\$1,135,041</b>	<b>\$1,271,319</b>	<b>\$1,250,972</b>	<b>\$1,362,898</b>	<b>\$1,362,898</b>	<b>\$1,584,659</b>	<b>\$1,584,659</b>	<b>\$1,627,700</b>	<b>\$1,672,000</b>	<b>\$1,717,700</b>	<b>\$1,764,700</b>
<b>OTHER FINANCING SOURCES:</b>											
Capital Contribution/1-Time M&O	\$84,884	\$154,588	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$84,884</b>	<b>\$154,588</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>OTHER FINANCING USES:</b>											
One-Time/Capital	5,000	150,193	-	-	-	-	-	-	-	-	-
Transfer To Fund 501 Fleet & Equipment	79,884	4,395	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Uses</b>	<b>\$84,884</b>	<b>\$154,588</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,219,925</b>	<b>\$1,425,907</b>	<b>\$1,250,972</b>	<b>\$1,362,898</b>	<b>\$1,362,898</b>	<b>\$1,584,659</b>	<b>\$1,584,659</b>	<b>\$1,627,700</b>	<b>\$1,672,000</b>	<b>\$1,717,700</b>	<b>\$1,764,700</b>
<b>Total Expenditures</b>	<b>\$1,219,925</b>	<b>\$1,425,907</b>	<b>\$1,250,972</b>	<b>\$1,362,898</b>	<b>\$1,362,898</b>	<b>\$1,584,659</b>	<b>\$1,584,659</b>	<b>\$1,627,700</b>	<b>\$1,672,000</b>	<b>\$1,717,700</b>	<b>\$1,764,700</b>
<b>Beginning Fund Balance:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# **OPERATING BUDGET**

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**CITY COUNCIL****Responsible Manager: *Don Anderson, Mayor*****2017/2018 ACCOMPLISHMENTS**

- Implemented 2017/2018 City Council Goals and Objectives.
- Made significant infrastructure and park improvements throughout City.
- Continued to act in a leadership capacity at the regional, state, and federal level.
- Made strides in communication efforts and responsiveness.
- Improved overall financial condition of the City.
- Continued to engender a spirit of cooperation.
- Adopted 2018-2020 City Council Goals and Strategic Plan.
- Updated federal and state legislative agendas.
- Facilitated the transition of the ownership of Fort Steilacoom Park.
- Made measurable strides in Public Safety.
- Increased public safety through infrastructure improvements, such as intersection lighting.
- Launched the Rental Housing Safety Program.

**2019/2020 ANTICIPATED KEY ACCOMPLISHMENTS**

- Adopt ordinances and regulations that align with the priorities identified in the City Council goals areas of Economic Development, Dependable Infrastructure, Public Safety, Fiscal Responsibility, and Transparency.
- Ensure the City Manager is effectively managing the direction and resources of the City.
- Provide general policy direction to the City Manager.
- Continue to strengthen the City's relationships and opportunities for collaboration with neighborhood groups, associations, JBLM, local schools and institutions, and advisory boards and committees.
- Continue to support creative criminal justice alternative diversion programs.
- Continue to take a proactive role in legislative advocacy, particularly in matters of public safety and housing.
- Update federal and state legislative agendas and engage with each respective delegation throughout this process.
- Continue to act in a leadership capacity at the regional, state, and federal level.

## CITY COUNCIL

**Responsible Manager:** *Don Anderson, Mayor*

### PRIMARY ALIGNMENT WITH CITY COUNCIL GOALS / STRATEGIC PLAN OBJECTIVES AND STRATEGIES

#### Economic Development:

- 1.1 Align economic goals and resources across departments.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
- 1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.
- 1.5 Promote and facilitated sustainable economic development.

#### Dependable Infrastructure:

- 2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.
- 2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
- 2.3 Advance infrastructure projects that enhance the City's identity and diversity.
- 2.4 Increase connectivity and accessibility.

#### Public Safety:

- 3.1 Improve community safety and reduce crime through data driven processes.
- 3.2 Match perception of public safety with reality.
- 3.3 Provide resources to support the health, welfare, and safety of the community.
- 3.4 Expand community outreach and educational programs.

#### Fiscal Responsibility:

- 4.1 Provide efficient and effective municipal services.
- 4.2 Evaluate revenues and expenditures and respond to changing service needs.
- 4.3 Make smart investments in people, places, and resources.

#### Transparency:

- 5.1 Dynamically promote a positive image of Lakewood.
- 5.2 Advocate for Lakewood at all levels of government.
- 5.3 Develop measurable outcomes and compare these to national benchmarks.
- 5.4 Strengthen connection with stakeholders, partners, and communities.



## CITY COUNCIL

**Responsible Manager:** *Don Anderson, Mayor*

### DEPARTMENT FUNCTIONS BY CRITERIA

#### Legally Mandated

- The City of Lakewood is a code city with a Council-Manager form of government. The City Council consists of seven part-time, nonpartisan members elected at-large every two years to staggered, four-year terms. The City Council elects one of its members as Mayor.
- The City Council is responsible for enacting all legislation and making general policy decisions governing the City. The City Council appoints a full-time, professional City Manager to implement the policies and goals of the City Council, manage and coordinate the overall operations of the City, and provides leadership, coordination and development of all City departments.
- The City Council also appoints members of the City's advisory boards and committees.

**CITY COUNCIL****Responsible Manager: Don Anderson, Mayor****DEPARTMENT POSITION INVENTORY**

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 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
<b>Total City Council</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

Position Title	Group	FTE	2019			2020		
			Salary	Benefits	Total	Salary	Benefits	Total
Mayor	Elected	1.00	\$ 16,800	\$ 1,400	\$ 18,200	\$ 16,800	\$ 1,400	\$ 18,200
Deputy Mayor	Elected	1.00	15,600	1,307	16,907	15,600	1,307	16,907
Councilmember	Elected	1.00	14,400	1,213	15,613	14,400	1,213	15,613
Councilmember	Elected	1.00	14,400	1,189	15,589	14,400	1,189	15,589
Councilmember	Elected	1.00	14,400	1,192	15,592	14,400	1,192	15,592
Councilmember	Elected	1.00	14,400	1,213	15,613	14,400	1,213	15,613
Councilmember	Elected	1.00	14,400	1,213	15,613	14,400	1,213	15,613
<b>Total City Council</b>	<b>7.00</b>	<b>7.00</b>	<b>\$ 104,400</b>	<b>\$ 8,727</b>	<b>\$ 113,127</b>	<b>\$ 104,400</b>	<b>\$ 8,727</b>	<b>\$ 113,127</b>

**PERFORMANCE MEASURES**

Measure	Target	2017	2018 Est	2019 Est	2020 Est
#of City Council retreats	2 times per year	1	2	2	2
# of City Council sponsored/supported events *	20 per year	38	19	19	20

<b>* 2017 Events:</b>		
14th Annual Martin Luther King Celebration	Pierce County Law Enforcement Memorial Event	CPTC 75th Anniversary
Lakewood Chamber Chili Cook Off	2/2 SBCT Dinner @ Thomewood	LeMay Community Clean-up Day
4th Annual Happy Hearts Dinner & Auction	Parks Appreciation Day	Small Business Saturday
19th Annual APCC New Year Celebration	SummerFest	Make a Difference Day
Lakewood Lions Crab Feed	Samoa Culture Day	Jingle Bell 5K
2017 Pierce County READS	National Night Out	Christmas Tree Lighting
Community Farewell & Recognition LTG Lanza	Asian Film Festival	
KWA - 2nd Annual Taste of Korea	JBLM Centennial Celebration	
Truck & Tractor Day	Team Tillicum 5K	
Pierce County Library - Summer Reading Kick Off	Waughop Lake Trail Grand Opening	
Springbrook Park Ribbon Cutting Event	Emergency Food Network Dinner & Auction	
Relay for Life - Lakewood	CPTC 75th Anniversary	
1st Annual You Matter Movement 5K	Boys and Girls 10th Anniversary - Lakewood Club	
Greater Lakes Mental Health Anniversary Celebration	Springbrook Park Block Party	
Ray Evans Memorial Fish Event	Veterans Day Ceremony/100 Commemoration of WWI & JBLM 100th Anniversary	
Studio Fitness 5K	Bahai Community Bicentennial Anniversary	
<b>* 2018 Events:</b>		
15th Annual Martin Luther King Celebration	Lakewood Farmers Market	Make a Difference Day
Government Contract - Doing Business with JBLM	SummerFest	Asian Film Festival
Preventing Cyber Crime & Business Identity Theft	Triathlon	National Night Out
International Festival	Asian Film Festival	Parks Appreciation Day
Healthy Start - Studio Fitness 5K	September 11 Ceremony	Christmas Tree Lighting Festival
PC Law Enforcement Memorial Event	Truck & Tractor Day	Jingle Bell 5K Run
		APCC Cultural Day

## CITY COUNCIL

**Responsible Manager:** *Don Anderson, Mayor*

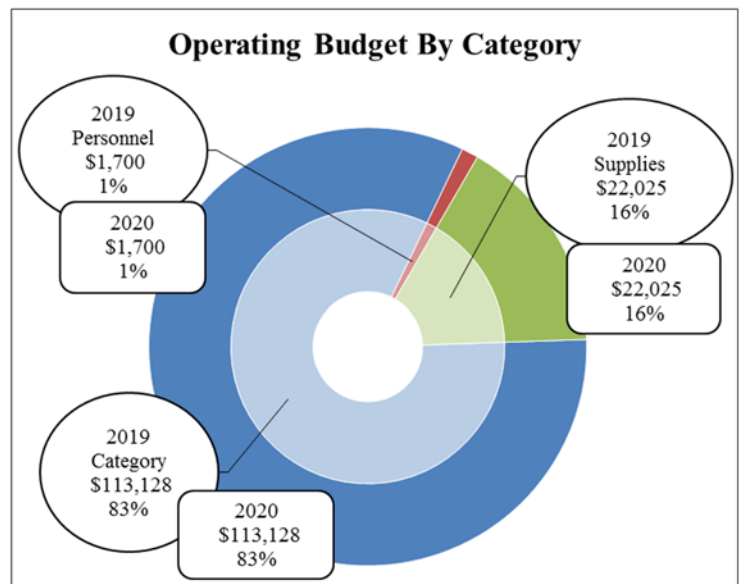
### PURPOSE & DESCRIPTION

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 and goals for the community. The City Council 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 11 working committees, boards, and commissions:

- Civil Service Commission
- Community Services Advisory Board
- Lakewood Arts Commission
- Lakewood's Promise Advisory Board
- Landmarks and Heritage Advisory Board
- Lodging Tax Advisory Committee
- Parks and Recreation Advisory Board
- Planning Commission
- Public Safety Advisory Committee
- Salary Commission
- Youth Council



### GOALS/OBJECTIVES

- Economic Development - The City of Lakewood promotes and supports a dynamic and robust local economy.
- Dependable Infrastructure - The City of Lakewood provides safe, clean, well-maintained, and dependable infrastructure.
- Public Safety - The City of Lakewood is one of the safest cities in Washington State.
- Fiscally Responsible - The City of Lakewood maintains a strong fiscal position.
- Transparency - The City of Lakewood communicates its goals, successes, and challenges to the community.

**CITY COUNCIL**  
**Responsible Manager: Don Anderson, Mayor**

**HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$137K in 2019 and \$137K in 2020. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

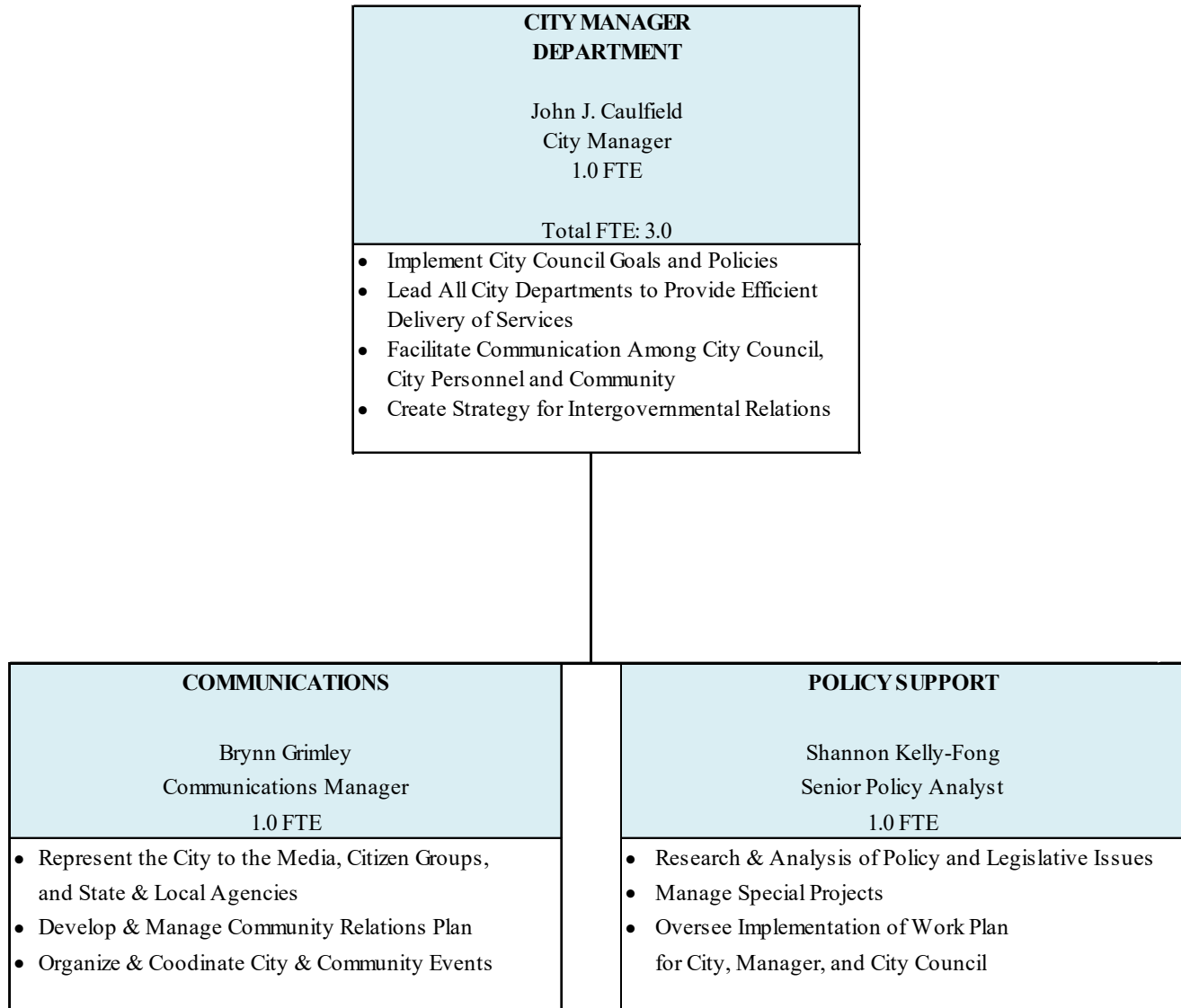
- Benefits – the minor increase is for required payroll taxes and benefits.
- Travel & Training – the increase is for the Washington to Washington DC meeting.
- Other Services & Charges – the increase is for the Youth Council program, including shirts, award certificates and meeting supplies.

**REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	General Government	\$ 131,841	\$ 127,379	\$ 134,920	\$ 139,420	\$ 139,420	\$ 136,853	\$ 136,853	\$ (2,567)	-1.8%
Total Revenues:		\$ 131,841	\$ 127,379	\$ 134,920	\$ 139,420	\$ 139,420	\$ 136,853	\$ 136,853	\$ (2,567)	-1.8%
Expenditure Summary:										
11.xxx	Salaries & Wages	104,400	104,400	104,400	104,400	104,400	104,400	104,400	-	0.0%
21.xxx	Benefits	8,605	8,642	8,620	8,620	8,620	8,728	8,728	108	1.3%
31.xxx	Other Operating Supplies	226	398	100	100	100	100	100	-	0.0%
31.005	Meeting Meals/Food	1,082	583	1,600	1,600	1,600	1,600	1,600	-	0.0%
41.xxx	Professional Service	1,200	-	1,600	1,600	1,600	1,600	1,600	-	0.0%
43/49.003	Travel & Training	16,267	10,093	14,940	14,940	14,940	15,790	15,790	850	5.7%
49.001	Membership Dues	-	10	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	60	3,253	3,660	3,660	3,660	4,635	4,635	975	26.6%
Subtotal Operating Exp:		\$ 131,841	\$ 127,379	\$ 134,920	\$ 134,920	\$ 134,920	\$ 136,853	\$ 136,853	\$ 1,933	1.4%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	4,500	4,500	-	-	(4,500)	-100.0%
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ 4,500	\$ 4,500	\$ -	\$ -	\$ (4,500)	-100.0%
Total Expenditures:		\$ 131,841	\$ 127,379	\$ 134,920	\$ 139,420	\$ 139,420	\$ 136,853	\$ 136,853	\$ (2,567)	-1.8%



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## CITY MANAGER

Responsible Manager: *Shannon Kelley-Fong, Senior Policy Analyst*

### 2017/2018 ACCOMPLISHMENTS

- Implemented 2017/2018 City Council goals and Objectives.
- Completed an update of the Council Goals and priorities for 2018 to 2020.
- Completed City Strategic Plan for 2018 to 2020.
- Developed and implemented state and federal legislative agendas.
- Organized and facilitated four City Council retreats.
- Expedited funding to Lake City Business District Project.
- Received capital funding for Fort Steilacoom Regional Park Improvements and Colonial Center Plaza.
- Negotiated franchise agreements with Comcast.
- Crafted a franchise application for Small Cell Facilities.
- Completed 2017 community satisfaction survey.
- Published new Citywide Connections magazine that includes advertising for local businesses.
- Completed CIP financing strategy (parks, transportation, facilities).
- Developed more effective and responsive communication efforts and procedures.
- Maintained accessible City online services, website, and social media platforms.
- Increased social media engagement.

### 2019/2020 ANTICIPATED KEY PROJECTS

- Ensure the successful implementation of projects and policies that align with the priorities identified in the City Council Goals and Strategic Plan.
- Provide oversight of the City's budget with a focus on communication, accuracy, transparency and full disclosure.
- Continue to maintain the work plan and ensure that departments are meeting identified timelines and standards.
- Develop an online Community Dashboard, review City performance measures, and create a City report card.
- Craft and implement a comprehensive imaging campaign for the City.
- Launch new City web platform.
- Continue economic objectives to establish and support a broad and diversified economy within the City of Lakewood.
- Continue to serve in a leadership capacity in national, regional, and local affairs.
- Negotiate franchise agreements with Click!, Zayo, and Integra.
- Develop and advocate City's state and federal legislative agendas.
- Continue to work with the Pierce County Library System to construct a new Lakewood Library and Tillicum Library.
- Continue government transparency and effectiveness through enhancements to the City's website, social media, public outreach, and community satisfaction survey; continue to promote advancements and achievements in Lakewood.

## CITY MANAGER

**Responsible Manager:** *Shannon Kelley-Fong, Senior Policy Analyst*

### PRIMARY ALIGNMENT WITH CITY COUNCIL GOALS / STRATEGIC PLAN OBJECTIVES AND STRATEGIES

#### Economic Development:

- 1.1 Align economic goals and resources across departments.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
- 1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.
- 1.5 Promote and facilitated sustainable economic development.

#### Dependable Infrastructure:

- 2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.
- 2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
- 2.3 Advance infrastructure projects that enhance the City's identity and diversity.
- 2.4 Increase connectivity and accessibility.

#### Public Safety:

- 3.1 Improve community safety and reduce crime through data driven processes.
- 3.2 Match perception of public safety with reality.
- 3.3 Provide resources to support the health, welfare, and safety of the community.
- 3.4 Expand community outreach and educational programs.

#### Fiscal Responsibility:

- 4.1 Provide efficient and effective municipal services.
- 4.2 Evaluate revenues and expenditures and respond to changing service needs.
- 4.3 Make smart investments in people, places, and resources.

#### Transparency:

- 5.1 Dynamically promote a positive image of Lakewood.
- 5.2 Advocate for Lakewood at all levels of government.
- 5.3 Develop measurable outcomes and compare these to national benchmarks.
- 5.4 Strengthen connection with stakeholders, partners, and communities.

## CITY MANAGER

**Responsible Manager:** *Shannon Kelley-Fong, Senior Policy Analyst*

### DEPARTMENT FUNCTIONS BY CRITERIA

#### Legally Mandated

The City Manager implements the policies and goals of the City Council, manages and coordinates the overall operations of the City, and provides leadership, coordination and development of City departments. This is accomplished through the expressed direction of the Lakewood City Council. The City Manager's Department helps resolve issues by promoting communication among the City Council, Citizens, City departments, and City personnel.

#### Important

- Ensures achievement of the City's goals and objectives by appropriately placing authority, assigning accountability, and monitoring performance.
- Assesses the performance of City services and programs, making adjustments when necessary.
- Prepares recommendations to City Council to guide decisions on resource allocation.
- Implements citywide programs and services to build an inclusive City with opportunities for all.
- Ensures that citizen concerns are addressed accurately, sensitively, and in a timely manner.

#### Discretionary

- Advocates for the City's adopted state and federal legislative agendas.
- Works with City partners to continue the creation and support of strong external relationships.
- Facilitates effective internal/external communications.
- Analyzes and resolves cross-jurisdictional issues.
- Supports the City's leadership role in regional, state, and national issues.

**CITY MANAGER**Responsible Manager: *Shannon Kelley-Fong, Senior Policy Analyst***DEPARTMENT POSITION INVENTORY**

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
City Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	Employment Agreement
Senior Policy Analyst	-	-	-	-	1.00	1.00	1.00	46
Communications Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	38
Assistant to City Manager/Mgmt Analyst	1.00	1.00	1.00	1.00	-	-	-	35
Graduate Intern*	-	-	-	-	-	-	-	-
Graduate Intern*	-	-	-	-	-	-	-	-
<b>Total Regular Staffing</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	
<b>Change from prior year</b>	-	-	-	-	-	-	-	

\* 2 Graduate Interns 20 hours per week for 6 months.

Position Title	Group	FTE	2019			2020		
			Salary	Benefits	Total	Salary	Benefits	Total
City Manager	Non-Rep	1.00	\$ 178,087	\$ 58,124	\$ 236,211	\$ 178,087	\$ 59,324	\$ 237,411
Senior Policy Advisor	Non-Rep	1.00	96,772	22,276	119,048	99,667	22,683	122,350
Communications Manager	Non-Rep	1.00	77,023	39,699	116,722	79,326	42,022	121,348
Graduate Intern*		n/a	9,500	827	10,327	9,500	827	10,327
Graduate Intern*		n/a	9,500	827	10,327	9,500	827	10,327
<b>Total - City Manager</b>		<b>3.00</b>	<b>\$ 370,882</b>	<b>\$ 121,753</b>	<b>\$ 492,635</b>	<b>\$ 376,080</b>	<b>\$ 125,683</b>	<b>\$ 501,763</b>

\* 2 Graduate Interns 20 hours per week for 6 months.

# CITY MANAGER

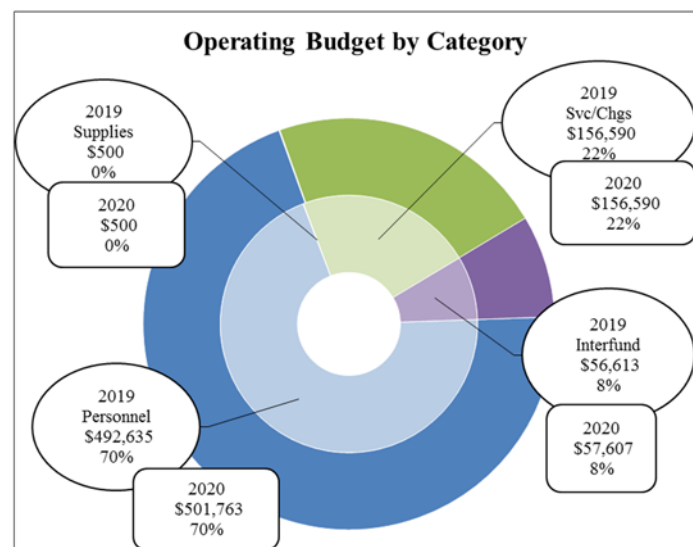
**Responsible Manager:** *Shannon Kelley-Fong, Senior Policy Analyst*

## 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 between the City Council, Departments, City personnel, and the community; ensuring understanding and implementation of Council goals, policies, and direction; developing the City Council meeting agendas; and overseeing intergovernmental relations. The City Manager Department includes the Senior Policy Analyst and the Communications Manager. The Executive Assistant from the Legal Department provides executive support.

## GOALS/OBJECTIVES

- Execute the City's goals and objectives by appropriately placing authority, assigning accountability, and monitoring performance.
- 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	2015 Actual	2016 Est	2017 Est	2018 Est
Average # of items on study session agendas	< 6 items	Average 5 per Study Session	5	5	5
# of new social media followers - Facebook	Average 10 per month	Total 172 / Annual Average 14 / Month	15 per month	15 per month	15 per month
# of new social media followers - Twitter	Average 10 per month	Total 140 / Annual Average 12 / Month	15 per month	15 per month	15 per month
# of multimedia items produced - video	1 per month	Total 8 / Annual Average 0.7 / Month	1 per month	1 per month	1 per month
# of new community partners	5	6	5	5	5
# of presentations of State of the City	10	8	10	10	10

**CITY MANAGER****Responsible Manager: Shannon Kelley-Fong, Senior Policy Analyst****HIGHLIGHTS/CHANGES**

The adopted operating budget totals \$706K in 2019 and \$716K in 2020. The 2019 adopted budget is a 11.3% or \$72K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to the conversion of the Assistant to the City Manager to Senior Policy Analyst, step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement and changes in employee selection of offered healthcare coverage.
- Travel & Training – the increase is due to aligning the budget with actual activity.
- Other Services & Charges – the increase is due less advertising revenue anticipated to offset the cost of producing the Connections Magazines.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.
- Internal Service Reserve Charges – the decrease is due to aligning collections based on anticipated collections.

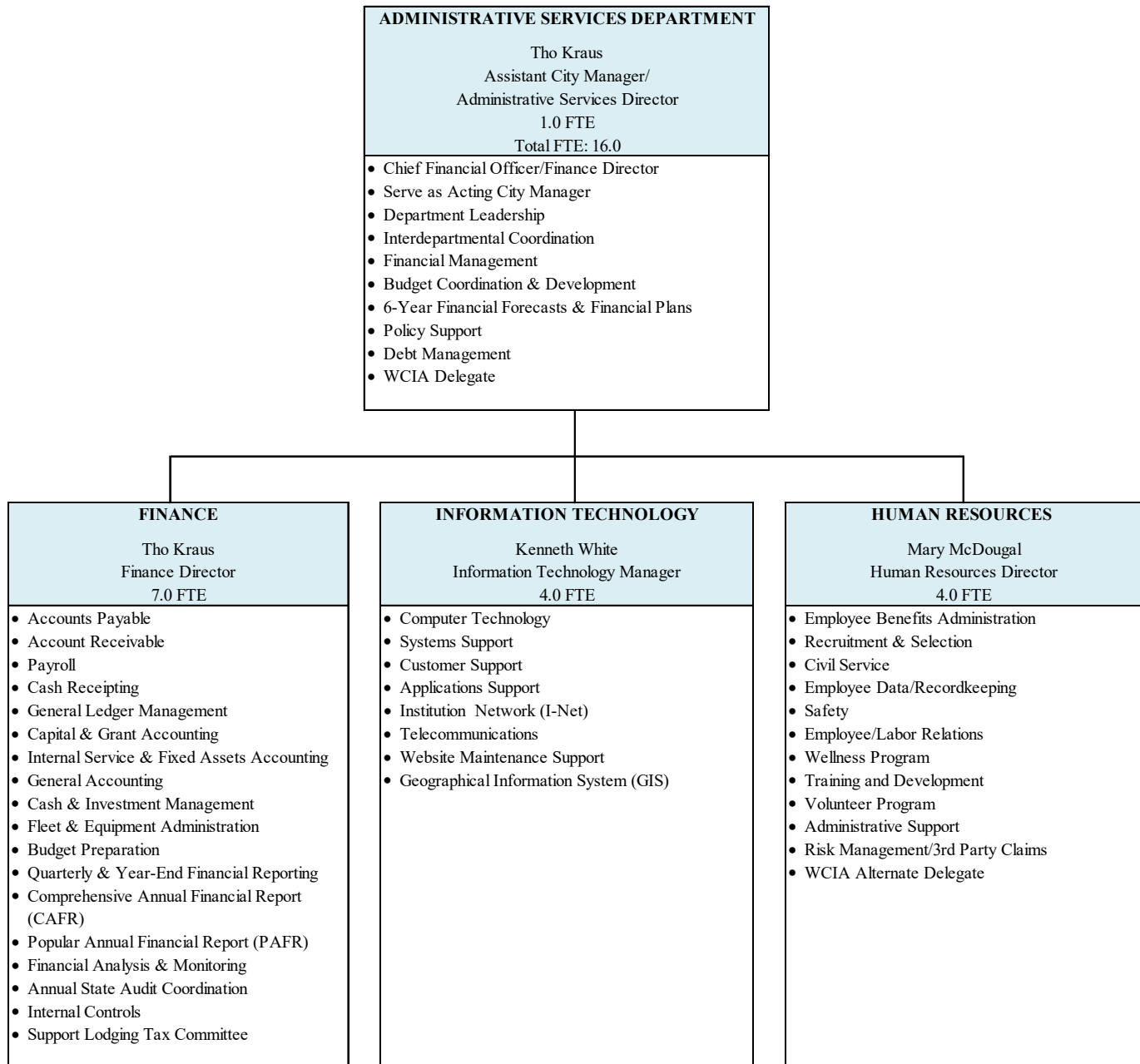
**REVENUE AND EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	General Government	\$ 633,974	\$669,200	\$624,173	\$662,372	\$661,022	\$710,791	\$ 718,678	48,419	7.3%
Total Revenues:		\$ 633,974	\$ 669,200	\$ 624,173	\$ 662,372	\$ 661,022	\$ 710,791	\$ 718,678	\$ 48,419	7.3%
Expenditure Summary:										
11.xxx	Salaries & Wages	317,100	320,307	316,078	325,438	325,438	370,882	376,080	45,444	14.0%
11.002/4	Overtime	-	258	-	-	-	-	-	-	n/a
21.xxx	Benefits	115,177	114,084	121,623	122,463	122,463	121,753	125,683	(710)	-0.6%
31.xxx	Other Operating Supplies	264	188	50	50	50	300	300	250	500.0%
31.005	Meeting Food & Beverage	33	20	250	250	250	200	200	(50)	-20.0%
35.xxx	Small Tools/Minor Equip	137	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	112,421	113,835	113,650	113,650	113,650	113,650	113,650	-	0.0%
43/49.003	Travel & Training	10,379	12,980	7,680	7,680	7,680	10,605	10,605	2,925	38.1%
49.001	Membership Dues	2,250	2,250	2,315	2,315	2,315	2,735	2,735	420	18.1%
49.xxx	Other Charges & Services	28,610	22,406	15,230	15,230	15,230	29,600	29,600	14,370	94.4%
9x.xxx	IS Charges - M&O	39,531	45,188	40,133	44,162	44,162	54,696	55,937	10,534	23.9%
9x.xxx	IS Charges - Reserves	1,729	1,872	3,120	3,120	1,770	1,917	1,670	(1,203)	-38.6%
Subtotal Operating Exp:		\$ 627,631	\$ 633,389	\$ 620,129	\$ 634,358	\$ 633,008	\$ 706,338	\$ 716,460	\$ 71,980	11.3%
Capital & One-time Funding:										
	Capital & One-Time	6,343	35,811	4,044	28,014	28,014	4,453	2,218	-	0.0%
Subtotal One-time Exp:		\$ 6,343	\$ 35,811	\$ 4,044	\$ 28,014	\$ 28,014	\$ 4,453	\$ 2,218	\$ (23,561)	-84.1%
Total Expenditures:		\$ 633,974	\$ 669,200	\$ 624,173	\$ 662,372	\$ 661,022	\$ 710,791	\$ 718,678	\$ 48,419	7.3%





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## ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

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

### 2017/2018 ACCOMPLISHMENTS

#### Finance

- Received the GFOA Distinguished Budget Presentation Award for the 2017/2018 Biennial Budget Document.
- Received the GFOA Excellence in Financial Reporting Award for FY2016 Comprehensive Annual Financial Report (CAFR).
- Received the GFOA Award for the FY2016 Popular Annual Financial Reporting (PAFR) for the City's first submittal.
- Successfully implemented new GASB Statements for fiscal years 2016 and 2017 CAFRs.
- Prepared and submitted the Fiscal Year 2017 CAFR and PAFR to the GFOA Award Programs.
- Completed Fiscal Year 2017 annual state audit with no findings.
- Further streamlined the budget development process for greater efficiency and effectiveness.
- Reviewed and updated threshold for small and attractive assets policy consistent with best practices.
- Updated the 6-year financial forecast.
- Completed SWM Utility Rate and Sewer Program Analysis.
- Updated financial policies as it relates to Surface Water Management in accordance with the utility rate study.
- Updated the comprehensive Debt Manual.
- Enhanced the cash handling manual and offered/provided comprehensive training to departments.
- Continued enhancing quarterly financial reports to provide informative financial information in the spirit of full disclosure and financial transparency.
- Maintained the emergency operations manual for the finance section of the City's emergency operations program.
- Hired, oriented and trained two new finance supervisors, one new financial analyst, and one new finance technician.
- Continued cross-training for broader coverage and greater efficiency and effectiveness.
- Completed required courses and passed examinations to achieve Washington Cities Insurance Authority (WCIA) Supervisor credential (Director and Supervisors).
- Enhanced/updated the Capital Facilities Plan (6-Year Capital Plan) in coordination with departments.
- Updated the 6-Year Property Management Information Technology Plan in coordination with PRCS and IT.
- Developed/updated funding options for transportation and parks capital projects.
- Provided financial analysis for AFSCME and Teamsters collective bargaining negotiations and successfully implemented AFSCME contract.
- Determined feasibility of phone/cellular gas utility tax audit and began audit process.
- Issue and RFP for city-wide fleet maintenance services and implemented contact.
- Developed Grant Policy in compliance with the Uniform Grant Guidance.
- Assisted in coordination and implementation of credit card processing for NextRequest record request payments.
- Achieved S&P bond rating increase of AA, up from AA- (3 step increase between 2014 and 2018, skipping A+ in 2014 and going directly to AA in 2018).

#### Information Technology

- Provided technical assistance in selection & implementation of records management system.
- Continued to provide technical assistance in web site update/redesign.
- Installed new fiber optic cabling at Fort Steilacoom Park, Skate Park & Sound Transit Station.
- Evaluated and installed wireless Wi-Fi access points and security cameras at Skate Park, Fort Steilacoom Park, O&M Facilities, City Hall and Police station.
- Evaluated data storage options/upgrade data storage capacity.
- Evaluated the City's permit process/web extensions.
- Evaluated new asset management solution for parks and streets operations and maintenance.
- Developed and rolled out updates and improvements to the rental inspection housing program.
- Migrated existing municipal code system to external vendor for online hosting.
- Upgraded existing enterprise vault software for Microsoft Exchange.
- Streamlined enterprise backup systems to ensure accurate complete backups.
- Implemented vulnerability & penetration solutions.
- Updated the 6-Year Information Technology Strategic Plan.
- Updated Council Chambers technology.

## ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

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

### 2017/2018 ACCOMPLISHMENTS

#### Information Technology (continued)

- Replaced laptops, desktops & mobile devices as part of the annual replacement program.
- Implemented CradlePoint mobile solutions in police cars for enhanced performance and connectivity.
- Installed new firewall and intrusion detection systems at City Hall & Police station.
- Installed new video solutions to include security camera systems & COBAN in-car video solution.
- Implemented new paperless workflow solutions for Municipal Court & the Legal departments.
- Replaced legacy network infrastructure hardware with new robust Brocade switches.
- Installed redundant voice & data circuits at Police Station for secondary data center.
- Migrated website to new online hosting provider with additional security protections.
- Evaluated & replaced existing antivirus solution.
- Implemented new web & email content filters.
- Replaced legacy server systems with new hardware.
- Provided support to NextRequest public records system implementation.
- Evaluated Document Management System options and began implementation process.

#### Human Resources

- Completed I-9 (Employment Eligibility Verification required by the Dept. of Homeland Security) Compliance Audit.
- Completed reorganization of personnel files into separate confidential, medical and benefit information folders.
- Updated and maintained Workforce EEO Utilization Analysis & Diversity Plan to determine currently under-represented classifications, and developed strategies to increase City workforce diversity.
- Human Resources Analysts and Director completed required courses and passed examinations to achieve Washington Cities Insurance Authority (WCIA) Supervisor credential.
- Enhanced the City's Volunteer Program by providing improved process and program guidelines.
- Developed and implemented educational programs and activities to improve employee health and wellness and earned the Association of Washington Cities (AWC) Well City Award resulting in the City saving 2% on medical premiums.
- Negotiated and successfully implemented AFSCME collective bargaining agreement.
- Evaluated competency-based system for classification descriptions, recruitment and selection and performance evaluation processes, and explored partnership with City of Tacoma to share initial licensing & annual renewal costs.
- Provided Leadership Academy training through classroom seminars and webinars for City Leadership Team.
- Provided classroom training to general employees on drug and alcohol awareness, emotional intelligence, sexual harassment, and cultural competency.
- Reviewed and updated 12 safety policies and 10 personnel policies.
- Implemented Washington Paid Sick Leave law.
- Coordinated annual Volunteer Appreciation breakfast and quarterly Employee Recognition events.
- Hired and trained new Human Resources Technician.
- Awarded AWC and Tacoma Pierce County Health Department wellness grants and WCIA Risk Management staff development grant.
- Processed 169 new risk management claims and 15 new worker's compensation claims (thru 6/15/18).
- Updated Fair Credit Reporting Act adverse action notification templates.
- Developed and implemented new supervisor orientation program.
- Hired and onboarded 31 regular and 60 temporary employees (thru 6/15/18).
- Coordinated safety committee meetings and required safety inspections, testing and training.
- Established 17 Civil Service eligibility lists and hired 12 employees into Civil Service positions (thru 6/15/18).
- Completed WCIA Compact Requirements, including audit, annual meeting, training and delegate meeting attendance.
- Updated examination chapter and made other housekeeping changes to Civil Service Rules.
- Established the initial City Equity Team comprised of various members of the City's leadership team to develop the purpose and goals of the equity program.

## ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

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

### 2019/2020 ANTICIPATED KEY PROJECTS

#### Finance

- Prepare and submit the Fiscal Year 2018 and 2019 CAFR to the GFOA Award Program.
- Prepare and submit the FY2018 and FY2019 PAFR to the GFOA Award Program.
- Prepare and submit the 2019/2020 biennial budget document to the GFOA Award Program.
- Update the 6-year financial forecast as part of the 2019/2020 mid-biennial review (at minimum).
- Continue enhancing interim financial reports to provide the leadership with informative financials in the spirit of full disclosure and financial transparency.
- Implement Washington paid family leave benefit in Payroll.
- Continue evaluating and updating as needed, the finance section of the City's emergency operations program.
- Provide leadership role in the implementation of a city-wide document management and paperless system in coordination with information technology, City Clerk and Legal Department.
- Develop a comprehensive Fleet User's Manual, incorporating emergency management, safety and risk management (joint project between Finance and Human Resources).
- Implement new Teamsters collective bargaining agreement.
- Provide financial analysis for collective bargaining negotiations and implement the resulting contracts for:
  - American Federation of State, County and Municipal Employees (AFSCME)
  - Lakewood Police Management Guild (LPMG)
- Provide financial analysis for Lakewood Police Independent Guild (LPIG) collective bargaining negotiations.
- Provide support to new systems implementation as it relates to finance and accounting.
- Issue bonds to finance transportation capital projects.

#### Information Technology

- 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.
- Update 6-Year Information Technology Strategic Plan.
- Develop Cyber Security Policy in coordination with Human Resources.
- Continue development & implementation of the City's document management system.
- Enhance network security & intrusion detection systems.
- Implement new permit & code enforcement solution.
- Continue annual computer evaluation and replacement.

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

**2019/2020 ANTICIPATED KEY PROJECTS (continued)**

Human Resources

- Implement new Teamsters collective bargaining agreement.
- Negotiate and implement the resulting collective bargaining agreements for:
  - American Federation of State, County and Municipal Employees (AFSCME)
  - Lakewood Police Management Guild (LPMG)
- Negotiate Lakewood Police Independent Guild (LPIG) collective bargaining agreement.
- Form and support the work of City Equity Team with goal of promoting workforce diversity and institutional change within the organization to better serve the community.
- Develop and implement policies and programs to achieve Association of Washington Cities Work Safe Award.
- Provide training and development opportunities for staff to meet department operational and employee professional development needs.
- Review and update safety and personnel policies and programs.
- Implement and administer Washington paid family leave program.
- Review and update non-represented job descriptions for consistency in language, requirements and format.
- Review human resources processes and identify and implement improvements as needed.
- Develop a comprehensive Fleet User's Manual, incorporating emergency management, safety and risk management (joint project between Finance and Human Resources).
- Continue developing and promoting educational programs and activities to improve employee health and wellness and earn the Association of Washington Cities (AWC) Well City Award to achieve 2% savings on medical premiums.
- Continue developing Leadership Academy training through classroom seminars and webinars for City Leadership Team.
- Continue seeking grant opportunities as it relates to city-wide staff development and risk management programs.
- Continue reporting on Workforce EEO Utilization Analysis & Diversity Plan to determine currently under-represented classifications, and developed strategies to increase City workforce diversity.
- Continue review and updates to safety and personnel policies.
- Outreach to veterans transitioning to civilian employment.



## ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

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

### PRIMARY ALIGNMENT WITH CITY COUNCIL GOALS / STRATEGIC PLAN OBJECTIVES AND STRATEGIES

#### Economic Development:

1.5 Promote and facilitate sustainable economic development.

- C. Continue to leverage existing assets such as location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

#### Dependable Infrastructure:

2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.

- A. Identify future transportation upgrades from the travel demand model (TDM) and update the comprehensive plan and six-year TIP when necessary.

#### Public Safety:

3.1 Improve community safety and reduce crime through data driven processes.

- C. Develop, practice, and implement emergency management plans.

#### Fiscal Responsibility:

4.1 Provide efficient and effective municipal services.

- A. Invest resources in core functions based on priorities and data driven metrics.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.

4.2 Evaluate revenues and expenditures and respond to changing service needs.

- A. Maintain reserves to support the city in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. Develop balanced biennial budgets consistent with adopted financial policies.
  - a. Ensure all revenues, and expenditures match allocated resources.
  - b. Review and update financial policies, six-year financial forecasts and other six-year financial plans (capital improvement, information technology, property management), and revenue and expenditure manual.
- C. Diversity revenue base and explore innovating funding sources.

4.3 Make smart investments in people, places, and resources.

- A. Continue to hire and cultivate top tier City personnel.
- E. Continue to maintain our “Well City” status.

#### Transparency:

5.1 Dynamically promote a positive image of Lakewood.

- A. Expand meaningful, two-way communication opportunities with community stakeholders and regional partners.

5.3 Develop measurable outcomes and compare these to national benchmarks.

- A. Provide quarterly updates that highlight specific advancements or projects within goal areas.

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

**DEPARTMENT FUNCTIONS BY CRITERIA**

Legally Mandated

- Annual State Audit
- Adopted Budget Preparation & Mid-Biennium Budget Adjustment
- Quarterly Financial Report (Basic Requirements by RCW)
- Payroll
- Accounts Payable
- Year-End Financial Statements
- Maintain Network Infrastructure and Backup Solutions to Ensure Compliance with WA State Public Records Act
- Provide Functional Technology Solutions to Ensure Emergency Responders & City Employees for Emergency Operations
- Employment Law Compliance
- Records Retention and Destruction

Important

- Account Receivable
- Fleet and Equipment Administration
- 6-Year Financial Forecast
- 6-Year Information Technology Strategic Plan
- CAFR Preparation and Submittal to GFOA for Excellence in Financial Reporting Award
- Budget Document Preparation for Submittal to GFOA for Distinguished Budget Award
- Cash and Investment Management
- General Ledger Management
- Financial Analysis and Monitoring
- Capital and Fixed Assets Accounting
- Grant Accounting
- Employee and Labor Relations
- Classification and Compensation
- Benefits Administration
- Risk Management
- Wellness Program
- Volunteer Program
- Recruitment and Selection
- Training and Development
- Human Resources Information System/Recordkeeping
- Organizational Development

Discretionary

- Quarterly Financial Report (Level of Reporting Detail)
- Budget Document (Level of Reporting Detail)
- PAFR Preparation and Submittal to GFOA Popular Annual Financial Reporting Program

## ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

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

### ADOPTED SERVICE/ PROGRAM CHANGES

Service/ Program	Description & Justification, and Operational Impact	Change		2019		2020	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Equity Team	City Equity Team Support. The purpose is to spur conversation and to promote organizational cultural competency, with an initial internal focus on increasing racial and gender diversity of the City workforce at all levels to better reflect the community we serve.	-	-	\$ 2,500	\$ -	\$ 2,500	\$ -
Employee & Volunteer Recognition	Change in venue from rented and catered facility to city-owned facility.	-	-		\$ (1,500)	\$ -	\$ (1,500)
Leadership Academy	Reduce Leadership Academy in-class session. Take advantage of training offered by WCIA at no additional cost to the City. Also reduces redundancy in in-class training sessions.	-	-		\$ (5,500)	\$ -	\$ (5,500)
Wellness Program	Reduce Wellness Program to match required funding level per AWC Wellness Program.	-	-	\$ -	\$ (1,500)	\$ -	\$ (1,500)
<b>Total - Administrative Services</b>		-	-	\$ 2,500	\$ (8,500)	\$ 2,500	\$ (8,500)

Ref #	Service/Program	2019		2020	
		1-Time	Ongoing	1-Time	Ongoing
503.0009	Expand Video Surveillance	-	-	20,000	-
503.0011	Server/Hardware Upgrades	30,000	-	-	6,000
502.0015	Computer Replacement	138,750	-	138,750	-
503.0028	New Permit System Evaluation	25,000	-	-	-
503.0029	SAN (Storage Area Network) Implementation	100,000	-	-	-
503.0030	Front Street O&M Facility Fiber Installation	25,000	-	-	-
<b>Total - Information Technology Strategic Plan</b>		<b>\$ 318,750</b>	<b>\$ -</b>	<b>\$ 158,750</b>	<b>\$ 6,000</b>

Project details provided in the 6-Year Information Technology Strategic Plan.

## ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

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

### ADOPTED SERVICE/ PROGRAM CHANGES (continued)

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2019		Year 2020	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Year 2019 Requests:							
40030	Replace 1999 Ford Taurus with Trailer. This is a secondary vehicle. Use proceeds from sale of vehicle to purchase enclosed trailer for the traffic enforcement unit for use on major collisions/equipment storage. Cost of \$5,000 funded by replacement reserves.	-	-	\$ -	\$ -	\$ -	\$ -
40060	Replace 2001 GMC Sonoma. Cost of \$22,000 funded by replacement reserves.	-	-	-	-	-	-
40500	Replace 2008 Crown Victoria. Cost of \$46,000 funded by replacement reserves.	-	-	-	-	-	-
40610	Replace 2009 Ford F150 Crew Cab. Cost of \$30,000 funded by replacement reserves.	-	-	-	-	-	-
40620	Replace 2009 Honda Element. Cost of \$30,000 funded by replacement reserves.	-	-	-	-	-	-
40650	Replace 2010 Ford Crown Victoria. Cost of \$46,000 funded by replacement reserves.	-	-	-	-	-	-
40700	Replace 2010 Ford Crown Victoria. Cost of \$46,000 funded by replacement reserves.	-	-	-	-	-	-
40760	Replace 2011 Crown Victoria. Cost of \$50,000 funded by replacement reserves.	-	-	-	-	-	-
40770	Replace 2011 Crown Victoria. Cost of \$50,000 funded by replacement reserves.	-	-	-	-	-	-
41040	Replace 2008 Trailblazer. Cost of \$39,000 funded by replacement reserves.	-	-	-	-	-	-
41110	Replace 2010 Ford Crown Victoria. Cost of \$46,000 funded by replacement reserves.	-	-	-	-	-	-
41130	Replace 2011 Crown Victoria. Cost of \$52,000 funded by replacement reserves.	-	-	-	-	-	-
42130	Replace 1998 TNT Trailer. Cost of \$38,000 funded by replacement reserves from 42160 (see below).	-	-	-	-	-	-
42160	42160 2007 Chevy 15 Passenger Van. Sell as it is no longer needed. Replacement reserves of \$35,000 used to fund replacement of Vehicle 42130.	-	(1)	-	-	-	-
41310	Replace 2005 Honda ST1300P Motorcycle. Cost to replace is \$30,000 funded by replacement reserves. Ongoing cost is for additional annual reserves collection needed.	-	-	-	-	-	-
41340	Replace 2007 Honda ST1300P Motorcycle. Cost to replace is \$30,000 funded by replacement reserves. Ongoing cost is for additional annual reserves collection needed.	-	-	-	-	-	-
41330	Replace 2007 Honda ST1300P Motorcycle. Cost to replace is \$30,000 funded by replacement reserves. Ongoing cost is for additional annual reserves collection needed.	-	-	-	-	-	-
40580	Replace 2009 Honda ST1300P Motorcycle. Cost to replace is \$30,000 funded by replacement reserves. Ongoing cost is for additional annual reserves collection needed.	-	-	-	-	-	-

## ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

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

### ADOPTED SERVICE/ PROGRAM CHANGES (continued)

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2019		Year 2020	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Year 2020 Requests:							
41420 / 41220	Replace 2009 North River Seahawk Boat and trailer. Cost of \$100,000 funded by replacement reserves.	-	-	-	-	-	-
40630	Replace 2010 Ford Crown Victoria. Cost of \$46,000 funded by replacement reserves.	-	-	-	-	-	-
40850	Replace 2012 Dodge Charger. Cost of \$53,000 funded by replacement reserves.	-	-	-	-	-	-
40860	Replace 2012 Dodge Charger. Cost of \$46,700 funded by replacement reserves.	-	-	-	-	-	-
40870	Replace 2012 Dodge Charger. Cost of \$46,700 funded by replacement reserves.	-	-	-	-	-	-
40880	Replace 2012 Dodge Charger. Cost of \$46,700 funded by replacement reserves.	-	-	-	-	-	-
40890	Replace 2012 Dodge Charger. Cost of \$46,700 funded by replacement reserves.	-	-	-	-	-	-
40900	Replace 2012 Dodge Charger. Cost of \$46,700 funded by replacement reserves.	-	-	-	-	-	-
40930	Replace 2013 Ford Interceptor. Significant reliability issues related to carbon monoxide leaks and other mechanical issues. Cost of \$57,400 funded by replacement reserves.	-	-	-	-	-	-
41120	Replace 2011 Chevy Tahoe. Cost of \$51,500 funded by replacement reserves.	-	-	-	-	-	-
40740	Replace 2011 Chevy Tahoe (K-9 Unit Vehicle) Cost of \$54,900 funded by replacement reserves.	-	-	-	-	-	-
	Total - Police:	-	(1)	\$ -	\$ -	\$ -	\$ -

\*The 1-Time amounts reflect general fund contribution.

## ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

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

### ADOPTED SERVICE/ PROGRAM CHANGES (continued)

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2019		Year 2020	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Fleet & Equipment - General Operations:							
Year 2019 Requests:							
43030	2001 Open Air Landscape Trailer Cost of \$10,000 funded by replacement reserves.	-	-	\$ -	\$ -	\$ -	\$ -
42520	2008 Dump Trailer Cost \$22,000 funded by replacement reserves.	-	-	-	-	-	-
New	Drop-in Sander for Dump-Truck Cost \$25,000 (\$23,472 is funded by replacement reserves).	-	1	1,528	-	-	-
New	Roof cover for salt bin to prevent material loss	-	-	10,000	-	-	-
42730	2008 John Deere 997 Mower Cost \$18,500 (\$14,856 funded by replacement reserves).	-	-	3,644	-	-	-
43050	John Deere 1200A Bunker & Field Vehicle Cost \$16,000 (\$9,352 funded by replacement reserves).	-	-	6,648	-	-	-
New	Broom w/Collection Bin (Skid Steer attachment) Cost \$7,500 funded by SWM 100%.	-	1	-	-	-	-
New	Articulating Mower (Skid Steer Attachment) Cost \$28,000 funded by 95% SWM / 5% General Fund.	-	1	1,400	-	-	-
42440	2009 Ford F250 and Upgrade Vehicle Type Cost \$70,000 (\$38,000 funded by replacement reserves).	-	-	32,000	-	-	-
New	1000 Gallon Tank to Store De-Icer	-	1	18,000	-	-	-
42750	2011 Bobcat Toolcat Cost \$60,000 (\$40,000 funded by replacement reserves)	-	-	20,000	-	-	-
	Total - General Operations	-	4	\$ 93,220	\$ -	\$ -	\$ -

\*The 1-Time amounts reflect general fund contribution.



## ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

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

### DEPARTMENT POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 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
HR Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	62
IT Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Finance Supervisor	2.00	2.00	2.00	2.00	2.00	2.00	2.00	45
IT Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	45
Finance Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00	38
HR Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00	38
GIS Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	38
IT Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00	32
Finance Technician	3.00	3.00	3.00	3.00	3.00	3.00	3.00	28
Human Resources Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
<b>Total Regular Staffing</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

Position Title	Group	FTE	2019			2020		
			Salary	Benefits	Total	Salary	Benefits	Total
Assistant City Manager/Finance Director	Non-Rep	1.00	\$ 157,393	\$ 54,848	\$ 212,241	\$ 162,117	\$ 57,472	\$ 219,589
Finance Supervisor	Non-Rep	1.00	85,434	22,720	108,154	87,828	21,013	108,841
Finance Supervisor	Non-Rep	1.00	90,941	26,377	117,318	93,726	27,801	121,527
Finance Analyst	AFSCME	1.00	73,049	24,381	97,430	74,513	25,600	100,113
Finance Analyst	AFSCME	1.00	89,112	35,588	124,700	89,112	37,395	126,507
Finance Technician	AFSCME	1.00	73,080	40,037	113,117	73,080	41,936	115,016
Finance Technician	AFSCME	1.00	69,228	22,956	92,184	70,608	24,117	94,725
Finance Technician	AFSCME	1.00	65,228	21,156	86,384	70,608	24,117	94,725
Human Resources Director	Non-Rep	1.00	127,723	41,941	169,664	131,569	43,753	175,322
Human Resources Analyst	Non-Rep	1.00	79,065	25,326	104,391	81,438	26,712	108,150
Human Resources Analyst	Non-Rep	1.00	80,607	33,951	114,558	83,029	36,166	119,195
Human Resources Technician	Non-Rep	1.00	53,477	28,098	81,575	55,068	29,681	84,749
<b>Total - General Fund</b>		<b>12.00</b>	<b>\$ 1,044,337</b>	<b>\$ 377,379</b>	<b>\$ 1,421,716</b>	<b>\$ 1,072,696</b>	<b>\$ 395,763</b>	<b>\$ 1,468,459</b>
Information Technology Manager	Non-Rep	1.00	110,519	46,503	157,022	113,652	49,166	162,818
Information Technology Administrator	AFSCME	1.00	102,408	46,114	148,522	102,408	48,081	150,489
Geographical Information Systems Analyst	AFSCME	1.00	89,112	41,749	130,861	89,112	43,727	132,839
Information Technology Specialist	AFSCME	1.00	79,152	31,425	110,577	79,152	33,232	112,384
<b>Total - Information Technology Fund</b>		<b>4.00</b>	<b>\$ 381,191</b>	<b>\$ 165,791</b>	<b>\$ 546,982</b>	<b>\$ 384,324</b>	<b>\$ 174,205</b>	<b>\$ 558,529</b>
<b>Total - Administrative Services</b>		<b>16.00</b>	<b>\$ 1,425,528</b>	<b>\$ 543,170</b>	<b>\$ 1,968,698</b>	<b>\$ 1,457,020</b>	<b>\$ 569,968</b>	<b>\$ 2,026,988</b>

## ADMINISTRATIVE SERVICES **DEPARTMENT OVERVIEW**

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

### PURPOSE & DESCRIPTION

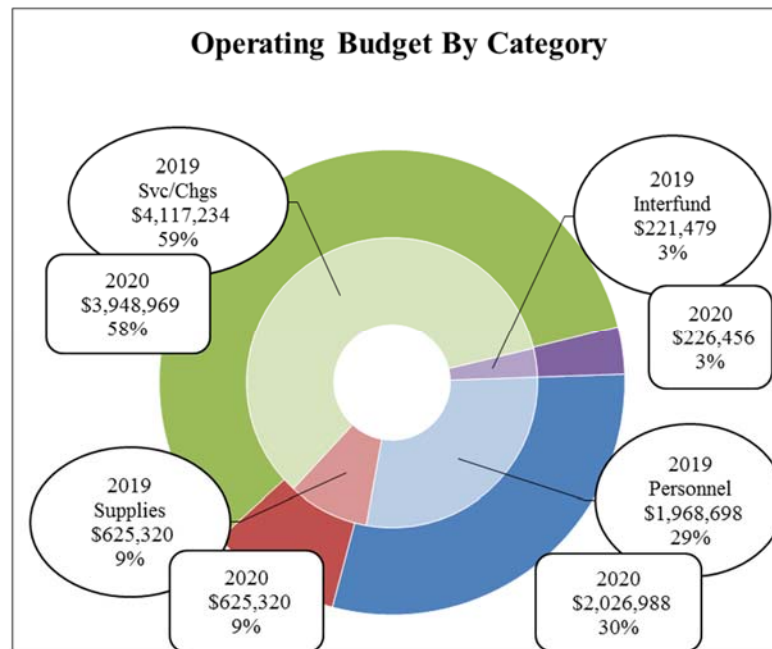
The Administrative Services Department provides city-wide administrative services including financial reporting, budget, audit coordination, accounting, cash management, human resources, risk management, information technology and fleet & equipment administration. The department is comprised of three divisions – Finance (includes Non-Departmental and Fleet & Equipment Administration), Information Technology and Human Resources (includes Risk Management).

The department supports the following committee:

- Lodging Tax Advisory Committee

### GOALS/OBJECTIVES

- Provide transparent and accountable financial services to the City by exercising sound financial leadership, planning and guidance, recommending, establishing and maintaining sound fiscal policies and practices.
- 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 OVERVIEW

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

### DEPARTMENT SUMMARY – GENERAL FUND

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
General Fund										
Revenue Summary:										
001	General Government	1,679,813	1,777,580	1,805,098	1,891,041	1,881,996	1,966,231	2,008,586	75,190	4.0%
Total Revenue		\$ 1,679,813	\$ 1,777,580	\$ 1,805,098	\$ 1,891,041	\$ 1,881,996	\$ 1,966,231	\$ 2,008,586	\$ 75,190	4.0%
Operating Expenditure Summary:										
001	Finance	\$ 992,952	\$ 1,081,687	\$ 1,096,315	\$ 1,137,332	\$ 1,136,142	\$ 1,222,733	\$ 1,254,474	\$ 85,401	7.5%
001	Human Resources	527,937	536,059	559,469	579,540	569,899	589,227	608,781	9,687	1.7%
001	Non-Departmental	122,398	128,098	131,720	133,295	133,295	133,960	133,960	665	0.5%
Total Operating Expenditure		\$ 1,643,286	\$ 1,745,844	\$ 1,787,504	\$ 1,850,167	\$ 1,839,336	\$ 1,945,920	\$ 1,997,215	\$ 95,753	5.2%
Capital & 1-Time Expenditure Summary:										
001	Finance	\$ 3,890	\$ 22,164	\$ 10,659	\$ 26,193	\$ 26,193	\$ 11,874	\$ 5,914	\$ (14,319)	-54.7%
001	Human Resources	1,945	9,572	6,935	14,681	16,467	8,437	5,457	(6,244)	-42.5%
001	Non-Departmental	30,691	-	-	-	-	-	-	-	n/a
Total Capital & 1-Time Expenditure		\$ 36,526	\$ 31,736	\$ 17,594	\$ 40,874	\$ 42,660	\$ 20,311	\$ 11,371	\$ (20,563)	-50.3%
Total Expenditure		\$ 1,679,812	\$ 1,777,580	\$ 1,805,098	\$ 1,891,041	\$ 1,881,996	\$ 1,966,231	\$ 2,008,586	\$ 75,190	4.0%

### DEPARTMENT SUMMARY – SPECIAL REVENUE FUND

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Hotel/Motel Lodging Tax										
Revenue Summary:										
104	Hotel/Motel Lodging Tax	\$ 762,264	\$ 775,588	\$ 600,000	\$ 700,000	\$ 971,850	\$ 800,000	\$ 800,000	\$ 100,000	14.3%
Total Revenue		\$ 762,264	\$ 775,588	\$ 600,000	\$ 700,000	\$ 971,850	\$ 800,000	\$ 800,000	\$ 100,000	14.3%
Expenditure Summary:										
104	Hotel/Motel Lodging Tax	\$ 588,197	\$ 709,557	\$ 650,000	\$ 1,435,871	\$ 1,435,871	\$ 1,049,220	\$ 800,000	\$ (386,651)	-26.9%
Total Expenditure		\$ 588,197	\$ 709,557	\$ 650,000	\$ 1,435,871	\$ 1,435,871	\$ 1,049,220	\$ 800,000	\$ (386,651)	-26.9%
	Beginning Balance	1,273,140	1,447,207	469,290	1,513,240	1,513,240	1,049,220	800,000		
	Ending Balance	1,447,208	1,513,238	419,290	777,369	1,049,220	800,000	800,000		

## ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

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

### DEPARTMENT SUMMARY – INTERNAL SERVICE FUNDS

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Fleet & Equipment										
Revenue Summary:										
501	M&O Revenue	\$ 491,653	\$ 649,107	\$ 751,720	\$ 751,720	\$ 701,720	\$ 740,720	\$ 740,720	\$ (11,000)	-1.5%
501	Replacement Reserves	972,694	831,415	917,326	917,326	979,370	805,481	-	(111,845)	-12.2%
501	Interest Earnings	15,394	29,381	4,000	4,000	4,000	15,000	15,000	11,000	275.0%
501	Capital Contribution	-	79,941	-	137,500	125,000	127,320	-	(10,180)	-7.4%
501	Proceeds Sale of Assets	90,355	29,175	16,000	16,000	16,000	-	-	(16,000)	-100.0%
501	Interfund Loan Repayment	-	-	-	1,020,000	1,020,000	-	-	(1,020,000)	-100.0%
501	Transfer In - General Fund	233,239	-	-	-	-	-	-	-	n/a
501	Transfer In - Felony Seizure	-	48,519	-	-	-	-	-	-	n/a
501	Transfer In - Risk Management	79,884	4,395	-	-	-	-	-	-	n/a
Total Revenue		\$ 1,883,219	\$ 1,671,933	\$ 1,689,046	\$ 2,846,546	\$ 2,846,090	\$ 1,688,521	\$ 755,720	\$ (1,158,025)	-40.7%
Expenditure Summary:										
501	Operations	528,421	678,486	755,720	755,720	705,720	755,720	755,720	-	0.0%
501	Capital & 1-Time	512,146	1,567,488	310,000	1,306,639	1,306,639	905,000	596,300	(401,639)	-30.7%
Total Expenditure		\$ 1,040,567	\$ 2,245,974	\$ 1,065,720	\$ 2,062,359	\$ 2,012,359	\$ 1,660,720	\$ 1,352,020	\$ (401,639)	-19.5%
	Beginning Balance (Reserves)	3,684,937	4,527,589	4,594,267	3,953,548	3,953,548	4,787,279	4,815,080		
	Ending Balance (Reserves)	4,527,589	3,953,548	5,217,593	4,737,735	4,787,279	4,815,080	4,218,780		

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj		
				Adopted	Adjusted	Year-end			\$ Chg	% Chg	
Information Technology											
Revenue Summary:											
503	M&O Revenue	\$ 931,089	\$ 1,083,900	\$ 1,351,800	\$ 1,384,678	\$ 1,384,678	\$ 1,597,212	\$ 1,690,139	\$ 212,534	15.3%	
503	Interest/Other	808	-	-	-	-	-	-	44,344	n/a	
503	IT Reserves	20,000	22,500	22,500	22,500	22,500	66,844	66,844	(606,537)	-2695.7%	
503	Contributed Capital	175,845	659,964	338,750	925,287	925,287	318,750	158,750	-	0.0%	
503	Transfer In - Fleet & Equip	123,189	-	-	-	-	-	-	(349,659)	n/a	
Total Revenue		\$ 1,250,931	\$ 1,766,364	\$ 1,713,050	\$ 2,332,465	\$ 2,332,465	\$ 1,982,806	\$ 1,915,733	\$ (349,659)	-15.0%	
Expenditure Summary:											
503	Operations	\$ 1,059,365	\$ 1,090,861	\$ 1,351,800	\$ 1,362,710	\$ 1,362,710	\$ 1,597,212	\$ 1,690,139	\$ 234,502	17.2%	
503	Capital & 1-Time	232,514	653,005	338,750	947,255	947,255	318,750	158,750	(628,505)	-66.4%	
Total Expenditure		\$ 1,291,879	\$ 1,743,866	\$ 1,690,550	\$ 2,309,965	\$ 2,309,965	\$ 1,915,962	\$ 1,848,889	\$ (394,003)	-17.1%	
	Beginning Balance (Reserves)	60,948	20,000	45,000	42,500	42,500	65,000	131,844			
	Ending Balance (Reserves)	20,000	42,500	67,500	65,000	65,000	131,844	198,688			

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj		
				Adopted	Adjusted	Year-end			\$ Chg	% Chg	
Risk Management											
Revenue Summary:											
504	M&O Revenue	\$ 1,035,308	\$ 1,218,865	\$ 1,176,972	\$ 1,288,898	\$ 1,312,898	\$ 1,434,659	\$ 1,434,659	\$ 145,761	11.3%	
504	AWC Retro Refund	20,054	-	24,000	24,000	-	-	-	(24,000)	-100.0%	
504	Insurance Recovery	164,564	207,042	50,000	50,000	50,000	150,000	150,000	100,000	200.0%	
Total Revenue		\$ 1,219,925	\$ 1,425,908	\$ 1,250,972	\$ 1,362,898	\$ 1,362,898	\$ 1,584,659	\$ 1,584,659	\$ 221,761	16.3%	
Expenditure Summary:											
504	Operations	\$ 1,135,041	\$ 1,271,320	\$ 1,250,972	\$ 1,362,898	\$ 1,362,898	\$ 1,584,659	\$ 1,584,659	\$ 221,761	16.3%	
504	Capital & 1-Time	84,884	154,588	-	-	-	-	-	-	n/a	
Total Expenditure		\$ 1,219,925	\$ 1,425,908	\$ 1,250,972	\$ 1,362,898	\$ 1,362,898	\$ 1,584,659	\$ 1,584,659	\$ 221,761	16.3%	
	Beginning Balance (Reserves)	-	-	-	-	-	-	-			
	Ending Balance (Reserves)	-	-	-	-	-	-	-			

## ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

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

### HIGHLIGHTS / CHANGES

The adopted operating budget totals \$6.93M in 2019 and \$6.82M in 2020. This is a decrease of 2.4% or \$165K from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget (increase in salaries and wages offset by lesser increase in healthcare premiums based on employee selection of City offered plans).
- Temporary Help – the decrease is due to the elimination of temporary help and increasing travel and training in an effort to make smart investments in staffing resources by providing the necessary training and professional development to keep up with changes in the accounting field, including but not limited to financial reporting and grant reporting and compliance changes.
- Other Supplies – the increase is due to the addition of tape media for backup to meet retention policy. Data has increased resulting in additional monthly tapes to ensure the City meets the retention requirements per state law. Also with the addition of the COBN in-car video system and 50+ security cameras, the City must ensure there is capacity to meet retention requirement. The document management system will also result in an increase in data as paper documents are scanned and brought into the system. This cost will continue to increase as backup tapes must be kept monthly for 6 years. The increase in IT is partially offset by a decrease in HR due to removing City purchases of wellness store items for resale since store is provided by third party, offset by minor increases in volunteer recognition event supplies and basic operating supplies.
- Printer & Copier Supplies – the majority of the increase is offset by a decrease in operating rental/lease. The increase is for parts and service due to warranty expiration (copiers came off contract in 2018). Additionally, printing has increased resulting in additional cost per page charges.
- Small Tools/Minor Equipment – the increase is due primarily to the addition of enterprise web filtering system.
- Operating Rental/Lease – the decrease is due to copiers coming off lease, however, is offset by additional costs in printer and copier supplies.
- Professional Services – the increase is due to estimating LTAC awards in the professional services line item, merchant service fees as customers utilize credit cards for payment of City services and fees, social media archival software necessary to meet records retention requirements.
- Communications – the increase is due to both additional cell phones and in-car CradlePoint communications systems using cellular services. This was a result of poor data and constant disconnects for police officers in the car and the need for more reliable solution for data communications and officer safety. As new cars are purchased, the CradlePoint communications system is installed resulting in new T-Mobile cellular service requirement. There is also a slight increase to expand voice and data circuit bandwidth as all remote offices are connected directly to City Hall and Police Station.
- Risk Assessment (WCIA) – the increase due to anticipated increases in liability assessment.
- Repairs & Maintenance – the increase is due primarily to computer hardware and software maintenance for: \$30K Server Maintenance; \$5K Firewall and Intrusion Detection; \$15K Council Chambers Technology; \$23K Co-Location; \$10K Additional Microsoft licenses; \$58K Document Management System; \$5K Law Enforcement Evident System Digital Media; and \$10K COBAN In-Car Annual Service Agreement.
- Intergovernmental – the increase is to cover the hourly rate charged for the required annual state audit conducted by the Washington State Auditor's Office as well as additional testing required (City under higher risk audit).
- Interfund Transfers – the decrease is due to Hotel/Motel Lodging Tax actual allocation in 2018 adjusted budget versus estimating 2019 LTAC grant awards under professional services. The 2018 adjusted budget includes carry forward of 2017 LTAC awards.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.

## ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

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

### REVENUE & EXPENDITURE SUMMARY

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
501	Fleet & Equipment	\$ 1,883,219	\$ 1,671,933	\$1,689,046	\$ 2,846,546	\$ 2,846,090	\$ 1,688,521	\$ 755,720	\$ (1,158,025)	-40.7%
503	Information Technology	1,250,931	1,766,365	1,713,050	2,332,465	2,332,465	1,982,806	1,915,733	(349,659)	-15.0%
504	Risk Mangement	1,219,926	1,425,907	1,250,972	1,362,898	1,362,898	1,584,659	1,584,659	221,761	16.3%
104	Hotel/Motel Lodging Tax	762,264	775,588	600,000	700,000	971,850	800,000	800,000	100,000	14.3%
001	General Governmental	1,679,813	1,777,580	1,805,098	1,891,041	1,881,996	1,966,231	2,008,586	75,190	4.0%
Total Revenues:		\$ 6,796,153	\$ 7,417,373	\$ 7,058,166	\$ 9,132,950	\$ 9,395,299	\$ 8,022,217	\$ 7,064,698	\$ (1,110,733)	-12.2%
Expenditure Summary:										
11.xxx	Salaries & Wages	1,256,445	1,259,287	1,312,839	1,356,400	1,356,392	1,425,528	1,457,020	69,128	5.1%
11.002/4	Overtime	-	74	1,000	1,000	-	-	-	(1,000)	-100.0%
11.011	Temporary Help	-	-	6,500	6,500	6,500	-	-	(6,500)	-100.0%
21.xxx	Benefits	445,489	474,707	509,135	518,728	518,728	543,170	569,968	24,442	4.7%
31.xxx	Other Operating Supplies	50,198	58,898	63,515	63,515	55,790	66,300	66,300	2,785	4.4%
31.002	Printer & Copier Supplies	6,184	7,045	20,000	20,000	20,000	70,000	70,000	50,000	250.0%
31.003/004	Office Publications/Forms	442	813	1,490	1,490	1,490	1,545	1,545	55	3.7%
31.005	Meeting Food & Beverage	1,059	1,569	1,200	1,200	800	1,325	1,325	125	10.4%
32.xxx	Fuel	262,724	317,678	424,150	424,150	374,150	424,150	424,150	-	0.0%
35.xxx	Small Tools/Minor Equip	44,274	31,636	60,500	60,500	60,500	62,000	62,000	1,500	2.5%
41.xxx	Professional Service	561,569	622,799	754,915	623,265	624,265	1,303,520	1,054,300	680,255	109.1%
42.xxx	Communication	269,687	276,296	260,620	260,620	260,620	293,125	293,125	32,505	12.5%
43/49.003	Travel & Training	6,449	5,924	16,020	16,020	15,670	18,900	18,900	2,880	18.0%
44.xxx	Advertising	3,028	19,046	300	27,361	27,061	300	300	(27,061)	-98.9%
45.xxx	Operating Rental/Lease	41,668	54,227	74,730	52,762	52,762	12,000	12,000	(40,762)	-77.3%
46.xxx	Risk Assessment (WCIA)	1,020,820	1,084,797	1,121,792	1,183,718	1,183,718	1,406,679	1,406,679	222,961	18.8%
48.xxx	Repairs & Maintenance	584,205	710,482	805,150	855,150	855,150	1,010,790	1,092,170	155,640	18.2%
49.001	Membership Dues	61,355	64,038	62,570	63,545	63,995	65,850	65,850	2,305	3.6%
49.xxx	Other Charges & Services	7,133	12,580	4,630	14,930	14,930	6,070	5,645	(8,860)	-59.3%
597	Interfund Transfers	103,922	237,049	50,000	955,460	955,460	-	-	(955,460)	-100.0%
5x.xxx	Intergovernmental	71,379	74,718	71,050	71,050	71,050	-	-	(71,050)	-100.0%
9x.xxx	IS Charges - M&O	150,710	174,838	164,230	180,342	180,342	213,731	219,696	33,389	18.5%
9x.xxx	IS Charges - Reserves	5,571	7,567	9,660	9,660	7,162	7,748	6,760	(1,912)	-19.8%
Subtotal Operating Exp:		\$ 4,954,311	\$ 5,496,068	\$ 5,795,996	\$ 6,767,366	\$ 6,706,535	\$ 6,932,731	\$ 6,827,733	\$ 165,365	2.4%
Capital & One-time Funding:										
	Finance	3,890	22,164	10,659	26,193	26,193	11,874	5,914	(14,319)	-54.7%
	Information Technology	232,514	653,005	338,750	947,255	947,255	318,750	158,750	(628,505)	-66.4%
	Fleet & Equip Replacement	512,146	1,567,488	310,000	1,306,639	1,306,639	905,000	596,300	(401,639)	-30.7%
	Human Resources	1,945	9,572	6,935	14,681	16,467	8,437	5,457	(6,244)	-42.5%
	Risk Management	84,884	154,588	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ 866,070	\$ 2,406,817	\$ 666,344	\$ 2,294,768	\$ 2,296,554	\$ 1,244,061	\$ 766,421	\$ (1,050,707)	-45.8%
Total Expenditures:		\$ 5,820,381	\$ 7,902,885	\$ 6,462,340	\$ 9,062,134	\$ 9,003,089	\$ 8,176,792	\$ 7,594,154	\$ (885,342)	-9.8%

## ADMINISTRATIVE SERVICES **FINANCE**

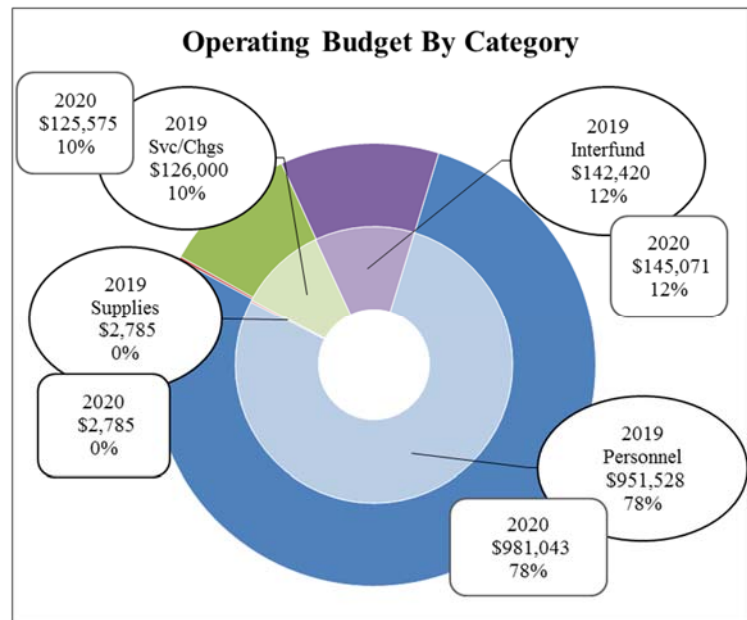
**Responsible Manager:** *Tho Kraus, Assistant City Manager/Finance Director*

### 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 division's responsibilities include: accounts payable; accounts receivable; payroll; cash and investment management; financial forecasting; budget preparation; internal control monitoring; audit coordination; financial reporting which includes quarterly, year-end and Comprehensive Annual Financial Report; non-departmental/centralized services; fleet and equipment administration; and general accounting services including capital projects, capital assets and grants.

### 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.
- Stay abreast of new developments in accounting and finance.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of invoices paid annually	n/a	8130	8130	8130	8130
% of vendors paid within 30 days of invoice date*	95%	95%	95%	95%	95%
% of accounts receivable aged balances over 60 days versus annual billing	5%	2%	2%	2%	2%
GFOA Award Received for Current Year CAFR	Yes	Yes	Yes	Yes	Yes
GFOA Award Received for Biennium's Budget Document	Yes	Yes	n/a	Yes	n/a
Clean Audit (for prior Fiscal Year)	Yes	Yes	Yes	Yes	Yes
Bond Rating Per Standard & Poor's	AA	AA-	AA	AA	AA

(1) Requires coordination with departments to ensure Accounts Payable receives invoices timely.

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 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 Supervisor	2.00	2.00	2.00	2.00	2.00	2.00	2.00	45
Finance Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00	38
Finance Technician	3.00	3.00	3.00	3.00	3.00	3.00	3.00	28
<b>Total Regular Staffing</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	



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

The adopted operating budget totals \$1.22M in 2019 and \$1.25M in 2020. This is an increase of 7.5% or \$85K from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget (increase in salaries and wages offset by lesser increase in healthcare premiums based on employee selection of City offered plans).
- Temporary Help – the decrease is due to the elimination of temporary help and increasing travel and training in an effort to investment in staffing resources, providing necessary training and professional development to keep up with changes in the accounting field, including but not limited to financial reporting, grant reporting and compliance changes.
- Professional Services – the increase is due to merchant service fees as customers utilize credit cards for payment of City services and fees and change in accounting of costs from intergovernmental to professional services.
- Travel & Training – the decrease in temporary help more than offsets the increase in necessary training and professional development.
- Intergovernmental – the decrease is due to the change in accounting of costs from intergovernmental charges to professional services; and includes an increase to cover the hourly rate charged for the required annual state audit conducted by the Washington State Auditor's Office as well as additional testing required (City under higher risk audit).
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.

**REVENUE AND EXPENDITURE SUMMARY**

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
001	General Government	\$ 996,842	\$ 1,103,851	\$1,106,974	\$1,163,525	\$1,162,335	\$1,234,607	\$1,260,388	71,082	6.1%
Total Revenues:		\$ 996,842	\$ 1,103,851	\$1,106,974	\$1,163,525	\$1,162,335	\$1,234,607	\$1,260,388	\$ 71,082	6.1%
Expenditure Summary:										
11.xxx	Salaries & Wages	584,727	592,042	626,266	651,114	651,106	703,465	721,592	52,351	8.0%
11.011	Temporary Help	-	-	6,500	6,500	6,500	-	-	(6,500)	-100.0%
21.xxx	Benefits	202,782	209,592	240,013	245,441	245,441	248,063	259,451	2,622	1.1%
31.xxx	Other Operating Supplies	2,042	1,258	880	880	880	1,115	1,115	235	26.7%
31.003/004	Office Publications/Forms	442	813	1,490	1,490	1,490	1,545	1,545	55	3.7%
31.005	Meeting Food & Beverage	204	199	-	-	-	125	125	125	n/a
35.xxx	Small Tools/Minor Equip	-	80	-	-	-	-	-	-	n/a
41.xxx	Professional Service	31,656	84,487	33,300	33,300	33,300	117,020	117,020	83,720	251.4%
43/49.003	Travel & Training	1,279	1,768	4,970	4,970	4,970	6,200	6,200	1,230	24.7%
49.001	Membership Dues	695	1,390	1,370	1,370	1,370	1,370	1,370	-	0.0%
49.xxx	Other Charges & Services	550	1,407	900	900	900	1,410	985	510	56.7%
5x.xxx	Intergovernmental	70,882	74,718	70,000	70,000	70,000	-	-	(70,000)	-100.0%
9x.xxx	IS Charges - M&O	93,945	108,960	104,741	115,482	115,482	137,326	140,636	21,844	18.9%
9x.xxx	IS Charges - Reserves	3,748	4,973	5,885	5,885	4,703	5,094	4,435	(791)	-13.4%
Subtotal Operating Exp:		\$ 992,952	\$ 1,081,687	\$1,096,315	\$1,137,332	\$1,136,142	\$1,222,733	\$1,254,474	\$ 85,401	7.5%
Capital & One-time Funding:										
	Capital & One-Time	3,890	22,164	10,659	26,193	26,193	11,874	5,914	(14,319)	-54.7%
Subtotal One-time Exp:		\$ 3,890	\$ 22,164	\$ 10,659	\$ 26,193	\$ 26,193	\$ 11,874	\$ 5,914	\$ (14,319)	-54.7%
Total Expenditures:		\$ 996,842	\$ 1,103,851	\$1,106,974	\$1,163,525	\$1,162,335	\$1,234,607	\$1,260,388	\$ 71,082	6.1%

## ADMINISTRATIVE SERVICES **NON-DEPARTMENTAL**

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

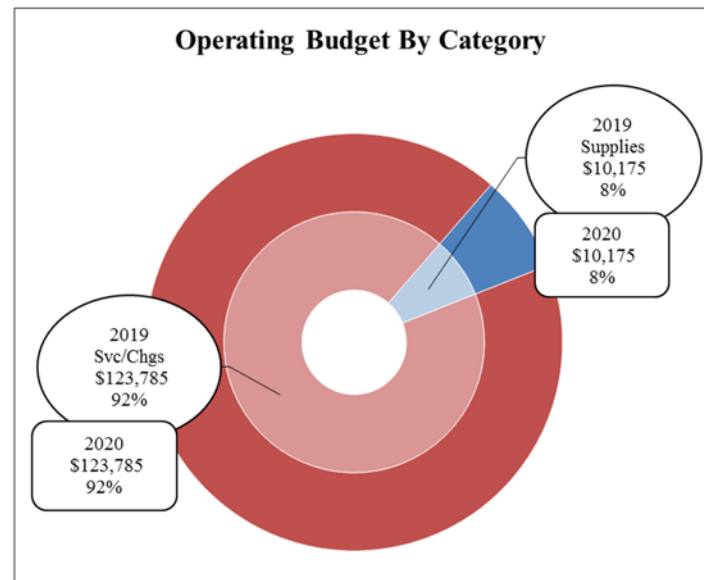
### PURPOSE/DESCRIPTION

The purpose of the Non-Departmental section is to account for expenditures that are not specifically related to one department such as city-wide postage and bulk mail, paper and coffee and water supplies, and membership dues.

### HIGHLIGHTS/CHANGES

The adopted operating budget totals \$134K in 2019 and \$134K in 2020. This is an increase of less than \$1K or 0.5% from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Other Operating Supplies – The decrease partially offset by an increase in operating rental/lease to appropriately account for the rental of water dispensers.
- Membership Dues – the increase is due to account for increases in city-wide membership fees.



### REVENUE AND EXPENDITURE SUMMARY

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
001	General Government	\$ 153,089	\$ 128,098	\$ 131,720	\$ 133,295	\$ 133,295	\$ 133,960	\$ 133,960	665	0.5%
Total Revenues:		\$ 153,089	\$ 128,098	\$ 131,720	\$ 133,295	\$ 133,295	\$ 133,960	\$ 133,960	\$ 665	0.5%
Expenditure Summary:										
31.xxx	Other Operating Supplies	9,768	9,939	14,400	14,400	14,400	10,175	10,175	(4,225)	-29.3%
42.xxx	Communication	49,995	53,101	57,020	57,020	57,020	57,025	57,025	5	0.0%
45.xxx	Operating Rental/Lease	2,903	2,977	-	-	-	3,000	3,000	3,000	n/a
49.001	Membership Dues	59,732	61,751	60,300	61,575	61,575	63,430	63,430	1,855	3.0%
49.xxx	Other Charges & Services	-	330	-	300	300	330	330	30	10.0%
Subtotal Operating Exp:		\$ 122,398	\$ 128,098	\$ 131,720	\$ 133,295	\$ 133,295	\$ 133,960	\$ 133,960	\$ 665	0.5%
Capital & One-time Funding:										
Capital & 1-Time		30,691	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ 30,691	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 153,089	\$ 128,098	\$ 131,720	\$ 133,295	\$ 133,295	\$ 133,960	\$ 133,960	\$ 665	0.5%

## ADMINISTRATIVE SERVICES **HOTEL/MOTEL LODGING TAX**

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

### PURPOSE/DESCRIPTION

The lodging tax, also referred to as the hotel-motel tax is a consumer tax on lodging charges for periods of less than 30 consecutive days for hotels, motels, rooming houses, private campgrounds, RV parks and similar facilities. The guiding principle for the use of lodging taxes is that they must be used for activities, operations and expenditures designed to increase tourism. Specifically, lodging taxes can be used for: tourism marketing; marketing and operations of special events and tourism-related facilities owned or operated by a municipality or a public facilities district; or operations of tourism-related facilities owned or operated by nonprofit organizations (RCW 67.28.1816). As of July 1, 2013, capital expenditures for tourism-related facilities owned by nonprofit organizations are no longer permitted expenditures of lodging tax funds.

The Lodging Tax Advisory Committee (LTAC) receives all applications for lodging tax revenue and recommends a list of candidates and funding levels to the City Council for final determination. The committee must have at least five members, appointed by the City Council. The committee membership must include at least two representatives of businesses that are required to collect the lodging tax, at least two people who are involved in activities that are authorized to be funded by this tax, and one elected city official who serves as chairperson of the committee. The number of committee members from organizations representing hotels and motels and the number of organizations involved in activities that can be funded must equal. In addition to reviewing applications for the use of lodging tax, the committee reviews and comments on any proposals to impose a new lodging tax, raise the rate of an existing tax, repeal an exemption from the lodging tax, or change the use of the tax proceeds.

All entities receiving lodging tax funds must provide information to their respective local government on the use of the funds. This includes local governments that directly use lodging tax funds for municipal purposes. Local governments are then, in turn, report this information annually to the Joint Legislative Audit and Review Committee (JLARC).

### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Actual	2019 Est	2020 Est
# of lodging contracts managed (excludes City projects)	n/a	9	9	10	n/a

### REVENUE AND EXPENDITURE SUMMARY

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
104	Special Hotel/Motel Lodging Tax	\$ 540,974	\$ 544,428	\$ 428,571	\$ 485,714	\$ 694,179	\$ 571,429	\$ 571,429	\$ 85,715	17.6%
104	Transient Rental Income Tax	216,390	217,771	171,429	214,286	277,671	228,571	228,571	14,285	6.7%
104	Interest Earnings	4,900	13,389	-	-	-	-	-	-	n/a
Total Revenues:		\$ 762,264	\$ 775,588	\$ 600,000	\$ 700,000	\$ 971,850	\$ 800,000	\$ 800,000	\$ 100,000	14.3%
Expenditure Summary:										
11.xxx	Salaries & Wages	1,686	1,738	-	-	-	-	-	-	n/a
11.002/4	Overtime	-	74	-	-	-	-	-	-	n/a
21.xxx	Benefits	257	275	-	-	-	-	-	-	n/a
31.xxx	Other Operating Supplies	19,622	13,171	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	-	100	-	-	-	-	-	-	n/a
41.xxx	Professional Service	458,379	432,737	600,000	453,350	453,350	1,049,220	800,000	595,870	131.4%
43/49.003	Travel & Training	-	1,846	-	-	-	-	-	-	n/a
44.xxx	Advertising	2,803	18,846	-	27,061	27,061	-	-	(27,061)	-100.0%
45.xxx	Operating Rental/Lease	-	3,225	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	1,528	495	-	-	-	-	-	-	n/a
597	Interfund Transfers	103,922	237,049	50,000	955,460	955,460	-	-	(955,460)	-100.0%
Subtotal Operating Exp:		\$ 588,197	\$ 709,557	\$ 650,000	\$ 1,435,871	\$ 1,435,871	\$ 1,049,220	\$ 800,000	\$ (386,651)	-26.9%
Total Expenditures:		\$ 588,197	\$ 709,557	\$ 650,000	\$ 1,435,871	\$ 1,435,871	\$ 1,049,220	\$ 800,000	\$ (386,651)	-26.9%
	Beginning Balance	1,273,140	1,447,207	469,290	1,513,240	1,513,240	1,049,220	800,000		
	Ending Balance	1,447,208	1,513,238	419,290	777,369	1,049,220	800,000	800,000		

**ADMINISTRATIVE SERVICES FLEET & EQUIPMENT****Responsible Manager: Tho Kraus, Assistant City Manager/Administrative Service 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. Fleet and equipment user charges are allocated to the operating funds based on usage.

**GOAL/OBJECTIVE**

- Ensure safe, available, and reliable vehicles and equipment

**2019/2020 CAPITAL/1-TIME**

	Description	2019 Adopted	2020 Adopted
<b>Police</b>		<b>\$ 620,000</b>	<b>\$ 596,300</b>
	Replace 1999 Ford Taurus with Trailer (Veh 40030)	5,000	-
	Replace 2001 GMC Sonoma (Veh 40060)	22,000	-
	Replace 2008 Crown Victoria (Veh 40500)	46,000	-
	Replace 2009 Ford F150 Crew Cab (Veh 40610)	30,000	-
	Replace 2009 Honda Element (Veh 40620)	30,000	-
	Replace 2010 Ford Crown Victoria (Veh 40650)	46,000	-
	Replace 2010 Ford Crown Victoria (Veh 40700)	46,000	-
	Replace 2011 Crown Victoria (Veh 40760)	50,000	-
	Replace 2011 Crown Victoria (Veh 40770)	50,000	-
	Replace 2008 Trailblazer (Veh 41040)	39,000	-
	Replace 2010 Ford Crown Victoria (Veh 41110)	46,000	-
	Replace 2011 Crown Victoria (Veh 41130)	52,000	-
	Replace 1998 TNT Trailer (Veh 42130)	38,000	-
	Surplus 42160 2007 Chevy 15 Passenger Van (Veh 42160)	-	-
	Replace 2005 Honda ST1300P Motorcycle (Veh 41310)	30,000	-
	Replace 2007 Honda ST1300P Motorcycle (Veh 41340)	30,000	-
	Replace 2007 Honda ST1300P Motorcycle (Veh 41330)	30,000	-
	Replace 2009 Honda ST1300P Motorcycle (Veh 40580)	30,000	-
	Replace 2009 North River Seahawk Boat and trailer (Veh 41420/41220)	-	100,000
	Replace 2010 Ford Crown Victoria (Veh 40630)	-	46,000
	Replace 2012 Dodge Charger (Veh 40850)	-	53,000
	Replace 2012 Dodge Charger (Veh 40860)	-	46,700
	Replace 2012 Dodge Charger (Veh 40870)	-	46,700
	Replace 2012 Dodge Charger (Veh 40880)	-	46,700
	Replace 2012 Dodge Charger (Veh 40890)	-	46,700
	Replace 2012 Dodge Charger (Veh 40900)	-	46,700
	Replace 2013 Ford Interceptor (Veh 40930)	-	57,400
	Replace 2011 Chevy Tahoe (Veh 41120)	-	51,500
	Replace 2011 Chevy Tahoe K-9 (Veh 40740)	-	54,900
<b>General Operations</b>		<b>\$ 285,000</b>	<b>\$ -</b>
	Replace 2009 Ford F250 (Veh 42440)	70,000	-
	Replace 2001 Open Air Landscape Trailer (Veh 43030)	10,000	-
	Replace 2008 Dump Trailer (Veh 42520)	22,000	-
	New Drop-in Sander for Dump-Truck	25,000	-
	New Salt Bin Cover	10,000	-
	Replace 2008 John Deere 997 Mower (Veh 42730)	18,500	-
	Replace John Deere 1200A Bunker & Field Vehicle (Veh 43050)	16,000	-
	New Broom w/Collection Bin (Skid Steer attachment)	7,500	-
	New Articulating Mower (Skid Steer attachment)	28,000	-
	New 1000 Gallon Tank to store de-icer	18,000	-
	Replace 2011 Bobcat Toolcat (Veh 42750)	60,000	-
	<b>Total</b>	<b>\$ 905,000</b>	<b>\$ 596,300</b>

## ADMINISTRATIVE SERVICES **FLEET & EQUIPMENT**

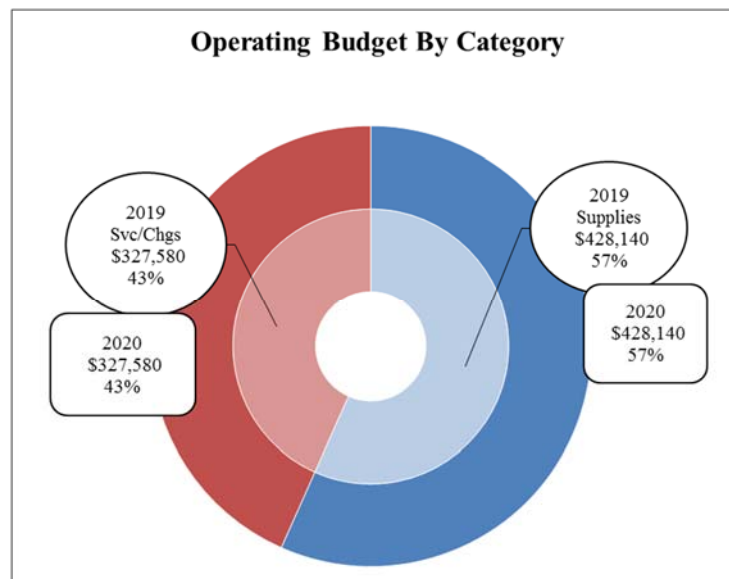
Responsible Manager: *Tho Kraus, Assistant City Manager/Administrative Services Director*

### HIGHLIGHTS/CHANGES

The adopted operating budget totals \$756K in 2019 and \$756K in 2020, consistent with the previous biennium's budget. Fuel line item remains unchanged due to uncertainty of future fuel prices.

### REVENUE AND EXPENDITURE SUMMARY

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
501	M&O Revenue	\$ 491,653	\$ 649,107	\$ 751,720	\$ 751,720	\$ 701,720	\$ 740,720	\$ 740,720	\$ (11,000)	n/a
501	Replacement Reserves	972,694	831,415	917,326	917,326	979,370	805,481	-	(111,845)	n/a
501	Interest Earnings	15,394	29,381	4,000	4,000	4,000	15,000	15,000	11,000	275.0%
501	Capital Contribution	-	79,941	-	137,500	125,000	127,320	-	(10,180)	-7.4%
501	Proceeds Sale of Assets	90,355	29,175	16,000	16,000	16,000	-	-	(16,000)	-100.0%
501	Transfer In-General Fund	233,239	-	-	-	-	-	-	-	n/a
181	Transfer In-Felony Seizure	-	48,519	-	-	-	-	-	-	n/a
302	Interfund Loan Repayment	-	-	-	1,020,000	1,020,000	-	-	(1,020,000)	-100.0%
504	Transfer In-Risk Mgmt	79,884	4,395	-	-	-	-	-	-	n/a
Total Revenues		\$ 1,883,219	\$ 1,671,933	\$ 1,689,046	\$ 2,846,546	\$ 2,846,090	\$ 1,688,521	\$ 755,720	\$ (1,158,025)	-40.7%
Expenditure Summary:										
31.xxx	Other Operating Supplies	1,725	18,195	3,990	3,990	3,990	3,990	3,990	-	0.0%
32.xxx	Fuel	262,724	317,678	424,150	424,150	374,150	424,150	424,150	-	0.0%
48.xxx	Repairs & Maintenance	263,832	342,474	327,580	327,580	327,580	327,580	327,580	-	0.0%
49.xxx	Other Charges & Services	140	140	-	-	-	-	-	-	n/a
Subtotal Operating Expenditures		\$ 528,421	\$ 678,486	\$ 755,720	\$ 755,720	\$ 705,720	\$ 755,720	\$ 755,720	\$ -	0.0%
Capital & One-Time										
	Capital - Vehicle & Equip	388,957	1,061,710	310,000	792,417	792,417	905,000	596,300	112,583	14.2%
	Interfund Loan LID Financing	-	505,778	-	514,222	514,222	-	-	(514,222)	-100.0%
	Transfer Out-Info Technology	123,189	-	-	-	-	-	-	-	n/a
Subtotal Capital & One-Time		\$ 512,146	\$ 1,567,488	\$ 310,000	\$ 1,306,639	\$ 1,306,639	\$ 905,000	\$ 596,300	\$ (401,639)	-30.7%
Total Expenditures		\$ 1,040,567	\$ 2,245,974	\$ 1,065,720	\$ 2,062,359	\$ 2,012,359	\$ 1,660,720	\$ 1,352,020	\$ (401,639)	-19.5%
	Beginning Balance (Reserves)	3,684,937	4,527,589	4,594,267	3,953,548	3,953,548	4,787,279	4,815,080		
	Ending Balance (Reserves)	4,527,589	3,953,548	5,217,593	4,737,735	4,787,279	4,815,080	4,218,780		

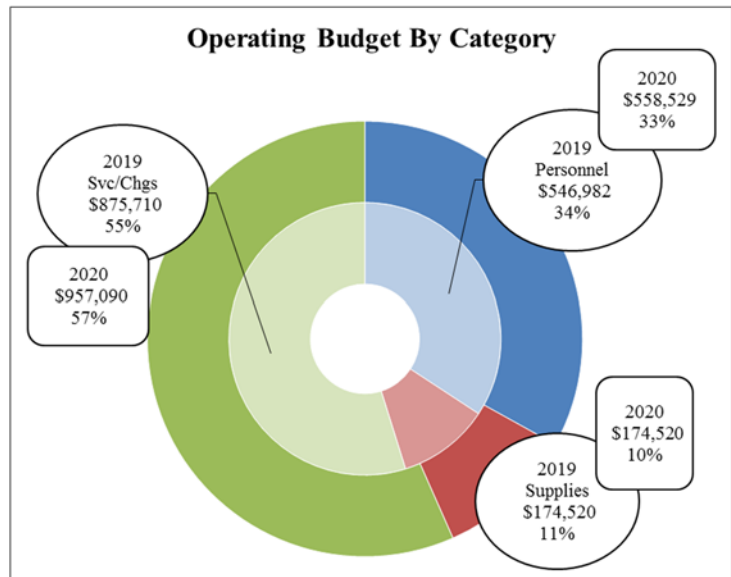


## ADMINISTRATIVE SERVICES **INFORMATION TECHNOLOGY**

**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 (Geographical Information System).



### 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	2017 Actual	2018 Est	2019 Est	2020 Est
# of new systems implemented	n/a	10	5	5	5
# of users served	n/a	250	250	250	250
# of personal computers maintained	n/a	440	440	440	440
# of support calls received annually	n/a	3032	2781	3000	2500
# of applications maintained	n/a	144	150	150	150
# of servers maintained (LAN/WAN)	n/a	91	90	90	99
# of phones operated and maintained	550	515	526	530	530
% of IT system up-time during normal business hours	100%	99%	100%	100%	100%
% of communications up-time during normal business hours	100%	100%	100%	100%	100%

## ADMINISTRATIVE SERVICES **INFORMATION TECHNOLOGY**

Responsible Manager: *Kenneth White, Information Technology Manager*

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
IT Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
IT Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	45
GIS Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	38
IT Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00	32
<b>Total Regular Staffing</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

### 2019/2020 CAPITAL/1-TIME

Ref #	Service/Program	2019	2020
		1-Time	1-Time
503.0009	Expand Video Surveillance	-	20,000
503.0011	Server/Hardware Upgrades	30,000	-
502.0015	Computer Replacement	138,750	138,750
503.0028	New Permit System Evaluation	25,000	-
503.0029	SAN (Storage Area Network) Implementation	100,000	-
503.0030	Front Street O&M Facility Fiber Installation	25,000	-
<b>Total - Information Technology Strategic Plan</b>		<b>\$ 318,750</b>	<b>\$ 158,750</b>

*Project details provided in the 6-Year Information Technology Strategic Plan.*



## ADMINISTRATIVE SERVICES **INFORMATION TECHNOLOGY**

**Responsible Manager:** *Kenneth White, Information Technology Manager*

### HIGHLIGHTS/CHANGES

The adopted operating budget totals \$1.60M in 2019 and \$1.69M in 2020. This is an increase of 17.2% or \$234K from the 2018 adjusted operating budget. Highlights of the 2019 adopted operating budget compared to the 2018 adjusted operating budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, and increases in healthcare premiums.
- Other Supplies – the increase is due to the addition of tape media for backup to meet retention policy. Data has increased resulting in additional monthly tapes to ensure the City meets the retention requirements per state law. Also with the addition of the COBN in-car video system and 50+ security cameras, the City must ensure there is capacity to meet retention requirement. The document management system will also result in an increase in data as paper documents are scanned and brought into the system. This cost will continue to increase as backup tapes must be kept monthly for 6 years.
- Printer & Copier Supplies – the majority of the increase is offset by a decrease in operating rental/lease. The increase is for parts and service due to warranty expiration (copiers came off contract in 2018). Additionally, printing has increased resulting in additional cost per page charges.
- Small Tools/Minor Equipment – the increase is due primarily to the addition of enterprise web filtering system.
- Professional Services – the increase is due to social media archival software necessary to meet records retention requirements.
- Communications – the increase is due to both additional cell phones and in-car CradlePoint communications systems using cellular services. This was a result of poor data and constant disconnects for police officers in the car and the need for more reliable solution for data communications and officer safety. As new cars are purchased, the CradlePoint communications system is installed resulting in new T-Mobile cellular service requirement. There is also a slight increase to expand voice and data circuit bandwidth as all remote offices are connected directly to City Hall and Police Station.
- Operating Rental/Lease – the decrease is due to copiers coming off lease, however, is offset by additional costs in printer and copier supplies.
- Repairs & Maintenance – the increase is due primarily to computer hardware and software maintenance for:
  - \$30K Server Maintenance
  - \$5K Firewall and Intrusion Detection
  - \$15K Council Chambers Technology
  - \$23K Co-Location
  - \$10K Additional Microsoft licenses
  - \$58K Document Management System
  - \$5K Law Enforcement Evident System Digital Media
  - \$10K COBAN In-Car Annual Service Agreement

# ADMINISTRATIVE SERVICES **INFORMATION TECHNOLOGY**

Responsible Manager: *Kenneth White, Information Technology Manager*

## REVENUE AND EXPENDITURE SUMMARY

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
503	M&O Revenue	\$ 931,089	\$1,083,900	\$1,351,800	\$1,384,678	\$1,384,678	\$1,597,212	\$1,690,139	212,534	15.3%
503	Interest/Other	808	-	-	-	-	-	-	-	n/a
503	IT Reserves	20,000	22,500	22,500	22,500	22,500	66,844	66,844	44,344	197.1%
503	Contributed Capital	175,845	659,964	338,750	925,287	925,287	318,750	158,750	(606,537)	-65.6%
503	Transfer In - Fleet & Equip	123,189	-	-	-	-	-	-	-	n/a
Total Revenues:		\$ 1,250,931	\$1,766,365	\$1,713,050	\$ 2,332,465	\$ 2,332,465	\$ 1,982,806	\$ 1,915,733	\$ (349,659)	-15.0%
Expenditure Summary:										
11.xxx	Salaries & Wages	334,641	345,465	346,830	365,543	365,543	381,191	384,324	15,648	4.3%
21.xxx	Benefits	134,023	149,455	147,440	151,605	151,605	165,791	174,205	14,186	9.4%
31.xxx	Other Supplies	9,039	5,791	27,520	27,520	27,520	42,520	42,520	15,000	54.5%
31.002	Printer & Copier Supplies	6,184	7,045	20,000	20,000	20,000	70,000	70,000	50,000	250.0%
35.xxx	Small Tools/Minor Equip	44,274	31,300	60,500	60,500	60,500	62,000	62,000	1,500	2.5%
41.xxx	Professional Service	35,547	56,791	84,590	84,590	84,590	87,780	87,780	3,190	3.8%
42.xxx	Communication	219,692	223,195	203,600	203,600	203,600	236,100	236,100	32,500	16.0%
43/49.003	Travel & Training	-	-	6,000	6,000	6,000	6,000	6,000	-	0.0%
45.xxx	Operating Rental/Lease	38,765	48,025	74,730	52,762	52,762	9,000	9,000	(43,762)	-82.9%
48.xxx	Repairs & Maintenance	232,809	213,737	377,040	377,040	377,040	532,680	614,060	155,640	41.3%
49.001	Membership Dues	75	-	100	100	100	100	100	-	0.0%
49.xxx	Other Charges & Services	4,316	10,057	3,450	13,450	13,450	4,050	4,050	(9,400)	-69.9%
Subtotal Operating Exp:		\$ 1,059,365	\$ 1,090,861	\$ 1,351,800	\$ 1,362,710	\$ 1,362,710	\$ 1,597,212	\$ 1,690,139	\$ 234,502	17.2%
Capital & One-time Funding:										
	Capital & One-Time	232,514	653,005	338,750	947,255	947,255	318,750	158,750	(628,505)	-66.4%
Subtotal One-time Exp:		\$ 232,514	\$ 653,005	\$ 338,750	\$ 947,255	\$ 947,255	\$ 318,750	\$ 158,750	\$ (628,505)	-66.4%
Total Expenditures:		\$ 1,291,879	\$ 1,743,866	\$ 1,690,550	\$ 2,309,965	\$ 2,309,965	\$ 1,915,962	\$ 1,848,889	\$ (394,003)	-17.1%
	Beginning Balance (Reserves)	60,948	20,000	45,000	42,500	42,500	65,000	131,844		
	Ending Balance (Reserves)	20,000	42,500	67,500	65,000	65,000	131,844	198,688		

## ADMINISTRATIVE SERVICES **HUMAN RESOURCES**

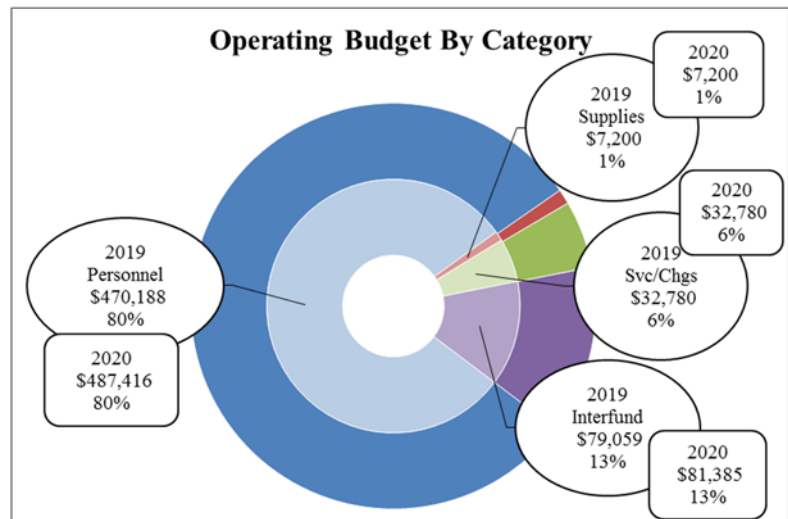
**Responsible Manager:** *Mary McDougal, Human Resources Director*

### PURPOSE/DESCRIPTION

The Human Resources Division provides human resources functional expertise, support, and risk management coordination support to management and employees so City departments can successfully deliver efficient and cost-effective government services to citizens. The purpose is to develop and administer fair and equitable human resources and risk management systems, which are in alignment with City goals, and objectives, balance the needs of employees and the City, and ensure compliance with applicable rules and regulations.

### GOALS/OBJECTIVES

- Attract and retain a highly qualified, diverse workforce.
- Foster amicable employee/labor relations.
- Promote employee safety, wellness and high productivity and performance.
- Ensure compliance with laws and regulations.
- Maintain consistency and fairness when implementing and administering policy decisions and direction.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
Number of current (unexpired) collective bargaining agreements at end of quarter (averaged over 4 quarters)	4.00	3.75	4.00	4.00	3.25
Voluntary employee turnover rate	<15%	9%	8%	12%	12%
Average number of recruitments per HR Analyst	n/a	17	24	20	20
Average number of applications received per position recruitment	n/a	50	40	40	40
Average number of days to create civil service eligibility list	<30	16	20	30	30
Average number of days to complete external non-civil service recruitment	<45	42	59	45	45
Average percentage of regular employees hired in same period in prior year and still employed	100%	79%	90%	90%	90%
Average number of regular FTEs filled City-wide	220	213	213	220	220
Number of categories (out of 112 total) where workforce underutilization rate is 3% or greater	6	18	16	14	12
Average percentage of performance evaluations that were completed during the quarter they were due	100%	53%	60%	70%	80%

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
HR Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	62
HR Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00	38
HR Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00	25
<b>Total Regular Staffing</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

**ADMINISTRATIVE SERVICES HUMAN RESOURCES****Responsible Manager: Mary McDougal, Human Resources Director****HIGHLIGHTS/CHANGES**

The adopted operating budget totals \$589K in 2019 and \$609K in 2020. This is an increase of 1.7% or \$10K from the 2018 adjusted operating budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted operating budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, and increases in healthcare premiums.
- Other Supplies – the decrease is due to removing City purchases of wellness store items for resale since store is provided by third party, offset by minor increases in volunteer recognition event supplies and basic operating supplies.
- Professional Services \ Intergovernmental - the changes are due primarily to the change in accounting moving intergovernmental charges to professional services, and a decrease for leadership academy training sessions, third party HSA/FSA benefit administration costs and 4<sup>th</sup> quarter employee recognition event catering and venue.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.

**REVENUE AND EXPENDITURE SUMMARY**

Code	Item	2016	2017	2016	2018		2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	General Government	\$ 529,882	\$ 545,631	\$566,404	\$ 594,221	\$ 586,366	\$ 597,664	\$614,238	3,443	0.6%
Total Revenues:		\$ 529,882	\$ 545,631	\$566,404	\$ 594,221	\$ 586,366	\$ 597,664	\$ 614,238	\$ 3,443	0.6%
Expenditure Summary:										
11.xxx	Salaries & Wages	335,391	320,042	339,743	339,743	339,743	340,872	351,104	1,129	0.3%
11.002/4	Overtime	-	-	1,000	1,000	-	-	-	(1,000)	-100.0%
21.xxx	Benefits	108,427	115,385	121,682	121,682	121,682	129,316	136,312	7,634	6.3%
31.xxx	Other Supplies	6,639	9,293	14,225	14,225	6,500	6,000	6,000	(8,225)	-57.8%
31.005	Meeting Food & Beverage	855	1,270	1,200	1,200	800	1,200	1,200	-	0.0%
35.xxx	Small Tools/Minor Equip	-	256	-	-	-	-	-	-	n/a
41.xxx	Professional Service	11,284	17,783	11,175	26,175	27,175	24,850	24,850	(1,325)	-5.1%
43/49.003	Travel & Training	4,579	2,310	4,750	4,750	4,400	6,400	6,400	1,650	34.7%
44.xxx	Advertising	225	200	300	300	-	300	300	-	0.0%
49.001	Membership Dues	853	897	800	500	950	950	950	450	90.0%
49.xxx	Other Charges & Services	599	151	280	280	280	280	280	-	0.0%
5x.xxx	Intergovernmental	497	-	1,050	1,050	1,050	-	-	(1,050)	-100.0%
9x.xxx	IS Charges - M&O	56,765	65,878	59,489	64,860	64,860	76,405	79,060	11,545	17.8%
9x.xxx	IS Charges - Reserves	1,823	2,594	3,775	3,775	2,459	2,654	2,325	(1,121)	-29.7%
Subtotal Operating Exp:		\$ 527,937	\$ 536,059	\$559,469	\$ 579,540	\$ 569,899	\$ 589,227	\$ 608,781	\$ 9,687	1.7%
Capital & One-time Funding:										
	Capital & One-Time	1,945	9,572	6,935	14,681	16,467	8,437	5,457	(6,244)	-42.5%
Subtotal One-time Exp:		\$ 1,945	\$ 9,572	\$ 6,935	\$ 14,681	\$ 16,467	\$ 8,437	\$ 5,457	\$ (6,244)	-42.5%
Total Expenditures:		\$ 529,882	\$ 545,631	\$566,404	\$ 594,221	\$ 586,366	\$ 597,664	\$ 614,238	\$ 3,443	0.6%

## ADMINISTRATIVE SERVICES **RISK MANAGEMENT**

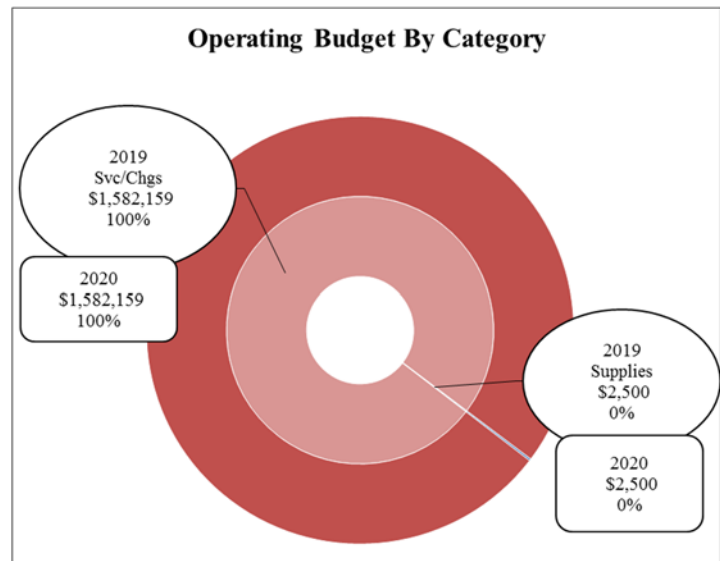
**Responsible Manager:** *Mary McDougal, Human Resources Director*

### 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

- Provide risk management coordination support to timely identify and address risks through WCIA services.
- Increase employee awareness of risk management best practices, policies, procedures and resources

### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
Percentage of employees in compliance with mandatory training	100%	n/a	n/a	30%	50%
Percentage of employees who participate in monthly safety training promotions, excluding mandatory training	100%	n/a	20%	40%	60%
Percentage Stay at Work applications submitted per total	35%	n/a	50%	50%	50%
Workers Compensation Loss Ratio	<70%	n/a	3.30%	70%	70%
Percentage of vehicle accidents that were preventable	0%	56%	27%	20%	10%
Workers compensation experience factor	<.9500	1.1092	1.1737	1.0000	0.9500

**ADMINISTRATIVE SERVICES RISK MANAGEMENT****Responsible Manager: Mary McDougal, Human Resources Director****HIGHLIGHTS/CHANGES**

The adopted operating budget totals \$1.58M in 2019 and \$1.58M in 2020. This is an increase of 16.3% or \$222K from the 2018 adjusted operating budget. Highlights of the 2019 adopted operating budget compared to the 2018 adjusted operating budget are as follows:

- Risk Assessment (WCIA) – the increase due to anticipated increases in liability assessment.

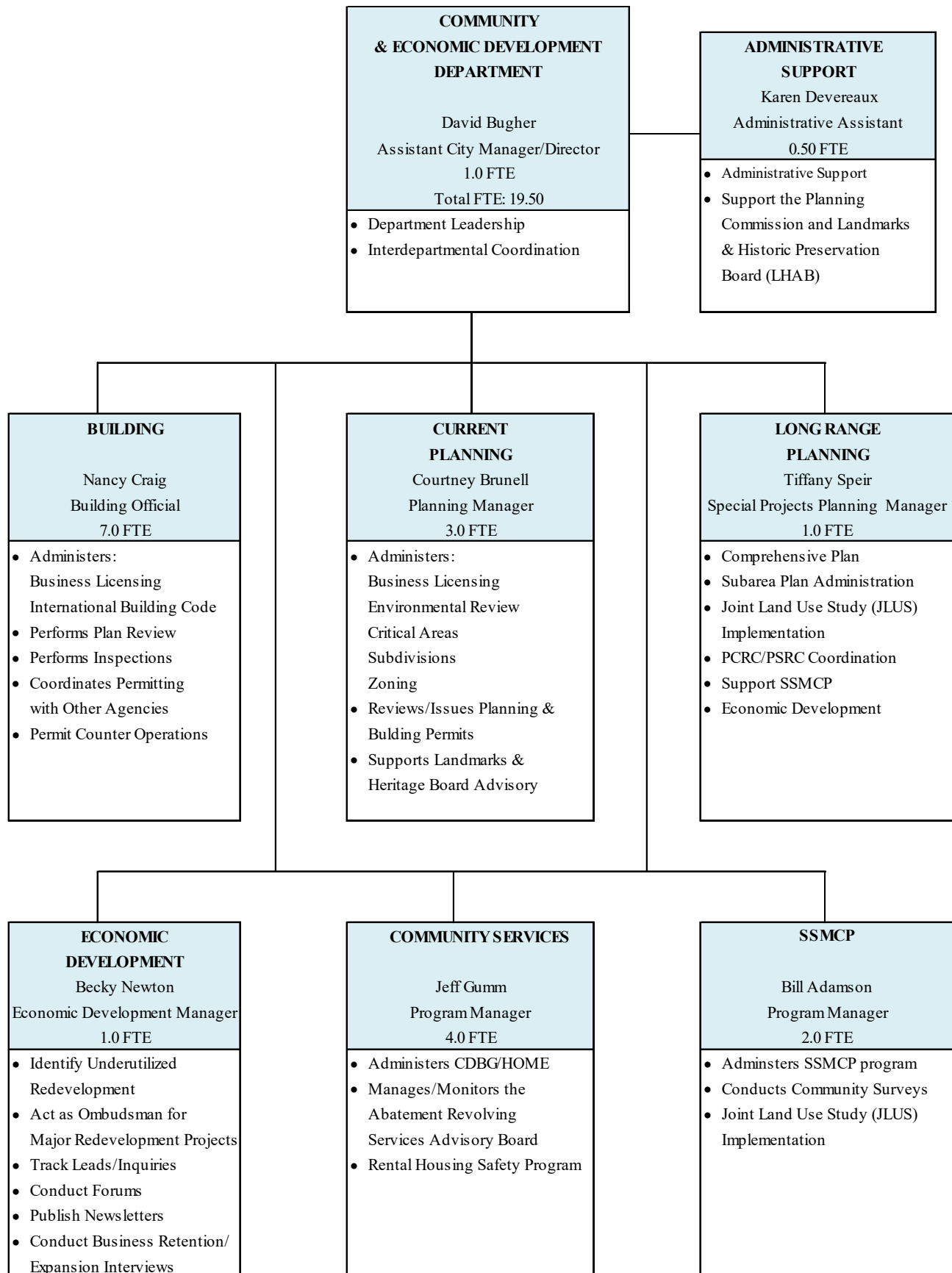
**REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
	M&O Revenue	\$ 1,035,308	\$ 1,218,865	\$ 1,176,972	\$1,288,898	\$1,312,898	\$ 1,434,659	\$ 1,434,659	145,761	11.3%
	AWC Retro Refund	20,054	-	24,000	24,000	-	-	-	(24,000)	-100.0%
	Insurance Recovery	164,564	207,042	50,000	50,000	50,000	150,000	150,000	100,000	200.0%
Total Revenues:		\$ 1,219,926	\$ 1,425,907	\$ 1,250,972	\$ 1,362,898	\$ 1,362,898	\$ 1,584,659	\$ 1,584,659	\$ 221,761	16.3%
Expenditure Summary:										
31.xxx	Other Operating Supplies	1,363	1,251	2,500	2,500	2,500	2,500	2,500	-	0.0%
41.xxx	Professional Service	24,703	31,001	25,850	25,850	25,850	24,650	24,650	(1,200)	-4.6%
43/49.003	Travel & Training	591	-	300	300	300	300	300	-	0.0%
46.xxx	Risk Assessment (WCIA)	1,020,820	1,084,797	1,121,792	1,183,718	1,183,718	1,406,679	1,406,679	222,961	18.8%
48.xxx	Repairs & Maintenance	87,564	154,271	100,530	150,530	150,530	150,530	150,530	-	0.0%
Subtotal Operating Exp:		\$ 1,135,041	\$ 1,271,320	\$ 1,250,972	\$ 1,362,898	\$ 1,362,898	\$ 1,584,659	\$ 1,584,659	\$ 221,761	16.3%
Capital & One-time Funding:										
	Capital & One-Time	84,884	154,588	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ 84,884	\$ 154,588	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 1,219,925	\$ 1,425,908	\$ 1,250,972	\$ 1,362,898	\$ 1,362,898	\$ 1,584,659	\$ 1,584,659	\$ 221,761	16.3%



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\* Includes 1.00 FTE Program Coordinator (Abatement/RHSP Expires 12/31/2020)

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

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

### 2017/2018 ACCOMPLISHMENTS

#### Dangerous Building Abatements/Business License Closures

- Performed 17 dangerous building abatements in 2017, & 30 dangerous building abatements in 2018.
- Initiated public nuisance abatement action in 2018.

#### Business Licensing

- Issued 3,617 business licenses in 2017; a similar number of business licenses are estimated to be issued in 2018.
- In 2018, converted the City's business licensing to the State Department of Revenue's online permitting system.

#### Economic Development

- Business Retention and Expansion:
  - Completed 160 business retention and expansion visits in 2017/2018 with follow up assistance.
  - Conducted four government contracting forums. In total, about 200 businesses attended these forums.
  - Produced 12 Business Showcase stories annually.
- Business Recruitment & Attraction
  - In 2017, 268 new businesses have chosen to locate in Lakewood. A similar number of new businesses are projected to locate in Lakewood in 2018. A similar number of new businesses are projected to locate in Lakewood in 2018.
  - On average, the economic development division assists 250 businesses in site selection and/or permit assistance through to certificate of occupancy, including several national tenants.
- Housing
  - For 2017, 12 new single-family, middle market-rate projects with 43 lots with an average new home price of \$400,000. Estimated development activity for 2018 should be similar to the 2017 pattern.
  - Conducted two developer forums with attendance of 200 to 400 persons, and outreach to individual real estate groups.

#### Long Range Planning

- Initiated work to restructure/reorganize Title 18A.
- Submitted the Adult Family I set of code changes to the City Council.
- Submitted flea market zoning code changes to the City Council.
- Submitted two zoning proposals, one in favor of retail marijuana, and one opposed to marijuana sales, production, and processing, to the City Council.
- Submitted an amended sign code to the City Council.
- Prepared DEIS and FEIS for the Downtown Plan.
- Submitted the Down Subarea Plan policy document, comprehensive plan amendment, a hybrid form-based zoning code, and a planned action ordinance to the City Council.

#### Current Planning

- Approved three preliminary plat subdivisions in 2017 and 2018.
- Approved seven short plat subdivisions in 2017; another 10 to 12 are estimated in 2018,
- Approved three final plat subdivisions in 2017; another two are proposed for approval in 2018.
- Issued 265 planning permits in 2017; it is anticipated that another 275 permits will be issued in 2018.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

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

### 2017/2018 ACCOMPLISHMENTS (continued)

#### Building

- Issued 1,550 building permits in 2017; 1,694 in 2018 (estimated).
- Provided service to 6,250 clients at the permit counter in 2017; 6,625 clients (six percent increase) are expected to use permit counter services in 2018.
- Issued 163 electronic permits in 2017; it is estimated that 243 electronic permits will be issued in 2018.
- Issued a combined 292 stop work and unsafe building orders in 2017; it is anticipated that for 2018, a similar number of stop work and unsafe building orders could be issued.

#### Community Services

##### CDBG:

- Facilitated the development and implementation of the Five Year (FY 2015–2019) Consolidated Plan and associated Annual Action Plan.
- Managed/monitored the City's HOME multifamily & homeownership opportunities housing affordability fund (Habitat for Humanity and the Tacoma Housing Authority).
- Managed/monitored the City's Section 108 program (Curbside Loan and the Tacoma Housing Authority).
- Assisted Pierce County Human Services with review of county-wide human services programs; provided recommendations on Section 2060 and 2163 projects.

#### South Sound Military & Communities Partnership

##### 2017:

- Promulgated the 2018 state legislative agenda.
- Monitored I-5 Corridor projects from Lakewood to Tumwater.
- Conducted two elected officials' forums.
- Attended numerous public meetings throughout the Puget Sound advocating on behalf of SSMCP.
- Drafted a real estate disclosure statement for use by cities and counties.
- Conducted healthcare and transportation forums.
- Promulgated and coordinated the execution of the North Clear Zone (NCZ) Action Plan Memorandum of Agreement; this agreement is between the City of Lakewood, Pierce County, Washington State, and JBLM.
- Within the State's Capital budget, obtained \$2 million to be used for the acquisition of properties in the NCZ.
- Initiated work on the JBLM regional impact analysis.
- Developed position statements on the proposed PSRC military installation regional center designation, and the City of Tacoma's proposal to adopt interim zoning regulations in the Tacoma Tide Flats.
- Amended the SSMCP Memorandum of Agreement.
- Began work on the 2018/19 OEA grant (military influence area assessment and overlay, land exchange business plan, & lighting study).

##### 2018:

- Promulgated the 2019 state legislative agenda.
- Monitored I-5 Corridor projects from Lakewood to Tumwater. As a result of such efforts, \$550,000 was set aside in the State's 2018 budget for the I-5 Corridor Study south of DuPont. Additionally, the Nisqually Tribe as part of the process, is spending another \$150,000 to perform a hydrologic study of the impact of I-5 on the Nisqually River delta/wetlands complex.
- Obtained \$500K grant from Office of Economic Adj. (OEA) to begin the Military Influence Assessment Overlay.
- Conducted two elected officials' forums.
- Prepared/Conducted 2018 JBLM survey with assistance from JBLM.
- City of Lakewood (as SSMCP's fiscal agent), approved the JBLM land exchange contract for services.
- Initiated work to have the Madigan Army Center designated a Level I Trauma Center.
- Initiated the process to acquire undeveloped Tactical Tailor properties in the North Clear Zone using state grant funds.
- Prepared/distributed the SSMCP behavioral resource kits.
- Produced initial work products on the JBLM regional impact analysis.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

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

### 2019/2020 ANTICIPATED KEY PROJECTS

#### Economic Development

- Conduct business expansion/retention interviews; perform follow-up assignments as necessary.
- Increase the availability of middle-market housing stock.
- Review & make recommendations on any proposed multifamily tax exemption programs.
- Create marketing, promotion & image plans (continue with the biannual editions of the Lakewood Index newsletter).
- Prepare two developer forums, one in 2019 & another in 2020.
- Monitor current redevelopment activities within identified geographic areas of the City, each of which have specific redevelopment strategies. These geographic areas include: the Central Business District; Springbrook; Pacific Highway; South Tacoma Way; Woodbrook Industrial Business Park; Tillicum; and the McChord North Clear Zone.
- Maintain a redevelopment emphasis on the Central Business District subarea plan, the construction of a new library, the Pacific Highway redevelopment project, and proposed industrial warehouse projects.

#### Long Range Planning

- In 2019, revise Title 18A.
- In 2019, update the Shoreline Management Plan (SMP).
- Coordinate long range planning with SSMCP. Areas of emphasis include Camp Murray annexation and JBLM land swap.
- Continue efforts to promote complete streets programs in selected parts of the City.
- Attend GMCC, PCRC, PSRC, and PSRC sub-group meeting.
- Perform annual maintenance on the City's Comprehensive Plan.
- Process privately- and City-initiated Comprehensive Plan and Zoning Ordinance amendments.
- Represent the City's interests on the upcoming Buildable Lands Report.
- Monitor the Pierce County Growth Management Coordinating Committee (GMCC), specifically, upcoming Pierce County population allocations.
- Perform biennial reviews of the Downtown Plan.
- Prepare the Annual Housing Report.
- Continue to participate in review and approval of Pierce County's 2060 and 2163 homelessness and affordable housing initiatives.
- Continue to participate on Pierce County's Human Services grant application review panels.

#### Current Planning

- Implement the Downtown Subarea Plan.
- Improve processing time for land use permit applications.
- Assist the Building Division in setting up a new online permitting system.
- Respond to public inquiries regarding development applications and land use regulations relevant to individual sites and areas.
- Ensure new development is consistent with comprehensive plan policies and does not have adverse impacts on the community.
- Work individually with major developments in the City to resolve issues emerging as development progresses.

#### Building

- In 2019, establish a new online permitting system.
- In 2019, submit to the City Council the latest International Building Code revisions as amended and approved by the State of Washington.
- Monitor the backflow prevention interlocal agreement with the Lakewood Water District.
- Increase the number of electronic permit approvals.
- 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.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

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

### 2019/2020 ANTICIPATED KEY PROJECTS (continued)

#### Community Services

##### CDBG (Community Development Block Grant):

- Facilitate the development and implementation of the Five Year Consolidated Plan and associated Annual Action Plan.
- Prepare the FY 2016/2017, and 2018/2019 Consolidated Annual Performance Evaluation Reports for CDBG and HOME Programs.
- Perform at least 15 dangerous building abatements annually.
- Initiate public nuisance abatement actions; program numbers to be determined and based on dangerous building abatement and RHSP workloads.
- Monitor the Section 108 loan program.
- Monitor the LASA project loan.
- Perform six to eight housing rehabilitations & major home repair projects in 2019 and 2020, respectively.
- Monitor CDBG subrecipient agreements.
- Perform project management for street improvement projects.
- Manage/monitor the City's HOME multifamily & homeownership opportunities housing affordability fund.

##### RHSP (Rental Housing Safety Program):

- Move the program from a start-up operation to a fully functional system within the department.
- Develop a cost-recovery system for RHSP.
- Increase rental property and rental unit registration.
- Provide information to the City Council and the general public on the RHSP: review milestones; lessons learned; program costs; increased housing quality; and improved housing preservation.
- As necessary, perform tenant rental housing relocation.

#### SSMCP

- Promulgate the 2019 and 2020 state legislative agendas.
- Continue to monitor the I-5 Corridor projects from Lakewood to Tumwater.
- Implement an SSMCP Business Plan.
- Implement a path to resolve McChord Field North Clear Zone (NCZ) encroachment.
- Monitor & support current I-5 Corridor transportation improvement efforts.
- Enhance & expand regional SSMCP coordination & participation.
- Educate stakeholder on military impacts across the South Puget Sound.
- Participate & advocate in state level activities.
- Conduct periodic JBLM community surveys & circulate results.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

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

### PRIMARY ALIGNMENT WITH CITY COUNCIL GOALS / STRATEGIC PLAN OBJECTIVES AND STRATEGIES

#### Economic Development:

- 1.1 Align economic goals and resources across departments.
  - A. Develop and implement a comprehensive development strategy that aligns with the Strategic Plan.
  - B. Direct growth through sound planning. Update land use codes and streamline internal processes.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
  - A. Implement and invest in catalyst projects that promote private investment, i.e. Downtown Plan, Lakewood Colonial Plaza, Woodbrook Business Park, and I-5 Commercial Corridor ("Lakewood Landing").
  - B. Improve underutilized commercial land by achieving the military land swap, WSDOT facility relocation, revision of zoning regulations where appropriate, and minimize nonconforming uses.
  - C. Expand utilities and community assets, such as sewers, libraries, etc.
  - D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfinding signage.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
  - A. Improve programs and policies to increase homeownership and diversify housing stock.
  - B. Minimize nonconforming uses.
  - E. Support and preserve historical building and other places of significance.
- 1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.
  - A. Be a leader in local economic development.
  - B. Analyze and influence regional transportation and planning policies.
  - C. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation near basis.
  - D. Expand partnerships with the Chamber of Commerce, neighborhood groups, and other civic groups.
- 1.5 Promote and facilitate sustainable economic development.
  - A. Focus resources on business creation, retention, and expansion.
  - B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, and retail businesses.
  - E. Promote and deploy prudent business incentives to enhance economic development strategies.

#### Public Safety:

- 3.3 Provide resources to support the health, welfare, and safety of the community.
  - A. Increase proactive abatement, code enforcement, and housing safety programs.
- 3.4 Expand community outreach and educational programs
  - D. Continue innovative approaches to address mental health and reduce homelessness.

#### Fiscal Responsibility:

- 4.3 Make smart investments in people, places, and resources.
  - C. Support and promote private economic development.
  - D. Pursue catalyst and emerging economic development opportunities across the City.

#### Transparency:

- 5.1 Dynamically promote a positive image of Lakewood.
  - B. Enhance City's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.
- 5.2 Advocate for Lakewood at all levels of government.
  - A. Continue to serve in a leadership capacity in national, regional, and local affairs.
  - C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.
  - D. Continue partnership with JBLM and Camp Murray to support access to information about workforce development, healthcare, and services on and off base.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

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

### DEPARTMENT FUNCTIONS BY CRITERIA

#### Legally Mandated:

- Comprehensive Plan, and by extension, the following items -
  - Zoning
  - Subarea plan
  - Capital improvement planning
  - Participation in the Growth Management Coordinating Committee
  - Participation in the Pierce County Regional Council
  - Pierce County-Wide Planning Policies
- Shoreline Management
- Critical Areas regulations
- International Building Codes
- Washington State Energy Code

#### Important:

- Maintaining partnerships with surrounding cities, Pierce County, JBLM, other federal and state agencies, and Tribal Nations
- Maintaining and improving relationships with the business community
- Working with neighborhood associations
- Improving permit counter client service relationships

#### Discretionary:

- International property maintenance regulations
- Dangerous building abatement program
- Community Development Block Grant (CDBG) program
- HOME
- Neighborhood Stabilization program
- Section 108 program
- South Sound Military Communities Partnership (SSMCP)
- Business licensing
- Implementation of the Joint Land Use Study
- Automated, web-based permitting systems
- Rental Housing Safety Program (RHSP)
- Job creation/workforce development
- Developer forums
- Business retention/expansion interviews
- Publication of economic newsletters and/or indicator reports
- Creating marketing, promotion and image plans
- Tracking developer leads and inquiries
- Permit facilitation



# COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

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

## ADOPTED SERVICE/ PROGRAM CHANGES

Service/ Program	Description & Justification, and Operational Impact	Change		2019		2020	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Long Range Planning Manager/ Economic Development	Convert Assistant to City Manager position to permanent Long Range Planning Manager (Special Projects), including support to Economic Development. The difference in salary range is an additional \$15K - \$20K.	-	-	\$ -	\$ -	\$ -	\$ -
RHSP Personnel Change	Convert 1.0 FTE Administrative Assistant position from limited term to permanent.	1.00	-	-	-	-	-
Program Coordinator	Add 1.0 FTE Program Coordinator for Abatement Program. Limited term position through 12/31/2021. Total cost \$100,000 (General Fund contribution is \$50,000).	1.00	-	50,000	-	50,000	-
Apprenticeship Program	Provide a building inspector and/or plans examiner apprenticeship program. This is a 2-year program, and upon successful completion, the apprentice would be offered a full-time employment based on the terms of the employment contract. Both counties and cities throughout the state, and private companies, have a very difficult time filling building inspector and plans examiner positions. This situation has been an ongoing problem throughout the Puget Sound. For Lakewood, the building division is close to hiring a third inspector if development activity continues to remain high.	1.00	-	34,461	-	34,461	-
		<b>3.00</b>	<b>-</b>	<b>\$84,461</b>	<b>\$ -</b>	<b>\$84,461</b>	<b>\$ -</b>

## DEPARTMENT POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Assistant City Manager/CED Director	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	56
Program Manager	2.00	2.00	2.00	2.00	2.00	2.00	2.00	54
Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Planning Manager	2.00	1.00	1.00	1.00	1.00	1.00	1.00	46
Planning Manager (Special Projects)*	-	-	-	-	1.00	1.00	1.00	46
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	36
Program Coordinator	2.00	2.00	2.00	2.00	2.00	2.00	2.00	36
Assistant to the City Manager/Mgmt Analyst*	-	1.00	1.00	1.00	-	-	-	35
Building Inspector	2.00	2.00	2.00	2.00	2.00	2.00	2.00	34
Assistant Planner	1.00	1.00	2.00	2.00	1.00	1.00	1.00	29
Permit Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	28
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	1.50	1.50	25
Permit Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00	24
<b>Subtotal</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>18.50</b>	<b>18.50</b>	
Program Coordinator (Abatement/RHSP Expires 12/31/2020)	-	-	-	-	-	1.00	1.00	36
Administrative Assistant (RHSP)	-	-	1.00	1.00	1.00	-	-	25
<b>Subtotal</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	
<b>Grand Total</b>	<b>17.50</b>	<b>17.50</b>	<b>18.50</b>	<b>18.50</b>	<b>18.50</b>	<b>19.50</b>	<b>19.50</b>	

\*\* Does not include 1.0 FTE Program Coordinator for Rental Housing Safety Program/Property Abatement limited-term position scheduled end date 8/31/2018 extended to 12/31/2020 for budgeting purposes.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

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

### DEPARTMENT POSITION INVENTORY (continued)

Position Title	Group	FTE	2019			2020		
			Salary	Benefits	Total	Salary	Benefits	Total
Assistant City Manager/CED Director	Non-Rep	1.00	\$ 157,393	\$ 45,817	\$ 203,210	\$ 162,117	\$ 47,811	\$ 209,928
Economic Development Manager	Non-Rep	1.00	94,707	41,913	136,620	97,555	44,614	142,169
Building Official	Non-Rep	1.00	99,216	28,684	127,900	102,183	29,832	132,015
Planning Manager	Non-Rep	1.00	96,558	17,562	114,120	99,383	17,923	117,306
Planning Manager (Special Projects)	Non-Rep	1.00	93,140	24,892	118,032	95,941	25,980	121,921
Plans Examiner	AFSCME	1.00	89,112	28,749	117,861	89,112	29,714	118,826
Building Inspector	AFSCME	1.00	71,682	23,573	95,255	73,110	24,748	97,858
Building Inspector	AFSCME	1.00	80,577	27,316	107,893	82,320	28,605	110,925
Associate Planner	AFSCME	1.00	71,127	28,703	99,830	72,543	30,393	102,936
Assistant Planner	AFSCME	1.00	64,376	36,479	100,855	65,664	38,973	104,637
Permit Coordinator	AFSCME	1.00	76,056	33,255	109,311	76,056	35,062	111,118
Administrative Assistant	AFSCME	0.50	34,440	10,846	45,286	34,440	11,234	45,674
Permit Technician	AFSCME	1.00	54,768	35,017	89,785	55,864	37,501	93,365
Permit Technician	AFSCME	1.00	60,276	19,540	79,816	61,476	20,512	81,988
<b>Total - General Fund</b>		<b>13.50</b>	<b>1,143,428</b>	<b>402,346</b>	<b>1,545,774</b>	<b>1,167,764</b>	<b>422,902</b>	<b>1,590,666</b>
Program Manager - Housing Division*	Non-Rep	0.20	20,563	9,012	29,575	10,588	4,770	15,358
Program Coordinator - CDBG	AFSCME	0.10	8,560	2,599	11,159	8,560	2,695	11,255
Program Coordinator - Abatement/RHSP	AFSCME	1.00	71,300	28,700	100,000	71,300	28,700	100,000
Administrative Assistant	AFSCME	1.00	56,631	20,871	77,502	57,768	22,030	79,798
<b>Total - Property Abatement/RHSP Fund</b>		<b>2.30</b>	<b>157,054</b>	<b>61,182</b>	<b>218,236</b>	<b>148,216</b>	<b>58,195</b>	<b>206,411</b>
Program Manager - Housing Division	Non-Rep	0.80	82,253	36,050	118,303	95,300	42,934	138,234
Program Coordinator - CDBG	AFSCME	0.90	77,048	23,389	100,437	77,048	24,250	101,298
<b>Total - CDBG Fund</b>		<b>1.70</b>	<b>159,301</b>	<b>59,439</b>	<b>218,740</b>	<b>172,348</b>	<b>67,184</b>	<b>239,532</b>
Program Manager - SSMCP/OEA	AFSCME	1.00	103,320	20,776	124,096	106,320	21,215	127,535
Program Coordinator - SSMCP/OEA	AFSCME	1.00	88,347	18,753	107,100	88,608	18,873	107,481
<b>Total - OEA/SSMCP Fund</b>		<b>2.00</b>	<b>191,667</b>	<b>39,529</b>	<b>231,196</b>	<b>194,928</b>	<b>40,088</b>	<b>235,016</b>
<b>Total - Community &amp; Economic Development</b>		<b>19.50</b>	<b>\$ 1,651,450</b>	<b>\$ 562,496</b>	<b>\$ 2,213,946</b>	<b>\$ 1,683,256</b>	<b>\$ 588,369</b>	<b>\$ 2,271,625</b>

\* Program Manager - Housing Division is allocated 0.20 FTE in 2019 and 0.10 FTE in 2020.

## COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

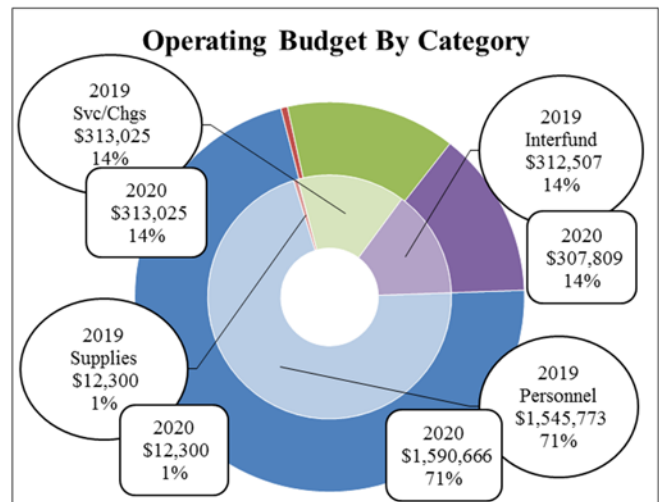
Responsible Manager: *David Bugher, Assistant City Manager/Community & Economic Development*

### 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, 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 long range planning, economic development, current planning, business licensing, building and safety, rental housing safety program, dangerous building abatement, Community Development Block Grant (CDBG)/HOME, and the South Sound Military & Communities Partnership (SSMCP).

### 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end			Adopted	Adopted
Revenue Summary:										
001	Building Permits	\$ 475,833	\$ 619,836	\$ 513,760	\$ 564,000	\$ 700,000	\$ 714,000	\$ 728,300	\$ 150,000	26.6%
001	Other Building Permit Fees	220,863	240,938	130,511	199,000	304,100	310,200	316,400	111,200	55.9%
001	Plan Review/Plan Check Fees	370,220	661,289	620,097	520,000	553,000	564,000	575,200	44,000	8.5%
001	Other Zoning/Development Fees	105,660	134,106	90,023	109,000	119,000	121,900	124,100	12,900	11.8%
001	General Government	901,627	899,181	594,155	971,935	1,140,344	531,715	526,088	(440,220)	-45.3%
Total Revenues		\$ 2,074,203	\$ 2,555,350	\$ 1,948,546	\$ 2,363,935	\$ 2,816,444	\$ 2,241,815	\$ 2,270,088	\$ (122,120)	-5.2%
General Fund Operating Expenditure Summary:										
001	Building	909,264	1,014,891	956,592	1,011,046	1,022,587	1,079,013	1,093,347	67,967	6.7%
001	Current Planning	662,641	630,974	641,330	661,886	649,112	705,298	721,574	43,412	6.6%
001	Long Range Planning	135,642	171,058	150,723	155,711	156,358	213,663	217,368	57,952	37.2%
001	Economic Development	168,355	178,484	177,726	179,069	173,660	185,631	191,511	6,562	3.7%
Subtotal		\$ 1,875,902	\$ 1,995,407	\$ 1,926,371	\$ 2,007,712	\$ 2,001,717	\$ 2,183,605	\$ 2,223,800	\$ 175,893	8.8%
General Fund 1-Time Expenditure Summary:										
001	Building	65,595	272,879	9,550	93,758	93,758	43,367	38,896	(50,391)	-53.7%
001	Current Planning	63,925	41,310	7,267	18,886	18,886	8,906	4,435	(9,980)	-52.8%
001	Long Range Planning	7,466	189,320	3,633	191,603	191,603	4,453	2,218	(187,150)	-97.7%
001	Economic Development	61,315	56,434	1,725	51,976	601,976	1,484	739	(50,492)	-97.1%
Subtotal		\$ 198,301	\$ 559,943	\$ 22,175	\$ 356,223	\$ 906,223	\$ 58,210	\$ 46,288	\$ (298,013)	-83.7%
Total Expenditures		\$ 2,074,203	\$ 2,555,350	\$ 1,948,546	\$ 2,363,935	\$ 2,907,940	\$ 2,241,815	\$ 2,270,088	\$ (122,120)	-5.2%

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

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

### HIGHLIGHTS / CHANGES

The adopted operating budget totals \$2.18M in 2019 and \$2.23M in 2019. This is an increase of 8.8% or \$176K from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums, and converting the Assistant to the City Manager position to Planning Manager (Special Projects).
- Professional Services – the increase is due to a change in accounting of payments for Fire Marshall and Lakewood Water District backflow prevention program from intergovernmental to professional services.
- Intergovernmental – the decrease is due to a change in accounting of payments for Fire Marshall and Lakewood Water District backflow prevention program from intergovernmental to professional services.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.
- Internal Service Reserves – the decrease is due to align with anticipated replacement reserve collections.

### REVENUE & EXPENDITURE SUMMARY

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	Permit & Development Fees	\$ 1,172,576	\$1,656,169	\$1,354,391	\$1,392,000	\$1,767,596	\$1,710,100	\$1,744,000	\$ 318,100	22.9%
001	General Government	901,627	899,181	594,155	971,935	1,140,344	531,715	526,088	(440,220)	-45.3%
Total Revenues:		\$ 2,074,203	\$ 2,555,350	\$ 1,948,546	\$ 2,363,935	\$ 2,907,940	\$ 2,241,815	\$ 2,270,088	\$ (122,120)	-5.2%
Expenditure Summary:										
11.xxx	Salaries & Wages	971,843	1,016,484	998,780	1,031,663	1,031,663	1,143,428	1,167,764	111,765	10.8%
11.002/4	Overtime	12,764	20,112	-	-	19,400	-	-	-	n/a
21.xxx	Benefits	343,423	370,122	392,330	400,304	400,304	402,345	422,902	2,041	0.5%
31.xxx	Other Operating Supplies	13,134	9,128	11,400	11,400	5,600	9,200	9,200	(2,200)	-19.3%
31.003/004	Forms & Publications	-	87	400	400	100	300	300	(100)	-25.0%
31.005	Meeting Food & Beverage	2,077	672	600	600	250	600	600	-	0.0%
31.008	Clothing/Uniform	907	804	600	600	600	600	600	-	0.0%
35.xxx	Small Tools/Minor Equip	1,322	472	1,800	1,800	1,450	1,600	1,600	(200)	-11.1%
41.xxx	Professional Service	50,519	61,280	45,600	45,600	29,300	285,650	285,650	240,050	526.4%
43/49.003	Travel & Training	8,900	7,551	12,330	12,330	9,064	13,755	13,755	1,425	11.6%
44.xxx	Advertising	8,589	9,641	5,300	5,300	3,100	5,300	5,300	-	0.0%
45.xxx	Operating Rental/Lease	1,240	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	3,046	1,949	3,560	3,560	2,873	3,975	3,975	415	11.7%
49.xxx	Other Charges & Services	2,781	4,510	3,320	3,320	2,663	4,345	4,345	1,025	30.9%
5x.xxx	Intergovernmental	209,340	234,120	202,000	221,000	221,000	-	-	(221,000)	-100.0%
9x.xxx	IS Charges - M&O	241,777	248,469	223,401	244,885	244,885	292,260	298,879	47,375	19.3%
9x.xxx	IS Charges - Reserves	4,240	10,007	24,950	24,950	29,465	20,247	8,930	(4,703)	-18.8%
Subtotal Operating Exp:		\$ 1,875,902	\$ 1,995,406	\$ 1,926,371	\$ 2,007,712	\$ 2,001,717	\$ 2,183,605	\$ 2,223,800	\$ 175,893	8.8%
Capital & One-time Funding:										
	Capital & One-Time	198,300	559,942	22,175	356,223	906,223	58,210	46,287	(298,013)	-83.7%
Subtotal One-time Exp:		\$ 198,300	\$ 559,942	\$ 22,175	\$ 356,223	\$ 906,223	\$ 58,210	\$ 46,287	\$ (298,013)	-83.7%
Total Expenditures:		\$ 2,074,203	\$ 2,555,350	\$ 1,948,546	\$ 2,363,935	\$ 2,907,940	\$ 2,241,815	\$ 2,270,088	\$ (122,120)	-5.2%

## COMMUNITY & ECONOMIC DEVELOPMENT BUILDING

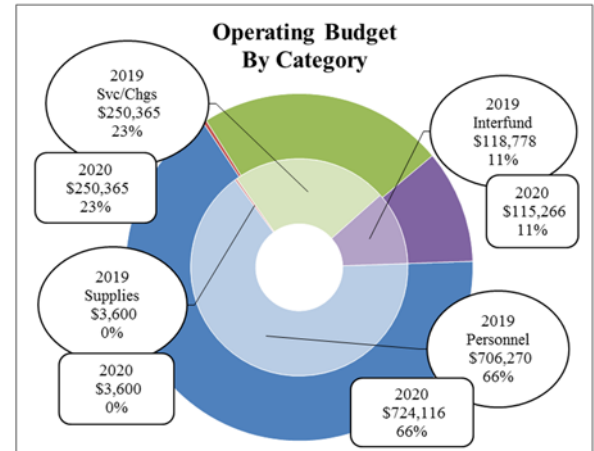
Responsible Manager: *Nancy Craig, Building Official*

### 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/OBJECTIVE

- 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 CSRT.
- Establish internal administrative construction permitting policies.
- Manage the Division to link cost recovery to the cost of providing service while ensuring continuity of services
- Maintain Permitting software



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of permits issued	n/a	1,540	1,700	1,600	1,300
# of plan reviews performed	n/a	763	850	800	650
# of inspections performed	n/a	5,056	5,610	5,280	4,290
Permit fees	n/a	\$1,404,935	\$1,550,400	\$1,459,200	\$1,185,600
Valuation	n/a	\$76,825,751	\$85,671,456	\$82,376,424	\$70,000,000

2017 Actual Permit Activity			
Permit Type	Target # of Days	# of Permits	% w/in Target
New Single Family Residential	30	28	100%
Residential Additions	30	72	100%
New Multi-Family	30	1	100%
New Commercial Buildings	30	17	100%
Commercial Tenant Improvements - Major (Change of Use)	30	86	n/a
Commercial Tentant Improvements - Minor	30	9	100%

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 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
Building Inspector	2.00	2.00	2.00	2.00	2.00	2.00	2.00	34
Permit Coordinator	1.00	1.00	1.00	1.00	0.72	0.72	0.72	30
Administrative Assistant	-	-	-	0.10	0.10	0.10	0.10	25
Permit Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00	24
<b>Total Regular Staffing</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.10</b>	<b>6.82</b>	<b>6.82</b>	<b>6.82</b>	
<i>Change from prior year</i>	-	-	-	0.10	(0.28)	-	-	

**COMMUNITY & ECONOMIC DEVELOPMENT BUILDING****Responsible Manager: Nancy Craig, Building Official****HIGHLIGHTS/CHANGES**

The adopted operating budget totals \$1.08M in 2019 and \$1.09M in 2020. This is an increase of 6.7% or \$68K from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, offset by decreases in employee selection of healthcare benefits.
- Professional Services – the increase is due to a change in accounting of payments for Fire Marshall and Lakewood Water District backflow prevention program from intergovernmental to professional services.
- Intergovernmental – the decrease is due to a change in accounting of payments for Fire Marshall and Lakewood Water District backflow prevention program from intergovernmental to professional services.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.
- Internal Service Reserves – the decrease is due to align with anticipated replacement reserve collections.

**REVENUE AND EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	Permit & Development Fees	\$ 696,696	\$ 860,774	\$ 644,271	\$ 763,000	\$ 1,095,596	\$1,024,200	\$ 1,044,700	\$ 261,200	34.2%
001	General Government	278,163	426,996	321,871	341,804	20,749	98,180	87,543	(243,624)	-71.3%
Total Revenues:		\$ 974,859	\$ 1,287,770	\$ 966,142	\$ 1,104,804	\$ 1,116,345	\$ 1,122,380	\$ 1,132,243	\$ 17,576	1.6%
Expenditure Summary:										
11.xxx	Salaries & Wages	430,955	454,331	448,610	470,816	470,816	520,279	528,713	49,463	10.5%
11.002/4	Overtime	8,646	18,014	-	-	14,000	-	-	-	n/a
21.xxx	Benefits	149,923	165,341	190,092	195,284	195,284	185,991	195,403	(9,293)	-4.8%
31.xxx	Other Operating Supplies	5,058	3,857	2,000	2,000	1,200	2,000	2,000	-	0.0%
31.003/004	Forms & Publications	-	87	-	-	-	-	-	-	n/a
31.008	Clothing/Uniform	907	804	600	600	600	600	600	-	0.0%
35.xxx	Small Tools/Minor Equip	-	330	1,000	1,000	400	1,000	1,000	-	0.0%
41.xxx	Professional Service	17,965	34,636	5,000	5,000	2,800	244,500	244,500	239,500	4790.0%
43/49.003	Travel & Training	4,847	3,510	3,660	3,660	2,410	3,660	3,660	-	0.0%
44.xxx	Advertising	50	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	687	425	440	440	440	1,305	1,305	865	196.6%
49.xxx	Other Charges & Services	709	2,691	900	900	900	900	900	-	0.0%
5x.xxx	Intergovernmental	209,340	234,120	202,000	221,000	221,000	-	-	(221,000)	-100.0%
9x.xxx	IS Charges - M&O	78,106	92,916	90,055	98,111	98,111	109,359	111,841	11,248	11.5%
9x.xxx	IS Charges - Reserves	2,071	3,829	12,235	12,235	14,626	9,419	3,425	(2,816)	-23.0%
Subtotal Operating Exp:		\$ 909,264	\$ 1,014,891	\$ 956,592	\$ 1,011,046	\$ 1,022,587	\$ 1,079,013	\$ 1,093,347	\$ 67,967	6.7%
Capital & One-time Funding:										
	Capital & One-Time	65,595	272,879	9,550	93,758	93,758	43,367	38,896	(50,391)	-53.7%
Subtotal One-time Exp:		\$ 65,595	\$ 272,879	\$ 9,550	\$ 93,758	\$ 93,758	\$ 43,367	\$ 38,896	\$ (50,391)	-53.7%
Total Expenditures:		\$ 974,859	\$ 1,287,770	\$ 966,142	\$ 1,104,804	\$ 1,116,345	\$ 1,122,380	\$ 1,132,243	\$ 17,576	1.6%



## COMMUNITY & ECONOMIC DEVELOPMENT **CURRENT PLANNING**

Responsible Manager: *Courtney Brunell, Planning Manager*

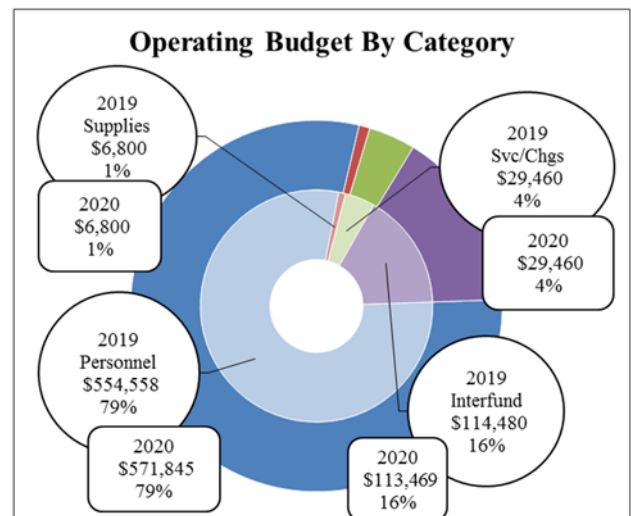
### PURPOSE/DESCRIPTION

The current planning division reviews land-use applications and related development permits for compliance with federal, state, and City regulations. With strong emphasis in the City's economic development policies, this division closely monitors the relationship between development permits and economic growth. The division also closely monitors related ordinances for enforcement of environmental quality, wetland, and tree regulations. The current planning staff frequently participates in strategic implementation plans at the direction of the Council for specific planning projects. Implementation of strategic plans frequently leads to additional site design review standards.

The current planning staff administers all land-use permit applications and provides support and recommendations to the Site Plan Review Committee and Hearings Examiner. Current planning staff also facilitates pre-submission conferences. The division assists applicants in the development process while safeguarding the public's interest in maintaining Lakewood's quality of life. It also supports the Planning Commission, the Landmarks & Heritage Advisory Board, and the City's Hearing Examiner.

### GOAL/OBJECTIVE

- 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 & does not have adverse impacts on the community.
- Work individually with major developments in the City to resolve issues emerging as development progresses.
- Manage the Division to link cost recovery to the cost of providing service while ensuring continuity of services.
- Maintain permitting software.



### PERFORMANCE MEASURES

Permit Type	Target # of Days	2017 Actual		2018 Est		2019 Est		2020 Est	
		# of Permits	% w/in Target	# of Permits	% w/in Target	# of Permits	% w/in Target	# of Permits	% w/in Target
Zoning Certification	30	49	100%	50	100%	45	100%	45	100%
Conditional Use	120	3	90%	3	90%	5	100%	5	100%
Administrative Use	120	4	90%	8	90%	0	-	0	-
Preliminary Plat	120	4	60%	1	60%	3	100%	2	100%
Preliminary Short Plat	90	9	100%	10	100%	8	100%	7	100%
Sign Permit	20	62	100%	90	100%	90	100%	90	100%
Building Permit	20	319	90%	340	90%	350	90%	350	90%
Shoreline Permit	180	20	80%	8	80%	6	75%	6	75%

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019	2020	Grade
			Adopted	Adjusted	Year-end	Adopted	Adopted	
Assistant City Manager/CED Director	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	1.00	46
Associate Planner	1.00	1.00	-	-	1.00	1.00	1.00	36
Permit Coordinator	-	-	-	-	0.21	0.21	0.21	30
Assistant Planner	1.00	1.00	2.00	2.00	1.00	1.00	1.00	29
Administrative Assistant	0.50	0.50	0.50	0.15	0.15	0.15	0.15	25
<b>Total Regular Staffing</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.15</b>	<b>4.36</b>	<b>4.36</b>	<b>4.36</b>	
<i>Change from prior year</i>	-	-	-	(0.35)	0.21	-	-	



**COMMUNITY & ECONOMIC DEVELOPMENT CURRENT PLANNING****Responsible Manager: Courtney Brunell, Planning Manager****HIGHLIGHTS/CHANGES**

The adopted operating budget totals \$705K in 2019 and \$722K in 2020. This is an increase of 6.6% or \$43K from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and reallocation of the permit coordinator position within department.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.

**REVENUE AND EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	Permit & Development Fees	475,880	795,395	710,120	629,000	672,000	685,900	699,300	56,900	9.0%
001	General Government	250,686	(123,111)	(61,523)	51,772	(4,002)	28,304	26,709	(23,468)	-45.3%
Total Revenues:		\$ 726,566	\$ 672,284	\$ 648,597	\$ 680,772	\$ 667,998	\$ 714,204	\$ 726,009	\$ 33,432	4.9%
Expenditure Summary:										
11.xxx	Salaries & Wages	384,271	378,140	377,974	387,891	387,891	412,758	423,011	24,867	6.4%
11.002/4	Overtime	2,780	612	-	-	4,400	-	-	-	n/a
21.xxx	Benefits	135,352	140,650	140,486	143,069	143,069	141,800	148,834	(1,269)	-0.9%
31.xxx	Other Operating Supplies	7,386	4,923	7,500	7,500	3,500	6,000	6,000	(1,500)	-20.0%
31.003/004	Forms & Publications	-	-	200	200	100	200	200	-	0.0%
31.005	Meeting Food & Beverage	46	-	100	100	150	100	100	-	0.0%
35.xxx	Small Tools/Minor Equip	1,322	142	500	500	750	500	500	-	0.0%
41.xxx	Professional Service	17,077	6,644	17,500	17,500	6,000	17,500	17,500	-	0.0%
43/49.003	Travel & Training	1,127	1,302	2,290	2,290	2,190	4,290	4,290	2,000	87.3%
44.xxx	Advertising	8,503	8,613	4,000	4,000	3,000	4,000	4,000	-	0.0%
49.001	Membership Dues	1,151	435	1,670	1,670	500	1,670	1,670	-	0.0%
49.xxx	Other Charges & Services	668	86	2,000	2,000	1,000	2,000	2,000	-	0.0%
9x.xxx	IS Charges - M&O	101,574	85,748	79,030	87,086	87,086	107,711	110,194	20,625	23.7%
9x.xxx	IS Charges - Reserves	1,384	3,679	8,080	8,080	9,476	6,769	3,275	(1,311)	-16.2%
Subtotal Operating Exp:		\$ 662,641	\$ 630,974	\$ 641,330	\$ 661,886	\$ 649,112	\$ 705,298	\$ 721,574	\$ 43,412	6.6%
Capital & One-time Funding:										
	Capital & One-Time	63,925	41,310	7,267	18,886	18,886	8,906	4,435	(9,980)	-52.8%
Subtotal One-time Exp:		\$ 63,925	\$ 41,310	\$ 7,267	\$ 18,886	\$ 18,886	\$ 8,906	\$ 4,435	\$ (9,980)	-52.8%
Total Expenditures:		\$ 726,566	\$ 672,284	\$ 648,597	\$ 680,772	\$ 667,998	\$ 714,204	\$ 726,009	\$ 33,432	4.9%

## COMMUNITY & ECONOMIC DEVELOPMENT **LONG RANGE PLANNING**

Responsible Manager: Responsible Manager: *Tiffany Speir, Planning Manager (Special Projects)*

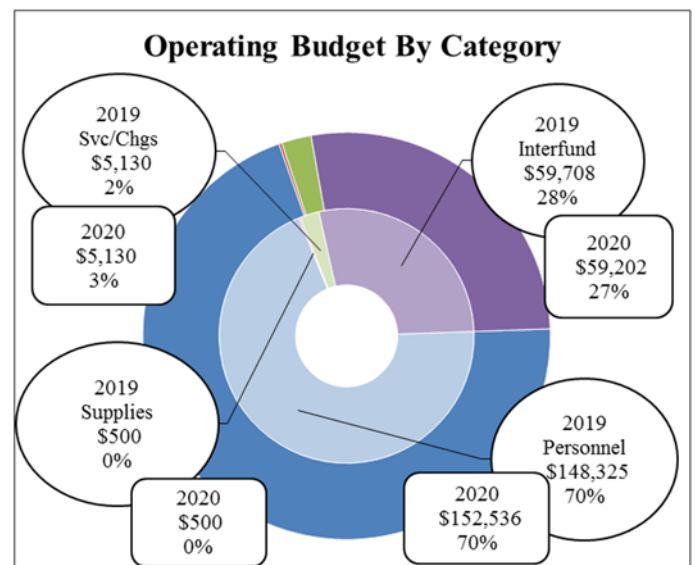
### PURPOSE/DESCRIPTION

The Long Range Planning Division administers long-range planning within Lakewood, including the comprehensive plan and subarea 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.
- Revising the current land use and development regulations.
- 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, local community and technical colleges, Pierce County, Joint Base Lewis McChord, state agencies, etc.
- Tracking census/demographic/population information.
- Providing public information and outreach.
- Coordinating annexations.

### GOAL/OBJECTIVE

- Annually/review update the City's Comprehensive Plan as necessary.
- Update and/or study revised development regulations through Council actions, suggestions by staff, or in response to new laws, or case law (Planned unit development, low-impact development regulations, telecommunications, and amending the structure and organization of Title 18A).
- Update the 6-year capital facilities plan
- Track new housing construction, housing demolitions, and mobile home park closures.
- Prepare annual multi-family tax credit report.
- Develop a subarea plan for the City's Central Business District



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
Complete comprehensive plan update	12/31/2015	N/A	N/A	N/A	N/A
# of privately initiated amendments processed	2015/2016	1	0	2	2
Code Development:	Ongoing				
Business Licensing	-	-	-	-	-
Cottage Housing	-	-	-	-	-
Marijuana regulations	2018	-	5/21/2018	-	-
Sign Code	-	-	8/1/2018	-	-
Zoning Map Changes	Annual	11/20/2017	1	5	5
Rental Housing Inspection Program	Annual	Ongoing	4/14/18	Ongoing	Ongoing
Critical Areas & Flood Plain	-	-	-	-	-
CBD subarea plan	-	-	10/1/2018	-	-
Title 18A update	-	8/31/2019	N/A	8/1/2019	-
Low Impact Development Regulations	6/19/2017	06/19/2017 (Site Development)	-	-	-
Complete visioning process	12/31/2015	Ongoing	6/4/2018	-	-
Complete Annual Assignments:	Annual				
Capital Facilities Plan Update		12/31/2017	12/31/2018	6/16/2019	6/15/2020
Tracking Housing Data		12/31/2017	12/31/2018	12/31/2019	12/31/2020
Prepare Multi-Family Tax Credit Report		12/31/2017	12/31/2018	12/31/2019	12/31/2020

## COMMUNITY & ECONOMIC DEVELOPMENT **LONG RANGE PLANNING**

Responsible Manager: Responsible Manager: *Tiffany Speir, Planning Manager (Special Projects)*

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Planning Manager	1.00	-	-	-	-	-	-	46
Planning Manager (Special Projects)	-	-	-	-	1.00	1.00	1.00	46
Assistant to the City Manager/Mgmt Analyst*	-	1.00	1.00	1.00	-	-	-	35
Permit Coordinator	-	-	-	-	0.07	0.07	0.07	30
Administrative Assistant	-	-	-	0.25	0.25	0.25	0.25	25
<b>Total Regular Staffing</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.25</b>	<b>1.32</b>	<b>1.32</b>	<b>1.32</b>	
<i>Change from prior year</i>	-	-	-	0.25	0.07	-	-	

### HIGHLIGHTS/CHANGES

The adopted operating budget totals \$214K in 2019 and \$218K in 2020. This is an increase of 37.0% or \$58K from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due to converting the Assistant to the City Manager position to Planning Manager (Special Projects), step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums, and reallocation of the permit coordinator position within department..
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.

### REVENUE AND EXPENDITURE SUMMARY

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	General Government	\$ 143,108	\$ 360,378	\$ 154,356	\$ 347,314	\$ 347,961	\$ 218,116	\$ 219,586	(129,198)	-37.2%
Total Revenues:		\$ 143,108	\$ 360,378	\$ 154,356	\$ 347,314	\$ 347,961	\$ 218,116	\$ 219,586	\$ (129,198)	-37.2%
Expenditure Summary:										
11.xxx	Salaries & Wages	69,369	93,272	80,996	81,756	81,756	115,684	118,485	33,928	41.5%
11.002/4	Overtime	1,338	1,486	-	-	1,000	-	-	-	n/a
21.xxx	Benefits	22,325	26,336	22,962	23,161	23,161	32,641	34,051	9,480	40.9%
31.xxx	Other Operating Supplies	-	-	1,000	1,000	500	300	300	(700)	-70.0%
31.003/004	Forms & Publications	-	-	200	200	-	100	100	(100)	-50.0%
35.xxx	Small Tools/Minor Equip	-	-	300	300	300	100	100	(200)	-66.7%
41.xxx	Professional Service	-	-	1,500	1,500	500	2,050	2,050	550	36.7%
43/49.003	Travel & Training	877	990	1,580	1,580	730	1,930	1,930	350	22.2%
44.xxx	Advertising	-	533	500	500	-	500	500	-	0.0%
45.xxx	Operating Rental/Lease	1,240	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	150	10	250	250	750	500	500	250	100.0%
49.xxx	Other Charges & Services	-	-	300	300	200	150	150	(150)	-50.0%
9x.xxx	IS Charges - M&O	39,926	46,589	38,692	42,721	42,721	56,321	57,562	13,600	31.8%
9x.xxx	IS Charges - Reserves	417	1,842	2,443	2,443	4,740	3,387	1,640	944	38.6%
Subtotal Operating Exp:		\$ 135,642	\$ 171,058	\$ 150,723	\$ 155,711	\$ 156,358	\$ 213,663	\$ 217,368	\$ 57,952	37.2%
Capital & One-time Funding:										
	Capital & One-Time	7,466	189,320	3,633	191,603	191,603	4,453	2,218	(187,150)	-97.7%
Subtotal One-time Exp:		\$ 7,466	\$ 189,320	\$ 3,633	\$ 191,603	\$ 191,603	\$ 4,453	\$ 2,218	\$ (187,150)	-97.7%
Total Expenditures:		\$ 143,108	\$ 360,378	\$ 154,356	\$ 347,314	\$ 347,961	\$ 218,116	\$ 219,586	\$ (129,198)	-37.2%

## COMMUNITY & ECONOMIC DEVELOPMENT **ECONOMIC DEVELOPMENT**

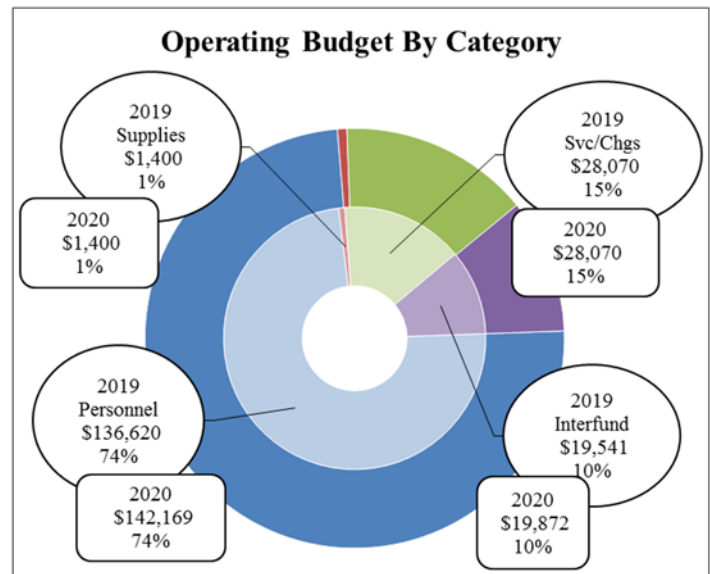
Responsible Manager: *Becky Newton, Economic Development Manager*

### 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.

### GOALS/OBJECTIVES

- Identify underutilized & underdeveloped properties-create specific, directed plans for targeted investment areas & corridors.
- Conduct business expansion/retention interviews, and perform follow-up assignments as necessary.
- Implement capital and transit improvements to support the local economy.
- Increase the number of jobs that go to Lakewood citizens by coordinating economic development efforts with employment placement.
- Increase the availability of middle-market housing stock; Seek investors & developers to build more market-rate housing.
- Promote policies, programs, and services that support a diverse local economy providing a range of goods and services, that support existing local businesses and that, encourage new, independent business ventures.
- Create marketing, promotion and image plans (primary lead: joint assignment between the City's Communications Manager and Economic Development)
- Conduct developer forums and/or focus group discussions.
- Track developer 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	2017 Actual	2018 Est	2019 Est	2020 Est
\$ investment created through economic development efforts	\$80M	\$120M	\$140M	140M	100M
# of business retention/expansion of interviews conducted	80	75	75	75	75
# of new market rate, owner-occupied housing units constructed annually	40	40	40	40	40
# of projects where permit assistance was provided	40	20	20	20	20
# of special projects completed	50	50	50	50	50
# of economic development inquiries received	200	200	200	200	200
# of lodging contracts managed	16	-	-	-	-
# of participants attending forums, focus groups, or special events	500	400	400	400	400
# of new companies located in Lakewood	20	20	20	20	20
# of new development projects assisted	30	30	30	30	30
% increase in retail sales revenue	4.0%	8.0%	4.0%	4.0%	1.0%

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	56
<b>Total Regular Staffing</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

# COMMUNITY & ECONOMIC DEVELOPMENT **ECONOMIC DEVELOPMENT**

Responsible Manager: *Becky Newton, Economic Development Manager*

## HIGHLIGHTS/CHANGES

The adopted operating budget totals \$186K in 2019 and \$192K in 2020. This is an increase of 3.7% or \$7K from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, offset by decreases in employee selection of healthcare benefits.

## REVENUE AND EXPENDITURE SUMMARY

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end			Adopted	Adopted
Revenue Summary:										
001	General Government	\$ 229,670	\$234,918	\$179,451	\$231,045	\$775,636	\$187,115	\$192,250	(43,930)	-19.0%
Total Revenues:		\$ 229,670	\$234,918	\$ 179,451	\$ 231,045	\$ 775,636	\$ 187,115	\$ 192,250	\$ (43,930)	-19.0%
Expenditure Summary:										
11.xxx	Salaries & Wages	87,248	90,741	91,200	91,200	91,200	94,707	97,555	3,507	3.8%
21.xxx	Benefits	35,823	37,795	38,790	38,790	38,790	41,913	44,614	3,123	8.1%
31.xxx	Other Operating Supplies	690	348	900	900	400	900	900	-	0.0%
31.005	Meeting Food & Beverage	2,031	672	500	500	100	500	500	-	0.0%
41.xxx	Professional Service	15,477	20,000	21,600	21,600	20,000	21,600	21,600	-	0.0%
43/49.003	Travel & Training	2,049	1,749	4,800	4,800	3,734	3,875	3,875	(925)	-19.3%
44.xxx	Advertising	36	495	800	800	100	800	800	-	0.0%
49.001	Membership Dues	1,058	1,079	1,200	1,200	1,183	500	500	(700)	-58.3%
49.xxx	Other Charges & Services	1,404	1,733	120	120	563	1,295	1,295	1,175	979.2%
9x.xxx	IS Charges - M&O	22,171	23,216	15,624	16,967	16,967	18,869	19,282	1,902	11.2%
9x.xxx	IS Charges - Reserves	368	657	2,192	2,192	623	672	590	(1,520)	-69.3%
Subtotal Operating Exp:		\$ 168,355	\$ 178,484	\$ 177,726	\$ 179,069	\$ 173,660	\$ 185,631	\$ 191,511	\$ 6,562	3.7%
Capital & One-time Funding:										
	Capital & One-Time	61,315	56,434	1,725	51,976	601,976	1,484	739	(50,492)	-97.1%
Subtotal One-time Exp:		\$ 61,315	\$ 56,434	\$ 1,725	\$ 51,976	\$ 601,976	\$ 1,484	\$ 739	\$ (50,492)	-97.1%
Total Expenditures:		\$ 229,670	\$234,918	\$ 179,451	\$ 231,045	\$ 775,636	\$ 187,115	\$ 192,250	\$ (43,930)	-19.0%

## COMMUNITY & ECONOMIC DEVELOPMENT **COMMUNITY SERVICES**

Responsible Manager: *Jeff Gumm, CDBG Program Manager*

### PURPOSE & DESCRIPTION

The Community Services Division includes Abatement Program, Rental Housing Safety Program (RHSP), Community Development Block Grant (CDBG) and Neighborhood Stabilization Program (NSP). CDBG funds are 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.

### GOALS/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
- Implement the Rental Housing Safety Program

### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of persons with new or improved access to public facility or infrastructure	4693	5,000	5,115	5,000	5,000
# of persons with new or improved access to public service	142	0	0	0	0
# of affordable rental units rehabilitated	38	0	12	12	12
# of owner-occupied units rehabilitated	16	5	12	8	8
# of new affordable housing units constructed	21	4	9	4	4
# persons with access to affordable housing through fair housing activities	75	25	30	40	40
# units assisted that are occupied by the elderly	tbd	6	6	6	6
# of homebuyers receiving direct financial assistance through down payment assistance/closing costs	3	2	1	1	1
# of jobs created*	20	0	0	0	0
\$ program income received (CDBG & NSP)	tbd	\$58,000	\$63,000	\$60,000	\$60,000

*Note - Performance measures are required by HUD through the Integrated Disbursement & Information System (IDIS).*

*The above is a partial listing. Year 2017 data is for Program Year 2013 (7/1/2016 - 6/30/2017).*

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Program Manager - Housing Division	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Program Coordinator - CDBG	1.00	1.00	1.00	1.00	1.00	1.00	1.00	36
Administrative Assistant	-	-	-	-	-	1.00	1.00	25
<b>Total Regular Staffing</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	
<b>Change from prior year</b>	-	-	-	-	-	1.00	-	
Program Coordinator - Abatement/RHSP (Expires 12/31/2020)	-	-	-	-	-	1.00	1.00	36
Administrative Assistant	-	-	1.00	1.00	1.00	-	-	25
<b>Total Limited Term</b>	<b>-</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	
<b>Total Abatement/RHSP</b>	<b>2.00</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>	

# COMMUNITY & ECONOMIC DEVELOPMENT **COMMUNITY SERVICES**

Responsible Manager: *Jeff Gumm, CDBG Program Manager*

## REVENUE AND EXPENDITURE SUMMARY

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
105	Property Abatement/Rental Housing Safety Program	\$ 60,914	\$ 339,349	\$ 395,319	\$ 505,000	\$ 402,566	\$ 338,600	\$ 328,800	\$ (166,400)	-33.0%
190	Community Development Block Grant (CDBG)	599,111	1,137,540	423,000	2,125,700	2,125,700	565,000	560,000	(1,560,700)	-73.4%
191	Neighborhood Stabilization Program (NSP)	29,034	107,036	94,716	80,000	86,000	8,500	24,700	(71,500)	-89.4%
Total Revenues:		\$ 689,059	\$ 1,583,925	\$ 913,035	\$ 2,710,700	\$ 2,614,266	\$ 912,100	\$ 913,500	\$(1,798,600)	-66.4%
Expenditure Summary:										
105	Property Abatement/Rental Housing Safety Program	74,045	227,954	248,671	603,512	650,163	238,600	228,800	(364,912)	-60.5%
190	Community Development Block Grant (CDBG)	626,612	1,125,455	423,000	2,177,552	2,177,552	565,000	560,000	(1,612,552)	-74.1%
191	Neighborhood Stabilization Program (NSP)	39,226	144,251	95,392	185,469	191,469	8,500	24,700	(176,969)	-95.4%
Subtotal Operating Exp:		\$ 739,883	\$ 1,497,660	\$ 767,063	\$ 2,966,533	\$ 3,019,184	\$ 812,100	\$ 813,500	\$(2,154,433)	-72.6%
Capital & One-time Funding:										
105	Property Abatement/Rental Housing Safety Program	-	-	-	149,085	-	100,000	100,000	(49,085)	-32.9%
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ 149,085	\$ -	\$ 100,000	\$ 100,000	\$ (49,085)	-32.9%
Total Expenditures:		\$ 739,883	\$ 1,497,660	\$ 767,063	\$ 3,115,618	\$ 3,019,184	\$ 912,100	\$ 913,500	\$(2,203,518)	-70.7%



# COMMUNITY & ECONOMIC DEVELOPMENT **COMMUNITY SERVICES**

Responsible Manager: *Jeff Gumm, CDBG Program Manager*

## ABATEMENT PROGRAM/RENTAL HOUSING SAFETY PROGRAM – FUND SUMMARY

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
105	Abatement Charges	24,620	56,633	80,319	65,000	97,566	63,000	60,000	(2,000)	-3.1%
105	RHSP Program Fees	-	96,245	190,000	190,000	50,000	168,600	173,300	(21,400)	-11.3%
105	Interest Earnings	1,294	10,489	-	-	5,000	22,000	10,500	22,000	n/a
105	Judgements & Settlements	-	983	-	-	-	-	-	-	n/a
105	Transfer In - General Fund	35,000	175,000	125,000	250,000	250,000	85,000	85,000	(165,000)	-66.0%
Total Revenues:		\$ 60,914	\$ 339,349	\$ 395,319	\$ 505,000	\$ 402,566	\$ 338,600	\$ 328,800	\$ (166,400)	-33.0%
Expenditure Summary:										
11.xxx	Salaries & Wages	26,291	59,475	20,979	82,800	82,800	56,631	57,768	(26,169)	-31.6%
11.002/4	Overtime	-	146	-	-	-	-	-	-	n/a
21.xxx	Benefits	10,574	23,982	8,992	29,171	29,171	20,871	22,030	(8,300)	-28.5%
31.xxx	Other Operating Supplies	-	1,120	3,000	3,000	3,000	3,000	3,000	-	0.0%
31.030	Maintenance Supplies	9	-	-	-	-	-	-	-	n/a
32.xxc	Fuel	29	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	35,918	140,090	197,880	449,021	483,848	108,254	96,158	(340,767)	-75.9%
42.xxx	Communication	527	773	1,500	1,500	1,500	-	-	(1,500)	-100.0%
43/49.003	Travel & Training	-	12	-	-	-	-	-	-	n/a
44.xxx	Advertising	306	2,118	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	358	-	5,500	5,500	5,500	5,500	5,500	-	0.0%
5x.xxx	Intergovernmental	33	238	-	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	-	-	7,520	7,520	-	-	-	(7,520)	-100.0%
9x.xxx	IS Charges - Reserves	-	-	3,300	25,000	44,344	44,344	44,344	19,344	77.4%
Subtotal Operating Exp:		\$ 74,045	\$ 227,954	\$ 248,671	\$ 603,512	\$ 650,163	\$ 238,600	\$ 228,800	\$ (364,912)	-60.5%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	149,085	-	100,000	100,000	(49,085)	-32.9%
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ 149,085	\$ -	\$ 100,000	\$ 100,000	\$ (49,085)	-32.9%
Total Expenditures:		\$ 74,045	\$ 227,954	\$ 248,671	\$ 752,597	\$ 650,163	\$ 338,600	\$ 328,800	\$ (413,997)	-55.0%
	Beginning Balance	149,331	136,201	4,889	247,597	247,597	-	-		
	Ending Balance:	136,201	247,597	151,538	-	-	-	-		
	Abatement	136,201	143,132	80,319	-	-	-	-		
	RHSP	-	104,465	71,218	-	-	-	-		

## HIGHLIGHTS/CHANGES

*Abatement Program* - The adopted budget totals \$95K in 2019 and \$81K in 2020. This is a decrease of 79.3% or \$363K from the 2018 adjusted budget.

- Salaries/Benefits – The 2018 adjusted budget is based on anticipated allocation of personnel. The 2019 budget will be adjusted as part of the 2019 carry forward budget adjustment.
- Professional Services – The 2018 adjusted budget includes carry forward balance whereas the 2019 budget includes new funds.

*Rental Housing Safety Program* - The adopted budget totals \$144K in 2019 and \$148K in 2020. This is a decrease of 1.2% or \$1.2K from the 2018 adjusted budget.

- Salaries/Benefits – The increase is due to converting the administrative assistant position from limited term to regular FTE.
- Professional Services – the decrease is due to not hiring a temporary inspector position.
- IS Charges M&O – the decrease is due to not paying maintenance and operations cost on registration program.
- IS Charges Reserves – the increase is to align with actual accumulation of reserves on the registration program

**COMMUNITY & ECONOMIC DEVELOPMENT COMMUNITY SERVICES**Responsible Manager: *Jeff Gumm, CDBG Program Manager***REVENUE AND EXPENDITURE SUMMARY – ABATEMENT PROGRAM**

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
105	Abatement Charges/Interest	24,620	56,633	80,319	65,000	97,566	63,000	60,000	(2,000)	-3.1%
105	Interest Earnings	1,294	10,489	-	-	5,000	22,000	10,500	22,000	n/a
105	Judgements & Settlements	-	983	-	-	-	-	-	-	n/a
105	Transfer In - General Fund	35,000	125,000	125,000	250,000	250,000	60,000	60,000	(190,000)	-76.0%
Total Revenues:		\$ 60,914	\$ 193,105	\$ 205,319	\$ 315,000	\$ 352,566	\$ 145,000	\$ 130,500	\$ (170,000)	-54.0%
Expenditure Summary:										
11.xxx	Salaries & Wages	26,291	35,423	-	61,821	61,821	-	-	(61,821)	-100.0%
21.xxx	Benefits	10,574	14,474	-	20,179	20,179	-	-	(20,179)	-100.0%
31.xxx	Other Operating Supplies	-	77	-	-	-	-	-	-	n/a
31.030	Maintenance Supplies	9	-	-	-	-	-	-	-	n/a
32.xxc	Fuel	29	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	35,918	134,870	125,000	376,141	413,698	95,000	80,500	(281,141)	-74.7%
42.xxx	Communication	527	773	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	-	12	-	-	-	-	-	-	n/a
44.xxx	Advertising	306	307	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	358	-	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	33	238	-	-	-	-	-	-	n/a
Subtotal Operating Exp:		\$ 74,045	\$ 186,174	\$ 125,000	\$ 458,141	\$ 495,698	\$ 95,000	\$ 80,500	\$ (363,141)	-79.3%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	50,000	50,000	50,000	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ 50,000	\$ 50,000	n/a
Total Expenditures:		\$ 74,045	\$ 186,174	\$ 125,000	\$ 458,141	\$ 495,698	\$ 145,000	\$ 130,500	\$ (313,141)	-68.4%

**REVENUE AND EXPENDITURE SUMMARY – RENTAL HOUSING SAFETY PROGRAM**

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
105	RHSP Program Fees	-	96,245	190,000	190,000	50,000	168,600	173,300	(21,400)	-11.3%
105	Transfer In - General Fund	-	50,000	-	-	-	25,000	25,000	25,000	n/a
Total Revenues:		\$ -	\$ 146,245	\$ 190,000	\$ 190,000	\$ 50,000	\$ 193,600	\$ 198,300	\$ 3,600	1.9%
Expenditure Summary:										
11.xxx	Salaries & Wages	-	24,052	20,979	20,979	20,979	56,631	57,768	35,652	169.9%
11.002/4	Overtime	-	146	-	-	-	-	-	-	n/a
21.xxx	Benefits	-	9,508	8,992	8,992	8,992	20,871	22,030	11,879	132.1%
31.xxx	Other Operating Supplies	-	1,043	3,000	3,000	3,000	3,000	3,000	-	0.0%
41.xxx	Professional Service	-	5,220	72,880	72,880	70,150	13,254	15,658	(59,626)	-81.8%
42.xxx	Communication	-	-	1,500	1,500	1,500	-	-	(1,500)	-100.0%
44.xxx	Advertising	-	1,811	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	-	-	5,500	5,500	5,500	5,500	5,500	-	0.0%
9x.xxx	IS Charges - M&O	-	-	7,520	7,520	-	-	-	(7,520)	-100.0%
9x.xxx	IS Charges - Reserves	-	-	3,300	25,000	44,344	44,344	44,344	19,344	77.4%
Subtotal Operating Exp:		\$ -	\$ 41,780	\$ 123,671	\$ 145,371	\$ 154,465	\$ 143,600	\$ 148,300	\$ (1,771)	-1.2%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	149,085	-	50,000	50,000	(99,085)	-66.5%
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ 149,085	\$ -	\$ 50,000	\$ 50,000	\$ (99,085)	-66.5%
Total Expenditures:		\$ -	\$ 41,780	\$ 123,671	\$ 294,456	\$ 154,465	\$ 193,600	\$ 198,300	\$ (100,856)	-34.3%

# COMMUNITY & ECONOMIC DEVELOPMENT **COMMUNITY SERVICES**

Responsible Manager: *Jeff Gumm, CDBG Program Manager*

## COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

### HIGHLIGHTS/CHANGES

The adopted budget totals \$565K in 2019 and \$560K in 2020. This is a decrease of 74.1% or \$1.6M from the 2018 adjusted budget. The 2018 adjusted budget includes carry forward funds whereas the 2019 adopted budget does not.

### REVENUE AND EXPENDITURE SUMMARY

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
190	Grants	\$ 598,286	\$1,137,540	\$ 423,000	\$2,125,700	\$2,125,700	\$565,000	\$560,000	\$ (1,560,700)	-73.4%
190	Interest Earnings	785	-	-	-	-	-	-	-	n/a
190	Misc/Contributions	40	-	-	-	-	-	-	-	n/a
Total Revenues:		\$ 599,111	\$ 1,137,540	\$ 423,000	\$ 2,125,700	\$ 2,125,700	\$ 565,000	\$ 560,000	\$ (1,560,700)	-73.4%
Expenditure Summary:										
11.xxx	Salaries & Wages	123,368	98,163	-	332,931	332,931	93,680	92,896	(239,251)	-71.9%
11.002/4	Overtime	-	323	-	-	-	-	-	-	n/a
21.xxx	Benefits	42,949	35,879	-	112,233	112,233	19,320	19,104	(92,913)	-82.8%
31.xxx	Other Operating Supplies	334	866	-	1,500	1,500	-	-	(1,500)	-100.0%
31.002	Printer & Copier Supplies	-	-	-	2,000	2,000	-	-	(2,000)	-100.0%
31.003/004	Forms & Publications	75	-	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	-	102	-	-	-	-	-	-	n/a
32.xxc	Fuel	8	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	1,371	4,582	-	-	-	-	-	-	n/a
41.xxx	Professional Service	159,605	229,384	123,000	1,023,314	1,023,314	152,000	148,000	(871,314)	-85.1%
42.xxx	Communication	789	24	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	11	-	-	-	-	-	-	-	n/a
44.xxx	Advertising	900	210	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	50,492	27,807	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	186,660	27,738	50,000	30,053	30,053	-	-	(30,053)	-100.0%
597	Interfund Transfers	52,848	693,751	250,000	573,521	573,521	250,000	250,000	(323,521)	-56.4%
5x.xxx	Intergovernmental	7,202	6,626	-	-	-	-	-	-	n/a
7/8x.xxx	Debt Service	-	-	-	102,000	102,000	50,000	50,000	(52,000)	-51.0%
Total Expenditures:		\$ 626,612	\$ 1,125,455	\$ 423,000	\$ 2,177,552	\$ 2,177,552	\$ 565,000	\$ 560,000	\$ (1,612,552)	-74.1%
	Beginning Balance	67,267	39,767	-	51,852	51,852	-	-		
	Ending Balance	39,767	51,852	-	-	-	-	-		

# COMMUNITY & ECONOMIC DEVELOPMENT **COMMUNITY SERVICES**

Responsible Manager: *Jeff Gumm, CDBG Program Manager*

## NEIGHBORHOOD STABILIZATION PROGRAM

### HIGHLIGHTS/CHANGES

The adopted budget totals \$9K in 2019 and \$25K in 2020. This is a decrease of 95.4% or \$177K from the 2018 adjusted budget. The 2018 adjusted budget includes carry forward funds whereas the 2019 adopted budget does not.

### REVENUE AND EXPENDITURE SUMMARY

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
191	Grants	\$ -	\$ 40,518	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
191	Abatement Charges	28,043	53,687	94,716	80,000	80,000	4,500	20,700	(75,500)	-94.4%
191	Abatement Interest	991	12,831	-	-	6,000	4,000	4,000	4,000	n/a
Total Revenues:		\$ 29,034	\$ 107,036	\$ 94,716	\$ 80,000	\$ 86,000	\$ 8,500	\$ 24,700	\$ (71,500)	-89.4%
Expenditure Summary:										
11.xxx	Salaries & Wages	9,623	14,702	-	24,879	24,879	-	-	(24,879)	-100.0%
21.xxx	Benefits	4,169	6,909	-	8,121	8,121	-	-	(8,121)	-100.0%
41.xxx	Professional Service	25,208	121,842	95,392	152,469	158,469	8,500	24,700	(143,969)	-94.4%
42.xxx	Communication	226	331	-	-	-	-	-	-	n/a
44.xxx	Advertising	-	467	-	-	-	-	-	-	n/a
Total Expenditures:		\$ 39,226	\$ 144,251	\$ 95,392	\$ 185,469	\$ 191,469	\$ 8,500	\$ 24,700	\$ (176,969)	-95.4%
	Beginning Balance	152,875	142,684	676	105,469	105,469	-	-		
	Ending Balance	142,684	105,469	-	-	-	-	-		

**COMMUNITY & ECONOMIC DEVELOPMENT****SOUTH SOUND COMMUNITIES MILITARY PARTNERSHIP (SSMCP)****Responsible Manager:** *Bill Adamson, Program Manager***PURPOSE & DESCRIPTION**

The City of Lakewood serves as the fiscal agent for SSMCP. SSMCP works to address issues that affect military and civilian communities around Joint Base Lewis-McChord (JBLM) and to foster outcomes that are mutually beneficial for the South Sound region. One of the SSMCP's primary assignments in 2016/17 is studying how to increase safety in the area known as the "McChord Field North Clear Zone" near JBLM. SSMCP has identified five main objectives for the North Clear Zone Project: 1) Ensure public and air safety; 2) Bring use of the North Clear Zone into Federal Aviation Administration & Department of Defense regulatory compliance; 3) Preserve JBLM "Mission Assurance"; 4) Maintain full operational capacity and capability; and 5) Implement the 2015 JBLM Joint Land Use Study (JLUS).

**GOALS/OBJECTIVES**

- Implement 2015 JBLM Joint Land Use Study
- Develop a path to resolve McChord Airfield North Clear Zone (NCZ) Encroachment
- Monitor & support transportation improvement efforts in the JBLM Corridor
- Conduct periodic JBLM Needs & Preferences Survey, circulate results
- Engage with subject matter experts and community partners to update and address SSMCP priorities
- Develop an SSMCP business plan
- Educate leaders and advocate at state and federal levels
- Enhance and expand regional SSMCP membership, participation and collaboration
- Seek additional mid and long term funding for SSMCP's staffing and operationally/review update the City's Comprehensive Plan as necessary.
- Support active duty, veteran & military family workforce development, healthcare, & social services

**PERFORMANCE MEASURES**

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
Implement 2015 JBLM Joint Land Use Study (JLUS) - JLUS adopted Oct 2015	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Develop a path to resolve McChord Airfield Clear Zone Encroachment	Minimum, 5 yrs	Ongoing	Ongoing	Ongoing	Ongoing
Monitor & support transportation improvement efforts in the JBLM Corridor	Ongoing	-	-		
Conduct periodic JBLM Needs & Preferences Survey, circulate results	1 annual survey	1 annual survey	1 annual survey	1 annual survey	1 annual survey
Engage with subject matter experts and community partners to update and address SSMCP priorities	Ongoing	60 annual meetings	60 annual meetings	60 annual meetings	60 annual meetings
Develop an SSMCP business plan	-	Revise as necessary	Revise as necessary	Implementation underway	Implementation underway
Educate leaders and advocate at state and federal levels	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing
Enhance & expand regional SSMCP membership, participation collaboration	60	45	53	60	65
Seek additional mid and long term funding for SSMCP's staffing and operationally/review update the City's Comprehensive Plan as necessary.	Funding ongoing; CPA amendment	Funding ongoing;	Funding ongoing	Funding ongoing; 1 CPA amendment	Funding ongoing; 1 CPA amendment
Support active duty, veteran & military family workforce development, healthcare, & social services	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

**DEPARTMENT POSITION INVENTORY**

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Program Manager - SSMCP/OEA	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Program Coordinator - SSMCP/OEA	1.00	1.00	1.00	1.00	1.00	1.00	1.00	36
<b>Total Regular Staffing</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

**COMMUNITY & ECONOMIC DEVELOPMENT****SOUTH SOUND COMMUNITIES MILITARY PARTNERSHIP (SSMCP)****Responsible Manager: Bill Adamson, Program Manager****HIGHLIGHTS/CHANGES**

The adopted budget totals \$277K in 2019 and \$277K in 2020. This is a decrease of 63.6% or \$484K from the 2018 adjusted budget. The budgets are based on availability of funds. The 2018 adjusted budget includes carry forward of funds from 2017.

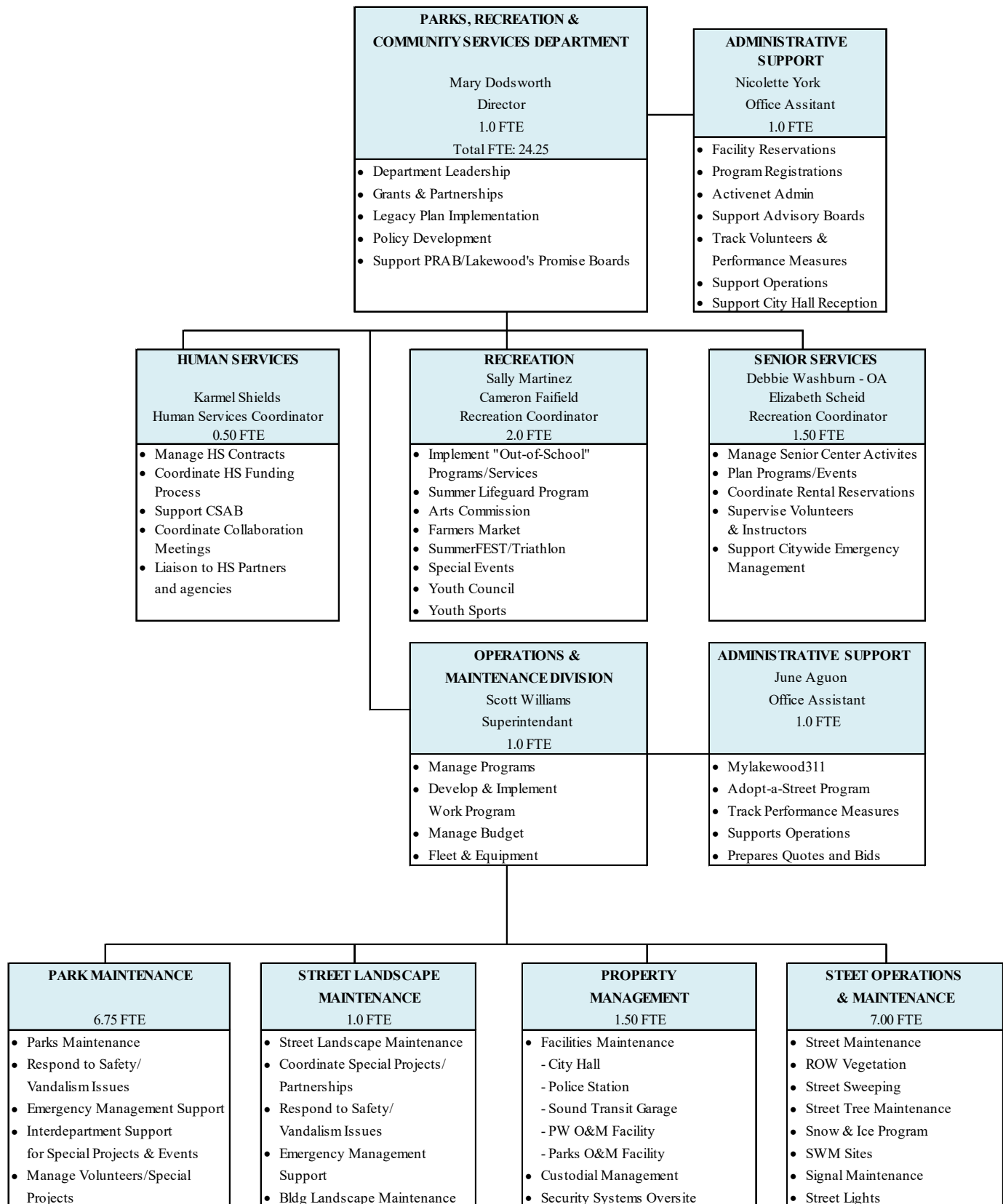
**REVENUE AND EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
192	Grants	\$ 239,351	\$ 127,421	\$ -	\$ 2,442,077	\$ 2,442,077	\$ -	\$ -	(2,442,077)	-100.0%
192	Partner Participation	176,100	181,850	176,805	227,100	227,100	227,100	227,100	-	0.0%
192	Misc/Other	555	-	-	-	-	-	-	-	n/a
192	Transfer In-General Fund	54,750	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%
Total Revenues:		\$ 470,756	\$ 359,271	\$ 226,805	\$ 2,719,177	\$ 2,719,177	\$ 277,100	\$ 277,100	\$ (2,442,077)	-89.8%
Expenditure Summary:										
11.xxx	Salaries & Wages	152,490	166,690	168,240	168,240	168,240	191,667	194,928	23,427	13.9%
21.xxx	Benefits	35,192	42,872	42,972	42,972	42,972	39,529	40,088	(3,443)	-8.0%
31.xxx	Other Operating Supplies	5,841	1,615	-	19,400	19,400	-	-	(19,400)	-100.0%
31.005	Meeting Food & Beverage	2,885	3,988	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	41	191	-	-	-	-	-	-	n/a
41.xxx	Professional Service	234,857	115,174	15,593	517,565	620,062	45,904	42,084	(471,661)	-91.1%
42.xxx	Communication	-	-	-	910	910	-	-	(910)	-100.0%
43/49.003	Travel & Training	5,992	5,851	-	7,950	7,950	-	-	(7,950)	-100.0%
44.xxx	Advertising	3,352	1,000	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	-	-	-	1,200	1,200	-	-	(1,200)	-100.0%
49.001	Membership Dues	1,660	1,858	-	1,695	1,695	-	-	(1,695)	-100.0%
49.xxx	Other Charges & Services	150	1,280	-	1,256	1,256	-	-	(1,256)	-100.0%
9x.xxx	IS Charges - M&O	45	-	-	-	-	-	-	-	n/a
Subtotal Operating Exp:		\$ 442,505	\$ 340,519	\$ 226,805	\$ 761,188	\$ 863,685	\$ 277,100	\$ 277,100	\$ (484,088)	-63.6%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	1,950,000	1,950,000	-	-	-	0.0%
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ 1,950,000	\$ 1,950,000	\$ -	\$ -	\$ (1,950,000)	-100.0%
Total Expenditures:		\$ 442,505	\$ 340,519	\$ 226,805	\$ 2,711,188	\$ 2,813,685	\$ 277,100	\$ 277,100	\$ (2,434,088)	-89.8%
	Beginning Balance	47,503	75,754	-	94,508	94,508	-	-		
	Ending Balance	75,754	94,506	-	102,497	-	-	-		



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

Responsible Manager: *Mary Dodsworth, Director*

### 2017/2018 ACCOMPLISHMENTS

- Updated Legacy Plan Report Card and Parks 6-Year CIP.
- Prepare Human Services Collective Impact Reports.
- Integrated Pavilion in the Park business plan and construction projects into park operations.
- Increased # of park special user permits and electronically surveyed permit users for satisfaction of processes and experience at the site. Addressed issues and/or implemented suggestions.
- Worked with partners to recruit and support local, national and international events at Fort Steilacoom Park to enhance site recognition and create positive economic impact.
- Improved efficiency and communication with citizens by encouraging a paperless systems, updated forms, reservation materials and processes using fillable forms and other web based options.
- Updated Adopt-a-Street program to include new project sites and volunteers.
- Continued supporting Adopt a Park programs to enhance stewardship of park sites and public spaces.
- Expanded and tailored marketing program to determine best avenues for print and radio advertising and posting to various social media sources. Specific attention to meet obligations of sponsorships.
- Expanded street maintenance, management and pavement programs to include vegetation management, crack sealing, striping, pothole response and street sign management. Developed work program and tracking system.
- Implemented the First Impressions Matter campaign / program to include recognition program to improve City image.
- Cross trained maintenance and operations staff to provide more efficient support for maintaining city resources.
- Successfully partnered with grant agencies and sponsors to expand program and capital improvement opportunities.
- Completed parks capital improvement programs to include property purchase and expansion at Springbrook Park; Waughop Lake trail, parking lots, signage, sport fields, pavilion building, roadway and utility improvements at Fort Steilacoom Park; master plan and permitting for Harry Todd waterfront improvements, master plan for Edgewater Park, Gateway sign program expansion, banner and beautification improvements along city streets and made playground safer by updating playground surfacing materials citywide.
- Updated MOU between Pierce County and City of University Place to continue work on Chambers Creek Trail.
- Installed the Lotus Blossom, public artwork at Gravelly Lake and Washington Blvd.
- Produced City promotional materials in English and Spanish.

**PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW****Responsible Manager: Mary Dodsworth, Director****2019/2020 ANTICIPATED KEY ACCOMPLISHMENTS**

- Prepare Human Services Collective Impact Reports.
- Increase the total number of students reached by our after school programs by partnering with local agencies and partners with similar goals and vision (Communities in School, YMCA, B&G Club, Lakewood Library).
- Create use zones at Fort Steilacoom Park to better define reserved areas as well as support management of multiple user groups who use the park at the same time and to generate additional revenue to offset operations.
- Develop a new youth afterschool sports program to create safe and structured opportunities for youth.
- Implement Lakewood's Promise strategic plan to support the 5 Promises to youth.
- Develop youth summit to engage teens in community issues and gather information for future programs.
- Increase participation and accessibility at our City Sponsored events by finding partners and sponsors to make them no or low cost and creating new outreach methods to our underserved citizens.
- Update Lakewood Legacy Plan to support community needs and to comply with grant requirements.
- Continue pavement patching program to extend life of City streets.
- Complete competitive grant process to allocate human resource funds which support Lakewood's most vulnerable residents.
- Implement capital improvement projects to include Harry Todd Waterfront Improvements, Clover Creek Canyon trail and trail heads, Springbrook Park expansion, Wards Lake Master Plan updates, Fort Steilacoom Park utility and roadway improvements, Edgewater park updates, and banner, gateway and beautification projects.
- Implement facility management projects to include parking lot enhancements, server room upgrades, painting city structures, boiler and HVAC repairs and LED light conversions.
- Increase number of multi-day sport tournaments which generate positive economic impact.
- Support international cyclocross event at Fort Steilacoom Park which will bring tourists from throughout the nation and world to our community.
- Implement a cooperative use agreement between the City and Clover Park School District.
- Work with Library District on a new library to incorporate a senior activity center.

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

Responsible Manager: *Mary Dodsworth, Director*

### PRIMARY ALIGNMENT WITH CITY COUNCIL GOALS / STRATEGIC PLAN OBJECTIVES AND STRATEGIES

#### Economic Development:

- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
  - D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfinding signage.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
  - D. Continue to support youth and senior programming and expand community events.

#### Dependable Infrastructure:

- 2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.
  - C. Implement and update the Park's Legacy Plan and make strategic property additions to improve parks.
  - D. Implement technology solutions to enhance accessibility, operations, and services.
- 2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
  - A. Implement best management practices to reduce long-term costs, protect citizens, and environmental hazards.
  - B. Sustain infrastructure to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.
- 2.3 Enhance and upgrade street amenities, public right-of-way, and City wayfinding signage.
  - A. Identify future transportation upgrades from the travel demand model (TDM) and update the comprehensive plan and six-year when necessary.
  - B. Showcase art, culture, and history to enhance Lakewood's sense of place.

#### Public Safety

- 3.3 Provide resources to support the health, welfare, and safety of the community.
  - B. Encourage neighborhood association initiatives.
- 3.4 Expand community outreach and educational programs.
  - B. Continue to improve communication efforts with multicultural communities to bridge gaps and increase trust.

#### Fiscal Responsibility:

- 4.1 Provide efficient and effective municipal services.
  - A. Invest resources in core functions based on priorities and data driven metrics.
- 4.2 Evaluate revenues and expenditures and respond to changing service needs.
  - C. Diversify revenue base and explore innovating funding sources.
- 4.3 Make smart investments in people, places, and resources.
  - B. Seek and promote diverse citizen advisory groups.

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

Responsible Manager: *Mary Dodsworth, Director*

### DEPARTMENT FUNCTIONS BY CRITERIA

#### Legally Mandated:

- Maintain City Infrastructure (streets, signs, signals, lights, parks, open spaces and public buildings). This extends the life of City resources and investments.

#### Important:

- Fund various agencies and leverage community resources to provide services and a safety net for our most vulnerable citizens.
- Maintain City Infrastructure (streets, signs, signals, lights, parks, open spaces and public buildings) so they are clean, safe and functional for citizens, visitors and staff.
- Preserve and enhance our natural resources and develop stewardship programs to sustain our community investments.
- Generate revenue in various ways (fees, taxes, sponsorships, partnerships, grants and donations) to offset program costs and expand ability to provide opportunities to our citizens and visitors.

#### Discretionary:

- Various recreation programs, services and special events.

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

**Responsible Manager:** *Mary Dodsworth, Director*

### ADOPTED SERVICE/ PROGRAM CHANGES

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2019		Year 2020	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Street Landscaping Contracted Services	Additional resources for due to increases in tasks associated with the street landscaping program. Besides current landscaping at city buildings and along major roadways, new tasks include 5 new gateways (3 more to come online by year end), bridge overpasses, new planting strips (irrigation, trees, spraying, and mowing) along newly constructed City roads, tree trimming, maintenance around 79 signal boxes, vegetation around signs, beautification areas, traffic circles, and special projects/sites as needed. Parks staff supports over 400 hours of irrigation support to street landscaping during our busiest times of the year.	-	-	\$ -	\$ 39,140	\$ -	\$ 39,140
Legacy Plan Update	The Lakewood Legacy Plan, a 20 year long range strategic plan, was approved in 2014 and created a roadmap for the expansion of city park facilities and recreation services. In order to be eligible for most grant programs we must update our plan every 6 years. An update will be required in 2020.	-	-	25,000	-	-	-
Employee Clothing	Provide required uniforms, clothing, work boots to staff. Uniforms and specific clothing items are required as stated in the AFSCME Contract. Not all items have been accounted for and cost has increased over the years.	-	-	-	4,400	-	4,400
Equipment Rental	Stump Grinder (Skid Steer attachment) Equipment rental in 2019/2020 then re-evaluate.	-	-	1,400	-	1,400	-
Replace	Replace (Q5) 1.5 Yard Self-Dumping Hoppers Used throughout FSP to pick up trash from the dog park to shelters and baseball fields or placed in areas during large special events to support garbage removal.	-	-	5,000	-	-	-
Fleet & Equipment Reserves	Defer Collection of Fleet & Equipment Reserves by 1 Year (Extend Life by 1-Year) on General Operation Vehicles & Equipment.	-	-	\$ -	\$ -	\$ (229,429)	\$ -
<b>Total</b>		-	-	<b>\$ 31,400</b>	<b>\$ 43,540</b>	<b>\$ (228,029)</b>	<b>\$ 43,540</b>

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

Responsible Manager: *Mary Dodsworth, Director*

## CAPITAL PROJECTS

Parks Capital Projects			2019	2020
<b>Fort Steilacoom Park</b>			<b>\$ 1,045,000</b>	<b>\$ 1,500,000</b>
301.0014	Fort Steilacoom Park/Angle Lane Parking & Trail Improvement	*	975,000	-
301.0025	Fort Steilacoom Park ADA/Sensory All Abilities Playground		-	150,000
301.0035	Fort Steilacoom Park Pavilion Restroom Improvements		70,000	-
301.0024	Fort Steilacoom Park Barn Restoration	*	-	100,000
301.0031	Fort Steilacoom Park Turf Infields	*	-	1,250,000
<b>Harry Todd Park</b>			<b>\$ 200,000</b>	<b>\$ 1,100,000</b>
301.0026	Harry Todd Park Phase II (Waterfront)	*	200,000	1,100,000
<b>Springbrook Park</b>			<b>\$ 150,000</b>	<b>\$ 750,000</b>
301.0012	Springbrook Park Acquisition Phase III		150,000	-
301.0032	Springbrook Park Expansion V	*	-	750,000
<b>American Lake/Oakbrook/Chambers/Wards Lake</b>			<b>\$ 100,000</b>	<b>\$ 380,000</b>
301.0027	American Lake Improvements (ADA, Playground, Sanican Enclosure)		-	250,000
301.0005	Chambers Creek Trail		100,000	100,000
301.0020	Wards Lake Improvements		-	30,000
<b>Other</b>			<b>\$ 230,000</b>	<b>\$ 130,000</b>
301.0028	Oakbrook Park Improvements (Playground Replacement)		50,000	-
301.0006	Gateways	*	100,000	50,000
301.0016	Park Equipment Replacement		20,000	20,000
301.0017	Park Playground Resurfacing		10,000	10,000
301.0018	Project Support		50,000	50,000
<b>Total</b>			<b>\$ 1,725,000</b>	<b>\$ 3,860,000</b>

\* Contingent on funds anticipated.

## PROPERTY MANAGEMENT CAPITAL & CAPITAL MAINTENANCE

Ref #	Service/Program	Change		2019		2020	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
502.0008	City Hall Exterior Beam Painting	-	-	\$ -	\$ -	\$ 75,000	\$ -
502.0009	City Hall Boiler Repair & Replacement	-	-	18,000	-	-	-
502.0020	Police Station Parking Lot Improvements	-	-	20,000	-	-	-
502.0024	FSP O&M Facility Care Taker House Repairs	-	-	-	-	10,000	-
502.0026	Front Street O&M Facility Paving of Washdown Station & Perimeter	-	-	10,000	-	-	-
502.0002	General Buildings & Facilities - City Parking Lot Improvement Program	-	-	5,000	-	5,000	-
502.0023	General Buildings & Facilities - Light Bulb & Battery Recycling Program	-	-	15,000	-	5,000	-
<b>Total - Property Management</b>		-	-	<b>\$ 68,000</b>	<b>\$ -</b>	<b>\$ 95,000</b>	<b>\$ -</b>

Project details provided in the 6-Year Property Management Capital & Capital Maintenance Plan.



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

**Responsible Manager:** *Mary Dodsworth, Director*

## **DEPARTMENT POSITION INVENTORY**

Positions	2016	2017	2018			2019	2020	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	68
Operations Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Traffic Signal Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00	39
Human Services Coordinator	0.50	0.50	0.50	0.50	0.50	0.50	0.50	33
Recreation Coordinator	3.00	3.00	3.00	3.00	3.00	3.00	3.00	30
Lead Maintenance Worker	2.00	2.00	2.00	2.00	2.00	2.00	2.00	30
Maintenance Worker	11.50	11.50	11.50	11.50	11.50	11.50	11.50	26
Office Assistant	2.50	2.50	2.50	2.50	2.50	2.50	2.50	18
Maintenance Assistant	0.75	0.75	0.75	0.75	0.75	0.75	0.75	1
<b>Total Regular Staffing</b>	<b>24.25</b>	<b>24.25</b>	<b>24.25</b>	<b>24.25</b>	<b>24.25</b>	<b>24.25</b>	<b>24.25</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

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

**RESPONSIBLE MANAGER: MARY DODSWORTH, DIRECTOR**

## DEPARTMENT POSITION INVENTORY

Position Title	Group	FTE	2019			2020		
			Salary	Benefits	Total	Salary	Benefits	Total
Parks, Rec, & Comm Svcs Director	Non-Rep	1.00	\$ 141,158	\$ 52,389	\$ 193,547	\$ 145,383	\$ 54,940	\$ 200,323
Operations Superintendent	Non-Rep	0.40	39,525	18,800	58,325	40,712	19,733	60,445
Human Services Coordinator	AFSCME	0.50	39,168	11,545	50,713	39,168	12,046	51,214
Recreation Coordinator	AFSCME	1.00	62,038	17,989	80,027	63,284	18,930	82,214
Recreation Coordinator	AFSCME	1.00	73,476	42,123	115,599	75,132	45,085	120,217
Recreation Coordinator	AFSCME	1.00	76,056	34,467	110,523	76,056	36,319	112,375
Lead Maintenance Worker	AFSCME	0.75	57,042	26,565	83,607	57,042	27,926	84,968
Maintenance Worker	AFSCME	1.00	70,272	27,787	98,059	70,272	28,940	99,212
Maintenance Worker	AFSCME	1.00	61,500	34,499	95,999	62,724	36,625	99,349
Maintenance Worker	AFSCME	1.00	59,961	15,868	75,829	61,104	16,153	77,257
Maintenance Worker	AFSCME	1.00	70,272	25,466	95,738	70,272	26,431	96,703
Maintenance Worker	AFSCME	0.75	30,432	20,562	50,994	30,432	21,578	52,010
Maintenance Worker	AFSCME	1.00	57,384	21,188	78,572	57,384	21,955	79,339
Office Assistant	AFSCME	0.50	24,744	9,938	34,682	24,744	10,276	35,020
Office Assistant	AFSCME	1.00	49,448	33,863	83,311	50,430	36,309	86,739
Maintenance Assistant	AFSCME	1.00	57,432	23,518	80,950	58,585	24,404	82,989
	On Call/Standby		4,100	-	4,100	4,100	-	4,100
<b>Total - General Fund</b>		<b>13.90</b>	<b>969,908</b>	<b>416,567</b>	<b>1,386,475</b>	<b>982,724</b>	<b>437,650</b>	<b>1,420,374</b>
Operations Superintendent	Non-Rep	0.40	39,525	18,800	58,325	40,712	19,733	60,445
Traffic Signal Technician	AFSCME	1.00	90,888	44,661	135,549	90,888	47,336	138,224
Traffic Signal Technician	AFSCME	1.00	80,922	36,009	116,931	82,524	38,154	120,678
Lead Maintenance Worker	AFSCME	1.00	76,056	44,255	120,311	76,056	46,241	122,297
Maintenance Worker	AFSCME	1.00	57,816	31,805	89,621	58,977	33,368	92,345
Maintenance Worker	AFSCME	1.00	57,102	25,443	82,545	58,248	26,799	85,047
Office Assistant	AFSCME	0.50	30,000	9,745	39,745	30,000	10,124	40,124
Maintenance Worker	AFSCME	1.00	59,124	39,469	98,593	60,300	41,627	101,927
	On Call/Standby		31,320	-	31,320	31,320	-	31,320
<b>Total - Street Fund (O&amp;M)</b>		<b>6.90</b>	<b>522,753</b>	<b>250,187</b>	<b>772,940</b>	<b>529,025</b>	<b>263,382</b>	<b>792,407</b>
Office Assistant	AFSCME	0.50	30,000	9,746	39,746	30,000	10,124	40,124
Maintenance Worker	AFSCME	1.00	63,161	36,153	99,314	64,551	38,439	102,990
	On Call/Standby		5,000	-	5,000	5,000	-	5,000
<b>Total - SWM Fund (O&amp;M)</b>		<b>1.50</b>	<b>98,161</b>	<b>45,899</b>	<b>144,060</b>	<b>99,551</b>	<b>48,563</b>	<b>148,114</b>
Operations Superintendent	Non-Rep	0.20	19,762	9,401	29,163	20,356	9,866	30,222
Facilities Maintenance Technician	AFSCME	1.00	72,936	16,957	89,893	72,936	17,011	89,947
Lead Maintenance Worker	AFSCME	0.25	19,014	8,854	27,868	19,014	9,307	28,321
Maintenance Worker I	AFSCME	0.50	28,824	5,791	34,615	28,824	5,797	34,621
<b>Total - Property Management Fund</b>		<b>1.95</b>	<b>140,536</b>	<b>41,003</b>	<b>181,539</b>	<b>141,130</b>	<b>41,981</b>	<b>183,111</b>
<b>Total - Parks, Recreation &amp; Community Services</b>		<b>24.25</b>	<b>\$ 1,733,408</b>	<b>\$ 753,656</b>	<b>\$ 2,487,064</b>	<b>\$ 1,754,480</b>	<b>\$ 791,576</b>	<b>\$ 2,546,056</b>

## **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, streets, signs and signals, landscaped areas and open spaces 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 maintenance, operations and 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 Capital Improvement Plans for parks and facilities 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.
- Provide a venue and opportunities for Lakewood Youth to communicate with Lakewood City Council.

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

Responsible Manager: *Mary Dodsworth, Director*

## DEPARTMENT SUMMARY (excluding CIP)

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	General Fund	\$ 2,599,726	\$ 2,634,654	\$ 2,663,180	\$2,659,233	\$2,727,197	\$3,046,860	\$2,832,322	\$ 387,627	14.6%
101	Street O&M	1,759,729	1,639,706	1,500,558	1,733,450	1,784,095	1,803,722	1,754,907	70,272	4.1%
106	Public Art	6,164	43,113	10,000	15,000	15,025	15,000	15,000	-	0.0%
401	SWM O&M	630,767	776,835	918,055	918,055	918,055	856,650	860,704	(61,405)	-6.7%
502	Property Management	733,047	821,110	691,390	791,588	791,588	777,111	778,684	(14,477)	-1.8%
Total Revenues		\$ 5,729,433	\$ 5,915,418	\$ 5,783,183	\$ 6,117,326	\$ 6,235,960	\$ 6,499,343	\$ 6,241,617	\$ 382,017	6.2%
Expenditure Summary - Ongoing										
001	General Fund	2,592,555	2,599,358	2,641,869	2,603,155	2,671,119	2,935,190	2,821,605	332,035	12.8%
101	Street O&M	1,631,444	1,602,269	1,480,962	1,590,455	1,641,100	1,746,457	1,734,625	156,002	9.8%
106	Public Art	1,031	723	2,000	2,000	2,000	2,000	2,000	-	0.0%
401	SWM O&M	630,767	771,560	918,055	918,055	918,055	856,300	860,354	(61,755)	-6.7%
502	Property Management	733,048	717,648	591,390	653,588	653,588	677,113	678,687	23,525	3.6%
Subtotal Ongoing		\$ 5,588,846	\$ 5,691,557	\$ 5,634,276	\$ 5,767,253	\$ 5,885,862	\$ 6,217,060	\$ 6,097,271	\$ 449,807	7.8%
Expenditure Summary - 1-Time										
001	General Fund	7,171	35,297	21,311	56,078	56,078	111,670	10,717	55,592	99.1%
101	Street O&M	62,510	91,907	19,596	154,300	154,300	57,265	20,282	(97,035)	-62.9%
106	Public Art	-	62,000	-	32,598	32,622	13,000	13,000	(19,598)	-60.1%
401	SWM O&M	-	5,275	-	-	-	350	350	350	n/a
502	Property Management	69,178	44,633	75,000	333,464	258,464	68,000	95,000	(265,464)	-79.6%
Subtotal 1-Time		\$ 138,859	\$ 239,112	\$ 115,907	\$ 576,440	\$ 501,464	\$ 250,285	\$ 139,349	\$ (326,155)	-56.6%
Total Expenditures		\$ 5,727,705	\$ 5,930,669	\$ 5,750,183	\$ 6,343,693	\$ 6,387,326	\$ 6,467,345	\$ 6,236,620	\$ 123,652	1.9%

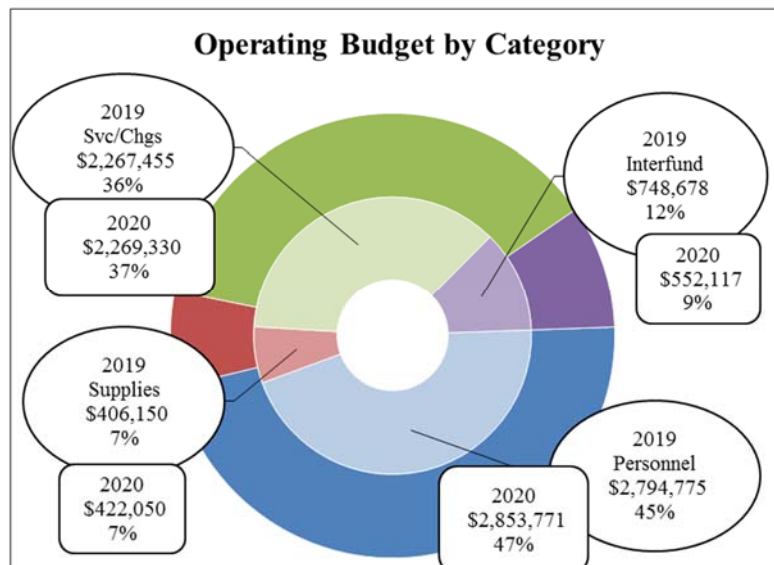
## PARKS, RECREATION & COMMUNITY SERVICES **DEPARTMENT OVERVIEW**

Responsible Manager: *Mary Dodsworth, Director*

### HIGHLIGHTS / CHANGES

The adopted ongoing operating budget totals \$6.21M in 2019 and \$6.09M in 2020. The 2019 adopted budget is a 7.8% or \$449K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement offset by decrease resulting in selection in medical benefits.
- Temporary Help – the increase is due to adding an adding a third six month seasonal worker it cover the increases in tasks associated with the street landscaping program.
- Professional Services - the increases are due primarily to the change in accounting moving intergovernmental charges to professional services, and includes a reduction in traffic management services, and City Hall maintenance.
- Maintenance Supplies – the decrease is in raw materials for storm drain frames, grates and catch basins.
- Intergovernmental - the decrease are due to the change in accounting moving intergovernmental charges to professional services, and includes a reduction in traffic management services, and City Hall maintenance.
- Utilities – the increase is due primarily to increased electricity due to new streetlights and higher energy costs.
- Intergovernmental – the decreases are due to the change in accounting moving intergovernmental charges to professional services, and includes an increase in SWM charges.
- Internal Service M&O Charges – the decrease is due primarily to a decrease in property management costs, offset by an increase in information technology for projects implemented in the last budget cycle.
- Internal Service Reserves - the decrease is to align with anticipated replacement reserve collections.



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

Responsible Manager: *Mary Dodsworth, Director*

## DEPARTMENT DETAIL (excluding CIP)

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	Parks Sales/Tax	\$ 546,303	\$ 585,088	\$ 541,100	\$ 550,000	\$ 596,800	\$ 608,700	\$ 620,900	\$ 58,700	10.7%
001	Program Revenue	290,132	343,157	342,400	342,400	419,125	430,950	440,950	88,550	25.9%
001	General Government	1,748,291	1,691,409	1,764,680	1,751,833	1,696,272	1,992,210	1,755,472	240,377	13.7%
001	Transfer In From SWM	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
101	Street O&M	1,759,729	1,639,706	1,500,558	1,733,450	1,784,095	1,803,722	1,754,907	70,272	4.1%
106	Public Art	6,164	43,113	10,000	15,000	15,025	15,000	15,000	-	0.0%
401	SWM O&M	630,767	776,835	918,055	918,055	918,055	856,650	860,704	(61,405)	-6.7%
502	Property Management	733,047	821,110	691,390	791,588	791,588	777,111	778,684	(14,477)	-1.8%
Total Revenues:		\$ 5,729,433	\$ 5,915,418	\$ 5,783,183	\$ 6,117,326	\$ 6,235,960	\$ 6,499,343	\$ 6,241,617	\$ 382,017	6.2%
Expenditure Summary:										
11.xxx	Salaries & Wages	1,387,623	1,522,859	1,555,173	1,638,896	1,552,996	1,733,408	1,754,480	94,512	5.8%
11.002/4	Overtime	21,610	33,952	18,700	18,700	30,800	27,700	27,700	9,000	48.1%
11.008	Extra Duty Pay	-	-	-	-	-	-	-	-	n/a
11.011	Temporary Help	146,722	194,233	217,020	217,020	216,120	277,960	277,960	60,940	28.1%
21.xxx	Benefits	598,285	680,308	713,322	733,668	733,668	755,707	793,631	22,039	3.0%
31.xxx	Other Supplies	188,281	213,294	269,810	269,810	268,410	244,490	245,390	(25,320)	-9.4%
31.003/00	Forms & Publications	152	1,309	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	1,877	1,735	150	150	400	200	200	50	33.3%
31.008	Clothing/Uniform	13,457	15,089	9,760	9,760	14,734	16,560	16,560	6,800	69.7%
31.030	Maintenance Supplies	105,525	104,151	115,000	115,000	120,000	98,000	113,000	(17,000)	-14.8%
32.xxx	Fuel	145	1,305	4,200	4,200	4,200	4,200	4,200	-	0.0%
35.xxx	Small Tools/Minor Equip	25,173	42,313	27,200	27,200	48,198	42,700	42,700	15,500	57.0%
41.xxx	Professional Service	626,193	617,571	543,820	543,820	532,040	634,515	636,390	90,695	16.7%
42.xxx	Communication	518	58	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	4,335	7,950	5,020	5,020	5,652	6,490	6,490	1,470	29.3%
44.xxx	Advertising	9,391	9,196	14,450	14,450	14,725	14,450	14,450	-	0.0%
45.xxx	Operating Rental/Lease	10,827	13,739	7,500	7,500	14,500	13,500	13,500	6,000	80.0%
47.xxx	Utilities	829,010	684,269	503,430	503,430	633,220	737,830	737,830	234,400	46.6%
48.xxx	Repairs & Maintenance	590,553	779,297	739,640	739,640	731,340	847,320	847,320	107,680	14.6%
49.001	Membership Dues	2,218	1,886	2,200	2,200	2,315	2,100	2,100	(100)	-4.5%
49.xxx	Other Charges & Services	144,669	37,471	52,550	52,550	58,631	11,250	11,250	(41,300)	-78.6%
5x.xxx	Intergovernmental	106,278	110,519	136,781	136,781	134,118	-	-	(136,781)	-100.0%
9x.xxx	IS Charges - M&O	452,148	315,937	466,966	483,374	483,374	533,326	541,202	49,952	10.3%
9x.xxx	IS Charges - Reserves	323,856	303,116	231,584	244,084	286,421	215,352	10,915	(28,732)	-11.8%
Subtotal Operating Exp:		\$ 5,588,846	\$ 5,691,557	\$ 5,634,276	\$ 5,767,253	\$ 5,885,862	\$ 6,217,058	\$ 6,097,268	\$ 449,805	7.8%
Capital & One-time Funding:										
	Capital & One-Time	138,859	239,112	115,907	576,440	501,464	250,285	139,349	(326,155)	-56.6%
Subtotal One-time Exp:		\$ 138,859	\$ 239,112	\$ 115,907	\$ 576,440	\$ 501,464	\$ 250,285	\$ 139,349	\$ (326,155)	-56.6%
Total Expenditures:		\$ 5,727,705	\$ 5,930,669	\$ 5,750,183	\$ 6,343,693	\$ 6,387,326	\$ 6,467,343	\$ 6,236,617	\$ 123,650	1.9%

## PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Responsible Manager: *Mary Dodsworth, Director*

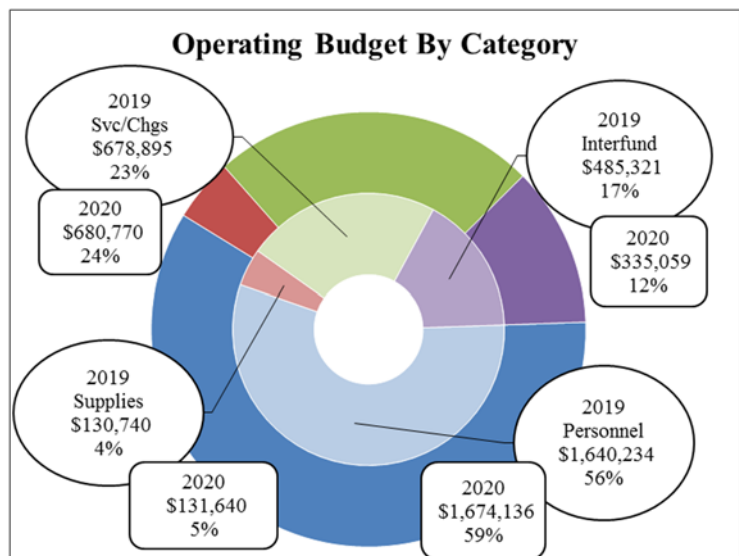
### DEPARTMENT SUMMARY – GENERAL FUND

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	Parks Sales/Tax	\$ 546,303	\$ 585,088	\$ 541,100	\$ 550,000	\$ 596,800	\$ 608,700	\$ 620,900	\$ 58,700	10.7%
001	Program Revenue	290,132	343,157	342,400	342,400	419,125	430,950	440,950	88,550	25.9%
001	General Government	1,748,291	1,691,409	1,764,680	1,751,833	1,696,272	1,992,210	1,755,472	240,377	13.7%
001	Transfer In From SWM	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
Total Revenues		\$ 2,599,726	\$ 2,634,654	\$ 2,663,180	\$ 2,659,233	\$ 2,727,197	\$ 3,046,860	\$ 2,832,322	\$ 387,627	14.6%
General Fund Operating Expenditures:										
001	Administration	293,035	304,328	282,374	289,357	291,462	315,474	316,461	26,117	9.0%
001	Human Services	407,161	401,986	420,290	419,974	414,774	435,596	436,099	15,622	3.7%
001	Recreation	416,463	465,268	439,170	447,173	443,116	412,721	422,141	(34,452)	-7.7%
001	Senior Services	221,579	222,371	223,851	233,089	233,293	237,607	241,021	4,518	1.9%
001	Park Facilities	475,051	465,075	466,955	407,298	437,247	522,441	504,716	115,143	28.3%
001	Fort Steilacoom Park	604,483	588,847	596,657	589,969	629,017	774,459	675,795	184,490	31.3%
001	Street Landscape Maintenance	174,783	151,482	212,572	216,295	222,210	236,892	225,372	20,597	9.5%
Subtotal Ongoing		\$ 2,592,555	\$ 2,599,358	\$ 2,641,869	\$ 2,603,156	\$ 2,671,120	\$ 2,935,190	\$ 2,821,605	\$ 332,034	12.8%
General Fund 1-Time Expenditure Summary:										
001	Administration	2,917	14,358	7,267	18,885	18,885	36,967	4,435	18,082	95.7%
001	Park Facilities	1,337	6,581	6,777	12,107	12,107	13,265	2,033	1,158	9.6%
001	Fort Steilacoom Park	1,945	9,572	4,844	12,590	12,590	53,791	2,957	41,201	327.3%
001	Street Landscape Maintenance	972	4,786	2,423	6,296	6,296	7,647	1,292	1,351	21.5%
Subtotal 1-Time		\$ 7,171	\$ 35,298	\$ 21,311	\$ 56,078	\$ 56,078	\$ 111,670	\$ 10,717	\$ 55,592	99.1%
Total Expenditures		\$ 2,599,726	\$ 2,634,656	\$ 2,663,180	\$ 2,659,234	\$ 2,727,198	\$ 3,046,860	\$ 2,832,322	\$ 387,626	14.6%

### HIGHLIGHTS / CHANGES

The adopted operating budget totals \$2.93M in 2019 and \$2.82M in 2020. The 2019 adopted budget is a 12.8% or \$332K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement offset by decrease resulting in selection in medical benefits.
- Temporary Help – the increase is due to additional resources needed to cover the tasks associated with the street landscaping, operations, and maintenance.
- Professional Services \ Intergovernmental - the changes are due primarily to the change in accounting practices moving intergovernmental charges to professional services.
- Internal Service M&O Charges – the decrease is due primarily to a decrease in property management costs, offset by an increase in information technology for projects implemented in the last budget cycle.
- Internal Service Reserves - the decrease is to align with anticipated replacement reserve collections.





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

Responsible Manager: *Mary Dodsworth, Director*

## DEPARTMENT DETAIL – GENERAL FUND

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	Parks Sales/Tax	\$ 546,303	\$ 585,088	\$ 541,100	\$ 550,000	\$ 596,800	\$ 608,700	\$ 620,900	\$ 58,700	10.7%
001	Program Revenue	290,132	343,157	342,400	342,400	419,125	430,950	440,950	88,550	25.9%
001	General Government	1,748,291	1,691,409	1,764,680	1,751,833	1,696,272	1,992,210	1,755,472	240,377	13.7%
001	Transfer In-SWM	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
Total Revenues:		\$ 2,599,726	\$ 2,634,654	\$ 2,663,180	\$ 2,659,233	\$ 2,727,197	\$ 3,046,860	\$ 2,832,322	\$ 387,627	14.6%
Expenditure Summary:										
11.xxx	Salaries & Wages	896,602	931,688	941,570	914,489	918,589	976,469	989,285	61,980	6.8%
11.002/4	Overtime	8,961	11,597	4,000	4,000	9,900	9,900	9,900	5,900	147.5%
11.011	Temporary Help	140,460	126,196	180,620	180,620	179,720	239,760	239,760	59,140	32.7%
21.xxx	Benefits	389,931	410,320	420,150	396,042	396,042	414,105	435,191	18,063	4.6%
31.xxx	Other Supplies	105,883	91,763	119,000	119,000	117,600	114,180	115,080	(4,820)	-4.1%
31.003/00	Forms & Publications	152	-	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	1,736	1,502	150	150	150	200	200	50	33.3%
31.008	Clothing/Uniform	7,125	4,732	4,260	4,260	5,850	7,860	7,860	3,600	84.5%
35.xxx	Small Tools/Minor Equip	4,788	20,953	5,000	5,000	9,300	8,500	8,500	3,500	70.0%
41.xxx	Professional Service	439,272	410,396	431,080	431,080	421,200	542,705	544,580	111,625	25.9%
43/49.003	Travel & Training	2,293	5,179	2,720	2,720	3,646	4,490	4,490	1,770	65.1%
44.xxx	Advertising	9,391	9,196	14,450	14,450	14,725	14,450	14,450	-	0.0%
45.xxx	Operating Rental/Lease	1,062	1,830	-	-	3,500	2,500	2,500	2,500	n/a
47.xxx	Utilities	106,165	102,880	68,700	68,700	88,200	95,700	95,700	27,000	39.3%
48.xxx	Repairs & Maintenance	356	1,487	15,000	15,000	7,500	8,500	8,500	(6,500)	-43.3%
49.001	Membership Dues	1,843	1,569	1,800	1,800	1,815	1,800	1,800	-	0.0%
49.xxx	Other Charges & Services	13,024	6,138	750	750	8,355	8,750	8,750	8,000	1066.7%
5x.xxx	Intergovernmental	93,606	93,475	104,921	104,921	104,508	-	-	(104,921)	-100.0%
9x.xxx	IS Charges - M&O	207,360	224,103	222,414	234,889	234,889	320,879	326,784	85,990	36.6%
9x.xxx	IS Charges - Reserves	162,546	144,353	105,284	105,284	145,630	164,442	8,275	59,158	56.2%
Subtotal Operating Exp:		\$ 2,592,555	\$ 2,599,358	\$ 2,641,869	\$ 2,603,155	\$ 2,671,119	\$ 2,935,190	\$ 2,821,605	\$ 332,035	12.8%
Capital & One-time Funding:										
	Capital & One-Time	7,171	35,297	21,311	56,078	56,078	111,670	10,717	55,592	99.1%
Subtotal One-time Exp:		\$ 7,171	\$ 35,297	\$ 21,311	\$ 56,078	\$ 56,078	\$ 111,670	\$ 10,717	\$ 55,592	99.1%
Total Expenditures:		\$ 2,599,726	\$ 2,634,655	\$ 2,663,180	\$ 2,659,233	\$ 2,727,197	\$ 3,046,860	\$ 2,832,322	\$ 387,627	14.6%

## PARKS, RECREATION & COMMUNITY SERVICES ADMINISTRATION

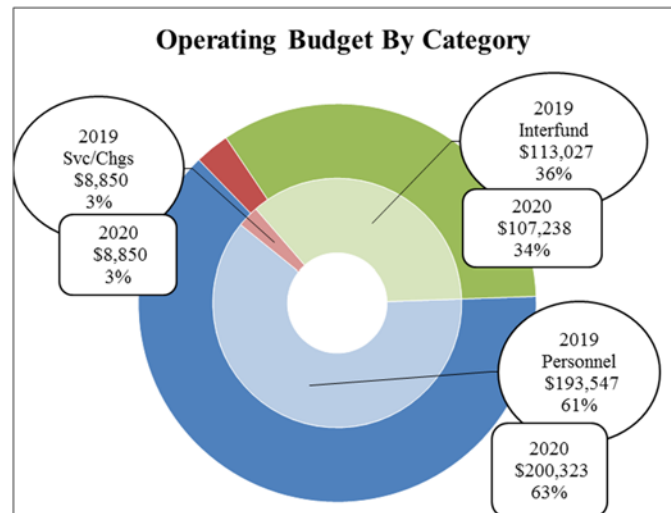
Responsible Manager: *Mary Dodsworth, Director*

### 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.

### GOALS/OBJECTIVES

- Develop a variety of programs to enhance the First Impressions Program
  - Implement gateway improvement program
  - Install banners, signs and beautification projects throughout the community
  - Continue recognizing local businesses who are making a good First Impressions in order to encourage private investment into beautification projects citywide.
- 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 and communication with the City such as mylakewood311, developing form fillable and web-based options for easier access to programs, services and information, creating documents in various languages, expand marketing options.
- Create opportunities for the community to partner with the City to provide programs, services and capital improvements
  - Seek grants and donations to offset capital improvements
  - Utilize partners and volunteers to expand current operations



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
Cost Recovery % Target for parks and recreation services	45%	45%	45%	45%	45%

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
PRCS Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	68
<b>Total Regular Staffing</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

**PARKS, RECREATION & COMMUNITY SERVICES ADMINISTRATION****Responsible Manager: Mary Dodsworth, Director****HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$315K in 2019 and \$316K in 2020. The 2019 adopted budget is a 9.0% or \$26K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, and increases in medical premiums.
- Professional Services \ Intergovernmental - the changes are due primarily to the change in accounting practices moving intergovernmental charges to professional services.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.

**REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
001	Parks Sales/Tax	\$ 79,621	\$ 87,032	\$ 75,706	\$ 81,295	\$ 86,398	\$ 87,108	\$ 90,212	\$ 5,813	7.2%
001	General Government	216,331	231,654	213,935	226,947	223,949	265,333	230,684	38,386	16.9%
Total Revenues:		\$ 295,952	\$ 318,686	\$ 289,641	\$ 308,242	\$ 310,347	\$ 352,441	\$ 320,896	\$ 44,199	14.3%
Expenditure Summary:										
11.xxx	Salaries & Wages	131,712	136,554	136,730	136,730	136,730	141,158	145,383	4,428	3.2%
21.xxx	Benefits	46,694	49,805	49,450	49,450	49,450	52,389	54,940	2,939	5.9%
31.xxx	Other Operating Supplies	524	10	50	50	-	50	50	-	0.0%
41.xxx	Professional Service	-	9	-	-	-	7,000	7,000	7,000	n/a
43/49.003	Travel & Training	(60)	1,471	350	350	350	600	600	250	71.4%
49.001	Membership Dues	1,243	1,475	1,250	1,250	1,155	1,250	1,250	-	0.0%
5x.xxx	Intergovernmental	-	-	7,000	7,000	7,000	-	-	(7,000)	n/a
9x.xxx	IS Charges - M&O	104,244	99,617	79,475	86,458	86,458	101,510	103,963	15,052	17.4%
9x.xxx	IS Charges - Reserves	8,679	15,386	8,069	8,069	10,319	11,517	3,275	3,448	42.7%
Subtotal Operating Exp:		\$ 293,035	\$ 304,328	\$ 282,374	\$ 289,357	\$ 291,462	\$ 315,474	\$ 316,461	\$ 26,117	9.0%
Capital & One-time Funding:										
	Capital & One-Time	2,917	14,358	7,267	18,885	18,885	36,967	4,435	18,082	95.7%
Subtotal One-time Exp:		\$ 2,917	\$ 14,358	\$ 7,267	\$ 18,885	\$ 18,885	\$ 36,967	\$ 4,435	\$ 18,082	95.7%
Total Expenditures:		\$ 295,952	\$ 318,686	\$ 289,641	\$ 308,242	\$ 310,347	\$ 352,441	\$ 320,896	\$ 44,199	14.3%

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

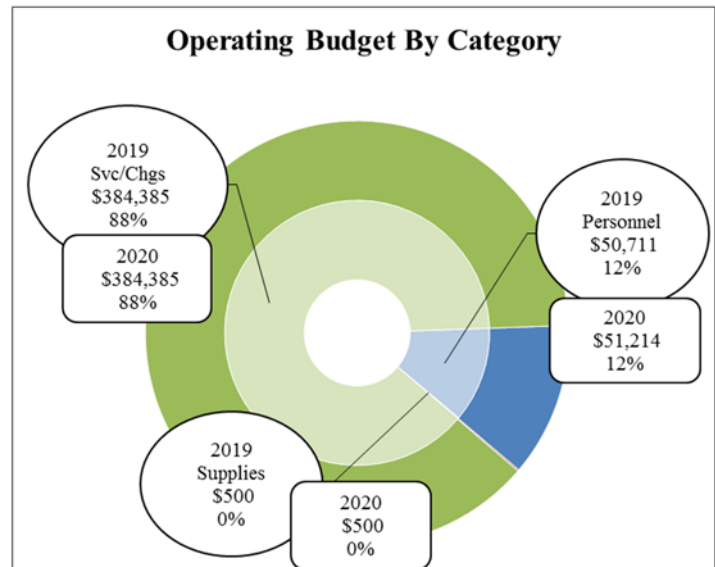
Responsible Manager: *Mary Dodsworth, Director*

### 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, find stabilization services, emotional supports and access to health services which foster healthy and functional individuals and families where children thrive and achieve their full potential.

### GOALS/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.
  - Provide annual reports to show progress and collective community impact.
- 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 to community needs.
  - Actively participate in countywide health and human services system planning efforts and community coalitions so the City of Lakewood has a voice in regional issues.
- Support Lakewood's Promise
  - Implement the Lakewood's Promise strategic plan
  - Update community MOU to ensure all partners are working collaboratively so that all children have the opportunity to make the most of their full potential
  - Provide data and reports to show community effort and progress on the coordinated efforts of community service providers in helping youth have access to the five promises.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
Monthly (average) Attendance at Lakewood Collaboration Meetings	40	40	40	40	40
# of Human Services Contracts Managed (allocations, site visits, reimbursements, annual performance reviews)	25	25	25	25	25

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Human Services Coordinator	0.50	0.50	0.50	0.50	0.50	0.50	0.50	33
<b>Total Regular Staffing</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

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

Responsible Manager: *Mary Dodsworth, Director*

## HIGHLIGHTS / CHANGES

The adopted operating budget totals \$436K in 2019 and \$436K in 2019. The 2019 adopted budget is a 3.7% or \$16K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, and increases in medical premiums.
- Professional Services \ Intergovernmental - the changes are due primarily to the change in accounting practices moving intergovernmental charges to professional services.
- Other Services & Charges – the increase is due to moving printing and binding services for the Lakewood's Promise newsletter from Recreation to Human Services.

## REVENUE & EXPENDITURE SUMMARY

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	General Government	407,161	401,986	420,290	419,974	414,774	435,596	436,099	15,622	3.7%
Total Revenues:		\$ 407,161	\$ 401,986	\$ 420,290	\$ 419,974	\$ 414,774	\$ 435,596	\$ 436,099	\$ 15,622	3.7%
Expenditure Summary:										
11.xxx	Salaries & Wages	34,921	48,385	33,480	33,060	33,060	39,168	39,168	6,108	18.5%
21.xxx	Benefits	9,809	13,028	10,160	10,264	10,264	11,543	12,046	1,279	12.5%
31.xxx	Other Operating Supplies	-	105	300	300	300	300	300	-	0.0%
31.003/004	Forms & Publications	152	-	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	98	254	150	150	150	200	200	50	33.3%
35.xxx	Small Tools/Minor Equip	-	473	-	-	-	-	-	-	n/a
41.xxx	Professional Service	350,221	323,750	360,000	360,000	355,000	375,665	375,665	15,665	4.4%
43/49.003	Travel & Training	-	86	570	570	370	520	520	(50)	-8.8%
49.001	Membership Dues	200	-	200	200	200	200	200	-	0.0%
49.xxx	Other Charges & Services	-	275	-	-	-	8,000	8,000	8,000	n/a
5x.xxx	Intergovernmental	11,760	15,630	15,430	15,430	15,430	-	-	(15,430)	-100.0%
Subtotal Operating Exp:		\$ 407,161	\$ 401,986	\$ 420,290	\$ 419,974	\$ 414,774	\$ 435,596	\$ 436,099	\$ 15,622	3.7%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 407,161	\$ 401,986	\$ 420,290	\$ 419,974	\$ 414,774	\$ 435,596	\$ 436,099	\$ 15,622	3.7%

## PARKS, RECREATION & COMMUNITY SERVICES **RECREATION**

Responsible Manager: *Mary Dodsworth, Director*

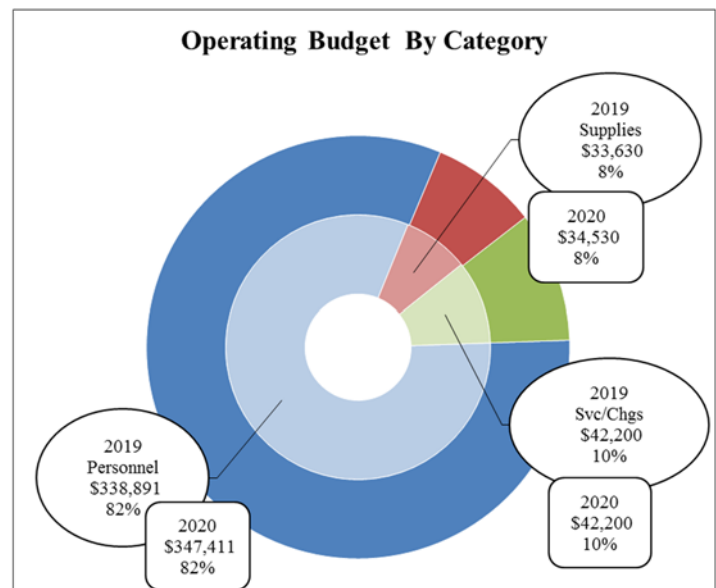
### PURPOSE/DESCRIPTION

The Recreation Division utilizes partnerships and creative marketing efforts to provide safe, healthy, accessible and inclusive programs and services for all ages, abilities, cultures and socio economic backgrounds. We focus on creating school-based programs during non-school hours to provide positive alternatives for youth. We also provide low cost and specialty recreation programs for the community, guard swim beaches at two water front parks and provide year round large and small seasonal special events, activities and opportunities to bring the community together.

### GOAL/OBJECTIVES

Provide 7 week low cost summer camp for youth. Utilize partnerships and other inkind support to offset costs.

- Provide lifeguard program at Harry Todd and American Lake Parks from July 1<sup>st</sup> – Labor Day weekend.
- Partner to provide swim lessons during the summer season at our waterfront parks to help youth be safer around local waters and to create a fun environment.
- Manage a 16 week Farmers Market to bring visitors to the Central Business District, generate economic activity and create access to healthy options for our residents.
- Develop new partnerships to expand opportunities for the community to meet, gather, learn and play at minimal cost to the general fund.
- Retain sponsors for major City events to support cost recovery efforts.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
\$ vendor sales generated from Farmers Market	\$140,000	\$160,000	\$160,000	\$165,000	\$165,000
# of vendors and partners at SummerFEST	40	40	45	50	55
\$ sponsorship, grants and in-kind service	\$70,000	\$75,000	\$75,000	\$75,000	\$80,000
Math Relay Schools / participants	8/240	8/240	10/300	15/350	17/375
# of registered participants at SummerFEST Triathlon	200	300	250	250	250
# New students enrolled in after school programs	200	n/a	n/a	200	200

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Recreation Coordinator	2.00	2.00	2.00	2.00	2.00	2.00	2.00	30
Office Assistant	0.50	0.50	1.00	1.00	0.50	0.50	0.50	18
<b>Total Regular Staffing</b>	<b>2.50</b>	<b>2.50</b>	<b>3.00</b>	<b>3.00</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	
<i>Change from prior year</i>	-	-	0.50	-	(0.50)	-	-	

# PARKS, RECREATION & COMMUNITY SERVICES **RECREATION**

Responsible Manager: *Mary Dodsworth, Director*

## HIGHLIGHTS / CHANGES

The adopted operating budget totals \$415K in 2019 and \$424K in 2020. The 2019 adopted budget is a 7.7% or \$34K decrease from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages/Benefits – the decrease is due to reallocation of the office assistant position within the department.
- Intergovernmental - the changes are due to the change in accounting practices moving intergovernmental charges to professional services; but primarily due to the reduction in traffic management services.

## REVENUE & EXPENDITURE SUMMARY

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end			Adopted	Adopted
Revenue Summary:										
001	Parks Sales/Tax	\$ 113,157	\$ 133,058	\$ 117,743	\$ 125,633	\$ 132,375	\$ 115,231	\$ 118,835	\$ (10,402)	-8.3%
001	Program Revenue	103,389	128,861	109,000	109,000	207,500	210,000	210,000	101,000	92.7%
001	General Government	199,917	231,140	212,427	218,740	109,441	87,490	93,306	(131,250)	-60.0%
106	Public Art	6,164	15,322	10,000	15,000	15,025	15,000	15,000	-	0.0%
Total Revenues:		\$ 422,627	\$ 508,381	\$ 449,170	\$ 468,373	\$ 464,341	\$ 427,721	\$ 437,141	\$ (40,652)	-8.7%
Expenditure Summary:										
11.xxx	Salaries & Wages	169,765	190,055	170,130	176,505	176,505	160,238	163,631	(16,267)	-9.2%
11.002/4	Overtime	2,233	2,978	1,000	1,000	1,000	1,000	1,000	-	0.0%
11.011	Temporary Help	77,478	85,330	100,610	100,610	99,710	100,610	100,610	-	0.0%
21.xxx	Benefits	82,974	98,698	84,970	86,598	86,598	77,043	82,170	(9,555)	-11.0%
31.xxx	Other Operating Supplies	27,526	30,960	33,730	33,730	31,800	32,830	33,730	(900)	-2.7%
31.005	Meeting Food & Beverage	1,638	1,248	-	-	-	-	-	-	n/a
31.008	Clothing/Uniform	2,520	418	800	800	1,000	800	800	-	0.0%
35.xxx	Small Tools/Minor Equip	109	1,731	-	-	1,700	-	-	-	n/a
41.xxx	Professional Service	25,605	34,452	26,280	26,280	19,000	25,280	25,280	(1,000)	-3.8%
43/49.003	Travel & Training	721	1,689	1,100	1,100	703	1,370	1,370	270	24.5%
44.xxx	Advertising	9,391	9,196	14,450	14,450	14,725	14,450	14,450	-	0.0%
45.xxx	Operating Rental/Lease	46	925	-	-	-	-	-	-	n/a
49.001	Membership Dues	300	-	350	350	350	350	350	-	0.0%
49.xxx	Other Charges & Services	11,044	6,016	750	750	8,025	750	750	-	0.0%
5x.xxx	Intergovernmental	6,144	2,295	7,000	7,000	4,000	-	-	(7,000)	-100.0%
Subtotal Operating Exp:		\$ 417,494	\$ 465,991	\$ 441,170	\$ 449,173	\$ 445,116	\$ 414,721	\$ 424,141	\$ (34,452)	-7.7%
Capital & One-time Funding:										
	Public Art	-	62,000	-	38,798	38,822	13,000	13,000	(25,798)	-66.5%
Subtotal One-time Exp:		\$ -	\$ 62,000	\$ -	\$ 38,798	\$ 38,822	\$ 13,000	\$ 13,000	\$ (25,798)	-66.5%
Total Expenditures:		\$ 417,494	\$ 527,991	\$ 441,170	\$ 487,971	\$ 483,938	\$ 427,721	\$ 437,141	\$ (60,250)	-12.3%



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

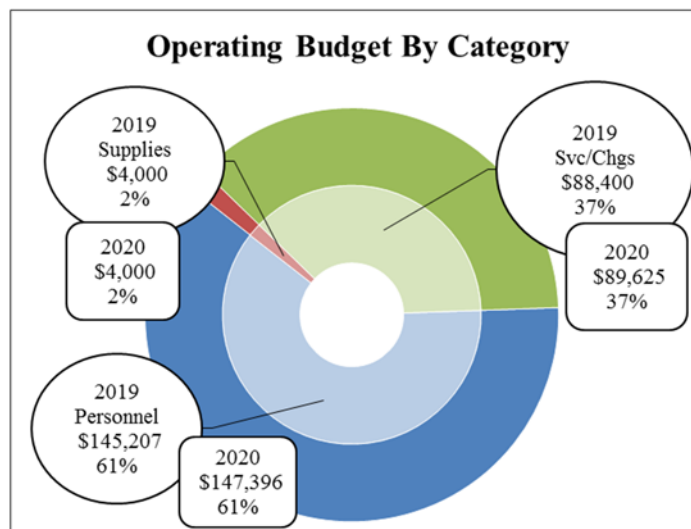
Responsible Manager: *Mary Dodsworth, Director*

### 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 encourage older adults to maintain or increase their independence and to promote good health, build strong minds and social connections which helps avoid loneliness and isolation. We provide opportunities for older adults to give back to the community through volunteerism.

### GOAL/OBJECTIVES

- Provide comprehensive senior services/programs five days a week at the Lakewood Senior Activity Center
- Increase number of unduplicated participants by 5%
- Implement new marketing techniques and programs to encourage new participants, partners and sponsors.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of unduplicated seniors served	1,400	1,600	1,650	1,600	1,600
\$ revenue generated from grants, fees, donations & in-kind support	\$80,000	\$81,000	\$82,000	\$85,000	\$82,000
# of volunteer hours	1,300	1,450	1,500	1,500	1,500

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	30
Office Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50	18
<b>Total Regular Staffing</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

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

Responsible Manager: *Mary Dodsworth, Director*

## HIGHLIGHTS / CHANGES

The adopted operating budget totals \$238K in 2019 and \$241K in 2020. The 2019 adopted budget is a 1.9% or \$5K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement offset by decrease resulting in selection in medical benefits.
- Professional Services \ Intergovernmental - the changes are due primarily to the change in accounting practices moving intergovernmental charges to professional services.

## REVENUE & EXPENDITURE SUMMARY

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
001	Parks Sales/Tax	\$ 60,205	\$ 63,594	\$ 62,492	\$ 62,891	\$ 69,632	\$ 66,340	\$ 67,849	\$ 3,449	5.5%
001	Program Revenue	67,797	83,073	80,250	80,250	70,925	75,950	80,950	(4,300)	-5.4%
001	General Government	93,577	75,704	81,109	89,948	92,736	95,317	92,222	5,369	6.0%
Total Revenues:		\$ 221,579	\$ 222,371	\$ 223,851	\$ 233,089	\$ 233,293	\$ 237,607	\$ 241,021	\$ 4,518	1.9%
Expenditure Summary:										
11.xxx	Salaries & Wages	88,049	93,772	87,290	94,657	94,657	100,800	100,800	6,143	6.5%
11.002/4	Overtime	757	602	-	-	-	-	-	-	n/a
21.xxx	Benefits	41,557	41,270	44,670	46,541	46,541	44,407	46,596	(2,134)	-4.6%
31.xxx	Other Operating Supplies	2,990	3,506	4,000	4,000	4,000	4,000	4,000	-	0.0%
35.xxx	Small Tools/Minor Equip	365	137	-	-	100	-	-	-	n/a
41.xxx	Professional Service	24,687	22,918	25,000	25,000	25,000	88,000	89,225	63,000	252.0%
43/49.003	Travel & Training	-	886	400	400	755	400	400	-	0.0%
49.001	Membership Dues	100	-	-	-	110	-	-	-	n/a
49.xxx	Other Charges & Services	-	-	-	-	330	-	-	-	n/a
5x.xxx	Intergovernmental	63,074	59,280	62,491	62,491	61,800	-	-	(62,491)	-100.0%
Subtotal Operating Exp:		\$ 221,579	\$ 222,371	\$ 223,851	\$ 233,089	\$ 233,293	\$ 237,607	\$ 241,021	\$ 4,518	1.9%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 221,579	\$ 222,371	\$ 223,851	\$ 233,089	\$ 233,293	\$ 237,607	\$ 241,021	\$ 4,518	1.9%

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

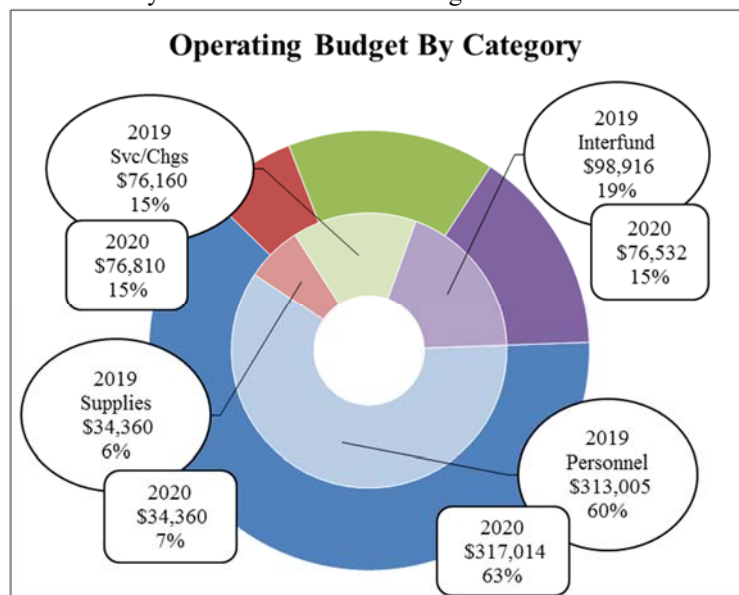
Responsible Manager: *Scott Williams, Operations Superintendent*

### PURPOSE/DESCRIPTION

The Parks 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 community assets. Everyone is welcome in parks! 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.
  - Utilize standard operating procedures and best practices to ensure a safe and healthy environment.
  - Remove graffiti and repair damage/vandalism within 24 hours of identifying/reporting.
  - Develop a beautification program to enhance the first impression visitors have of our community.
  - Utilize a variety of in house and contracted services and skills to maximize use of City resources.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of special use permits generated at park sites (not FSP)	160	155	160	162	165
# of returning customers	20	28	28	28	28
Boat Launch Revenue	\$50,000	\$45,928	\$46,000	\$47,000	\$48,000

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Operations Superintendent	0.50	0.20	0.50	0.20	0.20	0.20	0.20	54
Lead Maintenance Worker	0.25	0.25	0.25	0.25	0.25	0.25	0.25	30
Maintenance Worker	2.50	2.50	2.00	2.50	2.50	2.50	2.50	26
<b>Total Regular Staffing</b>	<b>3.25</b>	<b>2.95</b>	<b>2.75</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>	<b>2.95</b>	
<i>Change from prior year</i>	-	(0.30)	(0.20)	0.20	-	-	-	

**PARKS, RECREATION & COMMUNITY SERVICES PARKS FACILITIES****Responsible Manager: Scott Williams, Operations Superintendent****HIGHLIGHTS / CHANGES:**

The adopted operating budget totals \$522K in 2019 and \$505K in 2020. The 2019 adopted budget is a 28.3% or \$115K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, and increases in medical premiums.
- Professional Services - the changes are due primarily to the change in accounting moving intergovernmental charges to professional services, and includes an increase in SWM charges.
- Utilities – the increase is due primarily to increased water and sewer charges due to increased facilities.
- Intergovernmental – the decreases are due to the change in accounting moving intergovernmental charges to professional services, and includes an increase in SWM charges.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.

**REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	Parks Sales/Tax	\$ 129,076	\$133,003	\$125,193	\$114,430	\$129,094	\$136,923	\$138,929	\$ 22,493	19.7%
001	Program Revenue	60,574	63,872	76,000	76,000	64,000	66,000	68,000	(10,000)	-13.2%
001	General Government	286,738	274,781	272,539	228,975	256,260	332,783	299,820	103,808	45.3%
Total Revenues:		\$ 476,388	\$ 471,656	\$ 473,732	\$ 419,405	\$ 449,354	\$ 535,706	\$ 506,749	\$ 116,301	27.7%
Expenditure Summary:										
11.xxx	Salaries & Wages	188,560	182,575	208,000	168,618	168,618	207,792	208,379	39,174	23.2%
11.002/4	Overtime	2,678	4,535	2,000	2,000	4,500	4,500	4,500	2,500	125.0%
11.011	Temporary Help	9,533	16,949	18,610	18,610	18,610	18,610	18,610	-	0.0%
21.xxx	Benefits	79,905	78,083	92,090	70,089	70,089	82,103	85,525	12,014	17.1%
31.xxx	Other Operating Supplies	40,790	20,156	31,310	31,310	30,500	30,000	30,000	(1,310)	-4.2%
31.008	Clothing/Uniform	1,991	3,243	1,860	1,860	3,000	1,860	1,860	-	0.0%
35.xxx	Small Tools/Minor Equip	2,305	12,030	2,500	2,500	2,500	2,500	2,500	-	0.0%
41.xxx	Professional Service	35,497	17,508	6,800	6,800	9,200	33,760	34,410	26,960	396.5%
43/49.003	Travel & Training	1,105	764	-	-	1,228	800	800	800	n/a
45.xxx	Operating Rental/Lease	1,016	905	-	-	500	500	500	500	n/a
47.xxx	Utilities	46,749	57,211	21,600	21,600	38,700	38,600	38,600	17,000	78.7%
48.xxx	Repairs & Maintenance	282	1,487	5,000	5,000	2,500	2,500	2,500	(2,500)	-50.0%
49.001	Membership Dues	-	34	-	-	-	-	-	-	n/a
5x.xxx	Intergovernmental	12,628	16,270	13,000	13,000	16,278	-	-	(13,000)	-100.0%
9x.xxx	IS Charges - M&O	27,396	31,928	46,947	48,673	48,673	73,717	74,802	25,044	51.5%
9x.xxx	IS Charges - Reserves	24,616	21,396	17,238	17,238	22,351	25,199	1,730	7,961	46.2%
Subtotal Operating Exp:		\$ 475,051	\$ 465,075	\$ 466,955	\$ 407,298	\$ 437,247	\$ 522,441	\$ 504,716	\$ 115,143	28.3%
Capital & One-time Funding:										
	Capital & One-Time	1,337	6,581	6,777	12,107	12,107	13,265	2,033	1,158	9.6%
Subtotal One-time Exp:		\$ 1,337	\$ 6,581	\$ 6,777	\$ 12,107	\$ 12,107	\$ 13,265	\$ 2,033	\$ 1,158	9.6%
Total Expenditures:		\$ 476,388	\$ 471,656	\$ 473,732	\$ 419,405	\$ 449,354	\$ 535,706	\$ 506,749	\$ 116,301	27.7%

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

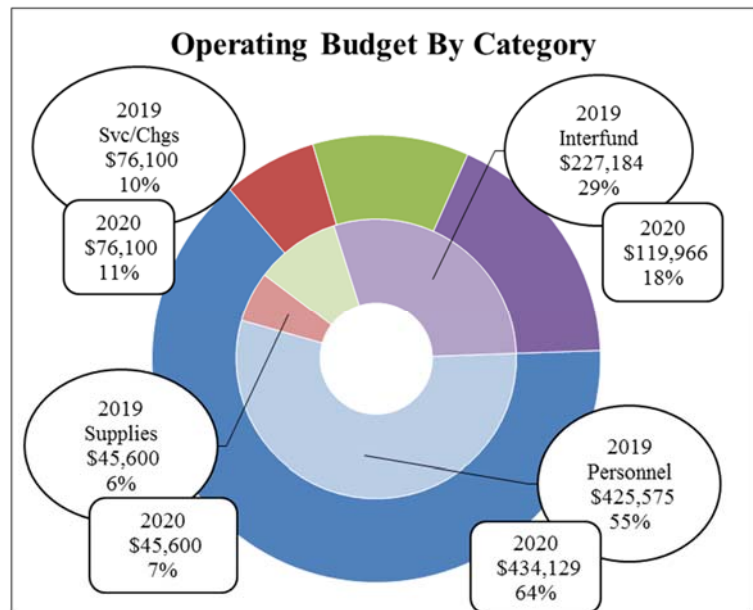
Responsible Manager: *Scott Williams, Operations Superintendent*

### PURPOSE/DESCRIPTION

The Fort Steilacoom Park 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, discover historic sites, host special events, play in the off-leash area and walk or run along the many paved and nature trails. Fort Steilacoom Park contributes to the vitality of Lakewood, generating economic impact and improving the quality of life for our citizens.

### GOALS/OBJECTIVES

- Manage and maintain the park and infrastructure so they are safe and accessible to park visitors year round
- Provide daily, seasonal, and annual maintenance at all City-managed park sites
- Remove graffiti and repair damage/vandalism within 24 hours of identifying/reporting
- Utilize the special use permit process to manage the site and protect the park and park experience during special events and tournaments.
- Partner with various groups to support park operations. Supervise and support volunteer groups who provide one-time and year-round support
- Utilize a variety of in house and contracted services and skills to maximize use of City resources when maintaining city streets, signs and signals.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of acres of open space to maintain	500	500	500	500	500
# of special use permits for park use	230	194	210	215	220
# of returning customers	25	42	40	42	45

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Operations Superintendent	0.50	0.20	0.50	0.20	0.20	0.20	0.20	54
Lead Maintenance Worker	0.75	0.50	0.50	0.25	0.50	0.50	0.50	30
Maintenance Worker	2.50	2.50	3.00	2.50	2.50	2.50	2.50	26
Office Assistant	0.50	0.50	-	-	0.50	0.50	0.50	18
Maintenance Assistant	0.75	0.75	0.75	0.75	0.75	0.75	0.75	1
<b>Total Regular Staffing</b>	<b>5.00</b>	<b>4.45</b>	<b>4.75</b>	<b>3.70</b>	<b>4.45</b>	<b>4.45</b>	<b>4.45</b>	
<i>Change from prior year</i>	-	(0.55)	0.30	(1.05)	0.75	-	-	

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

Responsible Manager: *Scott Williams, Operations Superintendent*

## HIGHLIGHTS / CHANGES

The adopted operating budget totals \$774K in 2019 and \$676K in 2020. The 2019 adopted budget is a 31.3% or \$184K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in medical premiums, and reallocation of lead maintenance worker.
- Utilities – the increase is due primarily to increased water and sewer charges due to increased facilities.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.
- Internal Service Reserves - the increase is to align with anticipated replacement reserve collections.

## REVENUE & EXPENDITURE SUMMARY

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	Parks Sales/Tax	\$ 164,244	\$168,401	\$159,966	\$165,751	\$179,301	\$203,098	\$ 205,075	\$ 37,347	22.5%
001	Program Revenue	58,372	67,351	77,150	77,150	76,700	79,000	82,000	1,850	2.4%
001	General Government	383,812	362,667	364,385	359,658	385,606	546,152	391,677	186,494	51.9%
Total Revenues:		\$ 606,428	\$598,419	\$ 601,501	\$ 602,559	\$ 641,607	\$828,250	\$ 678,752	\$ 225,691	37.5%
Expenditure Summary:										
11.xxx	Salaries & Wages	211,569	225,417	210,160	207,348	210,048	264,413	267,800	57,065	27.5%
11.002/4	Overtime	2,638	3,331	1,000	1,000	3,500	3,500	3,500	2,500	250.0%
11.011	Temporary Help	38,832	11,005	45,540	45,540	45,540	45,540	45,540	-	0.0%
21.xxx	Benefits	86,402	92,344	88,210	81,823	81,823	112,122	117,289	30,299	37.0%
31.xxx	Other Operating Supplies	28,709	35,072	43,610	43,610	43,000	41,000	41,000	(2,610)	-6.0%
31.008	Clothing/Uniform	1,715	871	1,600	1,600	1,600	3,600	3,600	2,000	125.0%
35.xxx	Small Tools/Minor Equip	343	888	-	-	2,500	1,000	1,000	1,000	n/a
41.xxx	Professional Service	4,177	11,759	13,000	13,000	13,000	13,000	13,000	-	0.0%
43/49.003	Travel & Training	527	250	-	-	240	500	500	500	n/a
45.xxx	Operating Rental/Lease					3,000	2,000	2,000	2,000	n/a
47.xxx	Utilities	59,416	45,669	47,100	47,100	49,500	57,100	57,100	10,000	21.2%
48.xxx	Repairs & Maintenance	-	-	5,000	5,000	2,500	3,500	3,500	(1,500)	-30.0%
9x.xxx	IS Charges - M&O	57,330	68,884	72,138	74,649	74,649	116,208	117,786	41,559	55.7%
9x.xxx	IS Charges - Reserves	112,825	93,359	69,299	69,299	98,117	110,976	2,180	41,677	60.1%
Subtotal Operating Exp:		\$ 604,483	\$588,847	\$ 596,657	\$589,969	\$ 629,017	\$ 774,459	\$ 675,795	\$ 184,490	31.3%
Capital & One-time Funding:										
	Capital & One-Time	1,945	9,572	4,844	12,590	12,590	53,791	2,957	41,201	327.3%
Subtotal One-time Exp:		\$ 1,945	\$ 9,572	\$ 4,844	\$ 12,590	\$ 12,590	\$ 53,791	\$ 2,957	\$ 41,201	327.3%
Total Expenditures:		\$ 606,428	\$598,419	\$ 601,501	\$ 602,559	\$ 641,607	\$828,250	\$ 678,752	\$ 225,691	37.5%

## PARKS, RECREATION & COMMUNITY SERVICES STREET LANDSCAPE MAINTENANCE

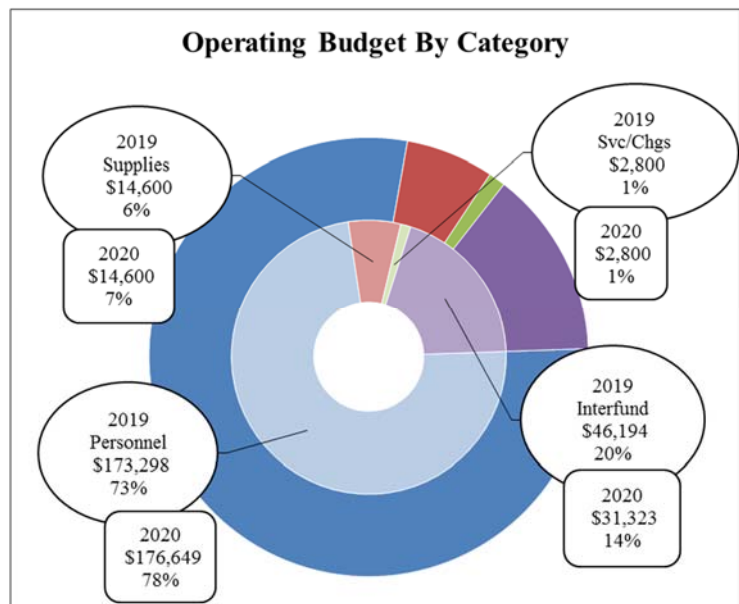
Responsible Manager: *Scott Williams, Operations Superintendent*

### 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 of Lakewood to citizens, potential new business owners, and guests.

### GOALS/OBJECTIVES

- Manage and maintain the city landscape areas so they create a positive visual impact
  - Provide daily, seasonal, and annual maintenance at City-managed 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
  - Develop a beautification program to enhance the first impression visitors have of our community



### PERFORMANCE MEASURES

Measure	Target	2017 Est	2018 Est	2019 Est	2020 Est
# of sites maintained	38	38	38	40	41
# of special projects completed outside regular maintenance schedule	10	10	12	12	12

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Lead Maintenance Worker	-	-	0.25	0.25	-	-	-	30
Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00	1.00	26
<b>Total Regular Staffing</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	



**PARKS, RECREATION & COMMUNITY SERVICES STREET LANDSCAPE MAINTENANCE****Responsible Manager: Scott Williams, Operations Superintendent****HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$237K in 2019 and \$225K in 2020. The 2019 adopted budget is a 9.5% or \$21K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the decrease is due resources to reallocation of a lead maintenance working (reductions in Salary & Wages / Benefits) and hiring temporary help to cover city landscaping.
- Temporary Help – the increase is due to resources needed in tasks associated with the street landscaping program.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.
- Internal Service Reserves - the increase is to align with anticipated replacement reserve collections.

**REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end			Adopted	Adopted
Revenue Summary:										
001	General Government	\$ 160,755	\$141,268	\$ 199,995	\$ 207,591	\$ 213,506	\$ 229,539	\$ 211,664	\$ 21,948	10.6%
001	Transfer In From SWM	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
Total Revenues:		\$ 175,755	\$ 156,268	\$ 214,995	\$ 222,591	\$ 228,506	\$ 244,539	\$ 226,664	\$ 21,948	9.9%
Expenditure Summary:										
11.xxx	Salaries & Wages	72,026	54,930	95,780	97,571	98,971	62,900	64,124	(34,671)	-35.5%
11.002/4	Overtime	655	151	-	-	900	900	900	900	n/a
11.011	Temporary Help	14,617	12,912	15,860	15,860	15,860	75,000	75,000	59,140	372.9%
21.xxx	Benefits	42,590	37,092	50,600	51,277	51,277	34,498	36,625	(16,779)	-32.7%
31.xxx	Other Operating Supplies	5,355	2,622	8,000	8,000	10,000	8,000	8,000	-	0.0%
31.008	Clothing/Uniform	899	200	-	-	250	1,600	1,600	1,600	n/a
35.xxx	Small Tools/Minor Equip	1,666	5,749	2,500	2,500	2,500	5,000	5,000	2,500	100.0%
41.xxx	Professional Service	105	-	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	-	33	300	300	-	300	300	-	0.0%
48.xxx	Repairs & Maintenance	74	-	5,000	5,000	2,500	2,500	2,500	(2,500)	-50.0%
49.001	Membership Dues	-	60	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	1,980	(153)	-	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	18,390	23,674	23,854	25,109	25,109	29,444	30,233	4,335	17.3%
9x.xxx	IS Charges - Reserves	16,426	14,212	10,678	10,678	14,843	16,750	1,090	6,072	56.9%
Subtotal Operating Exp:		\$ 174,783	\$ 151,482	\$ 212,572	\$ 216,295	\$ 222,210	\$ 236,892	\$ 225,372	\$ 20,597	9.5%
Capital & One-time Funding:										
	Capital & One-Time	972	4,786	2,423	6,296	6,296	7,647	1,292	1,351	21.5%
Subtotal One-time Exp:		\$ 972	\$ 4,786	\$ 2,423	\$ 6,296	\$ 6,296	\$ 7,647	\$ 1,292	\$ 1,351	21.5%
Total Expenditures:		\$ 175,755	\$ 156,268	\$ 214,995	\$ 222,591	\$ 228,506	\$ 244,539	\$ 226,664	\$ 21,948	9.9%

## PARKS, RECREATION & COMMUNITY SERVICES STREET OPERATIONS & MAINTENANCE

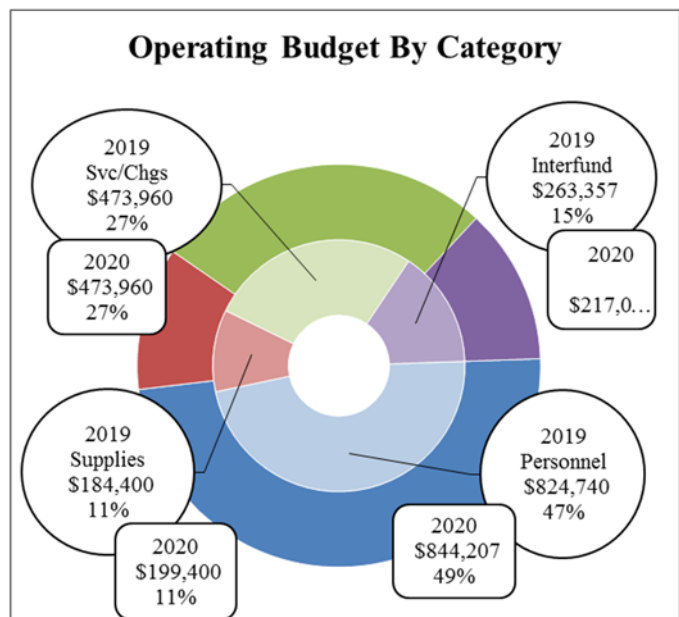
Responsible Manager: *Scott Williams, Operations Superintendent*

### PURPOSE/DESCRIPTION

The Street Operations & Maintenance division provides routine maintenance on streets, sidewalks, signs and signals. This division also conducts adverse weather operations on city streets and properties. Annual work programs include pothole repair and patching; clean-up of items left in the ROW, pavement markings; signal repairs, streetlight cleaning and a street sign program.

### GOALS/OBJECTIVES

- Manage and maintain site distance issues and support safe driving on Lakewood streets.
- Work with Public Works engineers to 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 and plan
- Update inventory and develop standard operating procedures for sign maintenance program.
- Implement a signal maintenance program based on available city resources.
- Update public works standards and street operations and maintenance work program based on available city resources
- Utilize a variety of in house and contracted services and skills to maximize use of City resources when maintaining city streets, signs and signals.
- Track responses to citizen requests through the myLakewood311 application



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of mylakewood311 service requests regarding street maintenance	NA	1,500	1,800	1,800	1,850
% of completed MyLakewood311 requests within service level assign	95%	98%	99%	99%	99%
# of potholes responded to	<500	606	500	500	500
# of reported downed signs	<400	437	350	350	350
# of traffic signal major equipment failures (ot traffic accidents)	<2	2	4	1	1
# of after hour call outs	<250	210	200	200	200
# of 311 calls regarding garbage in the ROW	<400	757	n/a	200	200
# of traffic signals maintained each year	35	35	69	69	69
# of City street lights bulb replacement	30	54	60	50	50

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Operations Superintendent	-	0.40	-	0.40	0.40	0.40	0.40	54
Traffic Signal Technician	2.00	2.00	2.00	2.00	2.00	2.00	2.00	39
Lead Maintenance Worker	1.00	1.00	1.00	1.00	1.00	1.00	1.00	30
Maintenance Worker	3.00	3.00	2.00	2.00	3.00	3.00	3.00	26
Office Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50	18
<b>Total Regular Staffing</b>	<b>6.50</b>	<b>6.90</b>	<b>5.50</b>	<b>5.90</b>	<b>6.90</b>	<b>6.90</b>	<b>6.90</b>	
<i>Change from prior year</i>	-	0.40	(1.40)	0.40	1.00	-	-	

**PARKS, RECREATION & COMMUNITY SERVICES STREET OPERATIONS & MAINTENANCE****Responsible Manager: Scott Williams, Operations Superintendent****HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$1.75M in 2019 and \$1.73M in 2020. The 2019 adopted budget is a 9.8% or \$156K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in medical premiums, and reallocation of lead maintenance worker.
- Temporary Help – the increase is due to additional resources needed to cover tasks associated with the street operations & maintenance.
- Professional Services \ Intergovernmental - the changes are due primarily to the change in accounting moving intergovernmental charges to professional services.
- Utilities – the increase is due primarily to increased electricity due to new streetlights and higher energy costs.
- Internal Service M&O Charges – the decrease is due primarily to a decrease in property management costs, offset by an increase in information technology for projects implemented in the last budget cycle.
- Internal Service Reserves - the decrease is to align with anticipated replacement reserve collections.

**REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
101	Motor Vehicle Fuel Tax	\$ 647,922	\$ 653,743	\$ 652,500	\$ 646,799	\$ 646,799	\$ 646,800	\$ 646,800	\$ 1	0.0%
	Donations/Contributions	10,000	3,000	-	-	-	-	-	-	n/a
	Transfer-In General Fund	1,101,807	982,963	848,058	1,086,651	1,137,296	1,156,922	1,108,107	70,271	6.5%
Total Revenues:		\$ 1,759,729	\$ 1,639,706	\$ 1,500,558	\$ 1,733,450	\$ 1,784,095	\$ 1,803,722	\$ 1,754,907	\$ 70,272	4.1%
Expenditure Summary:										
11.xxx	Salaries & Wages	374,715	453,925	400,100	467,005	377,005	522,753	529,025	55,748	11.9%
11.002/4	Overtime	12,483	22,237	10,500	10,500	16,700	13,600	13,600	3,100	29.5%
11.011	Temporary Help	6,262	68,037	36,400	36,400	36,400	38,200	38,200	1,800	4.9%
21.xxx	Benefits	163,381	223,510	184,100	210,255	210,255	250,187	263,382	39,932	19.0%
31.xxx	Other Operating Supplies	46,303	72,437	84,450	84,450	84,450	63,950	63,950	(20,500)	-24.3%
31.003/00	Forms & Publications	-	1,309	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	141	233	-	-	250	-	-	-	n/a
31.008	Clothing/Uniform	5,372	9,462	4,000	4,000	7,384	7,200	7,200	3,200	80.0%
31.030	Maintenance Supplies	47,490	94,962	90,000	90,000	105,000	83,000	98,000	(7,000)	-7.8%
32.xxx	Fuel	145	6	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	12,838	16,416	17,250	17,250	33,948	30,250	30,250	13,000	75.4%
41.xxx	Professional Service	30,665	17,867	22,100	22,100	18,200	39,700	39,700	17,600	79.6%
42.xxx	Communication	518	58	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	2,004	2,771	2,300	2,300	2,006	2,000	2,000	(300)	-13.0%
45.xxx	Operating Rental/Lease	4,002	11,140	5,000	5,000	3,500	3,500	3,500	(1,500)	-30.0%
47.xxx	Utilities	498,356	338,145	215,210	215,210	325,500	411,710	411,710	196,500	91.3%
48.xxx	Repairs & Maintenance	6,085	4,102	15,250	15,250	14,450	16,750	16,750	1,500	9.8%
49.001	Membership Dues	375	317	400	400	500	300	300	(100)	-25.0%
49.xxx	Other Charges & Services	2,573	1,952	300	300	276	-	-	(300)	-100.0%
5x.xxx	Intergovernmental	11,638	12,786	22,750	22,750	16,000	-	-	(22,750)	-100.0%
9x.xxx	IS Charges - M&O	244,788	91,834	244,552	248,485	248,485	212,447	214,418	(36,038)	-14.5%
9x.xxx	IS Charges - Reserves	161,310	158,763	126,300	138,800	140,791	50,910	2,640	(87,890)	-63.3%
Subtotal Operating Exp:		\$ 1,631,444	\$ 1,602,269	\$ 1,480,962	\$ 1,590,455	\$ 1,641,100	\$ 1,746,457	\$ 1,734,625	\$ 156,002	9.8%
Capital & One-time Funding:										
	Capital & One-Time	62,510	91,907	19,596	154,300	154,300	57,265	20,282	(97,035)	-62.9%
Subtotal One-time Exp:		\$ 62,510	\$ 91,907	\$ 19,596	\$ 154,300	\$ 154,300	\$ 57,265	\$ 20,282	\$ (97,035)	-62.9%
Total Expenditures:		\$ 1,693,954	\$ 1,694,176	\$ 1,500,558	\$ 1,744,755	\$ 1,795,400	\$ 1,803,722	\$ 1,754,907	\$ 58,967	3.4%

## PARKS, RECREATION & COMMUNITY SERVICES SWM OPERATIONS & MAINTENANCE

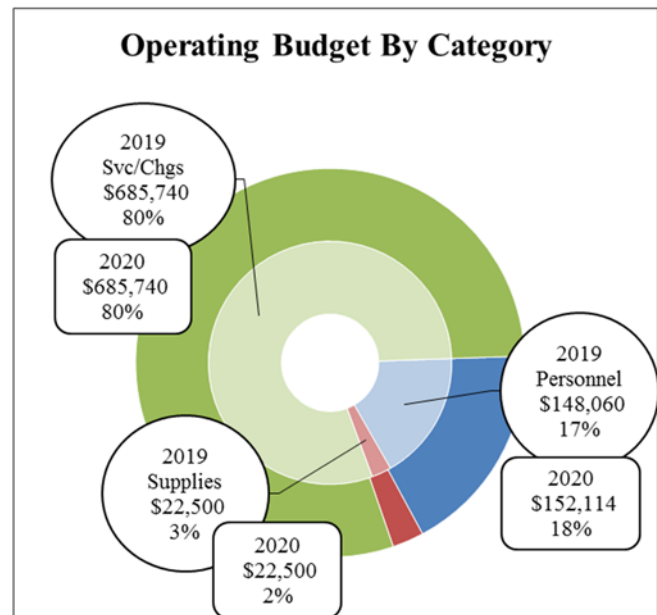
Responsible Manager: *Scott Williams, Operations Superintendent*

### PURPOSE/DESCRIPTION

The Stormwater Operations & Maintenance division provides routine maintenance on storm drainage infrastructure to preserve and maintain City assets and to support requirements of the City's NPDES Phase II Permit. This division also supports flooding and adverse weather clean up on city streets and properties. Annual work programs include ditch and pond cleaning, street sweeping, storm drainage repairs; vault inspections, vault filter replacement and cleaning and vectoring of storm catch basins.

### GOALS/OBJECTIVES

- Manage and maintain stormwater systems so they function properly.
- Assure contractors and staff are meeting NPDES Phase II Permit requirements
- Update Stormwater operations and maintenance work program based on available City resources.
- Utilize a variety of in-house staff and contracted services and skills to maximize use of City resources to maintain stormwater systems.
- Track responses to citizen requests for services regarding stormwater systems through the City's Lakewood311 application.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of City street curb miles swept	3,600	3,600	3,600	3,600	3,600
# of catch basins cleaned or inspected*	3,400	3,400	3,400	3,400	3,400
# of hours of storm drain pipe video inspections recorded*	900	925	950	950	950
# of linear feet of storm drain pipe cleaned*	30,000	30,000	30,000	30,000	30,000
# of tons of sweeping and vacu waste disposed of*	2,000	2,000	2,000	2,000	2,000
# of gallons of vacuor liquid waste disposed of*	100,000	100,000	100,000	100,000	100,000

\* Required for NPDES reporting by SWM Engineering Services.

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Maintenance Worker	1.00	1.00	2.00	2.00	1.00	1.00	1.00	26
Office Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50	18
<b>Total Regular Staffing</b>	<b>1.50</b>	<b>1.50</b>	<b>2.50</b>	<b>2.50</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	
<i>Change from prior year</i>	-	-	1.00	-	(1.00)	-	-	

**PARKS, RECREATION & COMMUNITY SERVICES SWM OPERATIONS & MAINTENANCE****Responsible Manager: Scott Williams, Operations Superintendent****HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$856K in 2019 and \$860K in 2020. The 2019 adopted budget is a 6.7% or \$62K decrease from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the decrease is due primarily to reallocation of maintenance worker within the department.
- Maintenance Supplies – the decrease is in raw materials for storm drain frames, grates and catch basins.
- Professional Services - the increases are due primarily to the change in accounting moving intergovernmental charges to professional services, and includes increase for operational radio fees and WSDOT after hour's maintenance phone service.
- Intergovernmental - the decreases are due primarily to the change in accounting moving intergovernmental charges to professional services, and includes operational radio fees and WSDOT after hour's maintenance phone service.

**REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
401	Charges for Services & Fees	\$ 630,767	\$ 776,835	\$ 918,055	\$ 918,055	\$ 918,055	\$ 856,650	\$ 860,704	\$ (61,405)	-6.7%
Total Revenues:		\$ 630,767	\$ 776,835	\$ 918,055	\$ 918,055	\$ 918,055	\$ 856,650	\$ 860,704	\$ (61,405)	-6.7%
Expenditure Summary:										
11.xxx	Salaries & Wages	-	-	124,843	124,843	124,843	98,161	99,551	(26,682)	-21.4%
11.002/4	Overtime	-	-	4,000	4,000	4,000	4,000	4,000	-	0.0%
21.xxx	Benefits	-	-	80,972	80,972	80,972	45,899	48,563	(35,073)	-43.3%
31.xxx	Other Operating Supplies	-	2,103	5,000	5,000	5,000	5,000	5,000	-	0.0%
31.008	Clothing/Uniform	-	-	500	500	500	500	500	-	0.0%
31.030	Maintenance Supplies	58,035	9,189	25,000	25,000	15,000	15,000	15,000	(10,000)	-40.0%
35.xxx	Small Tools/Minor Equip	-	87	2,000	2,000	2,000	2,000	2,000	-	0.0%
41.xxx	Professional Service	-	5,120	-	-	2,000	14,500	14,500	14,500	n/a
45.xxx	Operating Rental/Lease	5,126	769	2,500	2,500	7,500	7,500	7,500	5,000	200.0%
48.xxx	Repairs & Maintenance	567,606	754,233	661,240	661,240	661,240	661,240	661,240	-	0.0%
49.xxx	Other Charges & Services	-	59	4,000	4,000	2,500	2,500	2,500	(1,500)	-37.5%
5x.xxx	Intergovernmental	-	-	8,000	8,000	12,500	-	-	(8,000)	-100.0%
Subtotal Operating Exp:		\$ 630,767	\$ 771,560	\$ 918,055	\$ 918,055	\$ 918,055	\$ 856,300	\$ 860,354	\$ (61,755)	-6.7%
Capital & One-time Funding:										
	Capital & One-T ime	-	5,275	-	-	-	350	350	350	n/a
Subtotal One-time Exp:		\$ -	\$ 5,275	\$ -	\$ -	\$ -	\$ 350	\$ 350	\$ 350	n/a
Total Expenditures:		\$ 630,767	\$ 776,835	\$ 918,055	\$ 918,055	\$ 918,055	\$ 856,650	\$ 860,704	\$ (61,405)	-6.7%

## PARKS, RECREATION & COMMUNITY SERVICES **PROPERTY MANAGEMENT**

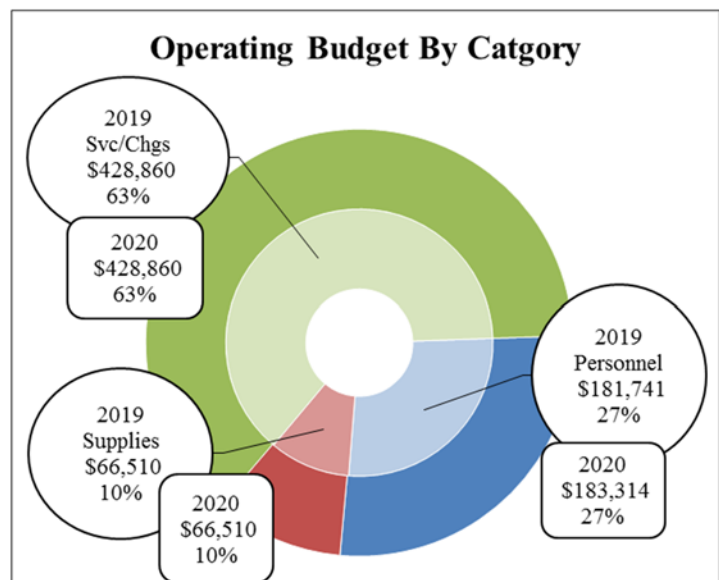
Responsible Manager: *Scott Williams, Operations Superintendent*

### PURPOSE/DESCRIPTION

The Property Management Division maintains and operates City Hall, the Police Station, the Sounder Station and city work sites so that they are safe, clean, efficient, and effective community resources.

### GOALS/OBJECTIVES

- Maintain City facilities so that they perform in the most efficient and effective manner practical.
- Utilize a variety of in house and contracted services and skills to maximize use of City resources.
- Implement recycling and energy efficient programs and other best practices to reduce waste and operational costs.
- Develop a daily, seasonal and annual maintenance program to reduce reactive response to building needs.
- Track requests for service from city work order system to manage staff time, identify trends and other issues associated with building use and maintenance.
- Implement capital and major maintenance property management program as funded and as City resources are available.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of square feet of coverage per building maintenance employee	158,615	212,818	212,818	212,818	212,818
# of unscheduled system failures	0	2	1	2	3
# of Service requests outside regular maintenance needs	400	450	475	400	400

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Operations Superintendent	-	0.20	-	0.20	0.20	0.20	0.20	54
Lead Maintenance Worker	-	0.25	-	0.25	0.25	0.25	0.25	30
Maintenance Worker	1.50	1.50	1.50	1.50	1.50	1.50	1.50	26
<b>Total Regular Staffing</b>	<b>1.50</b>	<b>1.95</b>	<b>1.50</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>	<b>1.95</b>	

**PARKS, RECREATION & COMMUNITY SERVICES PROPERTY MANAGEMENT****Responsible Manager: Scott Williams, Operations Superintendent****HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$677K in 2019 and \$679K in 2020. The 2019 adopted budget is a 3.6% or \$24K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement offset by decrease resulting in selection in medical benefits.
- Professional Services – the changes are due primarily to the change in accounting moving intergovernmental charges to professional services, and a reduction in City Hall maintenance.
- Utilities – the decrease is due to natural gas.
- Intergovernmental - the decreases are due to the change in accounting moving intergovernmental charges to professional services, and a reduction in SWM fee charges.
- Repairs & Maintenance – is due primarily to repairs and maintenance at the Police Station.

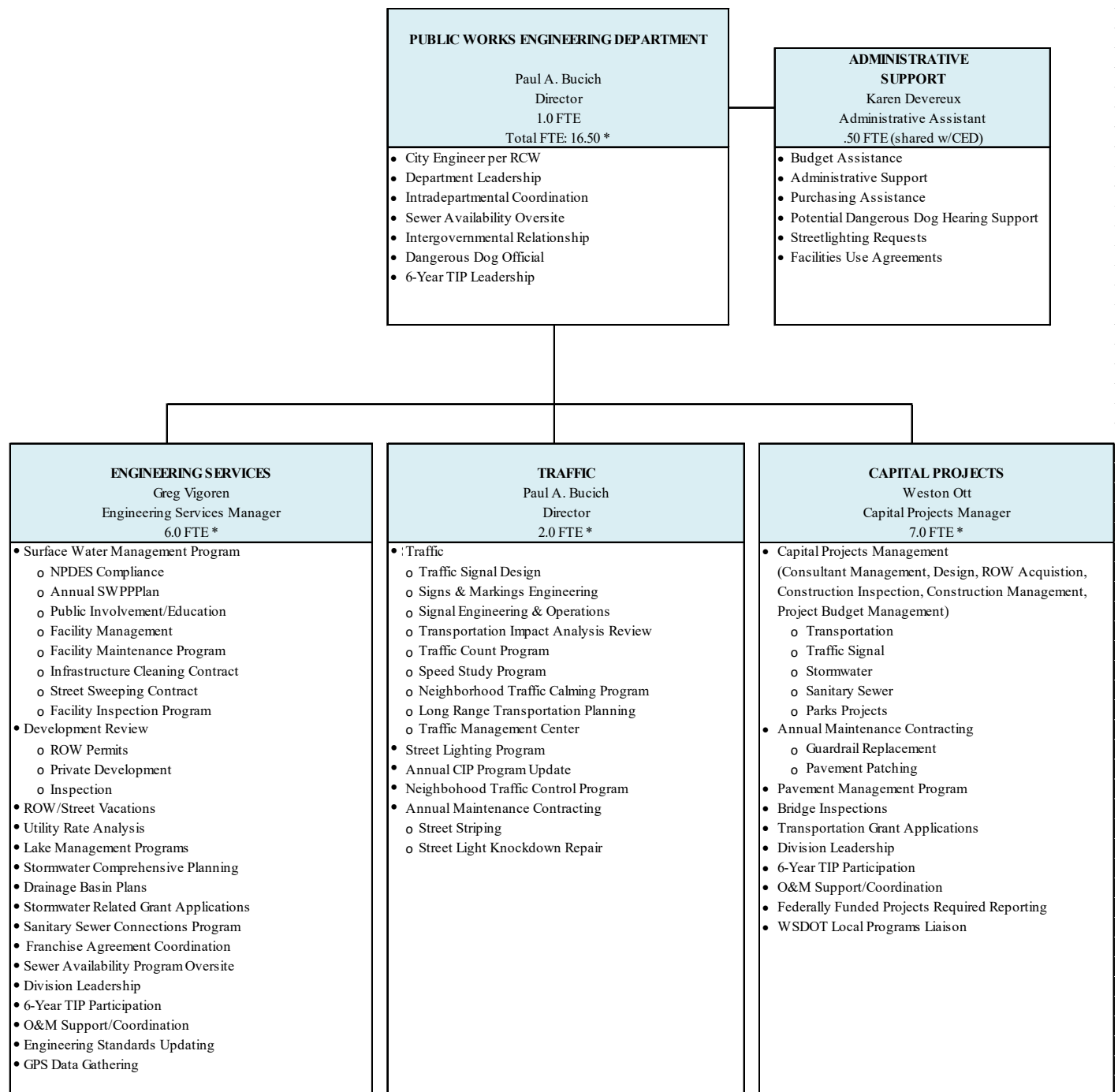
**REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
502	M&O Revenue	\$ 731,389	\$ 718,379	\$ 591,390	\$ 653,588	\$ 653,588	\$ 677,111	\$ 678,684	23,523	3.6%
502	Replacement Reserves	-	100,000	100,000	100,000	100,000	100,000	100,000	-	0.0%
502	Interest Earnings	1,658	2,731	-	-	-	-	-	-	n/a
401	Transfer In From SWM	-	-	-	38,000	38,000	-	-	(38,000)	-100.0%
Total Revenues:		\$ 733,047	\$ 821,110	\$ 691,390	\$ 791,588	\$ 791,588	\$ 777,111	\$ 778,684	\$ (14,477)	-1.8%
Expenditure Summary:										
11.xxx	Salaries & Wages	116,306	137,246	88,660	132,559	132,559	136,025	136,619	3,466	2.6%
11.002/4	Overtime	166	118	200	200	200	200	200	-	0.0%
21.xxx	Benefits	44,973	46,478	28,100	46,399	46,399	45,516	46,495	(883)	-1.9%
31.xxx	Other Operating Supplies	36,084	46,323	59,360	59,360	59,360	59,360	59,360	-	0.0%
31.008	Clothing/Uniform	960	895	1,000	1,000	1,000	1,000	1,000	-	0.0%
32.xxc	Fuel	-	1,299	4,200	4,200	4,200	4,200	4,200	-	0.0%
35.xxx	Small Tools/Minor Equip	7,547	4,802	2,950	2,950	2,950	1,950	1,950	(1,000)	-33.9%
41.xxx	Professional Service	155,236	184,188	90,640	90,640	90,640	37,610	37,610	(53,030)	-58.5%
43/49.003	Travel & Training	38	-	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	637	-	-	-	-	-	-	-	n/a
47.xxx	Utilities	224,489	243,244	219,520	219,520	219,520	230,420	230,420	10,900	5.0%
48.xxx	Repairs & Maintenance	16,506	19,475	48,150	48,150	48,150	160,830	160,830	112,680	234.0%
49.xxx	Other Charges & Services	129,072	29,322	47,500	47,500	47,500	-	-	(47,500)	-100.0%
5x.xxx	Intergovernmental	1,034	4,258	1,110	1,110	1,110	-	-	(1,110)	-100.0%
Subtotal Operating Exp:		\$ 733,048	\$ 717,648	\$ 591,390	\$ 653,588	\$ 653,588	\$ 677,113	\$ 678,687	\$ 23,525	3.6%
Capital & One-time Funding:										
Capital & One-Time		69,178	44,633	75,000	333,464	258,464	68,000	95,000	(265,464)	-79.6%
Subtotal One-time Exp:		\$ 69,178	\$ 44,633	\$ 75,000	\$ 333,464	\$ 258,464	\$ 68,000	\$ 95,000	\$ (265,464)	-79.6%
Total Expenditures:		\$ 802,226	\$ 762,281	\$ 666,390	\$ 987,052	\$ 912,052	\$ 745,113	\$ 773,687	\$ (241,939)	-24.5%





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\* Regular staffing does not include the following limited term positions with end date of 12/31/2019:  
 1.00 FTE Construction Inspector (0.25 FTE in Engineering Services and 0.75 FTE in Capital Projects)  
 1.00 FTE Association Engineering Technician in Capital Projects

## PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: *Paul A. Bucich, Public Works Engineering Director*

### 2017/2018 ACCOMPLISHMENTS

#### Overlay Projects:

- Completed the 59<sup>th</sup> Ave (Main St. to 100<sup>th</sup> St.) Overlay project.

#### Chip Seal:

- Completed the 3rd and 4th year of the street chip seal program within the Oakbrook neighborhood and Lake City District.

#### Sidewalk Improvements:

- Completed the Gravelly Lake Dr. (100<sup>th</sup> St to Bridgeport Way) Sidewalk Improvement project.
- Completed the 111<sup>th</sup> St/Lakeview Dr. (Kendrick to CPTC campus) Sidewalk & Bike Lane Improvement project.

#### Intersection Improvements:

- Completed the Traffic Signal Reconstruction/Upgrade and Intersection Improvement (Military Rd & 112<sup>th</sup> St) project.
- Completed the S Tacoma way (Steilacoom Blvd to 88th St) Street & Intersection Improvement project.

#### Street Improvements:

- Completed the 40<sup>th</sup> Ave/96<sup>th</sup> St Street Improvement project.
- Completed the 90% design of the Steilacoom Blvd (Phillips to Puyallup St.) Street Improvement project.
- Completed the Steilacoom Blvd Safety Grant (88<sup>th</sup> St – Custer, Steilacoom and Circle Dr. and Steilacoom and Lakeview Ave.) project.
- Completed the Tacoma Gateway Local Improvement District project in the Woodbrook neighborhood.

#### Safe Routes to Schools:

- Completed the John Dower Rd (Custer to Steilacoom Blvd.) Safe Routes to School project.
- Completed the Phillips Rd. (Steilacoom Blvd. to Hudtloff) Safe Routes to School project.
- Completed the Gravelly Lake Drive (Bridgeport – 59<sup>th</sup> Ave) Road Diet Safe Routes to School project.

#### Traffic Systems:

- Completed the reconstruction/upgrade of the traffic signal on Steilacoom Blvd. at Western State Hospital main driveway entrance.
- Completed the reconstruction/upgrade of the traffic signal on Steilacoom Blvd. at Lakeview Drive.

#### Non-Motorized Trail:

- Completed the Gravelly Lake Non-Motorized Trail (112<sup>th</sup> St to Washington Blvd.) Improvement project.

#### LED Streetlight Installation/Conversion:

- Completed LED Street Light installation/conversion for 375 lights across City.

#### Pavement Markings

- Restriped roadways.
- Replaced lost RPMs (road pavement markers).
- Refreshed crosswalk markings.

## PUBLIC WORKS **DEPARTMENT OVERVIEW**

**Responsible Manager:** *Paul A. Bucich, Public Works Engineering Director*

### **2017/2018 ACCOMPLISHMENTS (continued)**

#### Stormwater:

- Completed the SWM rate analysis.
- Completed the Waughop Lake Management Plan.
- Completed the Waughop Lake Dredging Feasibility Analysis.
- Completed the American Lake Integrated Aquatic Vegetation Management Plan.
- Participated in a variety of education and outreach events:
  - Children's Water Festival
  - Stormwater calendars with Tyee Elementary and Carter Lake Elementary
  - Scoopy Doo mascot at a Mariners game; stormwater outreach at a Rainiers game
  - Stormwater booth at the WA State Fair in Puyallup
  - Don't Drip Don't Drive campaign at Clover Park Tech College and Pierce College
  - Scoop the Poop outreach during Fort Steilacoom Park Dog-A-Thon
- Completed 500 stormwater compliance business inspections over the two-year period.
- Participated on mobile businesses inspection committee.
- Conducted Illicit Discharge training for City Parks Maintenance and Streets O&M staff.
- Assisted Dupont and Milton staff with their stormwater outreach programs.
- Conducted joint inspections with the Tacoma-Pierce County Health Department.
- Investigated approx. 20 illicit discharges annually.
- Conducted a third party review of the volunteer lake monitoring data.
- Reviewed stormwater infrastructure video inspection data.
- Reviewed and revise Stormwater Pollution Prevention Plans for City facilities.
- Outreach efforts to Carp Lake residents.

#### Sewer:

- Completed the sewer rate analysis.
- Completed the 150<sup>th</sup> St. Sewer Extension project.
- Completed the design for the North Thorne Lane Sewer Extension project.

#### Development Review:

- Reviewed and issued 30 site development permits annually.
- Reviewed and issued 300 right-of-way permits annually.
- Coordinated 2 street vacation permits annually.
- Reviewed and issued 45 oversize load permits annually.
- Reviewed and commented on approximately 150 land use and building permits annually.

## PUBLIC WORKS **DEPARTMENT OVERVIEW**

**Responsible Manager:** *Paul A. Bucich, Public Works Engineering Director*

### 2019/2020 ANTICIPATED KEY PROJECTS

#### Development Review

- Implement Pavement Degradation Fees

#### Capital Design and Rights-of-Way (ROW) Acquisition Projects:

- Steilacoom Boulevard – Weller to Phillips ROW

#### Overlay Projects:

- 108<sup>th</sup> Street – Bridgeport Way to Pacific Highway
- Custer Road – Steilacoom Blvd. to John Dower Road

#### Chip Seal:

- Complete the 5th and 6th year of the street chip seal program within the Lake City District neighborhood

#### Sidewalk Improvements:

- Veterans Drive – Gravelly Lake Drive to American Lake Park

#### Street Improvements:

- Colonial Center Plaza - Construction
- Steilacoom Boulevard/88<sup>th</sup> (Weller to Custer Road)

#### Safe Routes to Schools:

- Complete the Steilacoom Boulevard (Weller to Phillips Rd) Safe Routes to School Project

#### Traffic Systems and Intersection Improvements:

- Lakewood Drive/100<sup>th</sup> Traffic Signal Replacement

#### Pavement Management System:

- Rating of entire network in 2020

#### Parks:

- Water and Sewer facilities in Fort Steilacoom Park

#### Stormwater:

- Outfall Feasibility Project
- Outfall Retrofit Project
- 58<sup>th</sup> Ave Ct Bioretention Swale Project
- Oakbrook Outfall Retrofits Project
- American Lake Eurasian Watermilfoil Control Project
- Waughop Lake Alum Treatment Project
- Continue Lake Management District

#### Sewer:

- Construct North Thorne Lane Sewer Extension Project
- Construct Fort Steilacoom Park Sewer Extension Project
- Design Maple Street Sewer Extension Project

## PUBLIC WORKS **DEPARTMENT OVERVIEW**

**Responsible Manager: Paul A. Bucich, Public Works Engineering Director**

### PRIMARY ALIGNMENT WITH CITY COUNCIL GOALS / STRATEGIC PLAN OBJECTIVES AND STRATEGIES

#### Economic Development:

- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
  - C. Expand utilities and community assets, such as sewers, libraries, etc.
  - D. Enhance commercial corridors, off-ramps, and City entry points through improvements and wayfaring signage.

#### Dependable Infrastructure:

- 2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.
  - A. Identify future transportation upgrades from the travel demand model (TDM) and update the comprehensive plan and six-year TIP when necessary.
  - B. Expand neighborhood infrastructure improvements increasing access to roadways, parks, and public buildings.
  - D. Implement technology solutions to enhance accessibility, operations, and services.
  - E. Partner with stakeholders to identify and implement infrastructure solutions.
- 2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
  - A. Implement best management practices to reduce long-term costs, protect citizens, and environmental hazards.
  - B. Sustain infrastructure to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.
- 2.3 Advance infrastructure projects that enhance the City's identity and diversity.
  - A. Enhance and upgrade street amenities, public right-of-way, and City wayfaring signage.
- 2.4 Increase connectivity and accessibility.
  - A. Leverage technology and multi-use infrastructure to improve accessibility in the City and neighboring communities.
  - B. Invest in smart growth solutions to maximize efficiency and enhance sense of place.
  - C. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas.

#### Public Safety:

- 3.1 Improve community safety and reduce crime through data driven processes.
  - B. Promote crime prevention through environmental design (CPTED) in facility development.

#### Fiscal Responsibility:

- 4.1 Provide efficient and effective municipal services.
  - A. Invest resources in core functions based on priorities and data driven metrics.
  - B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- 4.3 Make smart investments in people, places, and resources.
  - A. Continue to hire and cultivate top tier City personnel.

#### Transparency:

- 5.1 Dynamically promote a positive image of Lakewood.
  - B. Enhance City's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.
- 5.2 Advocate for Lakewood at all levels of government.
  - D. Advocate for increased transportation and parks infrastructure funding.

## PUBLIC WORKS **DEPARTMENT OVERVIEW**

**Responsible Manager:** *Paul A. Bucich, Public Works Engineering Director*

### DEPARTMENT FUNCTIONS BY CRITERIA

#### Legally Mandated

- Public Works Engineering Director serves as City Engineer per RCW.
- Comply with the City's stormwater NPDES permit requirements.
- Update the City's 6 Yr. Transportation Improvement Plan annually.
- Perform safety inspections of all of the City's bridges on a biannual basis.
- Perform a safety inspection on the Lake Steilacoom Dam every 5 years.
- Perform a pavement condition evaluation on all of the City's streets & roads on even numbered years.
- Ensure SWM revenue is expensed only on SWM related activities and/or infrastructure.
- Spend Motor Vehicle Fuel tax revenue only on transportation related activities and/or infrastructure

#### Important

- Certified agency to administer DOT (Department of Transportation) and FHWA (Federal Highway Administration) programs
- Right-of-way acquisition
- Emergency Management Planning and participation at local, regional, and statewide level

#### Discretionary

- Much of what the Department does relates to providing and maintaining basic services in terms of transportation (vehicular, bicyclist and pedestrian) and surface water management to the citizens and businesses of the City. Within these areas of focus there are standards which dictate the minimum level of service the City is to provide, however there is much which is discretionary.



**PUBLIC WORKS DEPARTMENT OVERVIEW**  
**Responsible Manager: Paul A. Bucich, Public Works Engineering Director**

**ADOPTED SERVICE/PROGRAM CHANGES**

Service/ Program	Description & Justification, and Operational Impact	Change		2019		2020	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Non-Motorized Transportation Plan Update	The current Non-Motorized Transportation Plan was last updated in 2009 and is out of date. Updates needed include relevant policy updates and capital improvement plans.	-	-	\$ -	\$ -	\$ 50,000	\$ -
<b>Total - PW Engineering</b>		-	-	\$ -	\$ -	\$ 50,000	\$ -

## PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: *Paul A. Bucich, Public Works Engineering Director*

### ADOPTED CAPITAL PROJECTS

#### Transportation Capital:

Transportation Capital Projects		2019	2020
<b>Colonial Center Plaza</b>		<b>\$ 2,127,000</b>	<b>\$ -</b>
302.0063	Colonial Center Plaza	2,127,000	-
<b>Non-Motorized Trail</b>		<b>\$ -</b>	<b>\$ 330,000</b>
302.0077	Non-Motorized Trail: Gravelly Lake Dr. - Washington Blvd to Nyanza Rd SW	-	330,000
<b>Overlay</b>		<b>\$ 568,000</b>	<b>\$ 110,000</b>
302.0080	Overlay: 108th Street – Bridgeport Way to Pacific Highway	-	110,000
302.0066	Overlay: Custer - Steilacoom to John Dower	568,000	-
<b>Safety</b>		<b>\$ 25,000</b>	<b>\$ 25,000</b>
302.0003	Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000
<b>Sidewalks</b>		<b>\$ 1,433,000</b>	<b>\$ 11,351,000</b>
302.00134	Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park	809,000	6,690,000
302.00138	Sidewalks: Onyx Dr. SW – 89th to 97th and Garnet to Phillips	624,000	4,661,000
<b>Streets</b>		<b>\$ 639,000</b>	<b>\$ 1,165,000</b>
302.0053	Streets: 123rd Street SW – Bridgeport Way to 47th Ave SW	350,000	367,000
302.0137	Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	289,000	798,000
<b>Traffic Signal</b>		<b>\$ 551,000</b>	<b>\$ -</b>
302.0060	Traffic Signal Replacement: 100th & Lakewood Drive	551,000	-
<b>Annual Programs</b>		<b>\$ 1,312,000</b>	<b>\$ 1,339,000</b>
302.0001	Personnel, Engineering & Professional Services	532,000	559,000
302.0002	Street Lights: New LED Streetlight	170,000	170,000
302.0004	Minor Capital & Major Maintenance	250,000	250,000
302.0005	Chip Seal Program - Local Access Roads	360,000	360,000
<b>Total</b>		<b>\$ 6,655,000</b>	<b>\$ 14,320,000</b>

#### Sewer Capital:

Ref #	Project Costs	2019	2020
311.0002	Side Sewer CIPs (Sewer Surcharge 4.75%)	\$ 53,000	\$ 55,000
311.0004	N. Thorne Ln. Sewer Extension (Sewer Surcharge 4.75%)	934,000	-
311.0005	Maple St. Sewer Extension	-	33,000
311.0013	Ft. Steilacoom Park Sewer Extension	152,000	-
<b>Total Project Costs</b>		<b>\$1,139,000</b>	<b>\$ 88,000</b>

#### Surface Water Management Capital:

Ref #	Project Costs	2019	2020
401.0012	Outfall Retrofit Feasibility Project	\$ 60,000	\$ -
401.0013	58th Ave Ct Bioretention Swale	80,000	-
401.0014	2021 Water Quality Improvements	-	20,000
401.0015	Oakbrook Outfall Retrofits	25,000	225,000
<b>Total Project Costs</b>		<b>\$ 165,000</b>	<b>\$ 245,000</b>

## PUBLIC WORKS **DEPARTMENT OVERVIEW**

Responsible Manager: *Paul A. Bucich, Public Works Engineering Director*

### DEPARTMENT POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Public Works Engineering Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00	68
Capital Projects Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Engineering Services Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Civil Engineer	3.00	3.00	3.00	3.00	3.00	4.00	4.00	49
Associate Civil Engineer	4.00	4.00	4.00	4.00	4.00	3.00	3.00	43
Assistant Civil Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	39
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	2.00	2.00	2.00	2.00	2.00	2.00	2.00	31
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50	25
<b>Total Regular Staffing</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	<b>16.50</b>	
<b>Change from prior year</b>	-	-	-	-	-	-	-	
PW Engineering Associate Civil Engineer	1.00	1.00	1.00	1.00	1.00	-	-	43
PW Engineering Construction Inspector	1.00	1.00	1.00	1.00	1.00	1.00	-	33
PW Engineering Associate Engineering Technician	2.00	2.00	2.00	2.00	2.00	1.00	-	31
<b>Total Regular Staffing with Limited Terms</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>20.50</b>	<b>18.50</b>	<b>16.50</b>	

# PUBLIC WORKS DEPARTMENT OVERVIEW

Responsible Manager: *Paul A. Bucich, Public Works Engineering Director*

## DEPARTMENT POSITION INVENTORY (Continued)

Position Title	Group	FTE	2019			2020		
			Salary	Benefits	Total	Salary	Benefits	Total
Capital Projects Division Manager	Non-Rep	0.20	\$ 22,161	\$ 9,254	\$ 31,415	\$ 22,824	\$ 9,793	\$ 32,617
Civil Engineer	AFSCME	0.25	27,690	12,439	40,129	27,690	12,932	40,622
Civil Engineer	AFSCME	0.25	27,354	12,332	39,686	27,690	13,028	40,718
Associate Civil Engineer	AFSCME	0.50	49,188	15,219	64,407	49,188	15,696	64,884
Associate Civil Engineer	AFSCME	0.50	37,623	22,302	59,925	38,372	23,773	62,145
Assistant Civil Engineer	AFSCME	0.50	37,109	20,441	57,550	37,852	21,423	59,275
Engineering Technician	AFSCME	0.20	14,621	6,541	21,162	14,621	6,904	21,525
Commute Trip Reduction	-	-	3,000	-	3,000	3,000	-	3,000
CTR/Standby/On Call Pay	-	-	1,500	-	1,500	1,500	-	1,500
<b>Total - Street (Engineering Services)</b>		<b>2.40</b>	<b>220,246</b>	<b>98,528</b>	<b>318,774</b>	<b>222,737</b>	<b>103,549</b>	<b>326,286</b>
Public Works Engineering Director	Non-Rep	0.60	\$ 85,291	\$ 28,388	\$ 113,679	\$ 87,840	\$ 30,206	\$ 118,046
Capital Projects Division Manager	Non-Rep	0.65	72,025	30,076	102,101	74,178	31,826	106,004
Civil Engineer	AFSCME	0.60	66,456	29,852	96,308	66,456	31,037	97,493
Civil Engineer	AFSCME	0.60	65,650	28,872	94,522	66,456	30,542	96,998
Associate Civil Engineer	AFSCME	0.50	47,103	20,476	67,579	48,029	21,472	69,501
Associate Civil Engineer	AFSCME	0.50	49,188	15,217	64,405	49,188	15,695	64,883
Construction Inspector	AFSCME	0.50	40,332	17,961	58,293	40,332	18,639	58,971
Construction Inspector	AFSCME	0.50	37,031	21,936	58,967	37,763	23,059	60,822
Construction Inspector (Limited Term thru 12/31/2019)	AFSCME	0.75	57,161	31,499	88,660	-	-	-
Engineering Technician	AFSCME	0.40	29,242	13,083	42,325	29,242	13,809	43,051
Engineering Technician	AFSCME	1.00	76,688	41,037	117,725	78,480	43,653	122,133
Associate Engineering Technician (Limited Term thru 12/31/2019)	AFSCME	1.00	56,913	19,398	76,311	-	-	-
Administrative Assistant	AFSCME	0.25	17,220	5,423	22,643	17,220	5,617	22,837
<b>Total - Transportation CIP</b>		<b>7.85</b>	<b>700,300</b>	<b>303,218</b>	<b>1,003,518</b>	<b>595,184</b>	<b>265,555</b>	<b>860,739</b>
Public Works Engineering Director	Non-Rep	0.40	\$ 56,861	\$ 18,926	\$ 75,787	\$ 58,560	\$ 20,138	\$ 78,698
Engineering Services Division Manager	Non-Rep	1.00	113,088	48,628	161,716	116,472	51,064	167,536
Capital Projects Division Manager	Non-Rep	0.15	16,621	6,940	23,561	17,118	7,345	24,463
Civil Engineer	AFSCME	0.15	16,412	7,218	23,630	16,614	7,635	24,249
Civil Engineer	AFSCME	0.15	16,614	7,463	24,077	16,614	7,759	24,373
Civil Engineer	AFSCME	1.00	110,760	49,752	160,512	110,760	51,727	162,487
Civil Engineer	AFSCME	1.00	98,376	44,039	142,415	98,376	46,009	144,385
Associate Civil Engineer	AFSCME	0.50	47,103	20,475	67,578	48,028	21,471	69,499
Associate Civil Engineer	AFSCME	0.50	37,623	22,301	59,924	38,372	23,773	62,145
Assistant Civil Engineer	AFSCME	0.50	37,109	20,441	57,550	37,852	21,423	59,275
Construction Inspector	AFSCME	0.50	40,332	17,962	58,294	40,332	18,641	58,973
Construction Inspector	AFSCME	0.50	37,031	21,937	58,968	37,763	23,060	60,823
Construction Inspector (Limited Term thru 12/31/2019)	AFSCME	0.25	19,054	10,500	29,554	-	-	-
Compliance Inspector	AFSCME	1.00	82,272	32,798	115,070	82,272	34,246	116,518
Engineering Technician	AFSCME	0.40	29,242	13,083	42,325	29,242	13,809	43,051
Administrative Assistant	AFSCME	0.25	17,220	5,423	22,643	17,220	5,617	22,837
CTR/Standby/On Call Pay	-	-	2,500		2,500	2,500		2,500
<b>Total - Surface Water Management (Engineering Services)</b>		<b>8.25</b>	<b>778,218</b>	<b>347,886</b>	<b>1,126,104</b>	<b>768,095</b>	<b>353,717</b>	<b>1,121,812</b>
<b>Total - Public Works Engineering</b>		<b>18.50</b>	<b>\$ 1,698,764</b>	<b>\$ 749,632</b>	<b>\$ 2,448,396</b>	<b>\$ 1,586,016</b>	<b>\$ 722,821</b>	<b>\$ 2,308,837</b>

## PUBLIC WORKS **DEPARTMENT OVERVIEW**

**Responsible Manager: Paul A. Bucich, Public Works Engineering Director**

### PURPOSE & DESCRIPTION

The Public Works Department is responsible for the City's streets and drainage infrastructure. This includes providing safe and efficient movement of vehicles, pedestrians, and bicyclists through effective asset management and implementation of capital improvements within the Rights of Way; supporting public health, safety, and welfare as it relates to sanitary sewer service & surface water management through effective planning, construction, and asset management; ensuring private development improvements or modifications to the transportation system, stormwater or sanitary sewer systems meet City standards. Programs include the following: street, traffic and storm engineering services; neighborhood traffic control program; traffic signal timing, coordination and synchronization; pavement management systems; school zone lights, minor capital repairs, pavement markings, development review and right-of-way permitting and inspection; National Pollutant Discharge Elimination System (NPDES) Permit Compliance; street, stormwater and sewer capital improvement programs; and sewer connections and sewer availability.

### GOALS/OBJECTIVES

- Maintain overall pavement rating to a minimum level of 70. Conduct pavement maintenance and preservation as outlined in the pavement management system and improve pavement management ratings through effective pavement preservation activities such as chip sealing programs
- Update City standard plans and public works standards for the consistent development of City infrastructure
- Identify future transportation upgrades from the Travel Demand Model (TDM) and update the Comprehensive Plan when necessary and annually update the 6-Year TIP
- Implement the annual elements of the Transportation Capital Improvement Plan including pursuing grant funding for projects.
- Analyze and upgrade traffic signal timing and coordination in response to development, growth, and JBLM population changes to provide efficient travel through the City's major corridors
- Evaluate City's top 20 accident locations & implement safety improvements and/or include project(s) in 6-Year TIP
- Implement recommendations from the Non-Motorized Plan including completing high priority pedestrian bikeway improvements
- Implement the City's Intelligent Transportation System (ITS) including: expanding the existing closed circuit television (CCTV) capability thereof along with its web-based traffic information system for providing real-time traffic information. Continue to replace the copper wire interconnection system with photo optic wire.
- Implement the annual capital elements of the Surface Water Management Program and Capital Facility Improvements and pursue any available grant funding for same.
- Continue to implement a stormwater management program that meets the requirements of the NPDES Phase II permit
- Develop long-term management plans for American and Steilacoom lakes
- Meet or exceed all state and federal stormwater requirements
- Pursue cost effective options for maintaining and operating the storm water infrastructure system.
- Implement the capital elements of the Sewer Availability fund.
- Oversee the connecting to the sanitary sewer system and the collecting of the sanitary sewer availability fee.

## PUBLIC WORKS CAPITAL PROJECTS

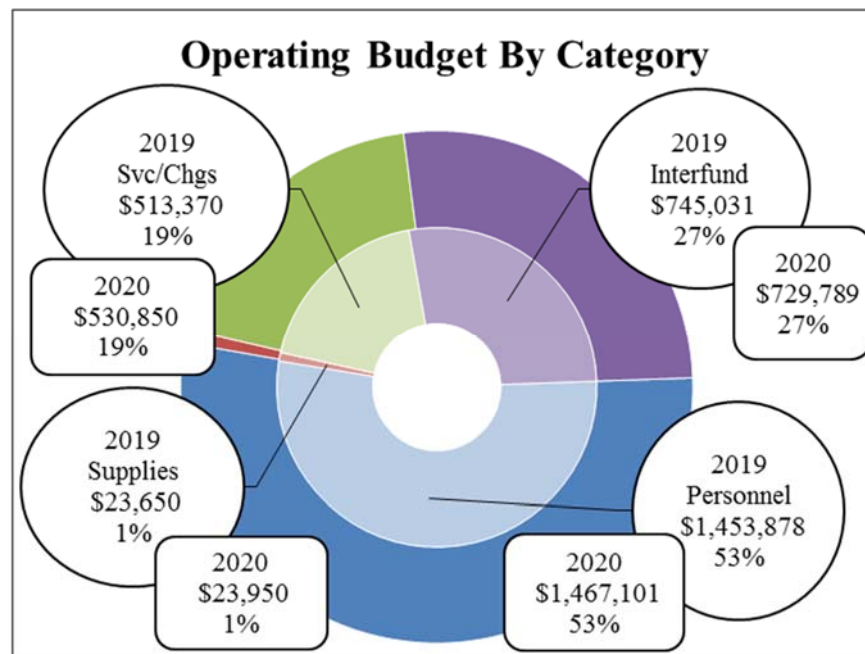
**Responsible Manager:** *Weston Ott, Capital Projects Manager*

### PURPOSE/DESCRIPTION

The Capital Projects Division provides professional engineering services for the City of Lakewood. This includes transportation, traffic signal, storm water, sanitary sewer, and parks projects. These projects provide safe and efficient movement of vehicles, pedestrians, and bicyclists through the City's street network via implementation of a comprehensive capital improvement program. The division prepares grants primarily for transportation projects for multiple funding agencies. The division conducts various technical duties including the pavement management system minor capital repairs, and oversees all of the City's 13 bridges. The division also develops the 6-Year Transportation Improvement plan and provides staff support and liaison for WSDOT funded projects.

### GOALS/OBJECTIVES

- Provide high quality professional engineering and construction administration services for the City's capital projects.
- Maintain an overall pavement condition rating level above 70. Analyze and recommend pavement maintenance and preservation projects based upon the pavement management system.
- Develop engineering documents to bid for construction services for minor capital projects related to transportation preservation. These include chip seal, pavement patching and other maintenance activities.
- Identify future transportation upgrades for the annually update 6-Year Transportation Improvement Program
- Implement the annual elements of the Transportation Capital Improvement Plan including pursuing grant funding for projects.
- Implement recommendations from the Non-Motorized Plan including completing high priority pedestrian bikeway improvements
- Report and comply with all federally funded project requirements.
- Provide WSDOT Local Programs liaison.



## PUBLIC WORKS CAPITAL PROJECTS

Responsible Manager: *Weston Ott, Capital Projects Manager*

### POSITION INVENTORY

Street Engineering Services Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Capital Projects Division Manager	0.20	0.20	0.20	0.20	0.20	0.20	0.20	54
Civil Engineer	0.50	0.50	0.50	0.50	0.50	0.50	0.50	49
Associate Civil Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	43
Assistant Civil Engineer	0.50	0.50	0.50	0.50	0.50	0.50	0.50	39
Engineering Technician	0.20	0.20	0.20	0.20	0.20	0.20	0.20	31
<b>Total Regular Staffing</b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>	<b>2.40</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Public Works Engineering Director	0.60	0.60	0.60	0.60	0.60	0.60	0.60	68
Capital Projects Division Manager	0.65	0.65	0.65	0.65	0.65	0.65	0.65	54
Civil Engineer	1.20	1.20	1.20	1.20	1.20	1.20	1.20	49
Associate Civil Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	43
Construction Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00	33
Engineering Technician	1.40	1.40	1.40	1.40	1.40	1.40	1.40	31
Administrative Assistant	0.25	0.25	0.25	0.25	0.25	0.25	0.25	25
<b>Total Regular Staffing *</b>	<b>6.10</b>	<b>6.10</b>	<b>6.10</b>	<b>6.10</b>	<b>6.10</b>	<b>6.10</b>	<b>6.10</b>	
<i>Change from prior year</i>	n/a	-	-	-	-	-	-	

\* Regular staffing does not include the following limited term positions:

0.75 FTE Construction Inspector (end date 12/31/2019)

1.00 FTE Association Engineering Technician (end date 12/31/2019)

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of traffic signals operated and maintained	77	77	77	69	69
# of City maintained street lights	1,982	1,982	1,982	2,383	2,383
Annual transportation capital funds administered	n/a	\$8.1M	\$20.0M	tbd	tbd
Percentage of CIP Projects completed on schedule	85	n/a	n/a	85	85
Percentage of CIP Projects completed within original estimate	95	n/a	n/a	95	95



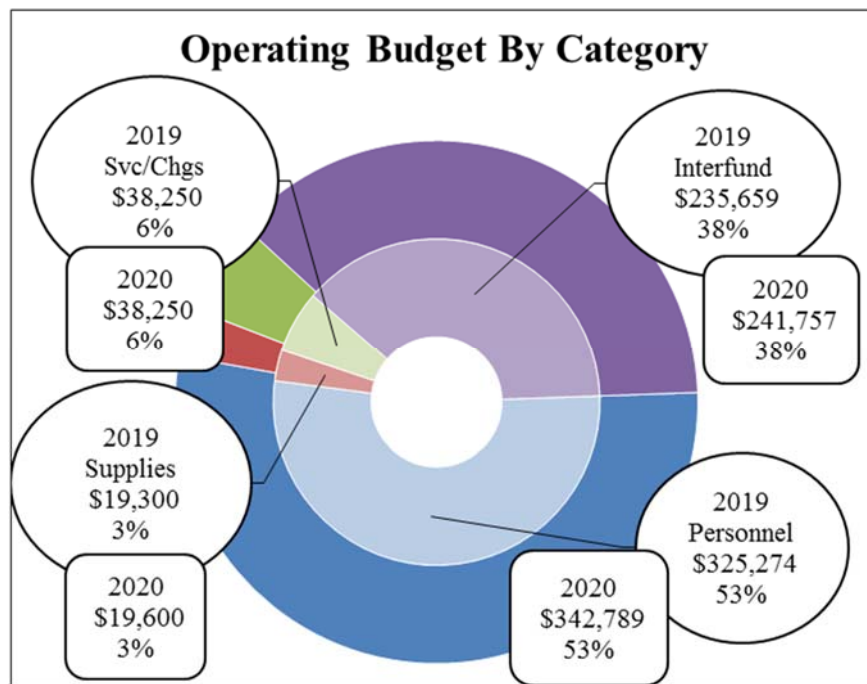
## PUBLIC WORKS CAPITAL PROJECTS

Responsible Manager: *Weston Ott, Capital Projects Manager*

### HIGHLIGHTS / CHANGES

The adopted operating budget totals \$618K in 2019 and \$642K in 2020. The 2019 adopted budget is a 6.3% or \$36K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages/Benefits - the decrease is due primarily to employee turnover and new employees starting at the lower end of the pay scale and offset by increases in healthcare premiums.
- Temporary Help – the decrease is due to conducting pavement ratings in the even number years and data maintenance in odd number years.
- Professional Services – the increase is due to the change in accounting from intergovernmental to professional service, and; and includes additional cost for traffic count consultant and adding Sound Transit rent permit for equipment in railroad right-of-way.
- Intergovernmental – the decrease is due to the change in accounting of costs from intergovernmental charges to professional services; and includes adding Sound Transit rent permit for equipment in railroad right-of-way.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment and information technology for projects implemented in the last budget cycle.



## PUBLIC WORKS CAPITAL PROJECTS

Responsible Manager: *Weston Ott, Capital Projects Manager*

### REVENUE & EXPENDITURE SUMMARY (STREET FUND)

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
101	Permits	\$ 128,779	\$ 136,397	\$ 98,500	\$ 98,500	\$ 140,000	\$ 114,000	\$ 114,000	\$ 15,500	15.7%
101	Engineering Review Fees	50	2,754	1,000	1,000	1,000	1,000	1,000	-	0.0%
101	Motor Vehicle Fuel Tax	215,974	217,914	217,500	215,600	215,600	215,600	215,600	-	0.0%
101	Misc/Interest/Other	567	808	-	-	-	-	-	-	n/a
101	Transfer-In General Fund	80,225	204,540	205,953	347,915	325,680	305,220	370,430	(42,695)	-12.3%
Total Revenues:		\$ 425,595	\$ 562,413	\$ 522,953	\$ 663,015	\$ 682,280	\$ 635,820	\$ 701,030	\$ (27,195)	-4.1%
Expenditure Summary:										
11.xxx	Salaries & Wages	138,845	169,047	202,380	239,491	238,591	220,246	222,737	(19,245)	-8.0%
11.002/4	Overtime	443	946	1,000	1,000	1,500	1,500	1,500	500	50.0%
11.011	Temporary Help	6,878	-	15,000	15,000	15,000	5,000	15,000	(10,000)	-66.7%
21.xxx	Benefits	50,323	72,114	71,908	81,247	81,247	98,528	103,552	17,281	21.3%
31.xxx	Other Operating Supplies	2,246	4,362	3,750	3,750	4,550	3,750	3,750	-	0.0%
31.003/00	Forms & Publications	-	206	-	200	100	100	400	(100)	-50.0%
31.005	Meeting Food & Beverage	33	250	1,000	1,000	800	1,000	1,000	-	0.0%
31.008	Clothing/Uniform	20	453	2,000	2,000	-	1,500	1,500	(500)	-25.0%
35.xxx	Small Tools/Minor Equip	390	1,816	10,250	12,750	13,250	12,950	12,950	200	1.6%
41.xxx	Professional Service	139	6	1,200	18,700	35,525	27,200	27,200	8,500	45.5%
43/49.003	Travel & Training	95	2,189	7,350	7,350	8,220	7,350	7,350	-	0.0%
44.xxx	Advertising	-	173	-	-	-	-	-	-	n/a
47.xxx	Utilities	-	142	-	-	150	-	-	-	n/a
49.001	Membership Dues	1,379	1,526	2,400	2,400	2,150	3,600	3,600	1,200	50.0%
49.xxx	Other Charges & Services	-	93	100	100	175	100	100	-	0.0%
5x.xxx	Intergovernmental	4,360	9,132	5,000	5,000	6,220	-	-	(5,000)	-100.0%
9x.xxx	IS Charges - M&O	189,538	213,053	169,021	183,860	183,860	227,767	234,827	43,907	23.9%
9x.xxx	IS Charges - Reserves	1,227	7,716	8,157	8,157	7,332	7,892	6,930	(265)	-3.2%
Subtotal Operating Exp:		\$ 395,916	\$ 483,225	\$ 500,516	\$ 582,005	\$ 598,670	\$ 618,484	\$ 642,396	\$ 36,479	6.3%
Capital & One-time Funding:										
	Capital & One-Time	29,679	79,188	22,437	81,010	83,610	17,336	58,634	(63,674)	-78.6%
Subtotal One-time Exp:		\$ 29,679	\$ 79,188	\$ 22,437	\$ 81,010	\$ 83,610	\$ 17,336	\$ 58,634	\$ (63,674)	-78.6%
Total Expenditures:		\$ 425,595	\$ 562,413	\$ 522,953	\$ 663,015	\$ 682,280	\$ 635,820	\$ 701,030	\$ (27,195)	-4.1%

## PUBLIC WORKS **ENGINEERING SERVICES**

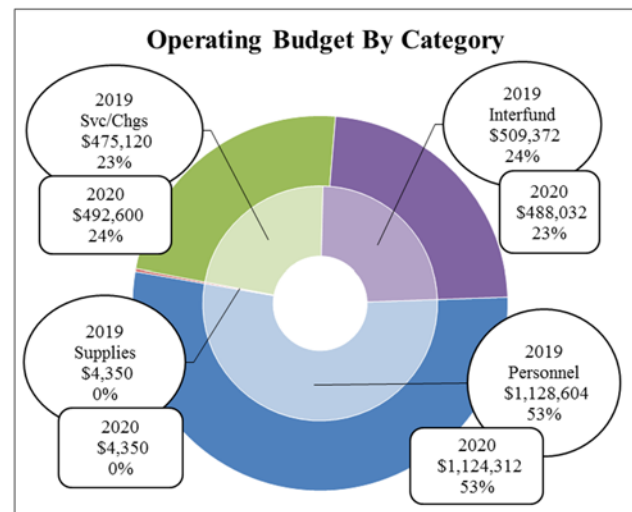
**Responsible Manager:** *Greg Vigoren, Engineering Services Manager*

### PURPOSE/DESCRIPTION

The Engineering Services Division supports public health, safety, and welfare as it relates to surface water management and sanitary sewer through effective planning, construction, and support of maintenance. The Division also supports review of private developments to ensure compliance with City stormwater and transportation standards.

### GOALS/OBJECTIVES

- Assist with implementing the annual Capital Improvement Programs for Surface Water Management and Sanitary Sewer.
- Continue to implement a stormwater management program that meets the requirements of the NPDES Phase II stormwater permit.
- Develop long-term management plans for American and Steilacoom Lakes.
- Meet or exceed all state and federal stormwater requirements.
- Provide support for properties in the Woodbrook and Tillicum neighborhoods that connect to sanitary sewer.
- Provide development review services for the Public Works Engineering Department.
- Provide support to the Operations & Maintenance division by managing the stormwater infrastructure cleaning and street sweeping vendor contracts.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of businesses/properties inspected for SWM compliance	200	400	400	400	400
# of volunteer hours for water quality sampling	100	100	100	150	150
Percent of Site Development Permits reviewed within target	30 days	n/a	n/a	0.85	0.85
Percent of ROW permits issued within target timeline	5 days	n/a	n/a	0.95	0.95

### POSITION INVENTORY

SWM Engineering Services Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Public Works Engineering Director	0.40	0.40	0.40	0.40	0.40	0.40	0.40	68
Capital Projects Division Manager	0.15	0.15	0.15	0.15	0.15	0.15	0.15	54
Engineering Services Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Civil Engineer	1.30	1.30	1.30	1.30	1.30	2.30	2.30	49
Associate Civil Engineer	2.00	2.00	2.00	2.00	2.00	1.00	1.00	43
Assistant Civil Engineer	0.50	0.50	0.50	0.50	0.50	0.50	0.50	39
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	0.40	0.40	0.40	0.40	0.40	0.40	0.40	31
Administrative Assistant	0.25	0.25	0.25	0.25	0.25	0.25	0.25	25
<b>Total Regular Staffing*</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	
<i>Change from prior year</i>	-	-	-	-	-	-	-	

\* Regular staffing does not include the following limited term positions:  
0.25 FTE Construction Inspector (end date 12/31/2019)

## PUBLIC WORKS **ENGINEERING SERVICES**

**Responsible Manager: Greg Vigoren, Engineering Services Manager**

### HIGHLIGHTS / CHANGES

The adopted operating budget totals \$2.12M in 2019 and \$2.10M in 2020. The 2019 adopted budget is a 9.3% or \$180K increase from the 2018 adjusted budget. Highlights of the 2019 adopted budget compared to the 2018 adjusted budget are as follows:

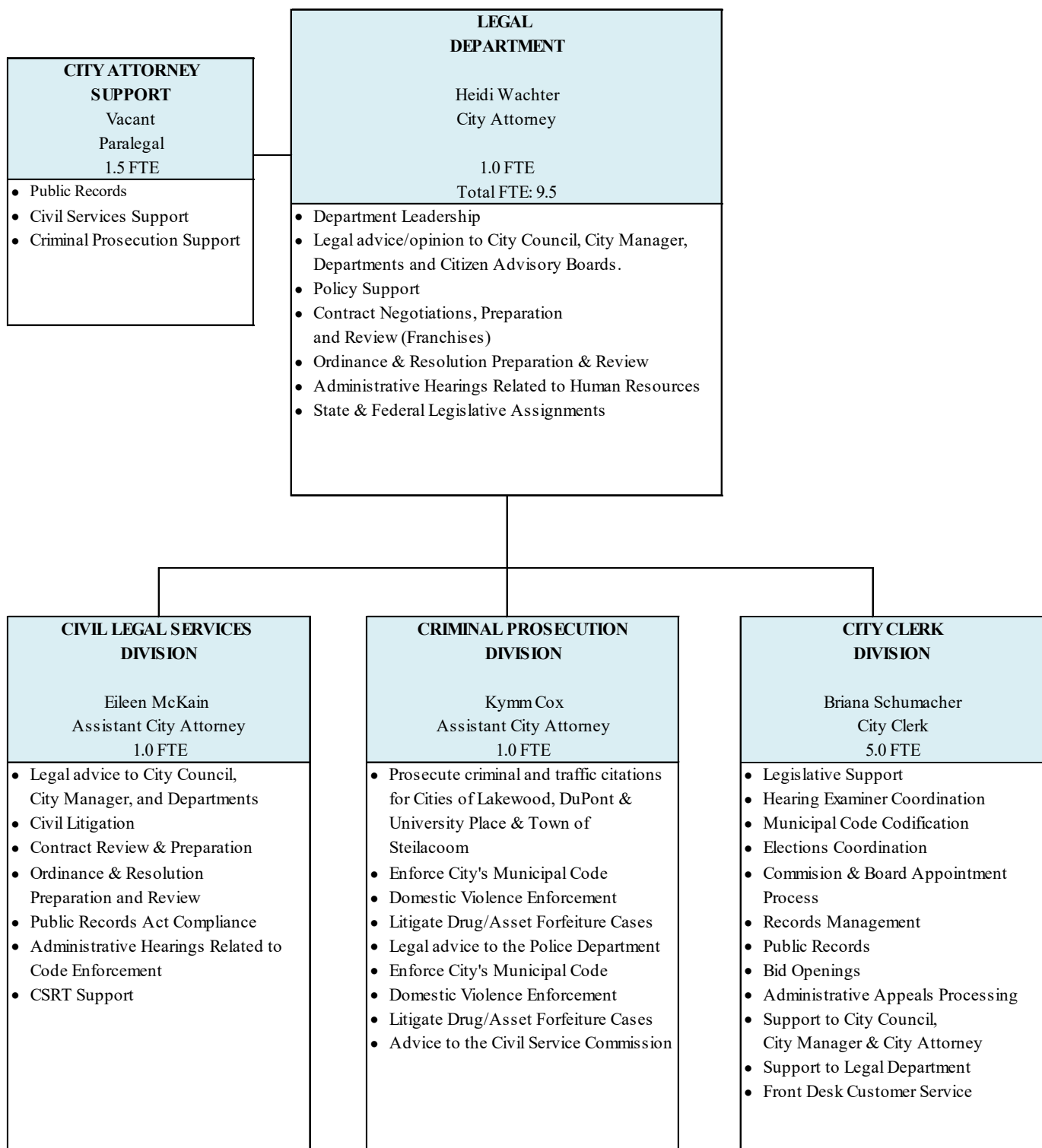
- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, and increases in healthcare premiums.
- Professional Services – the increase is due to the change in accounting from intergovernmental to professional service, and; includes utility tax and state B&O tax assessed on the additional stormwater fees resulting from the increased utility rate.
- Intergovernmental – the decrease is due to the change in accounting of costs from intergovernmental charges to professional services; and includes utility tax and state B&O tax assessed on the additional stormwater fees resulting from the increased utility rate.

### REVENUE & EXPENDITURE SUMMARY (SURFACE WATER MANAGEMENT FUND)

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
401	Charges for Services & Fees	\$ 2,137,727	\$ 1,984,432	\$1,837,945	\$ 1,837,945	\$ 1,863,945	\$ 2,899,550	\$ 3,073,396	\$ 1,061,605	57.8%
401	Grants/Contributions	190,115	138,015	-	267,601	267,601	-	-	(267,601)	-100.0%
401	Interest/Miscellaneous	22,548	46,966	2,000	2,000	42,000	21,600	20,800	19,600	980.0%
401	Transfer In-Trans CIP	302,397	-	-	-	-	-	-	-	n/a
Total Revenues:		\$ 2,652,787	\$ 2,169,413	\$ 1,839,945	\$ 2,107,546	\$ 2,173,546	\$ 2,921,150	\$ 3,094,196	\$ 813,604	38.6%
Expenditure Summary:										
11.xxx	Salaries & Wages	454,848	422,248	694,917	718,618	719,618	778,218	768,095	59,600	8.3%
11.002/4	Overtime	3,980	2,588	1,000	1,000	2,000	2,500	2,500	1,500	150.0%
21.xxx	Benefits	167,586	180,074	293,408	299,535	299,535	347,886	353,717	48,351	16.1%
31.xxx	Other Operating Supplies	2,471	787	2,300	2,300	1,500	1,850	1,850	(450)	-19.6%
31.003/00	Forms & Publications	-	206	100	100	-	100	100	-	0.0%
31.005	Meeting Food & Beverage	-	238	200	200	150	200	200	-	0.0%
31.008	Clothing/Uniform	1,079	380	750	750	1,000	1,000	1,000	250	33.3%
35.xxx	Small Tools/Minor Equip	1,800	738	1,700	1,700	500	1,200	1,200	(500)	-29.4%
41.xxx	Professional Service	53,551	66,985	25,000	25,000	30,237	463,320	480,800	438,320	1753.3%
43/49.003	Travel & Training	531	4,128	5,300	5,300	4,250	5,300	5,300	-	0.0%
44.xxx	Advertising	355	238	3,000	3,000	1,500	500	500	(2,500)	-83.3%
47.xxx	Utilities	1,335	1,293	2,500	2,500	2,500	2,000	2,000	(500)	-20.0%
49.001	Membership Dues	1,139	979	1,500	1,500	1,500	1,500	1,500	-	0.0%
49.xxx	Other Charges & Services	8,093	871	4,000	4,000	1,850	2,500	2,500	(1,500)	-37.5%
597	Interfund Transfers	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
5x.xxx	Intergovernmental	364,832	331,682	357,370	357,370	357,370	-	-	(357,370)	-100.0%
9x.xxx	IS Charges - M&O	134,584	163,384	177,216	190,985	190,985	192,362	197,007	1,377	0.7%
9x.xxx	IS Charges - Reserves	25,581	36,073	38,711	38,711	35,689	32,310	6,325	(6,401)	-16.5%
Subtotal Operating Exp:		\$ 1,506,465	\$ 1,497,592	\$ 1,893,672	\$ 1,937,269	\$ 1,934,884	\$ 2,117,446	\$ 2,109,294	\$ 180,177	9.3%
Capital & One-time Funding:										
	Capital & One-Time	574,155	721,284	15,811	656,563	656,563	215,902	253,368	(440,661)	-67.1%
	Transfers Out to CIP	926,593	707,951	1,572,000	2,116,633	2,116,633	664,000	1,920,000	(1,452,633)	-68.6%
Subtotal One-time Exp:		\$ 1,500,748	\$ 1,429,235	\$ 1,587,811	\$ 2,773,196	\$ 2,773,196	\$ 879,902	\$ 2,173,368	\$ (1,893,294)	-68.3%
Total Expenditures:		\$ 3,007,213	\$ 2,926,827	\$ 3,481,483	\$ 4,710,465	\$ 4,708,080	\$ 2,997,348	\$ 4,282,662	\$ (1,713,117)	-36.4%



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**LEGAL SERVICES DEPARTMENT OVERVIEW****Responsible Manager:** *Heidi Wachter, City Attorney***2017/2018 ACCOMPLISHMENTS**Civil

- Implemented NextRequest system for public records requests.
- Provided support of CSRT/Code Enforcement Program.

Criminal

- Implemented LawBase system for paperless case management.
- Continued legal support of Veterans Court.
- Continued legal support and education for Lakewood Police Phlebotomy Program.
- Provided support of the Public Safety Advisory Committee.
- Continued partnership with YWCA – STOP Grant.

City Clerk

- Recodified Lakewood Municipal Code.
- Completed JLARC (Joint Legislative Audit & Review Committee) reporting on public records.

**2019/2020 ANTICIPATED KEY PROJECTS**

- Support Federal, State, County Legislative agenda and priorities.
- Support municipal code updates to include LMC (Lakewood Municipal Code) 18A.
- Implement Citywide document management system and automated City Council agenda preparation.
- Continue Rule 9/ Intern program.
- Continue support of Economic Development, Public Safety Advisory Committee, and CSRT.
- Continue Adult Family Homes policy and related work.
- Continue Mobile Homes policy and related work.



## LEGAL SERVICES **DEPARTMENT OVERVIEW**

**Responsible Manager: Heidi Wachter, City Attorney**

### PRIMARY ALIGNMENT WITH CITY COUNCIL GOALS / STRATEGIC PLAN OBJECTIVES AND STRATEGIES

#### Economic Development:

- 1.1 Align economic goals and resources across departments.
  - B. Direct growth through sound planning. Update land use codes and streamline internal processes.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
  - C. Expand utilities and community assets, such as sewers, libraries, etc.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
  - B. Minimize nonconforming uses.
  - C. Actively advance condominium regulation reform to expand ownership opportunities.
- 1.4 Foster collaborative and advantageous partnerships with businesses, community members, and regional partners.
  - B. Analyze and influence regional transportation and planning policies.
- 1.5 Promote and facilitate sustainable economic development.
  - E. Promote and deploy prudent business incentives to enhance economic development strategies.

#### Public Safety:

- 3.3 Provide resources to support the health, welfare, and safety of the community.
  - A. Increase proactive abatement, code enforcement, and housing safety programs.
  - D. Take proactive role in legislative advocacy in matters which negatively impact public safety.

#### Fiscal Responsibility:

- 4.1 Provide efficient and effective municipal services.
  - B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.

#### Transparency:

- 5.4 Strengthen connection with stakeholders, partners, and communities.
  - A. Craft and maintain accessible City online services, website, and social media platforms.

## LEGAL SERVICES **DEPARTMENT OVERVIEW**

**Responsible Manager:** *Heidi Wachter, City Attorney*

### DEPARTMENT FUNCTIONS BY CRITERIA

#### Legally Mandated

Criminal Prosecution: Fairly and effectively prosecute all violations of criminal and traffic laws, including building and zoning code violations in the City of Lakewood as well as cities who contract with the City for prosecution services.

- Provide competent and cost-effective prosecution services to Lakewood and its clients.
- Provide timely discovery to opposing counsel.
- Domestic Violence community partnership.
- Provide timely responsive pleadings to motions and appeals.

If we do not prosecute misdemeanors within our jurisdictions and they are processed through the County, we will be billed for those services pursuant to State law.

#### Important

Document Management: Capture, index, manage, retrieve and preserve the City's public records (paper and electronic) in accordance with records retention and preservation laws.

- Contracts and agreements.
- Public records retention, retrieval, archiving and disposition.
- Disclosure of public records.
- Legal notices.
- Bid processes.
- Essential Records – Agendas, minutes, ordinances, resolutions and motions.

Legislative: Prepare ordinances, resolutions and related documents needed to carry out City policies and City Council decisions

#### Discretionary

Legal Advice: Provide 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.

- Informal consulting.
- Formal legal opinions.
- Labor negotiations.
- Risk management.
- Drafting contracts and agreements.

While this function is discretionary it is a best practice which reduces the City's potential liability. The City is required by law to have a City Attorney which can be accomplished in any number of ways.

City Clerk: Designated Public Records Officer and provides legislative and administrative support to the City Council.

- Municipal code codification.
- Agenda Preparation: Strategically and timely prepare an agenda for the City Council each week which includes legislation and other City Council action required of the City and which moves the City toward achievement of City Council priorities.

While this function is discretionary it is a best practice which reduces the City's potential liability. The City is required by law to have a City Clerk and Public Records Officer which can be accomplished in any number of ways.

Civil Litigation: Initiate or defend lawsuits and succeed with any litigation which cannot otherwise be avoided.

- In-house litigation.
- Insurance defense coordination.
- Administrative appeals and hearings, forfeiture hearings and unemployment hearings.

**LEGAL SERVICES DEPARTMENT OVERVIEW**Responsible Manager: *Heidi Wachter, City Attorney***ADOPTED SERVICE/PROGRAM CHANGES**

Service/ Program	Description & Justification, and Operational Impact	Change		2019		2020	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Executive Assistant	Eliminate Vacant Executive Assistant 1.0 FTE	(1.00)	-	\$ -	\$ (107,058)	\$ -	\$ (107,643)
Office Assistant	Eliminate Vacant Office Assistant 0.5 FTE	(0.50)	-	\$ -	\$ (41,518)	\$ -	\$ (43,739)
<b>Total - Legal</b>		<b>(1.50)</b>	<b>-</b>	<b>\$ -</b>	<b>\$(148,576)</b>	<b>\$ -</b>	<b>\$(151,382)</b>

**POSITION INVENTORY**

Position Title	Group	FTE	2019			2020		
			Salary	Benefits	Total	Salary	Benefits	Total
City Attorney	Non-Rep	1.00	\$ 154,142	\$ 51,773	\$ 205,915	\$ 158,770	\$ 54,198	\$ 212,968
Assistant City Attorney	Non-Rep	1.00	111,274	32,360	143,634	114,621	33,930	148,551
Assistant City Attorney	Non-Rep	1.00	101,875	48,861	150,736	104,913	51,881	156,794
City Clerk	Non-Rep	1.00	82,364	42,998	125,362	84,832	45,419	130,251
Paralegal	AFSCME	1.00	79,137	16,067	95,204	80,775	16,406	97,181
Paralegal	AFSCME	0.50	32,004	6,117	38,121	31,968	6,114	38,082
Office Assistant	AFSCME	1.00	52,168	8,475	60,643	53,136	8,629	61,765
Office Assistant	AFSCME	1.00	57,984	21,645	79,629	59,280	22,850	82,130
Office Assistant	AFSCME	1.00	57,984	26,888	84,872	59,280	28,617	87,897
Office Assistant	AFSCME	1.00	49,368	17,589	66,957	50,346	18,525	68,871
<b>Total Legal</b>		<b>9.50</b>	<b>\$ 778,300</b>	<b>\$ 272,773</b>	<b>\$ 1,051,073</b>	<b>\$ 797,921</b>	<b>\$ 286,569</b>	<b>\$ 1,084,490</b>

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 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	54
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	-	-	32
Paralegal	2.50	1.50	1.50	1.50	1.50	1.50	1.50	32
Senior Office Assistant	1.50	1.00	1.00	1.00	-	-	-	18
Office Assistant	3.50	3.50	3.50	3.50	4.50	4.00	4.00	18
<b>Total Regular Staffing</b>	<b>12.50</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>9.50</b>	<b>9.50</b>	
<i>Change from prior year</i>	-	(1.50)	-	-	-	(1.50)	-	

## LEGAL SERVICES DEPARTMENT OVERVIEW

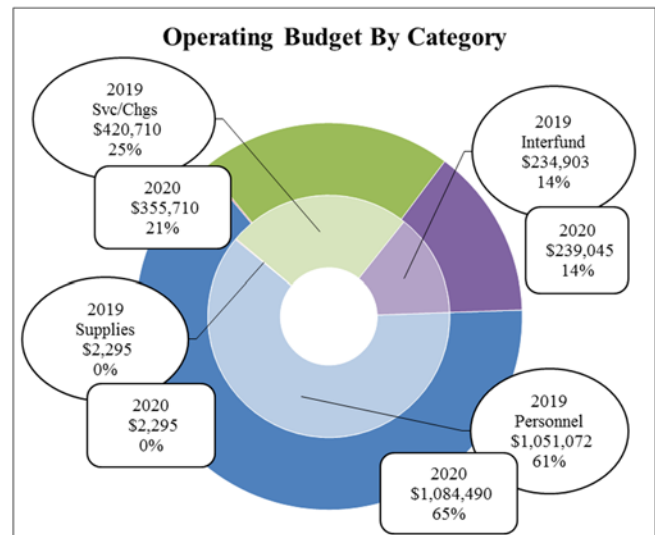
Responsible Manager: *Heidi Wachter, City Attorney*

### PURPOSE & DESCRIPTION

The Legal Services Department is divided into four divisions: Civil Legal Services, Criminal Prosecution Services, City Clerk and Election Services.

### GOALS/OBJECTIVES

- Provide 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	General Government	\$ 1,573,015	\$1,692,679	\$1,707,656	\$1,885,307	\$1,882,596	\$1,727,534	\$1,690,780	(157,773)	-8.4%
Total Revenues:		\$ 1,573,015	\$ 1,692,679	\$ 1,707,656	\$ 1,885,307	\$ 1,882,596	\$ 1,727,534	\$ 1,690,780	\$ (157,773)	-8.4%
Expenditure Summary:										
11.xxx	Salaries & Wages	802,693	748,872	828,232	850,100	850,100	778,300	797,921	(71,800)	-8.4%
11.002/4	Overtime	-	648	-	-	-	-	-	-	n/a
21.xxx	Benefits	278,436	262,884	311,242	315,718	315,718	272,772	286,569	(42,946)	-13.6%
31.xxx	Other Operating Supplies	2,730	3,563	4,250	4,250	3,579	575	575	(3,675)	-86.5%
31.003/004	Office Forms & Publications	-	82	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	161	241	400	400	400	220	220	(180)	-45.0%
35.xxx	Small Tools/Minor Equipment	-	-	1,500	1,500	1,972	1,500	1,500	-	0.0%
41.xxx	Professional Service	173,095	188,981	234,000	234,000	234,000	392,825	327,825	158,825	67.9%
43/49.003	Travel & Training	9,657	8,586	16,400	16,400	16,571	17,745	17,745	1,345	8.2%
44.xxx	Advertising	7,537	6,002	6,250	6,250	6,250	6,250	6,250	-	0.0%
49.001	Membership Dues	2,675	2,320	4,280	4,280	4,076	3,390	3,390	(890)	-20.8%
49.xxx	Other Charges & Services	1,798	491	500	500	500	500	500	-	0.0%
5x.xxx	Intergovernmental	75,820	116,177	92,000	92,000	92,000	-	-	(92,000)	-100.0%
9x.xxx	IS Charges - M & O	161,989	193,714	179,700	206,482	206,482	226,789	231,960	20,307	9.8%
9x.xxx	IS Charges - Reserves	4,064	7,926	9,985	9,985	7,504	8,114	7,085	(1,871)	-18.7%
Subtotal Operating Exp:		\$ 1,520,654	\$ 1,540,487	\$ 1,688,739	\$ 1,741,865	\$ 1,739,154	\$ 1,708,980	\$ 1,681,540	\$ (32,885)	-1.9%
Capital & One-time Funding:										
	Capital & One-Time	52,361	152,192	18,917	143,442	143,442	18,554	9,240	(124,888)	-87.1%
Subtotal One-time Exp:		\$ 52,361	\$ 152,192	\$ 18,917	\$ 143,442	\$ 143,442	\$ 18,554	\$ 9,240	\$ (124,888)	-87.1%
Total Expenditures:		\$ 1,573,015	\$ 1,692,679	\$ 1,707,656	\$ 1,885,307	\$ 1,882,596	\$ 1,727,534	\$ 1,690,780	\$ (157,773)	-8.4%

## LEGAL SERVICES **DEPARTMENT OVERVIEW**

Responsible Manager: *Heidi Wachter, City Attorney*

### HIGHLIGHTS / CHANGES

The adopted operating budget totals \$1.71M in 2019 and \$1.68M in 2020. The 2019 adopted operating budget is a 1.9% or \$33K decrease from the 2018 adjusted budget. Highlights of the 2019 adopted operating budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the decrease is due primarily to eliminating 1.0 FTE Executive Assistant position and 0.50 FTE vacant Office Assistant.
- Professional Services - the increase is due to a change in accounting of costs associated with elections in odd numbered years from intergovernmental to professional services.
- Intergovernmental - the decrease is due to the change in accounting of costs from intergovernmental charges to professional services; and includes an increase due to primary election in odd numbered years.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.
- Internal Service Reserve Charges – the decrease is due to aligning collections based on anticipated collections.

### REVENUE & EXPENDITURE SUMMARY

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	General Government	\$ 1,573,015	\$1,692,679	\$1,707,656	\$1,885,307	\$1,882,596	\$1,727,534	\$1,690,780	(157,773)	-8.4%
Total Revenues:		\$ 1,573,015	\$1,692,679	\$1,707,656	\$1,885,307	\$1,882,596	\$1,727,534	\$1,690,780	\$ (157,773)	-8.4%
Expenditure Summary:										
11.xxx	Salaries & Wages	802,693	748,872	828,232	850,100	850,100	778,300	797,921	(71,800)	-8.4%
11.002/4	Overtime	-	648	-	-	-	-	-	-	n/a
21.xxx	Benefits	278,436	262,884	311,242	315,718	315,718	272,772	286,569	(42,946)	-13.6%
31.xxx	Other Operating Supplies	2,730	3,563	4,250	4,250	3,579	575	575	(3,675)	-86.5%
31.003/004	Office Forms & Publications	-	82	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	161	241	400	400	400	220	220	(180)	-45.0%
35.xxx	Small Tools/Minor Equipment	-	-	1,500	1,500	1,972	1,500	1,500	-	0.0%
41.xxx	Professional Service	173,095	188,981	234,000	234,000	234,000	392,825	327,825	158,825	67.9%
43/49.003	Travel & Training	9,657	8,586	16,400	16,400	16,571	17,745	17,745	1,345	8.2%
44.xxx	Advertising	7,537	6,002	6,250	6,250	6,250	6,250	6,250	-	0.0%
49.001	Membership Dues	2,675	2,320	4,280	4,280	4,076	3,390	3,390	(890)	-20.8%
49.xxx	Other Charges & Services	1,798	491	500	500	500	500	500	-	0.0%
5x.xxx	Intergovernmental	75,820	116,177	92,000	92,000	92,000	-	-	(92,000)	-100.0%
9x.xxx	IS Charges - M&O	161,989	193,714	179,700	206,482	206,482	226,789	231,960	20,307	9.8%
9x.xxx	IS Charges - Reserves	4,064	7,926	9,985	9,985	7,504	8,114	7,085	(1,871)	-18.7%
Subtotal Operating Exp:		\$ 1,520,654	\$1,540,487	\$1,688,739	\$1,741,865	\$1,739,154	\$1,708,980	\$1,681,540	\$ (32,885)	-1.9%
Capital & One-time Funding:										
	Capital & One-Time	52,361	152,192	18,917	143,442	143,442	18,554	9,240	(124,888)	-87.1%
Subtotal One-time Exp:		\$ 52,361	\$ 152,192	\$ 18,917	\$ 143,442	\$ 143,442	\$ 18,554	\$ 9,240	\$ (124,888)	-87.1%
Total Expenditures:		\$ 1,573,015	\$1,692,679	\$1,707,656	\$1,885,307	\$1,882,596	\$1,727,534	\$1,690,780	\$ (157,773)	-8.4%

## LEGAL SERVICES **CIVIL LEGAL SERVICES**

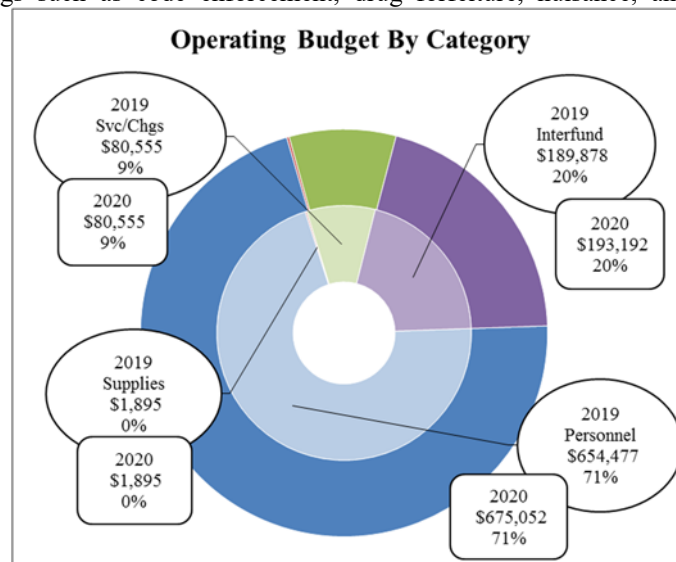
Responsible Manager: *Eileen McKain, Assistant City Attorney*

### 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; reviews 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 Washington 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 Safety Resource 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	2017 Actual	2018 Est	2019 Est	2020 Est
# of days on average for PRA response*	30	30.25	25	25	25

\* Response within mandatory 5 days met.

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 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	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	-	32
Paralegal	1.50	1.50	1.50	1.50	1.50	1.50	1.50	32
Office Assistant	2.00	2.00	2.00	2.00	2.50	2.00	2.00	18
<b>Total Regular Staffing</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>7.00</b>	<b>5.50</b>	<b>5.50</b>	
<i>Change from prior year</i>	-	-	-	-	0.50	(1.50)	-	

## LEGAL SERVICES **CIVIL LEGAL SERVICES**

Responsible Manager: *Eileen McKain, Assistant City Attorney*

### HIGHLIGHTS / CHANGES

The adopted operating budget totals \$927K in 2019 and \$951K in 2020. The 2019 adopted operating budget is a 1.5% or \$14K increase from the 2018 adjusted budget. Highlights of the 2019 adopted operating budget compared to the 2018 adjusted budget are as follows:

- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.

### REVENUE & EXPENDITURE SUMMARY

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
001	General Government	\$ 846,143	\$ 972,592	\$ 891,783	\$ 998,098	\$ 996,983	\$ 941,648	\$ 958,086	\$ (56,450)	-5.7%
Total Revenues:		\$ 846,143	\$ 972,592	\$ 891,783	\$ 998,098	\$ 996,983	\$ 941,648	\$ 958,086	\$ (56,450)	-5.7%
Expenditure Summary:										
11.xxx	Salaries & Wages	473,098	478,313	475,990	487,159	487,159	483,126	494,986	(4,033)	-0.8%
11.002/4	Overtime	-	648	-	-	-	-	-	-	n/a
21.xxx	Benefits	170,776	180,043	161,228	163,542	163,542	171,351	180,066	7,809	4.8%
31.xxx	Other Operating Supplies	1,467	1,633	2,500	2,500	2,500	275	275	(2,225)	-89.0%
31.003/00	Office Forms/Publications	-	82	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	43	189	120	120	120	120	120	-	0.0%
35.xxx	Small Tools/Minor Equip	-	-	1,500	1,500	1,500	1,500	1,500	-	0.0%
41.xxx	Professional Service	33,130	60,764	64,000	64,000	64,000	67,625	67,625	3,625	5.7%
43/49.003	Travel & Training	7,644	5,593	11,330	11,330	11,330	10,730	10,730	(600)	-5.3%
49.001	Membership Dues	1,640	1,470	2,200	2,200	2,200	1,700	1,700	(500)	-22.7%
49.xxx	Other Charges & Services	1,798	491	500	500	500	500	500	-	0.0%
5x.xxx	Intergovernmental	360	1,531	1,800	1,800	1,800	-	-	(1,800)	-100.0%
9x.xxx	IS Charges - M&O	132,004	157,612	147,556	170,982	170,982	183,335	187,472	12,353	7.2%
9x.xxx	IS Charges - Reserves	2,381	6,393	7,170	7,170	6,055	6,543	5,720	(627)	-8.7%
Subtotal Operating Exp:		\$ 824,341	\$ 894,764	\$ 875,894	\$ 912,803	\$ 911,688	\$ 926,805	\$ 950,694	\$ 14,002	1.5%
Capital & One-time Funding:										
	Capital & One-Time	21,802	77,828	15,889	85,295	85,295	14,843	7,392	-	0.0%
Subtotal One-time Exp:		\$ 21,802	\$ 77,828	\$ 15,889	\$ 85,295	\$ 85,295	\$ 14,843	\$ 7,392	\$ (70,452)	-82.6%
Total Expenditures:		\$ 846,143	\$ 972,592	\$ 891,783	\$ 998,098	\$ 996,983	\$ 941,648	\$ 958,086	\$ (56,450)	-5.7%



## LEGAL SERVICES **CRIMINAL PROSECUTION SERVICES**

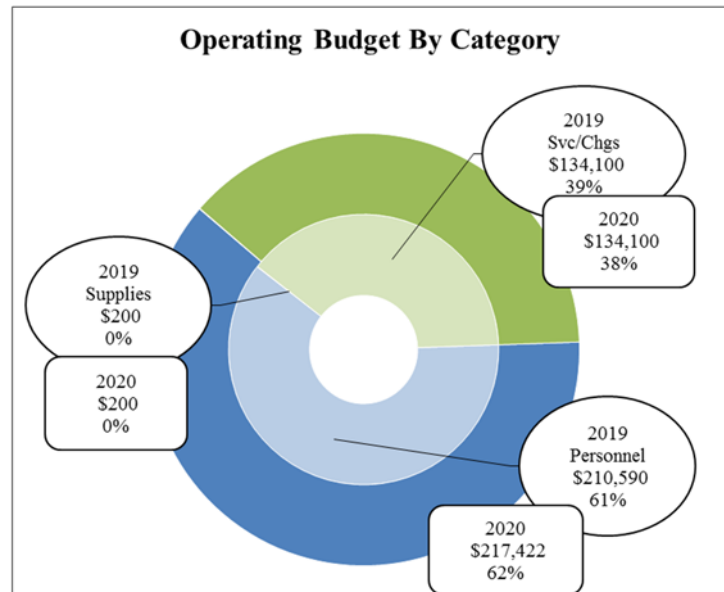
Responsible Manager: *Kymm Cox, Assistant City Attorney*

### 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, DuPont 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.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of incidents received via e-distribution (all jurisdictions)	3,000	2,970	3,000	3,000	3,000
# of reports received via e-distribution (all jurisdictions)	4,500	n/a	4,500	4,500	4,500
# of discovery demands processed	3,000	n/a	3,000	3,000	3,000
# of victim contacts made	1,000	760	1,000	1,000	1,000
# of criminal case filed (includes citations)	2,000	2,582	2,000	2,000	2,000
# of service/referrals made	1,000	760	1,000	1,000	1,000

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Assistant City Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00	54
Paralegal	1.00	-	-	-	-	-	-	32
Senior Office Assistant	1.00	1.00	1.00	1.00	-	-	-	18
Office Assistant	0.50	0.50	0.50	0.50	1.00	1.00	1.00	12
<b>Total Regular Staffing</b>	<b>3.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	
<i>Change from prior year</i>	-	(1.00)	-	-	(0.50)	-	-	

**LEGAL SERVICES CRIMINAL PROSECUTION SERVICES**Responsible Manager: *Kymm Cox, Assistant City Attorney***HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$345K in 2019 and \$352K in 2020. The 2019 adopted operating budget is a 10.8% or \$42K decrease from the 2018 adjusted budget. Highlights of the 2019 adopted operating budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wage / Benefits – the decrease is due allocation of positions between the divisions within the Legal Department.

**REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
001	General Government	\$ 369,191	\$ 309,924	\$382,786	\$417,059	\$416,862	\$344,890	\$351,722	\$ (72,169)	-17.3%
Total Revenues:		\$ 369,191	\$ 309,924	\$382,786	\$417,059	\$416,862	\$344,890	\$351,722	\$ (72,169)	-17.3%
Expenditure Summary:										
11.xxx	Salaries & Wages	166,566	136,172	181,942	185,324	185,324	160,642	164,967	(24,682)	-13.3%
21.xxx	Benefits	53,567	36,416	66,514	67,092	67,092	49,948	52,455	(17,144)	-25.6%
31.xxx	Other Operating Supplies	586	512	1,250	1,250	612	200	200	(1,050)	-84.0%
35.xxx	Small Tools/Minor Equip	-	-	-	-	441	-	-	-	n/a
41.xxx	Professional Service	117,683	107,899	130,000	130,000	130,000	130,000	130,000	-	0.0%
43/49.003	Travel & Training	1,221	1,982	1,780	1,780	1,984	3,150	3,150	1,370	77.0%
49.001	Membership Dues	225	570	1,300	1,300	1,096	950	950	(350)	-26.9%
Subtotal Operating Exp:		\$ 339,848	\$ 283,550	\$382,786	\$386,746	\$386,549	\$344,890	\$351,722	\$ (41,856)	-10.8%
Capital & One-time Funding:										
	Capital & One-Time	29,343	26,374	-	30,313	30,313	-	-	(30,313)	-100.0%
Subtotal One-time Exp:		\$ 29,343	\$ 26,374	\$ -	\$ 30,313	\$ 30,313	\$ -	\$ -	\$ (30,313)	-100.0%
Total Expenditures:		\$ 369,191	\$ 309,924	\$382,786	\$417,059	\$416,862	\$344,890	\$351,722	\$ (72,169)	-17.3%

## LEGAL SERVICES **CITY CLERK**

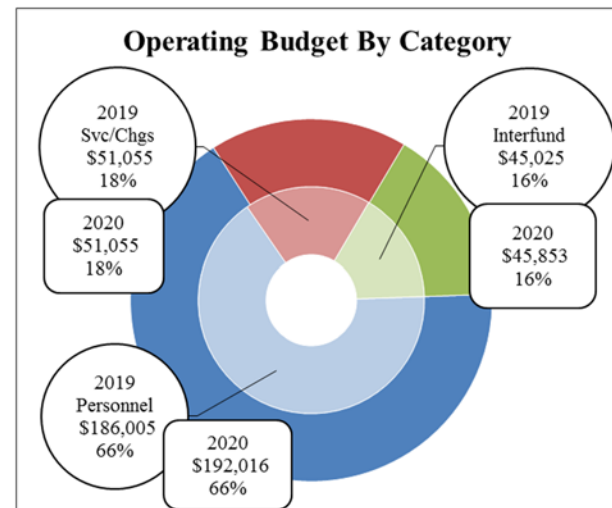
**Responsible Manager:** *Briana Schumacher, City Clerk*

### 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 administrative hearings, generally.

### 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.
- 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	2017 Actual	2018 Est	2019 Est	2020 Est
# of days on average for contract review	3	3.03	2.5	2.5	2.5

### POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 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	-	-	-	-	-	-	18
Office Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00	18
<b>Total Regular Staffing</b>	<b>2.50</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	
<i>Change from prior year</i>	-	(0.50)	-	-	-	-	-	

**LEGAL SERVICES CITY CLERK**Responsible Manager: *Briana Schumacher, City Clerk***HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$282K in 2019 and \$289K in 2020. The 2019 adopted operating budget is a 19.9% or \$70K decrease from the 2018 adjusted budget. Highlights of the 2019 adopted operating budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the decrease is due primarily to eliminating 1.0 FTE Executive Assistant position and 0.50 FTE vacant Office Assistant.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.

**REVENUE & EXPENDITURE SUMMARY**

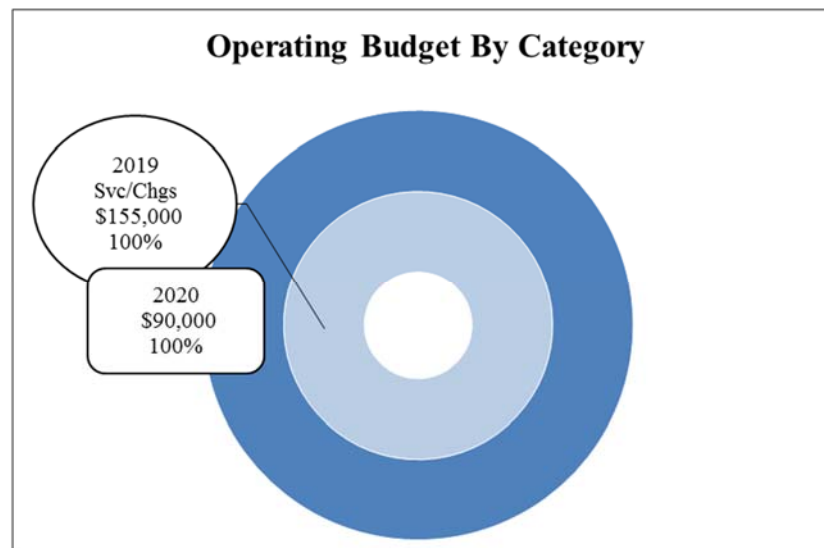
Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
001	General Government	\$ 282,611	\$296,382	\$343,087	\$380,150	\$378,749	\$ 285,996	\$ 290,971	\$ (94,154)	-24.8%
Total Revenues:		\$ 282,611	\$ 296,382	\$ 343,087	\$ 380,150	\$ 378,749	\$ 285,996	\$ 290,971	\$ (94,154)	-24.8%
Expenditure Summary:										
11.xxx	Salaries & Wages	163,029	134,387	170,300	177,617	177,617	134,532	137,968	(43,085)	-24.3%
21.xxx	Benefits	54,093	46,425	83,500	85,084	85,084	51,473	54,048	(33,611)	-39.5%
31.xxx	Other Operating Supplies	677	1,418	500	500	467	100	100	(400)	-80.0%
31.005	Meeting Food & Beverage	118	52	280	280	280	100	100	(180)	-64.3%
35.xxx	Small Tools/Minor Equip	-	-	-	-	31	-	-	-	n/a
41.xxx	Professional Service	22,282	20,318	40,000	40,000	40,000	40,200	40,200	200	0.5%
43/49.003	Travel & Training	792	1,011	3,290	3,290	3,257	3,865	3,865	575	17.5%
44.xxx	Advertising	7,537	6,002	6,250	6,250	6,250	6,250	6,250	-	0.0%
49.001	Membership Dues	810	280	780	780	780	740	740	(40)	-5.1%
5x.xxx	Intergovernmental	389	864	200	200	200	-	-	(200)	-100.0%
9x.xxx	IS Charges - M&O	29,985	36,102	32,144	35,500	35,500	43,454	44,488	7,954	22.4%
9x.xxx	IS Charges - Reserves	1,683	1,533	2,815	2,815	1,449	1,571	1,365	(1,244)	-44.2%
Subtotal Operating Exp:		\$ 281,395	\$ 248,392	\$ 340,059	\$ 352,316	\$ 350,915	\$ 282,285	\$ 289,124	\$ (70,031)	-19.9%
Capital & One-time Funding:										
	Capital & One-Time	1,216	47,990	3,028	27,834	27,834	3,711	1,847	(24,123)	-86.7%
Subtotal One-time Exp:		\$ 1,216	\$ 47,990	\$ 3,028	\$ 27,834	\$ 27,834	\$ 3,711	\$ 1,847	\$ (24,123)	-86.7%
Total Expenditures:		\$ 282,611	\$ 296,382	\$ 343,087	\$ 380,150	\$ 378,749	\$ 285,996	\$ 290,971	\$ (94,154)	-24.8%

**LEGAL SERVICES ELECTION SERVICES****Responsible Manager:** *Briana Schumacher, City Clerk***PURPOSE/DESCRIPTION**

The Election Services Division ensures compliance with election requirements and is responsible for coordinating all City election procedures with the County Auditor. The division provides information and inquiries relating to funding for municipal elections as well as the referendum and initiative process.

**GOAL/OBJECTIVES**

- Provide timely and useful information relative to election laws as required by State statutes.
- Assist in the initiative and referendum process.



**LEGAL SERVICES ELECTION SERVICES**Responsible Manager: *Briana Schumacher, City Clerk***HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$155K in 2019 and \$90K in 2020. The 2019 adopted operating budget is a 72.2% or \$65K increase from the 2018 adjusted budget. Highlights of the 2019 adopted operating budget compared to the 2018 adjusted budget are as follows:

- Professional Services \ Intergovernmental - the changes are due primarily; professional services costs increase due to primary election in odd numbered years; and to the change in accounting practices moving intergovernmental charges to primarily professional services.

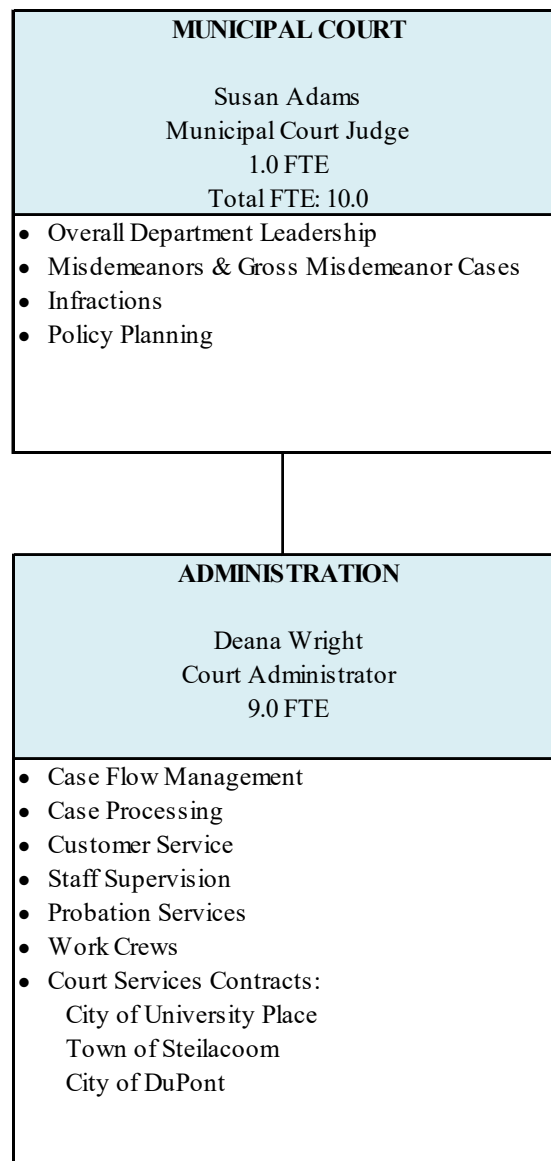
**REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end			Adopted	Adopted
Revenue Summary:										
001	General Government	\$ 75,071	\$113,782	\$ 90,000	\$ 90,000	\$ 90,000	\$ 155,000	\$ 90,000	\$ 65,000	72.2%
Total Revenues:		\$ 75,071	\$113,782	\$ 90,000	\$ 90,000	\$ 90,000	\$ 155,000	\$ 90,000	\$ 65,000	72.2%
Expenditure Summary:										
41.xxx	Professional Service	-	-	-	-	-	155,000	90,000	155,000	n/a
5x.xxx	Intergovernmental	75,071	113,782	90,000	90,000	90,000	-	-	(90,000)	-100.0%
Subtotal Operating Exp:		\$ 75,071	\$113,782	\$ 90,000	\$ 90,000	\$ 90,000	\$ 155,000	\$ 90,000	\$ 65,000	72.2%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 75,071	\$113,782	\$ 90,000	\$ 90,000	\$ 90,000	\$ 155,000	\$ 90,000	\$ 65,000	72.2%



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*Does not include Court Clerk 0.50 FTE limited term position with 12/31/2020 expiration date.*

**MUNICIPAL COURT****Responsible Manager:** *Susan Adams, Municipal Court Judge***2017/2018 ACCOMPLISHMENTS**

- Recruited a new Judge for 2017 – 2021.
- Implemented Municipal Court Workflow System (O Court).
- Implemented electronic files.
- Implemented Veterans Court.
- Streamlined Court processes to improve overall Court efficiency (example - declogging court calendar by implementing defendant tardiness policy).
- Reevaluated indigent screening program.
- Represented Municipal Court on the DMCJA (District and Municipal Court Management Association) Therapeutic Courts Committee (Judge spoke at the Fall 2018 Judicial Conference re: Veterans Court).
- Continued cross-training for broader coverage and greater efficiency and effectiveness.

**2019/2020 ANTICIPATED KEY PROJECTS**

- Implement DMS (Document Management System) system to realize fully paperless system.
- Continue to evaluate video hearings with Pierce County Jail.
- Expand Veterans Court (possible federal grant and explore other partnership opportunities).
- Evaluate Community/Mental Health Court models.
- Continue alternative sentencing programs such as Work Crew and Electronic Home Monitoring.
- Transfer all collection accounts to Dynamic for Court efficiency and improved customer service.
- Continue service on DMCJA Therapeutic Courts Committee.

**MUNICIPAL COURT****Responsible Manager: Susan Adams, Municipal Court Judge****PRIMARY ALIGNMENT WITH CITY COUNCIL GOALS / STRATEGIC PLAN OBJECTIVES AND STRATEGIES**Public Safety:

3.3 Provide resources to support the health, welfare, and safety of the community.

- C. Support creative criminal justice and alternative diversion programs.

Fiscal Responsibility:

4.3 Make smart investments in people, places, and resources.

- A. Continue to hire and cultivate top tier City personnel.

Transparency:

5.1 Dynamically promote a positive image of Lakewood.

- A. Expend meaningful, two-way communication opportunities with community stakeholders and regional partners.

5.3 Develop measurable outcomes and compare these to national benchmarks.

- A. Provide quarterly updates that highlight specific advancements or projects within goal areas.

**DEPARTMENT FUNCTIONS BY CRITERIA**Legally Mandated

- Adjudication of misdemeanor and gross misdemeanor offenses committed by adults. RCW 39.24.180
- Compliance with GR 31.1 (Court's version of PRA)

Important

- Provide Veterans Treatment Court for eligible military veterans
- Paperless System
- Video hearings for inmates, thus avoiding transport costs
- Alternative sentencing for non-violent offenders
- Collections amnesty program
- Streamlining of interpreters
- Regular evaluation of staffing needs
- Issuance of no-contact orders
- Issuance of Firearm Surrender Orders
- Issuance of arrest warrants
- Jail sentences in appropriate cases
- Bail in appropriate cases
- Suspension of driver's licenses
- Requirement of treatment when appropriate
- Requirement of ignition interlock devices on motor vehicles when appropriate
- Work crew sentences to improve public facilities and hold offenders accountable
- Probation services for Lakewood and all contract jurisdictions
- Photo Enforcement
- Code Enforcement

**MUNICIPAL COURT****Responsible Manager: Susan Adams, Municipal Court Judge****POSITION INVENTORY**

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
Municipal Court Judge	1.00	1.00	1.00	1.00	1.00	1.00	1.00	Employment Contract
Court Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	52
Court Compliance Officer	3.00	3.00	3.00	3.00	3.00	3.00	3.00	30
Lead Court Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00	28
Court Clerk	6.50	5.00	5.00	5.00	5.00	4.00	4.00	18
<b>Total Regular Staffing</b>	<b>12.50</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>	<b>10.00</b>	
<b>Change from prior year</b>	-	(1.50)	-	-	-	(1.00)	-	
Court Clerk*	-	-	-	-	-	0.50	0.50	18
<b>Total Limited Term</b>	-	-	-	-	-	<b>0.50</b>	<b>0.50</b>	
<b>Total Regular &amp; Limited Term</b>	<b>12.50</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>10.50</b>	<b>10.50</b>	

\* Limited term position with 12/31/2020 expiration date.

Position Title	Group	FTE	2019			2020		
			Salary	Benefits	Total	Salary	Benefits	Total
Municipal Court Judge	Non-Rep	1.00	\$ 152,860	\$ 52,683	\$ 205,543	\$ 157,441	\$ 55,243	\$ 212,684
Court Administrator	Non-Rep	1.00	97,080	38,055	135,135	99,976	39,753	139,729
Lead Court Clerk	AFSCME	1.00	73,080	41,927	115,007	73,080	44,593	117,673
Court Compliance Officer	AFSCME	1.00	76,056	44,709	120,765	76,056	47,384	123,440
Court Compliance Officer	AFSCME	1.00	75,209	44,058	119,267	76,056	46,196	122,252
Court Compliance Officer	AFSCME	1.00	61,988	38,057	100,045	63,232	39,997	103,229
Court Clerk	AFSCME	1.00	60,000	26,725	86,725	60,000	28,163	88,163
Court Clerk	AFSCME	1.00	63,000	14,242	77,242	63,000	14,315	77,315
Court Clerk	AFSCME	1.00	61,200	26,897	88,097	61,200	28,442	89,642
Court Clerk	AFSCME	1.00	57,984	39,363	97,347	59,280	42,260	101,540
<b>Total - Municipal Court</b>		<b>10.00</b>	<b>\$ 778,457</b>	<b>\$ 366,716</b>	<b>\$ 1,145,173</b>	<b>\$ 789,321</b>	<b>\$ 386,346</b>	<b>\$ 1,175,667</b>

**ADOPTED PROGRAM CHANGES**

Service/ Program	Description & Justification, and Operational Impact	Change		2019		2020	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Court Clerk	Eliminate Vacant Court Clerk 1.0 FTE	(1.00)	-	\$ -	\$ (84,251)	\$ -	\$ (87,357)
	<b>Total - Municipal Court</b>	<b>(1.00)</b>	<b>-</b>	<b>\$ -</b>	<b>\$ (84,251)</b>	<b>\$ -</b>	<b>\$ (87,357)</b>

**MUNICIPAL COURT**Responsible Manager: *Susan Adams, Municipal Court Judge***ADOPTED PROGRAM CHANGES (continued)**

<b>OJP Grant: Veterans Court Grant</b>	<b>FTE</b>	<b>Annual Cost</b>	<b>Year 1 2019</b>	<b>Year 2 2020</b>	<b>Year 3 2021</b>	<b>Year 4 2022</b>	<b>Total</b>
<b>Local Match (In Existing Budget)</b>			<b>\$42,170</b>	<b>\$42,170</b>	<b>\$42,170</b>	<b>\$42,170</b>	<b>\$168,682</b>
<b>Federal Grant</b>			<b>\$105,306</b>	<b>\$130,037</b>	<b>\$132,328</b>	<b>\$132,328</b>	<b>\$500,000</b>
<b>Local Match:</b>			<b>\$ 42,170</b>	<b>\$ 42,170</b>	<b>\$ 42,170</b>	<b>\$ 42,170</b>	<b>\$ 168,682</b>
<b>Salaries</b>			<b>\$ 29,544</b>	<b>\$ 29,544</b>	<b>\$ 29,544</b>	<b>\$ 29,544</b>	<b>\$ 118,176</b>
Court Administrator/Coordinator	0.10	\$95,292	9,529	9,529	9,529	9,529	38,116
Judge	0.05	\$150,048	7,502	7,502	7,502	7,502	30,008
Court Clerk	0.05	\$58,260	2,913	2,913	2,913	2,913	11,652
Court Compliance Officer	0.13	\$73,848	9,600	9,600	9,600	9,600	38,400
<b>Benefits</b>			<b>\$ 12,626</b>	<b>\$ 12,626</b>	<b>\$ 12,626</b>	<b>\$ 12,626</b>	<b>\$ 50,504</b>
Court Administrator/Coordinator	0.10	\$35,136	3,514	3,514	3,514	3,514	14,056
Judge	0.05	\$50,880	2,544	2,544	2,544	2,544	10,176
Court Clerk	0.05	\$24,240	1,221	1,221	1,221	1,221	4,884
Court Compliance Officer	0.13	\$41,136	5,348	5,348	5,348	5,348	21,392
<b>Federal Grant Funded:</b>			<b>\$ 105,306</b>	<b>\$ 130,037</b>	<b>\$ 132,328</b>	<b>\$ 132,328</b>	<b>\$ 500,000</b>
<b>Salaries</b>			<b>\$ 29,539</b>	<b>\$ 36,924</b>	<b>\$ 36,924</b>	<b>\$ 36,924</b>	<b>\$ 140,311</b>
Court Compliance Officer	0.40 1st Year 0.50 Thereafter	\$73,848	29,539	36,924	36,924	36,924	140,311
<b>Benefits</b>			<b>\$ 16,454</b>	<b>\$ 20,568</b>	<b>\$ 20,568</b>	<b>\$ 20,568</b>	<b>\$ 78,158</b>
Court Compliance Officer	0.40 1st Year 0.50 Thereafter	\$41,136	16,454	20,568	20,568	20,568	78,158
<b>Travel &amp; Training (Veterans/Drug Court)</b>			<b>\$ 5,850</b>	<b>\$ 5,850</b>	<b>\$ 5,850</b>	<b>\$ 5,850</b>	<b>\$ 23,400</b>
TBD Airfare (\$500 average x 3 people)			1,500	1,500	1,500	1,500	6,000
TBD Lodging (\$150 average x 3 days x 3 people)			1,350	1,350	1,350	1,350	5,400
Per Diem Food (\$50 average x 4 days x 3 people)			600	600	600	600	2,400
Airport Transportation (100 parking x 3 people)			300	300	300	300	1,200
Conference Registration (\$700 x 3 people)			2,100	2,100	2,100	2,100	8,400
<b>Supplies</b>			<b>\$ 4,160</b>	<b>\$ 9,360</b>	<b>\$ 11,651</b>	<b>\$ 11,651</b>	<b>\$ 36,822</b>
Bus Passes			4,160	9,360	11,651	11,651	36,822
<b>Subawards</b>			<b>\$ 41,503</b>	<b>\$ 49,535</b>	<b>\$ 49,535</b>	<b>\$ 49,535</b>	<b>\$ 190,108</b>
Eileen O'Brien, MS (Evaluator/Information Manager)			9,375	9,375	9,375	9,375	37,500
Substance User Disorder Counselor (Pierce County Alliance)			24,128	30,160	30,160	30,160	114,608
Veterans Court Prosecutor (Kymm Cox or designated attorney)			4,000	5,000	5,000	5,000	19,000
Veterans Court Defense Attorney (Angela Horwath or designated attorney)			4,000	5,000	5,000	5,000	19,000
<b>Consultant Travel</b>			<b>\$ 7,800</b>	<b>\$ 7,800</b>	<b>\$ 7,800</b>	<b>\$ 7,800</b>	<b>\$ 31,200</b>
TBD Airfare (\$500 average x 4 people)			2,000	2,000	2,000	2,000	8,000
TBD Lodging (\$150 average x 3 days x 4 people)			1,800	1,800	1,800	1,800	7,200
Per Diem Food (\$50 average x 4 days x 4 people)			800	800	800	800	3,200
Airport Transportation (100 parking x 4 people)			400	400	400	400	1,600
Conference Registration (\$700 x 4 people)			2,800	2,800	2,800	2,800	11,200
<b>Limited Term Position Request</b>	<b>FTE</b>		<b>Year 1 2019</b>	<b>Year 2 2020</b>	<b>Year 3 2021</b>	<b>Year 4 2022</b>	<b>Total</b>
Court Clerk <sup>(2)</sup>	0.50		\$ 43,700	\$ 44,600	\$ -	\$ -	\$ 88,300
Offset by Court Compliance Officer Savings	0.40 1st Year 0.50 Thereafter		(45,994)	(57,492)	(57,492)	(57,492)	(218,470)
<b>Net Cost / (Savings)</b>			<b>\$ (2,294)</b>	<b>\$ (12,892)</b>	<b>\$ (57,492)</b>	<b>\$ (57,492)</b>	<b>\$ (130,170)</b>

(1) Grant Award of \$550,000 is \$50,000 greater than figures provided on this table. Per the funding agency, the additional amount is for mentoring program and that the reason why they did not announce it is because they are looking into whether a 25% local match is required.

(2) Limited term position with end date of 12/31/2020. After that all departments will evaluate service delivery options going into 2021/2022 budget process.

## MUNICIPAL COURT

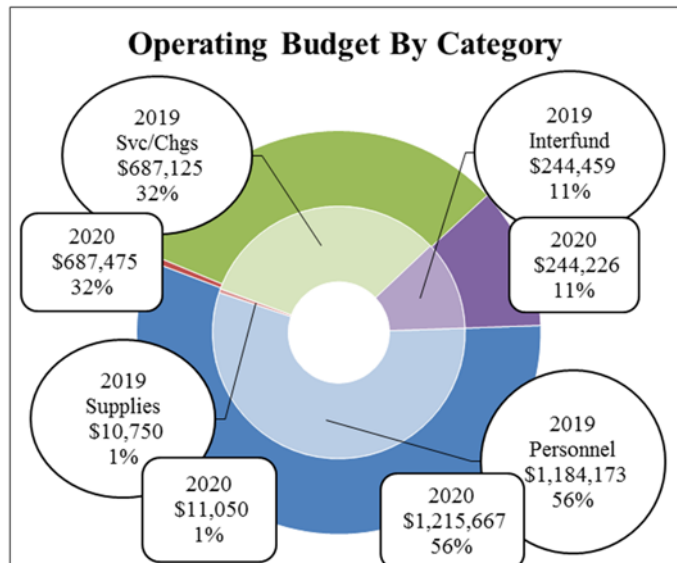
**Responsible Manager:** *Susan Adams, Municipal Court Judge*

### PURPOSE & DESCRIPTION

The Municipal Court is a court of limited jurisdiction that handles infractions, misdemeanors and gross misdemeanor offenses that occur in the City of Lakewood. The Municipal Court provides court services on a contract basis to the City of University Place, Town of Steilacoom and the City of DuPont. Programs of the Municipal Court include: Veterans Treatment Court; Municipal Court community presentations; transportation of defendants to court for pending hearings; electronic home monitoring (EHM); community service work crew program; probation; and court hearings via video at Nisqually Corrections.

### GOALS/OBJECTIVES

- Dispense fair, equitable justice to deter crime and to safeguard the community.
- Utilize a therapeutic court model such as Veterans Court in appropriate cases.
- Ensure compliance with laws set forth by the City, State and Constitution.
- Effectively monitor defendants to confirm compliance with court ordered conditions.
- Fiscal responsibility.



### PERFORMANCE MEASURES

Measure	Target	2017 Actual	2018 Est	2019 Est	2020 Est
# of community presentations per year	8	11	9	9	9
# of incidents with offenders involving risk management	0	0	0	0	0
# of work crews hours performed annually in lieu of jail	n/a	1936	1,943	1,940	1,940
Cost saved by using alternative sentencing	n/a	\$70,093	\$44,516	\$48,000	\$48,000
Cost saved from reduced number of court transports	\$35,000	\$22,699	\$26,828	\$35,000	\$35,000
# of veterans court participants	n/a	4	5	14	17

**MUNICIPAL COURT****Responsible Manager: Susan Adams, Municipal Court Judge****HIGHLIGHTS / CHANGES**

The adopted operating budget totals \$2.13M in 2019 and \$2.13M in 2020. The 2019 adopted budget is a 1.1% decrease from the 2018 adjusted budget. Highlights of the 2019 adopted operating budget compared to the 2018 adjusted budget are as follows:

- Salaries & Wages / Benefits – the decrease is due primarily to the elimination of the vacant court clerk offset by step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, and increases in healthcare premiums.
- Overtime – the increase is for municipal court operations.
- Temporary Help – the increase is due to pro-tem judge utilized to cover judge's time in executive leadership team meetings, leadership academy, training including those that are mandatory, and earned time off.
- Office Supplies – the decrease is in operational supplies.
- Professional Services – the decrease due primarily to public defender services.
- Internal Service M&O Charges – the increases are due to increases in risk management for WCIA assessment, information technology for projects implemented in the last budget cycle, and property management to better reflect actual property management personnel costs.
- Internal Service Reserve Charges – the decrease is due to aligning collections based on anticipated collections.

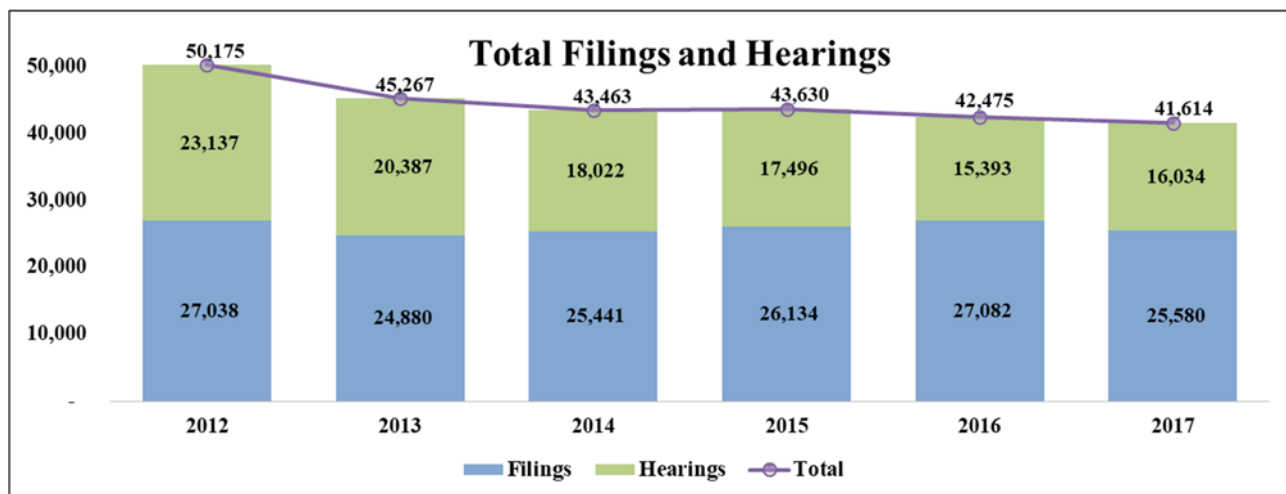
**REVENUE & EXPENDITURE SUMMARY**

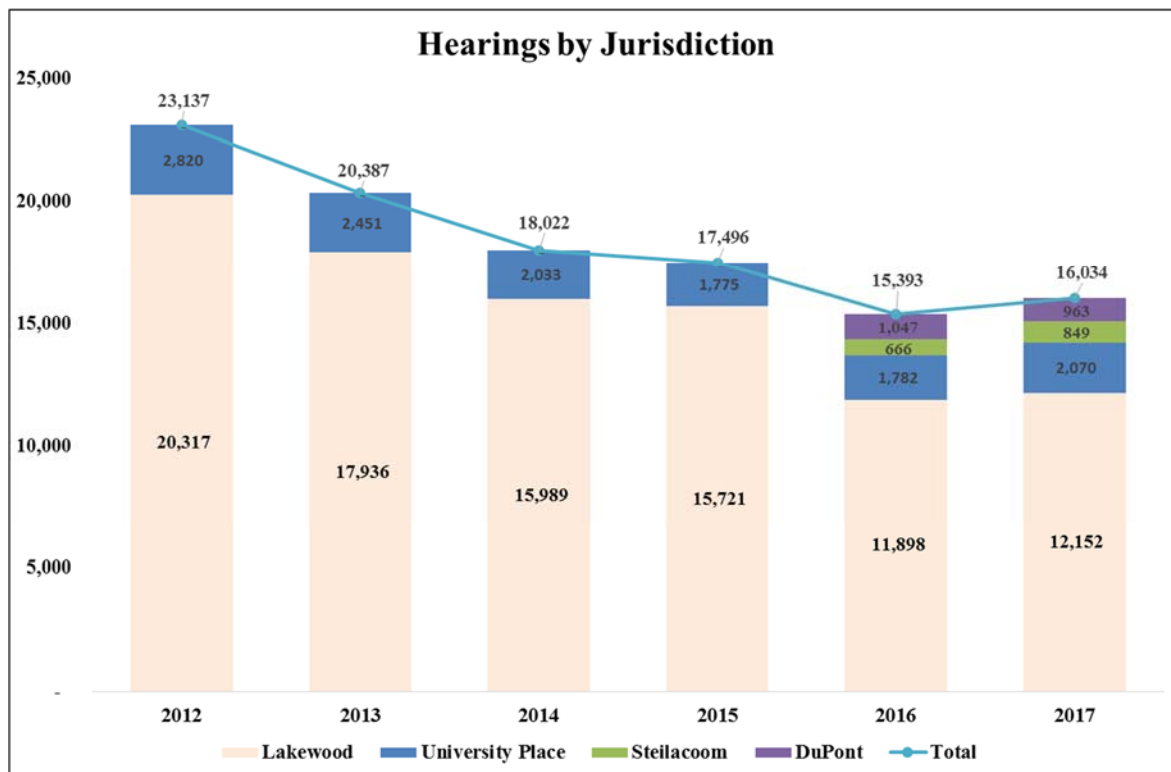
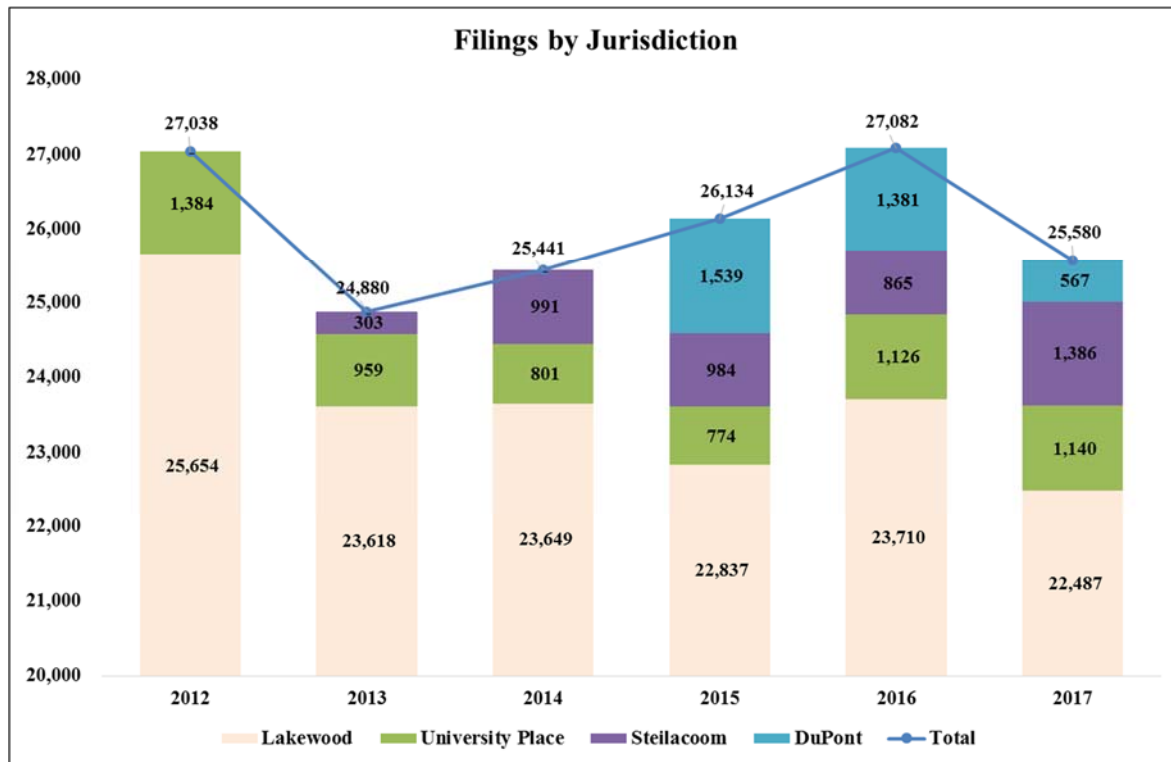
Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
001	Fines & Forfeitures	\$ 1,030,358	\$ 897,285	\$1,282,219	\$ 882,200	\$ 860,900	\$ 860,900	\$ 860,900	\$ (21,300)	-2.4%
001	Contract Rev-Univ Place	124,711	275,407	190,983	263,887	285,396	294,000	294,000	30,113	11.4%
001	Contract Rev-Steilacoom	92,349	111,246	93,905	117,769	111,540	114,900	114,900	(2,869)	-2.4%
001	Contract Rev-DuPont	131,060	181,439	122,838	116,474	40,301	108,400	108,400	(8,074)	-6.9%
001	General Government	572,904	575,391	380,870	860,993	922,355	766,861	789,458	(94,132)	-10.9%
195	Grants	10,000	-	-	80,000	80,000	105,306	130,037	25,306	31.6%
Total Revenues:		\$ 1,961,382	\$ 2,040,768	\$ 2,070,815	\$ 2,321,323	\$ 2,300,492	\$ 2,250,367	\$ 2,297,695	\$ (70,956)	-3.1%
Expenditure Summary:										
11.xxx	Salaries & Wages	769,192	744,876	763,324	794,814	794,814	778,457	789,321	(16,357)	-2.1%
11.002/4	Overtime	5,336	23,433	15,330	15,330	26,885	17,000	16,000	1,670	10.9%
11.011/12	Temporary Help	18,963	21,775	20,000	20,000	25,000	22,000	24,000	2,000	10.0%
21.xxx	Benefits	335,610	344,584	354,645	362,643	363,178	366,716	386,346	4,073	1.1%
31.xxx	Office Supplies	7,905	6,055	11,750	11,750	7,500	7,500	7,500	(4,250)	-36.2%
31.003	Office Forms & Publications	4,965	120	10,000	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	-	136	-	-	-	-	-	-	n/a
31.008	Clothing/Uniform	1,167	2,175	800	800	2,500	2,500	2,800	1,700	212.5%
35.xxx	Small Tools/Minor Equip	1,111	4,440	750	750	750	750	750	-	0.0%
41.xxx	Professional Service	583,554	615,593	608,800	658,800	652,000	624,800	624,800	(34,000)	-5.2%
43/49.003	Travel & Training	4,343	3,956	4,100	4,100	4,950	4,700	4,700	600	14.6%
47.xxx	Utilities	1,996	1,996	1,900	1,900	2,000	2,000	2,200	100	5.3%
48.xxx	Repairs & Maintenance	98	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	940	1,340	930	930	1,050	1,075	1,225	145	15.6%
49.xxx	Other Charges & Services	47,541	46,327	56,500	56,500	35,190	54,550	54,550	(1,950)	-3.5%
9x.xxx	IS Charges - M&O	157,046	181,853	184,396	201,180	201,180	232,075	237,246	30,895	15.4%
9x.xxx	IS Charges - Reserves	5,539	12,196	20,105	20,105	11,774	12,384	6,980	(7,721)	-38.4%
Subtotal Operating Exp:		\$ 1,945,305	\$ 2,010,854	\$ 2,053,330	\$ 2,149,602	\$ 2,128,771	\$ 2,126,507	\$ 2,158,418	\$ (23,095)	-1.1%
Capital & One-time Funding:										
	Capital & One-Time	16,077	29,914	17,485	171,721	171,721	123,860	139,277	(47,861)	-27.9%
Subtotal One-time Exp:		\$ 16,077	\$ 29,914	\$ 17,485	\$ 171,721	\$ 171,721	\$ 123,860	\$ 139,277	\$ (47,861)	-27.9%
Total Expenditures:		\$ 1,961,382	\$ 2,040,768	\$ 2,070,815	\$ 2,321,323	\$ 2,300,492	\$ 2,250,367	\$ 2,297,695	\$ (70,956)	-3.1%



**MUNICIPAL COURT**Responsible Manager: *Susan Adams, Municipal Court Judge***STATISTICAL INFORMATION – FILINGS & HEARINGS**

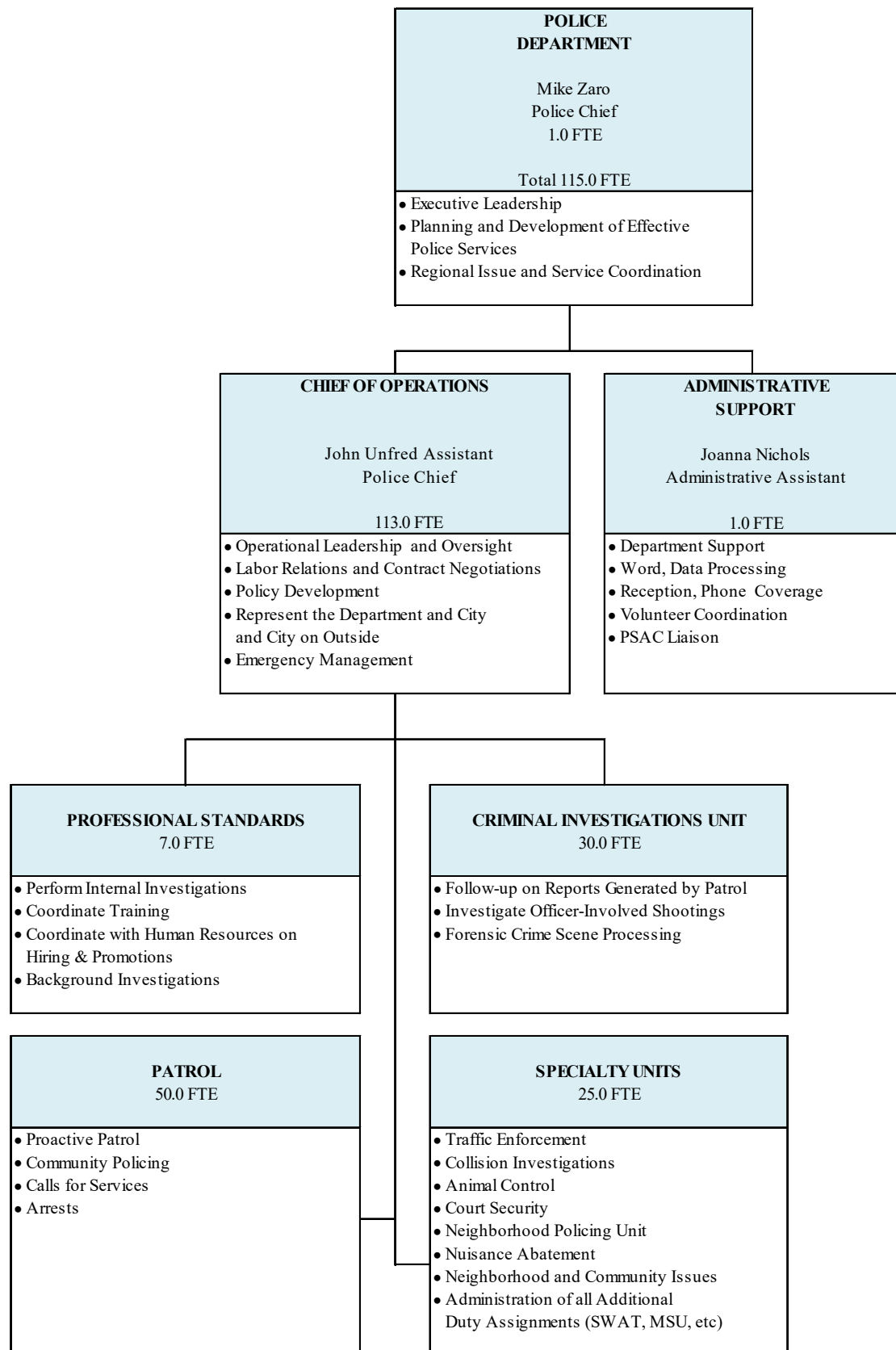
	FILINGS					HEARINGS			
	Infractions	Criminal	DV	Photo/ Camera	Total Filings	Infractions	Criminal	Photo/ Camera	Total Hearings
<b>2017</b>	<b>5,896</b>	<b>2,264</b>	<b>525</b>	<b>10,770</b>	<b>19,455</b>	<b>2,014</b>	<b>9,836</b>	<b>293</b>	<b>12,143</b>
Lakewood	4,209	1,607	403	10,770	16,989	1,467	7,384	293	9,144
University Place	501	311	88	-	900	177	1,455	-	1,632
Steilacoom	897	150	22	-	1,069	187	445	-	632
DuPont	289	196	12	-	497	183	552	-	735
<b>2016</b>	<b>6,250</b>	<b>2,780</b>	<b>498</b>	<b>11,938</b>	<b>21,466</b>	<b>2,015</b>	<b>9,026</b>	<b>289</b>	<b>11,330</b>
Lakewood	4,470	2,018	375	11,938	18,801	1,526	6,919	289	8,734
University Place	477	334	93	-	904	130	1,152	-	1,282
Steilacoom	528	124	18	-	670	138	365	-	503
DuPont	775	304	12	-	1,091	221	590	-	811
<b>2015</b>	<b>8,661</b>	<b>3,295</b>	<b>529</b>	<b>8,343</b>	<b>20,828</b>	<b>3,800</b>	<b>9,365</b>	<b>285</b>	<b>13,450</b>
Lakewood	6,908	2,620	412	8,343	18,283	3,616	8,229	285	12,130
University Place	255	346	-	-	601	184	1,136	-	1,320
Steilacoom	611	164	-	-	775	-	-	-	-
DuPont	887	165	117	-	1,169	-	-	-	-
<b>2014</b>	<b>8,161</b>	<b>2,862</b>	<b>374</b>	<b>7,443</b>	<b>18,840</b>	<b>3,729</b>	<b>9,464</b>	<b>336</b>	<b>13,529</b>
Lakewood	7,303	2,406	374	7,443	17,526	3,473	8,197	336	12,006
University Place	290	317	-	-	607	256	1,267	-	1,523
Steilacoom	568	139	-	-	707	-	-	-	-
DuPont	-	-	-	-	-	-	-	-	-
<b>2013</b>	<b>7,526</b>	<b>3,309</b>	<b>-</b>	<b>8,604</b>	<b>19,439</b>	<b>4,654</b>	<b>10,576</b>	<b>536</b>	<b>15,766</b>
Lakewood	7,168	2,860	-	8,604	18,632	4,374	9,011	536	13,921
University Place	283	432	-	-	715	280	1,565	-	1,845
Steilacoom	75	17	-	-	92	-	-	-	-
DuPont	-	-	-	-	-	-	-	-	-
<b>2012</b>	<b>8,088</b>	<b>3,852</b>	<b>-</b>	<b>8,310</b>	<b>20,250</b>	<b>5,853</b>	<b>11,600</b>	<b>575</b>	<b>18,028</b>
Lakewood	7,570	3,277	-	8,310	19,157	5,351	9,970	575	15,896
University Place	518	575	-	-	1,093	502	1,630	-	2,132
Steilacoom	-	-	-	-	-	-	-	-	-
DuPont	-	-	-	-	-	-	-	-	-



**MUNICIPAL COURT**Responsible Manager: *Susan Adams, Municipal Court Judge***STATISTICAL INFORMATION – FILINGS & HEARINGS**



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## POLICE **DEPARTMENT OVERVIEW**

**Responsible Manager:** *Mike Zaro, Police Chief*

### 2017/2018 ACCOMPLISHMENTS

- Continued to meet core mission of the department.
- Expanded in car camera program.
- Continued the use of PredPol and evaluate its effectiveness on property crime reduction.
- Continued aggressive recruitment and hiring to keep up with anticipated attrition, due primarily to retirements.
- Worked to mitigate the impacts of homelessness on residents and businesses.
- Developed leadership training curriculum for members of the department interested in future leadership roles
- Established the State's first Officers certified as Phlebotomists Training, Incident Command System (ICS), Comprehensive Emergency Management Response Team (CERT) training, PC Alert, and Emergency Coordination Center (ECC) location(s)
- Continued embedded Behavioral Health Contact Team program.
- Received AWC award for Municipal Excellence in Public Safety.
- Responded to AMTRAK derailment that garnered national attention.

### 2019/2020 ANTICIPATED KEY PROJECTS

- Continue implementing in-car camera systems.
- Revitalize the bike patrol unit for parks and isolated neighborhoods.
- Expand attendance of the CJTC West Point Leadership or Leadership In Police Organizations course.
- Continue with aggressive hiring to keep pace with attrition.
- Develop deployment plans for Tillicum and Woodbrook neighborhoods during I-5 construction project.
- Create a Community Academy that is taught by officers and exposes community members to police work.
- Evaluate replacement of PredPol predictive policing program.

## POLICE **DEPARTMENT OVERVIEW**

Responsible Manager: *Mike Zaro, Police Chief*

### PRIMARY ALIGNMENT WITH CITY COUNCIL GOALS / STRATEGIC PLAN OBJECTIVES AND STRATEGIES

#### Public Safety:

- 3.1 Improve community safety and reduce crime through data driven processes.
  - A. Enhance law enforcement services through ongoing training and new technologies.
- 3.2 Match perception of public safety with reality.
  - A. Promote advancement and achievements in public safety that includes publicizing the safety of the community.
- 3.3 Provide resources to support the health, welfare, and safety of the community.
  - A. Increase proactive abatement, code enforcement and housing safety programs.
- 3.4 Expand community outreach and educational programs
  - B. Continue innovative approaches to address mental health and reduce homelessness.
  - C. Emphasize crime prevention through public education.
  - D. Continue innovative approaches to address mental health and reduce homelessness.

#### Fiscal Responsibility:

- 4.1 Provide efficient and effective municipal services.
  - A. Invest resources in core functions based on priorities and data driven metrics.
  - B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- 4.3 Make smart investments in people, places, and resources.
  - A. Continue to hire and cultivate top tier City personnel.

#### Transparency:

- 5.1 Dynamically promote a positive image of Lakewood.
  - B. Enhance City's image through positive spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.

## **POLICE DEPARTMENT OVERVIEW**

**Responsible Manager:** *Mike Zaro, Police Chief*

### **DEPARTMENT FUNCTIONS BY CRITERIA**

#### Legally Mandated

- Respond to 911 Calls for Service
- Respond to Vehicle Collisions

#### Important

- Behavioral Health Contact Team
- Special Assaults Investigations
- Community Safety Resources Team
  - Code Enforcement
  - Cleanup Blighted Property and Dump sites
  - Nuisance Abatement
- Property Crimes Investigations

#### Discretionary

- Traffic Enforcement
- Neighborhood Policing
- Animal Control
- Front Counter Services
- Narcotics and Vice Enforcement
- Investigation of Non-Domestic Violence Misdemeanor Assaults



**POLICE DEPARTMENT OVERVIEW**Responsible Manager: *Mike Zaro, Police Chief***ADOPTED SERVICE/PROGRAM CHANGES**

Service/ Program	Description & Justification, and Operational Impact	Change		2019		2020	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Position Vacancy Savings	Anticipated Position Vacancy Savings	-	-	\$ -	\$ (200,000)	\$ -	\$ (200,000)
SWAT Service Delivery	Form Lakewood Police Department High Risk Warrant Team (HRWT) and contract annually with Pierce County Sheriffs Department (PCSD) for SWAT responses in Lakewood. Eliminate 1 commissioned position through attrition.	(1.00)	-	\$ 154,800	\$ (72,569)	\$ -	\$ (82,231)
Fleet & Equip Reserves	Defer Collection of Fleet & Equipment Reserves by 1 Year (Extend Life by 1-Year).	-	-	\$ -	\$ -	\$ (529,471)	\$ -
<b>Total - Police</b>		<b>(1.00)</b>	<b>-</b>	<b>\$ 154,800</b>	<b>\$(272,569)</b>	<b>\$(529,471)</b>	<b>\$(282,231)</b>

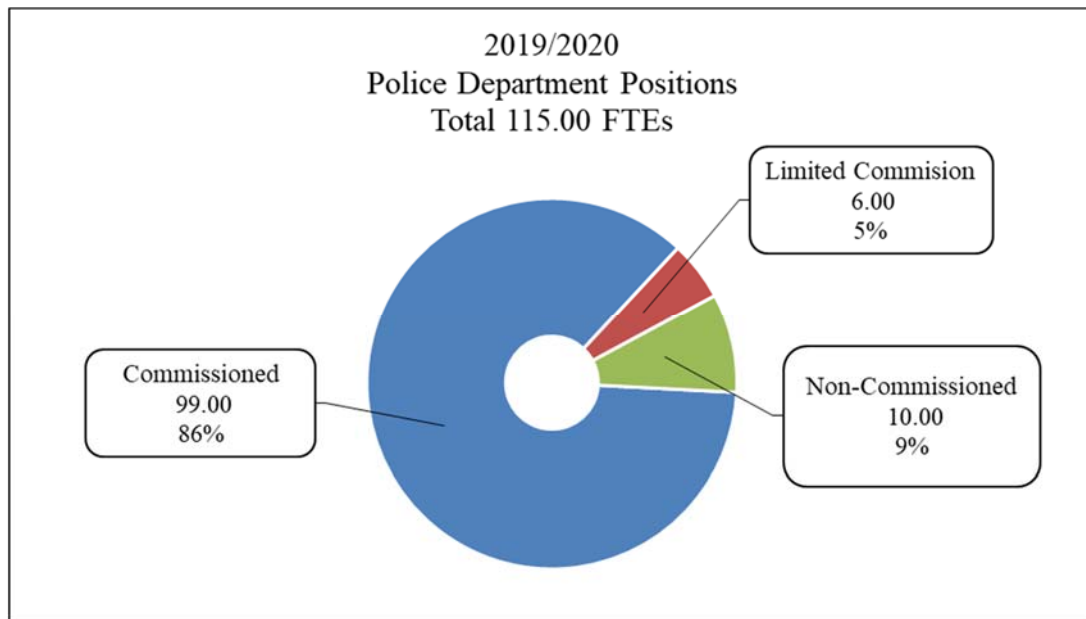
LPD High risk Warrant Team and Contract with PCSD		2019	2020
<b>Sources</b>		<b>\$ 188,623</b>	<b>\$ 200,407</b>
Eliminate SWAT Non-FTE Budget		70,130	70,130
Eliminate Police Officer 1.0 FTE		118,493	130,277
<b>Uses</b>		<b>\$ 116,054</b>	<b>\$ 118,176</b>
Contracted Services with Pierce County Sheriff's Department		59,509	61,139
LPD Personnel Overtime		16,415	16,907
LPD Equipment (\$40,130/year):			
New Issue/Replacement Uniforms		1,500	1,500
Ammunition		22,800	22,800
Batteries Minor Equipment Repair Or Replacement		800	800
Breacher's Tape and Equipment		500	500
Chemical Agent Storage And Replacement		3,500	3,500
Night Vision Bridge Mounts for Dual Tube Conversions		1,800	1,800
Ballistic Eye Protection		330	330
Helmet Strobe Lights		300	300
Ballistic Helmets With Attachments		1,600	1,600
Tactical Armor To Replace Expired		7,000	7,000
<b>Net Ongoing Cost / (Savings)</b>		<b>\$ (72,569)</b>	<b>\$ (82,231)</b>
<b>Total Biennium Ongoing Cost / (Savings)</b>		<b>\$ (154,800)</b>	
<b>1-Time/Startup</b>		<b>\$ 154,800</b>	<b>\$ -</b>
Ballistic Helmet, Level IIIA, complete		3,200	
Ballistic Vest complete with level IIIA soft panels and level III/IV rifle plates, pouches, etc.		10,000	
Entry Rifle, complete with optics, white light, visible/IR laser, sling, etc.		12,000	
Tactical Uniform, Crye Precision, Shirt and Trousers		2,000	
Personal Protective Equipment (safety glasses, gloves, etc.)		800	
Pistol Belt, Holster, Magazine Pouches		1,200	
Chemical Agent Mask/Protective Respirator with Voice Emitter		3,600	
Integrated Radio Communications Headset/Electronic Hearing Protection		6,000	
Night Vision Goggles for Low-Light Operations (dual-tube)		28,000	
Individual Trauma-Aid Kit		600	
<b>Subtotal - Equipment for 4 LPD Officers</b>		<b>\$ 67,400</b>	
Digital "Pole Cam" Tactical Surveillance Camera		10,000	
Ballistic Shields, Level IIIA (Pistol-Rated)		9,600	
Ballistic Shields, Level III/IV (Rifle-Rated)		7,800	
Mechanical Breaching Equip - Rams, Sledges, Halligan Tools, Rake/Break Tool, etc. (on-hand)		2,000	
Tactical Robot (on-hand)		30,000	
Team Trauma-Aid Kit		1,000	
Precision Marksman Rifles (complete with magnified optics)		11,000	
Low-Light Observation Scope, Snipers		16,000	
<b>Subtotal - Other Team Equipment Costs</b>		<b>\$ 87,400</b>	
<b>Net Cost / (Savings) without "Bearcat" Rescue Vehicle <sup>(1)</sup></b>		<b>\$ 82,231</b>	<b>\$ (82,231)</b>
<b>Net Biennium Cost / (Savings)</b>			<b>\$ -</b>
<sup>(1)</sup> Lenco "Bearcat" Rescue Vehicle - Purchase Cost \$250,000 (Not in Budget - Evaluation of Purchase to be Determined) - Financing option available through Washington State LOCAL (Local Option Capital Asset Lending) Program			

## POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Mike Zaro, Police Chief*

### DEPARTMENT POSITION INVENTORY

Positions	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	Grade
			Adopted	Adjusted	Year-end			
<b>Commissioned</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>99.00</b>	<b>99.00</b>	
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
Lieutenant	4.00	4.00	4.00	4.00	4.00	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	68.00	68.00	pol
<b>Limited Commission</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	
Community Service Officer	4.00	4.00	4.00	4.00	4.00	4.00	4.00	cso
Animal Control Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00	25
<b>Non-Commissioned</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	
Evidence 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	2.00	2.00	2.00	2.00	2.00	33
Evidence Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00	26
Administrative Assistant	2.00	2.00	2.00	2.00	2.00	2.00	2.00	25
Evidence Custodian	1.00	1.00	1.00	1.00	1.00	1.00	1.00	18
Office Assistant	2.00	2.00	2.00	2.00	2.00	2.00	2.00	18
<b>Total Regular Staffing</b>	<b>116.00</b>	<b>116.00</b>	<b>116.00</b>	<b>116.00</b>	<b>116.00</b>	<b>115.00</b>	<b>115.00</b>	
<i>Change from prior year</i>	-	-	-	-	-	(1.00)	-	



**POLICE DEPARTMENT OVERVIEW**Responsible Manager: *Mike Zaro, Police Chief***DEPARTMENT POSITION INVENTORY (continued)**

Position Title	Group	FTE	2019			2020		
			Salary	Benefits	Total	Salary	Benefits	Total
<b>Total Police</b>		<b>115.00</b>	<b>\$ 11,393,389</b>	<b>\$ 4,753,814</b>	<b>\$ 16,147,203</b>	<b>\$ 12,213,968</b>	<b>\$ 5,063,477</b>	<b>\$ 17,277,445</b>
<b>Commissioned</b>		<b>99.00</b>	<b>\$ 10,078,095</b>	<b>\$ 4,327,295</b>	<b>\$ 14,405,390</b>	<b>\$ 10,888,874</b>	<b>\$ 4,616,592</b>	<b>\$ 15,505,466</b>
Police Chief	Non-Rep	1.00	\$ 157,393	\$ 52,651	\$ 210,044	\$ 162,117	\$ 55,134	\$ 217,251
Assistant Police Chief	Non-Rep	1.00	142,392	50,994	193,386	146,665	53,431	200,096
Lieutenant	LPMG	1.00	140,496	55,664	196,160	140,496	58,289	198,785
Lieutenant	LPMG	1.00	140,496	55,660	196,156	140,496	58,283	198,779
Lieutenant	LPMG	1.00	140,496	55,305	195,801	140,496	57,930	198,426
Lieutenant	LPMG	1.00	140,496	55,643	196,139	140,496	58,268	198,764
Detective	LPIG	1.00	103,920	49,199	153,119	112,392	52,381	164,773
Detective	LPIG	1.00	104,880	46,343	151,223	113,424	49,680	163,104
Detective	LPIG	1.00	103,896	41,235	145,131	112,368	44,139	156,507
Detective	LPIG	1.00	104,880	48,547	153,427	113,424	51,730	165,154
Detective	LPIG	1.00	108,816	49,909	158,725	117,696	53,599	171,295
Detective	LPIG	1.00	102,912	32,486	135,398	111,312	34,556	145,868
Detective	LPIG	1.00	114,792	50,333	165,125	124,152	54,056	178,208
Detective	LPIG	1.00	103,896	50,689	154,585	112,368	53,784	166,152
Detective	LPIG	1.00	110,784	46,761	157,545	119,808	50,133	169,941
Detective	LPIG	1.00	102,912	50,609	153,521	111,312	53,699	165,011
Detective	LPIG	1.00	105,864	50,829	156,693	114,504	53,937	168,441
Sergeant	LPIG	1.00	122,064	52,753	174,817	132,000	56,039	188,039
Sergeant	LPIG	1.00	118,728	51,415	170,143	128,400	55,230	183,630
Sergeant	LPIG	1.00	120,936	52,701	173,637	130,800	55,964	186,764
Sergeant	LPIG	1.00	122,064	34,880	156,944	132,000	36,637	168,637
Sergeant	LPIG	1.00	118,728	43,097	161,825	128,400	46,155	174,555
Sergeant	LPIG	1.00	118,728	44,769	163,497	128,400	47,347	175,747
Sergeant	LPIG	1.00	119,832	51,852	171,684	129,600	54,583	184,183
Sergeant	LPIG	1.00	122,064	51,375	173,439	132,000	55,186	187,186
Sergeant	LPIG	1.00	117,600	49,457	167,057	127,200	52,742	179,942
Sergeant	LPIG	1.00	118,728	48,100	166,828	128,400	51,586	179,986
Sergeant	LPIG	1.00	122,064	52,561	174,625	132,000	55,814	187,814
Sergeant	LPIG	1.00	122,064	49,724	171,788	132,000	52,450	184,450
Sergeant	LPIG	1.00	122,064	51,415	173,479	132,000	55,234	187,234
Sergeant	LPIG	1.00	122,064	51,652	173,716	132,000	55,486	187,486
Police Officer	LPIG	1.00	98,976	31,920	130,896	107,016	33,618	140,634
Police Officer	LPIG	1.00	98,952	48,036	146,988	107,016	51,233	158,249
Police Officer	LPIG	1.00	98,952	35,154	134,106	107,016	37,112	144,128
Police Officer	LPIG	1.00	100,824	48,993	149,817	109,008	52,606	161,614
Police Officer	LPIG	1.00	97,104	40,426	137,530	105,000	43,218	148,218
Police Officer	LPIG	1.00	95,256	48,230	143,486	103,008	51,944	154,952
Police Officer	LPIG	1.00	98,040	40,278	138,318	106,008	43,102	149,110
Police Officer	LPIG	1.00	95,256	45,183	140,439	103,008	48,568	151,576
Police Officer	LPIG	1.00	99,888	48,478	148,366	108,000	52,052	160,052
Police Officer	LPIG	1.00	78,184	37,056	115,240	87,545	40,077	127,622

**POLICE DEPARTMENT OVERVIEW****Responsible Manager: Mike Zaro, Police Chief****DEPARTMENT POSITION INVENTORY (continued)**

Position Title	Group	FTE Funded	2019			2020		
			Salary	Benefits	Total	Salary	Benefits	Total
<b>Commissioned (continued)</b>								
Police Officer	LPIG	1.00	103,680	47,889	151,569	112,104	50,754	162,858
Police Officer	LPIG	1.00	74,295	28,311	102,606	83,193	30,618	113,811
Police Officer	LPIG	1.00	97,104	37,763	134,867	105,000	40,402	145,402
Police Officer	LPIG	1.00	93,204	48,602	141,806	103,008	51,548	154,556
Police Officer	LPIG	1.00	107,376	37,027	144,403	116,112	39,495	155,607
Police Officer	LPIG	1.00	92,472	31,135	123,607	100,008	33,380	133,388
Police Officer	LPIG	1.00	102,672	40,811	143,483	111,000	43,674	154,674
Police Officer	LPIG	1.00	98,040	49,714	147,754	106,008	52,731	158,739
Police Officer	LPIG	1.00	98,952	39,785	138,737	107,016	42,197	149,213
Police Officer	LPIG	1.00	98,040	45,436	143,476	106,008	48,757	154,765
Police Officer	LPIG	1.00	78,184	37,056	115,240	87,545	40,077	127,622
Police Officer	LPIG	1.00	98,040	49,888	147,928	106,008	52,952	158,960
Police Officer	LPIG	1.00	97,104	39,944	137,048	105,000	42,770	147,770
Police Officer	LPIG	1.00	97,104	48,459	145,563	105,000	52,088	157,088
Police Officer	LPIG	1.00	98,040	49,624	147,664	106,008	52,325	158,333
Police Officer	LPIG	1.00	102,672	49,125	151,797	111,000	52,497	163,497
Police Officer	LPIG	1.00	89,406	30,840	120,246	100,068	33,319	133,387
Police Officer	LPIG	1.00	80,001	26,185	106,186	89,575	28,920	118,495
Police Officer	LPIG	1.00	88,208	48,140	136,348	98,776	51,968	150,744
Police Officer	LPIG	1.00	78,184	37,056	115,240	87,545	40,077	127,622
Police Officer	LPIG	1.00	105,456	50,438	155,894	114,000	53,511	167,511
Police Officer	LPIG	1.00	96,192	48,536	144,728	104,016	52,245	156,261
Police Officer	LPIG	1.00	104,184	23,529	127,713	112,512	24,652	137,164
Police Officer	LPIG	1.00	102,672	45,839	148,511	111,000	49,132	160,132
Police Officer	LPIG	1.00	92,306	41,009	133,315	100,008	43,540	143,548
Police Officer	LPIG	1.00	84,648	30,006	114,654	82,534	30,770	113,304
Police Officer	LPIG	1.00	75,913	40,104	116,017	84,997	43,181	128,178
Police Officer	LPIG	1.00	104,520	37,810	142,330	113,016	39,923	152,939
Police Officer	LPIG	1.00	98,040	48,109	146,149	106,008	51,686	157,694
Police Officer	LPIG	1.00	98,952	42,203	141,155	107,016	44,570	151,586
Police Officer	LPIG	1.00	99,888	36,519	136,407	108,000	38,957	146,957
Police Officer	LPIG	1.00	99,888	36,755	136,643	108,000	39,217	147,217
Police Officer	LPIG	1.00	102,672	50,253	152,925	111,000	53,307	164,307
Police Officer	LPIG	1.00	75,765	28,486	104,251	84,831	30,812	115,643
Police Officer	LPIG	1.00	98,040	48,584	146,624	106,008	52,165	158,173
Police Officer	LPIG	1.00	98,040	49,830	147,870	106,008	52,939	158,947
Police Officer	LPIG	1.00	73,128	25,752	98,880	81,879	27,741	109,620
Police Officer	LPIG	1.00	98,952	48,642	147,594	107,016	52,232	159,248
Police Officer	LPIG	1.00	107,304	50,559	157,863	116,016	53,644	169,660

**POLICE DEPARTMENT OVERVIEW**Responsible Manager: *Mike Zaro, Police Chief***DEPARTMENT POSITION INVENTORY (continued)**

Position Title	Group	FTE Funded	2019			2020		
			Salary	Benefits	Total	Salary	Benefits	Total
<b>Commissioned (continued)</b>								
Police Officer	LPIG	1.00	99,888	40,599	140,487	108,000	43,465	151,465
Police Officer	LPIG	1.00	95,256	42,035	137,291	103,008	44,528	147,536
Police Officer	LPIG	1.00	80,877	34,608	115,485	90,546	37,410	127,956
Police Officer	LPIG	1.00	95,256	48,271	143,527	103,008	51,953	154,961
Police Officer	LPIG	1.00	91,152	36,006	127,158	103,008	38,533	141,541
Police Officer	LPIG	1.00	104,520	41,189	145,709	113,016	43,775	156,791
Police Officer	LPIG	1.00	102,672	50,232	152,904	111,000	53,306	164,306
Police Officer	LPIG	1.00	85,152	38,655	123,807	95,310	41,871	137,181
Police Officer	LPIG	1.00	75,913	36,829	112,742	84,997	40,288	125,285
Police Officer	LPIG	1.00	99,888	48,910	148,798	108,000	52,518	160,518
Police Officer	LPIG	1.00	97,104	43,139	140,243	105,000	46,325	151,325
Police Officer	LPIG	1.00	73,560	33,286	106,846	82,362	35,930	118,292
Police Officer	LPIG	1.00	75,913	46,076	121,989	84,997	49,696	134,693
Police Officer	LPIG	1.00	82,344	28,961	111,305	92,198	30,825	123,023
Police Officer	LPIG	1.00	103,608	46,627	150,235	112,008	49,419	161,427
Police Officer	LPIG	1.00	102,672	49,125	151,797	111,000	52,748	163,748
Police Officer	LPIG	1.00	92,472	43,721	136,193	100,008	46,535	146,543
Police Officer	LPIG	1.00	73,845	23,855	97,700	82,665	25,605	108,270
Police Officer	LPIG	1.00	78,184	37,056	115,240	87,545	40,077	127,622
<b>Limited Commission</b>		<b>6.00</b>	<b>\$ 371,400</b>	<b>\$ 156,412</b>	<b>\$ 527,812</b>	<b>\$ 372,564</b>	<b>\$ 164,225</b>	<b>\$ 536,789</b>
Community Service Officer	Teamsters	1.00	61,152	32,366	93,518	61,152	34,152	95,304
Community Service Officer	Teamsters	1.00	61,152	31,699	92,851	61,152	33,551	94,703
Community Service Officer	Teamsters	1.00	61,152	27,854	89,006	61,152	29,360	90,512
Community Service Officer	Teamsters	1.00	61,152	23,779	84,931	61,152	24,744	85,896
Animal Control Officer	AFSCME	1.00	68,880	21,169	90,049	68,880	21,935	90,815
Animal Control Officer	AFSCME	1.00	57,912	19,545	77,457	59,076	20,483	79,559
<b>Non-Commissioned</b>		<b>10.00</b>	<b>\$ 694,283</b>	<b>\$ 270,105</b>	<b>\$ 964,388</b>	<b>\$ 702,921</b>	<b>\$ 282,659</b>	<b>\$ 985,580</b>
Code Enforcement Officer	AFSCME	1.00	80,615	19,553	100,168	82,287	19,934	102,221
Code Enforcement Officer	AFSCME	1.00	80,664	27,343	108,007	80,664	28,308	108,972
Evidence Supervisor	AFSCME	1.00	67,920	17,238	85,158	69,864	17,668	87,532
Crime Analyst	AFSCME	1.00	80,664	39,634	120,298	80,664	41,922	122,586
Evidence Technician	AFSCME	1.00	68,400	25,136	93,536	70,059	26,400	96,459
Evidence Custodian	AFSCME	1.00	61,368	13,747	75,115	62,760	14,009	76,769
Administrative Assistant	Non-Rep	1.00	65,772	27,699	93,471	67,743	29,074	96,817
Administrative Assistant	AFSCME	1.00	68,880	40,761	109,641	68,880	42,738	111,618
Senior Office Assistant	AFSCME	1.00	60,000	30,401	90,401	60,000	32,207	92,207
Senior Office Assistant	AFSCME	1.00	60,000	28,593	88,593	60,000	30,399	90,399
<b>Other Pay</b>			<b>\$ 249,610</b>	<b>\$ -</b>	<b>\$ 249,610</b>	<b>\$ 249,610</b>	<b>\$ -</b>	<b>\$ 249,610</b>
On Call/Stand By Pay			51,000	-	51,000	51,000	-	51,000
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	-	20,000	20,000	-	20,000
Anticipate Position Vacancy Savings			(200,000)	-	(200,000)	(200,000)	-	(200,000)

## POLICE DEPARTMENT OVERVIEW

**Responsible Manager:** *Mike Zaro, 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:

- *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 and Community Safety Resource Team (CSRT)

**POLICE DEPARTMENT OVERVIEW****Responsible Manager: Mike Zaro, Police Chief****PURPOSE & DESCRIPTION (continued)**

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
- *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.

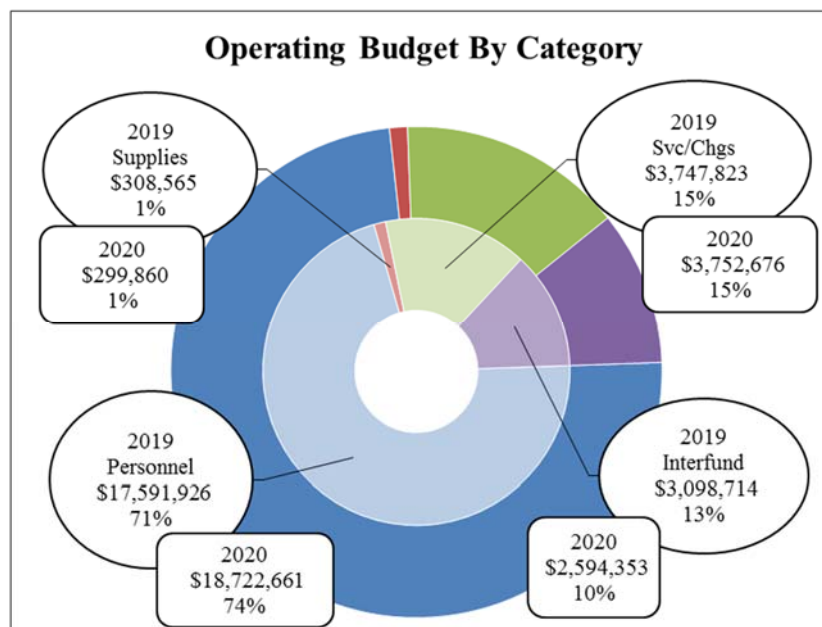


# POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Mike Zaro, Police Chief*

## DEPARTMENT SUMMARY – GENERAL FUND

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	Criminal Justice Sales Tax	\$ 982,505	\$ 1,047,075	\$ 992,800	\$ 992,800	\$ 1,068,000	\$ 1,089,400	\$ 1,111,200	\$ 96,600	9.7%
001	Criminal Justice	149,009	153,413	154,800	152,000	154,000	154,000	154,000	2,000	1.3%
001	Criminal Justice High Crime	375,837	423,055	236,700	236,700	318,800	318,800	318,800	82,100	34.7%
001	Liquor Excise Tax	276,603	286,385	274,600	291,700	291,700	291,700	291,700	-	0.0%
001	Liquor Board Profits	503,074	496,441	496,900	491,400	491,400	491,400	491,400	-	0.0%
001	Marijuana Enforcement	25	25	-	-	-	-	-	-	n/a
001	Alarm Permits & Fees	105,865	114,819	136,000	106,000	30,000	30,000	30,000	(76,000)	-71.7%
001	FBI & Other Intergovt'l	20,685	17,243	17,900	22,100	19,000	16,000	15,000	(6,100)	-27.6%
001	Animal License	40,044	39,351	42,000	42,000	39,800	40,000	40,000	(2,000)	-4.8%
001	Animal Services-Steilacoom	15,675	14,865	13,800	13,800	13,800	14,100	14,380	300	2.2%
001	Animal Services-Dupont	28,386	29,569	28,600	28,600	28,600	29,100	29,770	500	1.7%
001	Photo Infraction	912,704	807,554	700,000	700,000	700,000	700,000	700,000	-	0.0%
001	Towing Impound Fees	18,500	10,200	40,000	40,000	15,000	15,000	12,000	(25,000)	-62.5%
001	Extra Duty Contracts	672,191	910,575	400,000	775,000	775,000	775,000	775,000	-	0.0%
001	Dispatch Svcs-Western SH	276,000	315,750	276,000	355,500	355,500	355,500	355,500	-	0.0%
001	General Government	18,087,188	18,938,314	20,506,744	20,876,524	21,712,839	20,754,005	21,116,551	(122,519)	-0.6%
Total Revenues - General Fund		\$ 22,464,291	\$ 23,604,634	\$ 24,316,844	\$ 25,124,124	\$ 26,013,439	\$25,074,005	\$25,455,301	\$ (50,119)	-0.2%
General Fund Operating Expenditure Summary:										
	Command	7,237,523	7,586,383	7,717,774	7,839,512	7,802,452	7,271,155	6,798,735	(568,357)	-7.2%
	Professional Standards	116,328	147,206	159,400	156,400	157,089	771,218	799,837	614,818	393.1%
	Patrol	7,271,021	7,334,526	7,799,890	7,799,890	7,739,357	7,330,914	7,890,728	(468,976)	-6.0%
	Criminal Investigations	3,750,085	3,713,999	4,363,200	4,363,200	4,364,028	4,491,738	4,825,790	128,538	2.9%
	Speciality Units	4,010,049	4,526,448	4,082,200	4,480,797	4,466,188	4,882,003	5,054,460	401,206	9.0%
Subtotal Ongoing		\$ 22,385,005	\$ 23,308,561	\$ 24,122,464	\$ 24,639,799	\$ 24,529,114	\$24,747,028	\$25,369,550	\$ 107,229	0.4%
General Fund 1-Time Expenditure Summary:										
	Command	79,286	296,072	194,380	444,325	444,325	172,177	85,751	(272,148)	-61.2%
	Speciality Units	-	-	-	40,000	1,040,000	154,800	-	114,800	287.0%
Subtotal 1-Time		\$ 79,286	\$ 296,072	\$ 194,380	\$ 484,325	\$ 1,484,325	\$ 326,977	\$ 85,751	\$ (157,348)	-32.5%
Total Expenditures - General Fund		\$ 22,464,291	\$ 23,604,633	\$ 24,316,844	\$ 25,124,124	\$ 26,013,439	\$25,074,005	\$25,455,301	\$ (50,119)	-0.2%



**POLICE DEPARTMENT OVERVIEW**Responsible Manager: *Mike Zaro, Police Chief***HIGHLIGHTS/CHANGES**

The adopted operating budget totals \$24.7M in 2019 and \$25.4M in 2020. The 2019 adopted operating budget is a 0.4% or \$107K increase from the 2018 adjusted operating budget. The increase compared to the 2018 adjusted budget is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, and increases in medical premiums. It does not include estimates for the potential impacts of the following collective bargaining agreement beyond their expiration date: Teamsters (expires 12/31/2018), LPMG (expires 12/31/2019), and AFSCME (expires 12/31/2019). The net increase in intergovernmental/professional services is for jail services. The increase in internal service charges for M&O is due primarily to implementation of IT projects implemented in the last budget cycle and the decrease in replacement reserves is to align to anticipated collections.

**REVENUE & EXPENDITURE SUMMARY – GENERAL FUND**

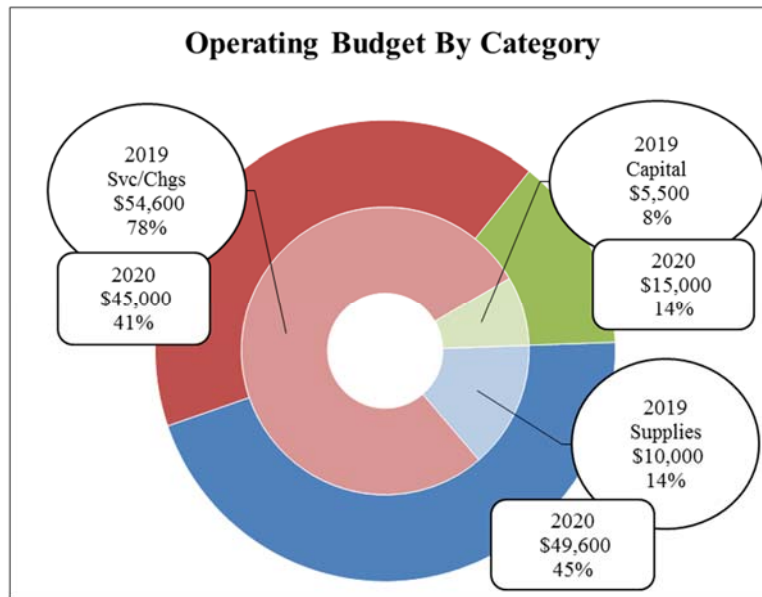
Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj		
				Adopted	Adjusted	Year-end			\$ Chg	% Chg	
Revenue Summary:											
001	Criminal Justice Sales Tax	\$ 982,505	\$ 1,047,075	\$ 992,800	\$ 992,800	\$ 1,068,000	\$ 1,089,400	\$ 1,111,200	\$ 96,600	9.7%	
001	Criminal Justice	149,009	153,413	154,800	152,000	154,000	154,000	154,000	2,000	1.3%	
001	Criminal Justice High Crime	375,837	423,055	236,700	236,700	318,800	318,800	318,800	82,100	34.7%	
001	Liquor Excise Tax	276,603	286,385	274,600	291,700	291,700	291,700	291,700	-	0.0%	
001	Liquor Board Profits	503,074	496,441	496,900	491,400	491,400	491,400	491,400	-	0.0%	
001	Marijuana Enforcement	25	25	-	-	-	-	-	-	n/a	
001	Alarm Permits & Fees	105,865	114,819	136,000	106,000	30,000	30,000	30,000	(76,000)	-71.7%	
001	FBI, Other Intergovt'l	20,685	17,243	17,900	22,100	19,000	16,000	15,000	(6,100)	-27.6%	
001	Animal License	40,044	39,351	42,000	42,000	39,800	40,000	40,000	(2,000)	-4.8%	
001	Animal Services-Steilacoom	15,675	14,865	13,800	13,800	13,800	14,100	14,380	300	2.2%	
001	Animal Services-Dupont	28,386	29,569	28,600	28,600	28,600	29,100	29,770	500	1.7%	
001	Photo Infraction	912,704	807,554	700,000	700,000	700,000	700,000	700,000	-	0.0%	
001	Towing Impound Fees	18,500	10,200	40,000	40,000	15,000	15,000	12,000	(25,000)	-62.5%	
001	Extra Duty Contracts	672,191	910,575	400,000	775,000	775,000	775,000	775,000	-	0.0%	
001	Dispatch Svcs-Western SH	276,000	315,750	276,000	355,500	355,500	355,500	355,500	-	0.0%	
001	General Government	18,087,188	18,938,314	20,506,744	20,876,524	21,712,839	20,754,005	21,116,551	(122,519)	-0.6%	
Total Revenues:		\$ 22,464,291	\$ 23,604,634	\$ 24,316,844	\$ 25,124,124	\$ 26,013,439	\$ 25,074,005	\$ 25,455,301	\$ (50,119)	-0.2%	
Expenditure Summary:											
11.xxx	Salaries & Wages	10,202,736	10,423,519	11,434,648	11,471,161	11,413,231	11,393,389	12,213,968	(77,772)	-0.7%	
11.002/4	Overtime	1,127,097	991,782	690,590	680,530	715,464	669,725	670,217	(10,805)	-1.6%	
11.008	Extra Duty Pay	612,605	698,812	400,000	775,000	775,000	775,000	775,000	-	0.0%	
21.xxx	Benefits	4,321,059	4,481,013	4,685,732	4,714,880	4,715,990	4,753,812	5,063,476	38,932	0.8%	
31.xxx	Other Operating Supplies	167,651	154,911	129,430	129,430	121,970	148,775	148,775	19,345	14.9%	
31.003/00	Forms & Publications	1,219	1,203	2,810	2,810	2,310	1,310	1,310	(1,500)	-53.4%	
31.005	Meeting Food & Beverage	839	291	2,840	2,840	1,840	1,840	1,840	(1,000)	-35.2%	
31.008	Clothing/Uniform	115,037	89,010	43,640	43,640	47,454	44,800	41,800	1,160	2.7%	
32.xxx	Fuel	(3,190)	(3,625)	-	-	160	-	-	-	n/a	
35.xxx	Small Tools/Minor Equip	53,572	106,846	100,710	100,710	75,962	111,840	106,135	11,130	11.1%	
41.xxx	Professional Service	594,632	753,967	662,380	742,380	669,500	3,605,558	3,610,811	2,863,178	385.7%	
43/49.003	Travel & Training	81,610	97,942	124,030	124,775	94,774	118,640	118,240	(6,135)	-4.9%	
44.xxx	Advertising	2,627	640	1,150	1,150	1,150	1,150	1,150	-	0.0%	
48.xxx	Repairs & Maintenance	-	-	5,950	5,950	5,950	3,550	3,550	(2,400)	-40.3%	
49.001	Membership Dues	4,295	4,094	4,420	4,420	4,835	9,825	9,825	5,405	122.3%	
49.xxx	Other Charges & Services	8,088	5,709	4,900	4,900	4,877	9,100	9,100	4,200	85.7%	
5x.xxx	Intergovernmental	2,812,147	2,955,380	2,868,860	2,787,150	2,859,366	-	-	(2,787,150)	-100.0%	
9x.xxx	IS Charges - M&O	1,663,320	1,979,627	2,266,820	2,354,519	2,304,519	2,476,697	2,527,448	122,178	5.2%	
9x.xxx	IS Charges - Reserves	619,662	567,442	693,554	693,554	714,762	622,017	66,905	(71,537)	-10.3%	
Subtotal Operating Exp:		\$ 22,385,005	\$ 23,308,562	\$ 24,122,464	\$ 24,639,799	\$ 24,529,114	\$ 24,747,028	\$ 25,369,550	\$ 107,229	0.4%	
Capital & One-time Funding:											
	Capital & One-Time	79,286	296,072	194,380	484,325	1,484,325	326,977	85,751	(157,348)	-32.5%	
Subtotal One-time Exp:		\$ 79,286	\$ 296,072	\$ 194,380	\$ 484,325	\$ 1,484,325	\$ 326,977	\$ 85,751	\$ (157,348)	-32.5%	
Total Expenditures:		\$ 22,464,291	\$ 23,604,634	\$ 24,316,844	\$ 25,124,124	\$ 26,013,439	\$ 25,074,005	\$ 25,455,301	\$ (50,119)	-0.2%	

## POLICE DEPARTMENT OVERVIEW

Responsible Manager: *Mike Zaro, Police Chief*

### DEPARTMENT SUMMARY – SPECIAL REVENUE FUNDS

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
180	Narcotics Seizure	159,896	128,179	75,000	101,042	101,042	60,500	70,000	(40,542)	-40.1%
181	Felony Seizure	194,924	26,147	-	-	-	-	-	-	n/a
182	Federal Seizure	53,403	328	75,000	75,000	75,000	9,600	39,600	(65,400)	-87.2%
195	Public Safety Grants	127,431	100,779	-	65,078	65,078	-	-	(65,078)	-100.0%
Total Rev - Special Revenue Funds		\$ 535,654	\$ 255,433	\$ 150,000	\$ 241,120	\$ 241,120	\$ 70,100	\$ 109,600	\$ (171,020)	-70.9%
Non-General Fund Operating Expenditure Summary:										
180	Narcotics Seizure	277,297	207,600	75,000	385,804	385,804	60,500	70,000	(325,304)	-84.3%
181	Felony Seizure	-	175,707	-	45,363	45,363	-	-	(45,363)	-100.0%
182	Federal Seizure	129,804	128,414	104,900	77,360	77,360	9,600	39,600	(67,760)	-87.6%
195	Public Safety Grants	128,351	99,859	-	65,078	65,078	-	-	(65,078)	-100.0%
Total Exp - Special Revenue Funds		\$ 535,452	\$ 611,580	\$ 179,900	\$ 573,605	\$ 573,605	\$ 70,100	\$ 109,600	\$ (503,505)	-87.8%



**POLICE DEPARTMENT OVERVIEW**Responsible Manager: *Mike Zaro, Police Chief***REVENUE & EXPENDITURE SUMMARY – SPECIAL REVENUE FUNDS**

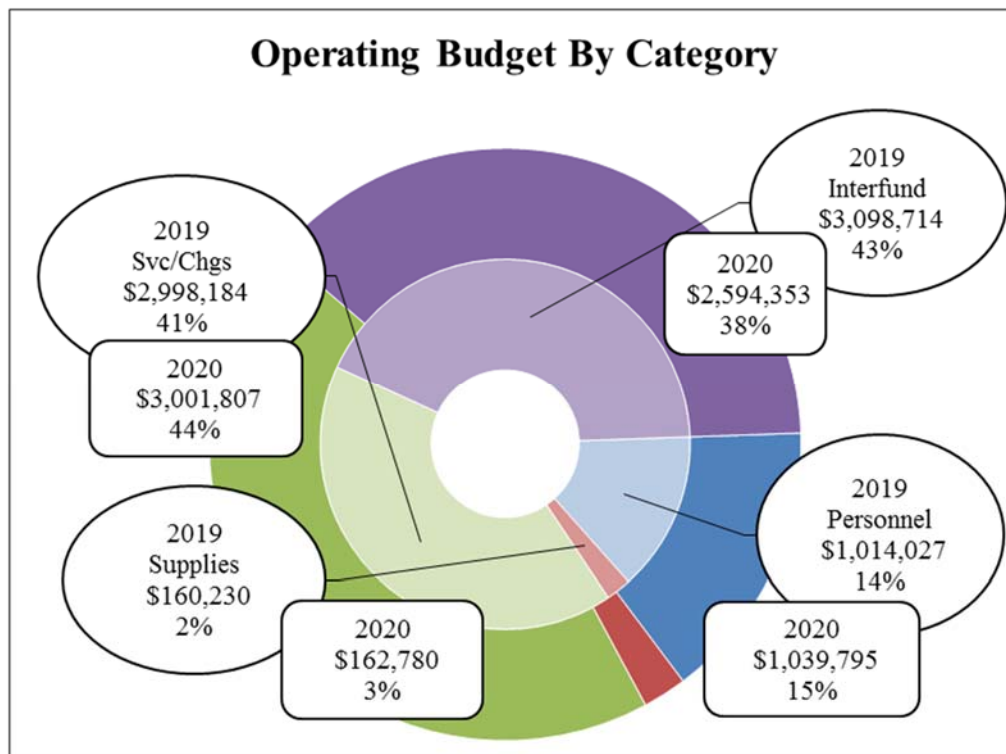
Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
180	Narcotics Seizure	\$ 159,896	\$ 128,179	\$ 75,000	\$ 101,042	\$ 101,042	\$ 60,500	\$ 70,000	\$ (40,542)	-40.1%
181	Felony Seizure	194,924	26,147	-	-	-	-	-	-	n/a
182	Federal Seizure	53,403	328	75,000	75,000	75,000	9,600	39,600	(65,400)	-87.2%
195	Public Safety Grants	127,431	100,779	-	65,078	65,078	-	-	(65,078)	-100.0%
Total Revenues:		\$ 535,654	\$ 255,433	\$ 150,000	\$ 241,120	\$ 241,120	\$ 70,100	\$ 109,600	\$ (171,020)	-70.9%
Expenditure Summary:										
11.xxx	Salaries & Wages	546	556	-	-	-	-	-	-	n/a
11.002/4	Overtime	89,503	121,253	25,000	87,201	87,201	-	-	(87,201)	-100.0%
21.xxx	Benefits	27,109	37,444	-	12,251	12,251	-	-	(12,251)	-100.0%
31.xxx	Other Operating Supplies	60,329	83,245	-	-	-	-	-	-	n/a
31.008	Clothing/Uniform	918	1,038	-	-	-	-	-	-	n/a
32.xxx	Fuel	2,333	10,836	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	128,332	114,402	30,000	335,698	335,698	10,000	49,600	(325,698)	-97.0%
41.xxx	Professional Service	96,735	59,587	-	16,695	16,695	9,600	-	(7,095)	-42.5%
42.xxx	Communication	23,662	17,211	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	18,402	45,109	45,000	49,400	49,400	45,000	45,000	(4,400)	-8.9%
48.xxx	Repairs & Maintenance	21,527	13,337	-	-	-	-	-	-	n/a
49.001	Membership Dues	1,065	345	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	600	3,600	-	-	-	-	-	-	n/a
597	Interfund Transfers	10,410	7,040	59,900	52,360	52,360	-	-	(52,360)	-100.0%
5x.xxx	Intergovernmental	7,177	(7,177)	-	-	-	-	-	-	n/a
6x.xxx	Capital	46,804	55,235	20,000	20,000	20,000	5,500	15,000	(14,500)	-72.5%
Total Expenditures:		\$ 535,452	\$ 611,580	\$ 179,900	\$ 573,605	\$ 573,605	\$ 70,100	\$ 109,600	\$ (503,505)	-87.8%
	Beginning Balance	688,432	688,633	150,632	332,485	332,485	-	-		
	Ending Balance	688,633	332,485	120,732	-	-	-	-		
180	Narcotics Seizure	364,183	284,762	532	-	-	-	-		
181	Felony Seizure	194,924	45,363	-	-	-	-	-		
182	Federal Seizure	130,446	2,360	120,200	-	-	-	-		
195	Public Safety Grants	(920)	-	-	-	-	-	-		

## POLICE **COMMAND**

Responsible Manager: *Mike Zaro, Police Chief*

### PURPOSE/DESCRIPTION

The Command Section is responsible for overall department leadership, public awareness, document control, crime analysis, purchasing, grant writing, contract administration and Public Safety Advisory Committee.



**POLICE COMMAND**Responsible Manager: *Mike Zaro, Police Chief***REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	Criminal Justice Sales Tax	\$ 982,505	\$ 1,047,075	\$ 992,800	\$ 992,800	\$ 1,068,000	\$ 1,089,400	\$ 1,111,200	\$ 96,600	9.7%
001	Criminal Justice	149,009	153,413	154,800	152,000	154,000	154,000	154,000	2,000	1.3%
001	Criminal Justice High Crime	375,837	423,055	236,700	236,700	318,800	318,800	318,800	82,100	34.7%
001	Liquor Excise Tax	276,603	286,385	274,600	291,700	291,700	291,700	291,700	-	0.0%
001	Liquor Board Profits	503,074	496,441	496,900	491,400	491,400	491,400	491,400	-	0.0%
001	Marijuana Enforcement	25	25	-	-	-	-	-	-	n/a
001	Alarm Permits & Fees	105,865	114,819	136,000	106,000	30,000	30,000	30,000	(76,000)	-71.7%
	FBI, Intergovt, Contracts	20,685	17,243	17,900	22,100	19,000	16,000	15,000	(6,100)	-27.6%
001	General Government	4,903,206	5,343,999	5,602,454	5,991,137	5,873,877	5,052,032	4,472,386	(939,105)	-15.7%
Total Revenues:		\$ 7,316,809	\$ 7,882,455	\$ 7,912,154	\$ 8,283,837	\$ 8,246,777	\$ 7,443,332	\$ 6,884,486	\$ (840,505)	-10.1%
Expenditure Summary:										
11.xxx	Salaries & Wages	1,241,984	1,214,658	1,109,430	1,126,571	1,117,641	663,780	674,746	(462,791)	-41.1%
11.002/4	Overtime	105,238	86,935	81,930	71,870	78,334	74,650	74,650	2,780	3.9%
21.xxx	Benefits	504,278	489,626	459,320	484,243	485,353	275,597	290,399	(208,646)	-43.1%
31.xxx	Other Operating Supplies	122,177	93,073	93,430	93,430	86,780	112,775	112,775	19,345	20.7%
31.003/4	Forms & Publications	124	-	1,500	1,500	1,000	-	-	(1,500)	-100.0%
31.005	Meeting Food & Beverage	692	158	2,000	2,000	1,000	160	160	(1,840)	-92.0%
31.008	Clothing/Uniform	16,681	8,897	12,470	12,470	5,000	13,470	10,470	1,000	8.0%
32.xxc	Fuel	(3,190)	(3,625)	-	-	160	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	16,370	36,582	34,500	34,500	34,000	33,825	39,375	(675)	-2.0%
41.xxx	Professional Service	163,569	183,181	128,700	211,700	148,000	2,987,619	2,991,242	2,775,919	1311.3%
43/49.003	Travel & Training	1,866	4,588	810	1,555	1,245	1,060	1,060	(495)	-31.8%
44.xxx	Advertising	2,627	-	550	550	550	550	550	-	0.0%
48.xxx	Repairs & Maintenance	-	-	300	300	300	2,550	2,550	2,250	750.0%
49.001	Membership Dues	1,100	1,869	-	-	365	2,205	2,205	2,205	n/a
49.xxx	Other Charges & Services	5,210	4,112	-	-	477	4,200	4,200	4,200	n/a
5x.xxx	Intergovernmental	2,775,815	2,919,260	2,832,460	2,750,750	2,822,966	-	-	(2,750,750)	-100.0%
9x.xxx	IS Charges - M&O	1,663,320	1,979,627	2,266,820	2,354,519	2,304,519	2,476,697	2,527,448	122,178	5.2%
9x.xxx	IS Charges - Reserves	619,662	567,442	693,554	693,554	714,762	622,017	66,905	(71,537)	-10.3%
Subtotal Operating Exp:		\$ 7,237,523	\$ 7,586,383	\$ 7,717,774	\$ 7,839,512	\$ 7,802,452	\$ 7,271,155	\$ 6,798,735	\$ (568,357)	-7.2%
Capital & One-time Funding:										
	Capital & One-Time	\$ 79,286	\$ 296,072	\$ 194,380	\$ 444,325	\$ 444,325	\$ 172,177	\$ 85,751	(272,148)	-61.2%
Subtotal One-time Exp:		\$ 79,286	\$ 296,072	\$ 194,380	\$ 444,325	\$ 444,325	\$ 172,177	\$ 85,751	\$ (272,148)	-61.2%
Total Expenditures:		\$ 7,316,809	\$ 7,882,455	\$ 7,912,154	\$ 8,283,837	\$ 8,246,777	\$ 7,443,332	\$ 6,884,486	\$ (840,505)	-10.1%

## POLICE PROFESSIONAL STANDARDS

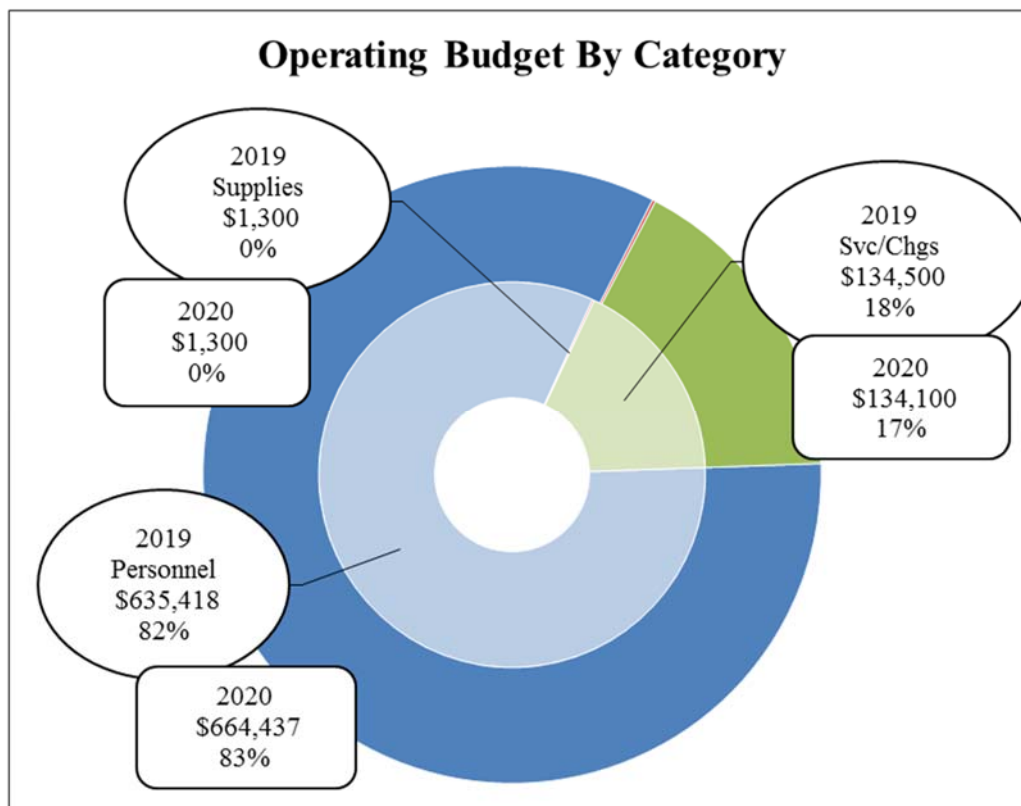
Responsible Manager: *John Unfred, Assistant Police Chief*

### 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	2017 Actual	2018 Est	2019 Est	2020 Est
% of officers meeting state requirements for annual training hours	100	100	100	100	100
Training hours provided	8,080	13,112	10,000	9,000	9,000
Successful WASPC accreditation	Yes	Yes	Yes	Yes	Yes
Internal investigations conducted	8	2	8	4	4
Uses of force as percent of arrests	3.0%	3.3%	3.3%	3.0%	3.0%
Uses of force as percent of calls for service	0.10%	0.15%	0.15%	0.1%	0.1%
Pursuits	35	38	33	25	25
Pursuit terminations	15.0%	45.0%	40.0%	45.0%	45.0%
Promotional processes completed	2	2	2	2	2
Hiring processes completed	4	4	4	5	5





# POLICE PROFESSIONAL STANDARDS

Responsible Manager: *John Unfred, Assistant Police Chief*

## REVENUE & EXPENDITURE SUMMARY

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end			Adopted	Adopted
Revenue Summary:										
001	General Government	116,328	147,206	159,400	156,400	157,089	771,218	799,837	614,818	393.1%
Total Revenues:		\$ 116,328	\$ 147,206	\$ 159,400	\$ 156,400	\$ 157,089	\$ 771,218	\$ 799,837	\$ 614,818	393.1%
Expenditure Summary:										
11.xxx	Salaries & Wages	-	-	1,800	1,800	1,800	428,856	446,592	427,056	23725.3%
11.002/4	Overtime	18,902	21,620	14,000	14,000	50,000	14,000	14,000	-	0.0%
21.xxx	Benefits	7,268	7,519	-	-	-	192,562	203,845	192,562	n/a
31.xxx	Office Supplies	1,719	551	-	-	843	-	-	-	n/a
31.003/4	Forms & Publications	908	1,203	-	-	-	-	-	-	n/a
31.005	Meeting Food & Beverage	-	-	160	160	160	1,000	1,000	840	525.0%
31.008	Clothing/Uniform	1,452	887	300	300	400	300	300	-	0.0%
35.xxx	Small Tools/Minor Equip	2,320	-	-	-	1,492	-	-	-	n/a
41.xxx	Professional Service	4,177	28,194	14,500	11,500	11,500	8,300	8,300	(3,200)	-27.8%
43/49.003	Travel & Training	76,726	85,297	123,220	123,220	85,474	117,580	117,180	(5,640)	-4.6%
49.001	Membership Dues	2,935	1,895	4,420	4,420	4,420	7,620	7,620	3,200	72.4%
49.xxx	Other Charges & Services	(80)	40	1,000	1,000	1,000	1,000	1,000	-	0.0%
Subtotal Operating Exp:		\$ 116,328	\$ 147,206	\$ 159,400	\$ 156,400	\$ 157,089	\$ 771,218	\$ 799,837	\$ 614,818	393.1%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 116,328	\$ 147,206	\$ 159,400	\$ 156,400	\$ 157,089	\$ 771,218	\$ 799,837	\$ 614,818	393.1%

## POLICE **PATROL**

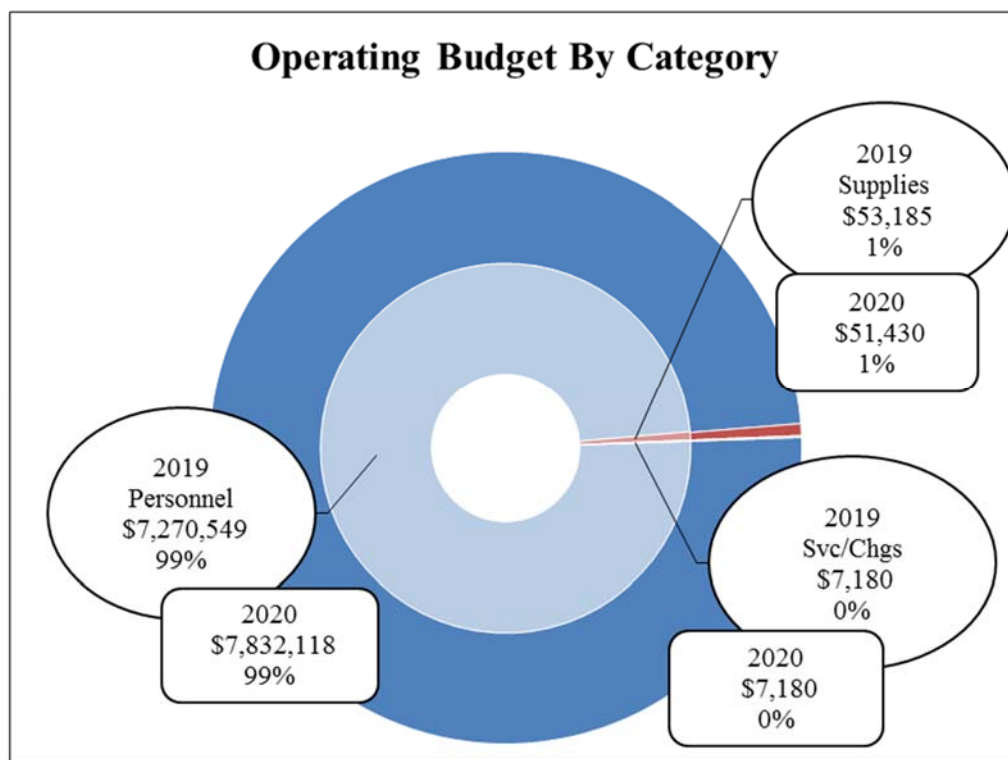
**Responsible Manager:** *John Unfred, Assistant Police Chief*

### 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	2017 Actual	2018 Est	2019 Est	2020 Est
Arrests	2,500	2,584	2,547	2,200	2,200
Self-initiated calls for service	22,000	20,224	20,623	21,000	21,000
Minutes to respond to call for service	12.00	13.54	13.54	12.00	12.00
Top Priority calls: Average time from receipt to dispatch (in minutes)	3.00	3.35	3.59	3.00	3.00
Top Priority calls: Average time from dispatch to arrival on scene (in minutes)	3.5	4.13	4.46	3.5	3.5
Total calls for service	55,000	58,309	56,920	55,000	55,000



**POLICE PATROL**Responsible Manager: *John Unfred, Assistant Police Chief***REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
001	Towing Impound Fees	\$ 18,500	\$ 10,200	\$ 40,000	\$ 40,000	\$ 15,000	\$ 15,000	\$ 12,000	(25,000)	-62.5%
001	Extra Duty Contracts	672,191	910,575	400,000	775,000	775,000	775,000	775,000	-	0.0%
001	WSH Community Policing	276,000	315,750	276,000	355,500	355,500	355,500	355,500	-	0.0%
001	General Government	6,304,330	6,098,001	7,083,890	6,629,390	6,593,857	6,185,414	6,748,228	(443,976)	-6.7%
Total Revenues:		\$ 7,271,021	\$ 7,334,526	\$ 7,799,890	\$ 7,799,890	\$ 7,739,357	\$ 7,330,914	\$ 7,890,728	\$ (468,976)	-6.0%
Expenditure Summary:										
11.xxx	Salaries & Wages	4,666,762	4,791,043	5,247,550	5,247,550	5,197,550	4,849,909	5,267,263	(397,641)	-7.6%
11.002/4	Overtime	610,801	482,861	313,000	313,000	313,000	313,000	313,000	-	0.0%
21.xxx	Benefits	1,916,563	1,956,227	2,175,880	2,175,880	2,175,880	2,107,640	2,251,855	(68,240)	-3.1%
31.xxx	Other Supplies	3,032	3,564	-	-	2,144	-	-	-	n/a
31.008	Clothing/Uniform	63,764	65,799	17,620	17,620	30,000	17,620	17,620	-	0.0%
35.xxx	Small Tools/Minor Equip	4,504	29,637	34,660	34,660	12,189	35,565	33,810	905	2.6%
41.xxx	Professional Service	4,130	3,630	4,680	4,680	2,500	4,680	4,680	-	0.0%
43/49.003	Travel & Training		36			94			-	n/a
48.xxx	Repairs & Maintenance	-	-	5,000	5,000	5,000	1,000	1,000	(4,000)	-80.0%
49.001	Membership Dues	-	330	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	1,464	1,399	1,500	1,500	1,000	1,500	1,500	-	0.0%
Subtotal Operating Exp:		\$ 7,271,021	\$ 7,334,526	\$ 7,799,890	\$ 7,799,890	\$ 7,739,357	\$ 7,330,914	\$ 7,890,728	\$ (468,976)	-6.0%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 7,271,021	\$ 7,334,526	\$ 7,799,890	\$ 7,799,890	\$ 7,739,357	\$ 7,330,914	\$ 7,890,728	\$ (468,976)	-6.0%

## POLICE **CRIMINAL INVESTIGATIONS UNIT**

**Responsible Manager:** *John Unfred, Assistant Police Chief*

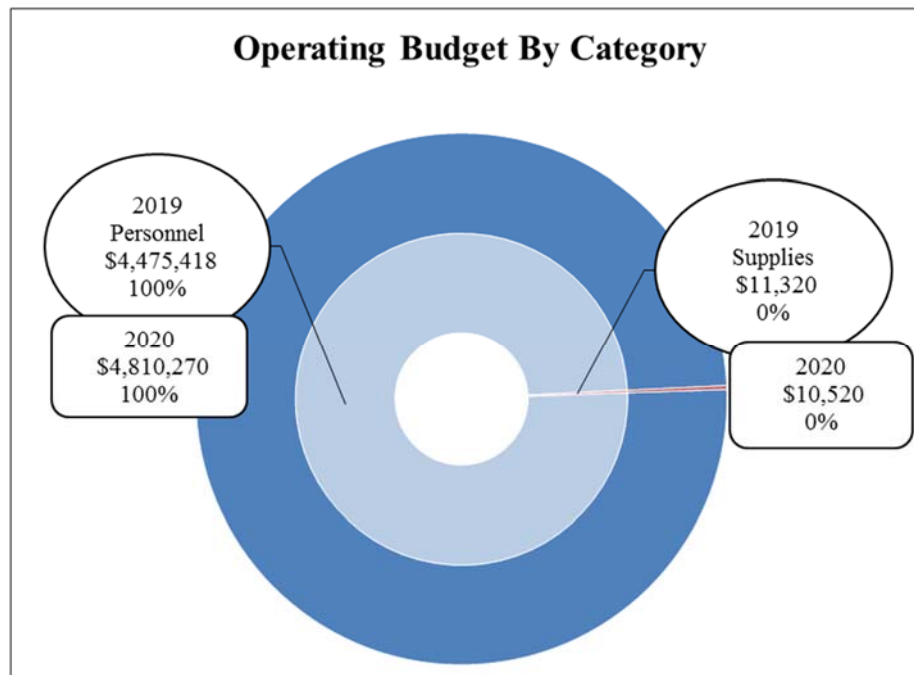
### PURPOSE/DESCRIPTION

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	2017 Actual	2018 Est	2019 Est	2020 Est
Cases assigned for follow-up	1,000	1,100	1,150	1,200	1,200
Cases cleared by investigators	700	850	900	900	900
Amount of narcotics seized (lbs)	30	30	30	200	100
Number of findings during Special Operations quarterly Audits	0	0	0	0	0



**POLICE CRIMINAL INVESTIGATIONS UNIT**Responsible Manager: *John Unfred, Assistant Police Chief***REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
1	General Government	3,750,085	3,713,999	4,363,200	4,363,200	4,364,028	4,491,738	4,825,790	128,538	2.9%
Total Revenues:		\$ 3,750,085	\$ 3,713,999	\$4,363,200	\$4,363,200	\$4,364,028	\$4,491,738	\$4,825,790	\$ 128,538	2.9%
Expenditure Summary:										
11.xxx	Salaries & Wages	2,602,227	2,568,505	2,989,560	2,989,560	2,989,560	3,077,143	3,324,243	87,583	2.9%
11.002/4	Overtime	123,788	120,596	93,830	93,830	95,000	93,830	93,830	-	0.0%
21.xxx	Benefits	1,001,028	1,008,607	1,259,590	1,259,590	1,259,590	1,304,445	1,392,197	44,855	3.6%
31.xxx	Other Supplies	-	2,507	-	-	1,006	-	-	-	n/a
31.005	Meeting Food & Beverage	147	43	220	220	220	220	220	-	0.0%
31.008	Clothing/Uniform	14,405	3,331	900	900	2,646	900	900	-	0.0%
35.xxx	Small Tools/Minor Equip	1,532	6,758	9,100	9,100	6,000	10,200	9,400	1,100	12.1%
41.xxx	Professional Service	6,816	3,652	10,000	10,000	10,000	5,000	5,000	(5,000)	-50.0%
43/49.003	Travel & Training	142	-	-	-	6	-	-	-	n/a
Subtotal Operating Exp:		\$ 3,750,085	\$ 3,713,999	\$4,363,200	\$4,363,200	\$4,364,028	\$4,491,738	\$4,825,790	\$ 128,538	2.9%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ 3,750,085	\$ 3,713,999	\$4,363,200	\$4,363,200	\$4,364,028	\$4,491,738	\$4,825,790	\$ 128,538	2.9%

## POLICE **SPECIALTY UNITS**

**Responsible Manager:** *John Unfred, Assistant Police Chief*

### PURPOSE/DESCRIPTION

The responsibilities of the Specialty Unit are varied and encompass the following units:

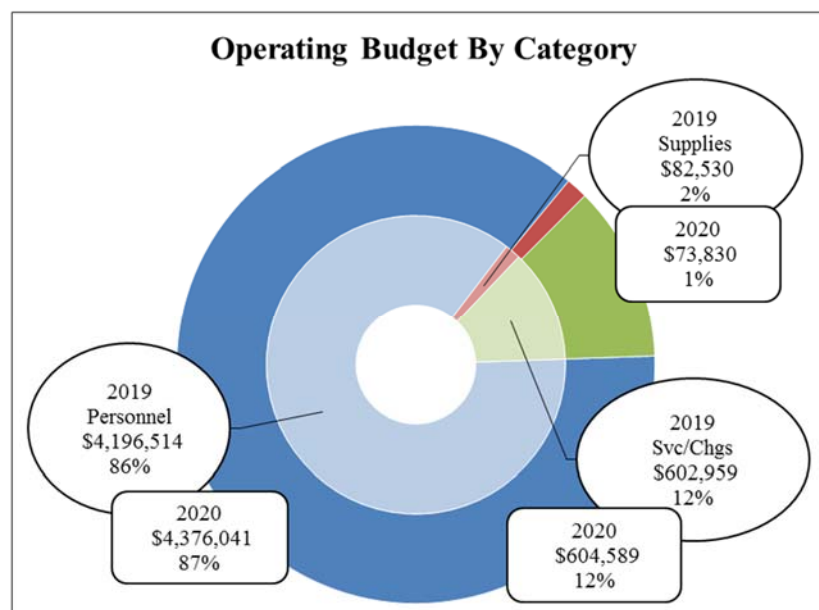
- *Court Security:* protect public and court staff
- *Traffic:* enforcement of traffic laws and collision investigation
- *MSU:* enforcement of boating laws and emergency response on lakes within Lakewood
- *SWAT:* hostage rescue, high risk warrant service, special event security
- *K-9:* track fleeing 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
- *Community Safety Resource Team:* comprised of members of the Police, Community & Economic Development and Legal Departments 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	2017 Actual	2018 Est	2019 Est	2020 Est
Traffic stops	9,000	7,500	8,000	6,000	6,000
Property room audits	1	1	1	1	1
Animal complaints	2,800	2,900	2,950	3,000	3,000
K9 captures	25	25	25	20	20
Marine Services hours	90	85	90	90	90
SWAT missions	24	25	26	20	20
SWAT training days	31	31	31	31	31
Civil Disturbance Team missions	0	1	1	1	1
Civil Disturbance Team training days	13	13	13	13	13
Vehicle collisions (fatality)	0	3	3	0	0
Vehicle collisions (Injury)	250	364	407	260	260
Vehicle Collisions (Non-injury)	2,100	2,249	2,342	1,500	1,500
Narcotics detections	40	45	50	30	30
<b>Community Safety Resource Team:</b>					
Total number of code enforcement complaints received	600	650	650	700	700
Average calendar days: Code complaint to first investigation	7	8	7	5	5
Total code enforcement cases initiated during the reporting period	500	500	500	700	700
Cases resolved through voluntary compliance	300	340	360	300	300
Cases resolved through forced compliance	0	3	3	50	50
Average calendar days, Inspection to Forced Compliance	60	70	65	40	40
Average calendar days, Inspection to Voluntary Compliance	14	15	14	40	40
Community meetings attended	120	120	120	120	120

**POLICE SPECIALTY UNITS**Responsible Manager: *John Unfred, Assistant Police Chief***REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
001	Animal License	\$ 40,044	\$ 39,351	\$ 42,000	\$ 42,000	\$ 39,800	\$ 40,000	\$ 40,000	\$ (2,000)	-4.8%
001	Animal Svcs-Steilacoom	15,675	14,865	13,800	13,800	13,800	14,100	14,380	300	2.2%
001	Animal Svcs-Dupont	28,386	29,569	28,600	28,600	28,600	29,100	29,770	500	1.7%
001	Photo Infraction	912,704	807,554	700,000	700,000	700,000	700,000	700,000	-	0.0%
001	General Government	3,013,240	3,635,109	3,297,800	3,736,397	4,723,988	4,253,603	4,270,310	517,206	13.8%
Total Revenues:		\$ 4,010,049	\$ 4,526,448	\$ 4,082,200	\$ 4,520,797	\$ 5,506,188	\$ 5,036,803	\$ 5,054,460	\$ 516,006	11.4%
Expenditure Summary:										
11.xxx	Salaries & Wages	1,691,762	1,849,313	2,086,308	2,105,680	2,106,680	2,373,701	2,501,124	268,021	12.7%
11.002/4	Overtime	268,367	279,771	187,830	187,830	179,130	174,245	174,737	(13,585)	-7.2%
11.008	Extra Duty Pay	612,605	698,812	400,000	775,000	775,000	775,000	775,000	-	0.0%
21.xxx	Benefits	891,922	1,019,034	790,942	795,167	795,167	873,568	925,180	78,401	9.9%
31.xxx	Office Supplies	40,723	55,216	36,000	36,000	31,197	36,000	36,000	-	0.0%
31.003/00	Forms & Publications	187	-	1,310	1,310	1,310	1,310	1,310	-	0.0%
31.005	Meeting Food & Beverage	-	90	460	460	460	460	460	-	0.0%
31.008	Clothing/Uniform	18,736	10,096	12,350	12,350	9,408	12,510	12,510	160	1.3%
35.xxx	Small Tools/Minor Equip	28,846	33,869	22,450	22,450	22,281	32,250	23,550	9,800	43.7%
41.xxx	Professional Service	415,940	535,310	504,500	504,500	497,500	599,959	601,589	95,459	18.9%
43/49.003	Travel & Training	2,876	8,021	-	-	7,955	-	-	-	n/a
44.xxx	Advertising	-	640	600	600	600	600	600	-	0.0%
48.xxx	Repairs & Maintenance	-	-	650	650	650	-	-	(650)	-100.0%
49.001	Membership Dues	260	-	-	-	50	-	-	-	n/a
49.xxx	Other Charges & Services	1,493	158	2,400	2,400	2,400	2,400	2,400	-	0.0%
5x.xxx	Intergovernmental	36,332	36,120	36,400	36,400	36,400	-	-	(36,400)	-100.0%
Subtotal Operating Exp:		\$ 4,010,049	\$ 4,526,448	\$ 4,082,200	\$ 4,480,797	\$ 4,466,188	\$ 4,882,003	\$ 5,054,460	\$ 401,206	9.0%
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	40,000	1,040,000	154,800	-	114,800	287.0%
Subtotal One-time Exp:		\$ -	\$ -	\$ -	\$ 40,000	\$ 1,040,000	\$ 154,800	\$ -	\$ 114,800	287.0%
Total Expenditures:		\$ 4,010,049	\$ 4,526,448	\$ 4,082,200	\$ 4,520,797	\$ 5,506,188	\$ 5,036,803	\$ 5,054,460	\$ 516,006	11.4%





## POLICE NARCOTICS SEIZURE

Responsible Manager: *John Unfred, 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
180	Forfeitures	\$ 140,183	\$116,037	\$ 75,000	\$ 75,000	\$ 75,000	\$ 60,500	\$ 70,000	\$ (14,500)	-19.3%
180	Law Enforcement Contracts	17,956	8,924	-	26,042	26,042	-	-	(26,042)	-100.0%
	Interest	1,757	3,218	-	-	-	-	-	-	n/a
Total Revenues		\$ 159,896	\$128,179	\$ 75,000	\$101,042	\$101,042	\$ 60,500	\$ 70,000	\$ (40,542)	-40.1%
Expenditure Summary:										
11.xxx	Salaries & Wages	546	556	-	-	-	-	-	-	n/a
11.002/4	Overtime	31,826	11,889	-	26,042	26,042	-	-	(26,042)	-100.0%
21.xxx	Benefits	11,713	3,873	-	4,427	4,427	-	-	(4,427)	-100.0%
31.xxx	Office Supplies	47,434	35,628	-	-	-	-	-	-	n/a
31.008	Clothing/Uniform	918	711	-	-	-	-	-	-	n/a
32.xxc	Fuel	2,333	10,836	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	110,249	28,970	10,000	290,335	290,335	10,000	10,000	(280,335)	-96.6%
41.xxx	Professional Service	5,640	11,336	-	-	-	-	-	-	n/a
42.xxx	Communication	23,662	17,211	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	8,869	42,408	45,000	45,000	45,000	45,000	45,000	-	0.0%
48.xxx	Repairs & Maintenance	21,527	9,238	-	-	-	-	-	-	n/a
6x.xxx	Capital	5,403	42,121	20,000	20,000	20,000	5,500	15,000	(14,500)	-72.5%
Total Expenditures		\$ 277,297	\$207,600	\$ 75,000	\$385,804	\$385,804	\$ 60,500	\$ 70,000	\$ (325,304)	-84.3%
	Beginning Balance	481,585	364,183	532	284,762	284,762	-	-		
	Ending Balance	364,183	284,762	532	-	-	-	-		

**POLICE FELONY SEIZURE****Responsible Manager: John Unfred, 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
181	Forfeitures	\$ 194,924	\$ 26,147	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Revenues:		\$ 194,924	\$ 26,147	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Expenditure Summary:										
11.002/4	Overtime	-	20,675	-	-	-	-	-	-	n/a
21.xxx	Benefits	-	7,405	-	-	-	-	-	-	n/a
31.xxx	Office Supplies	-	40,000	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	-	52,365	-	45,363	45,363	-	-	(45,363)	-100.0%
48.xxx	Repairs & Maintenance	-	4,099	-	-	-	-	-	-	n/a
6x.xxx	Capital	-	2,644	-	-	-	-	-	-	n/a
Subtotal Expenditures:		\$ -	\$ 127,188	\$ -	\$ 45,363	\$ 45,363	\$ -	\$ -	\$ (45,363)	-100.0%
Capital & One-time Funding:										
	Capital & One-Time	-	48,519	-	-	-	-	-	-	n/a
Subtotal One-time Exp:		\$ -	\$ 48,519	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures:		\$ -	\$ 175,707	\$ -	\$ 45,363	\$ 45,363	\$ -	\$ -	\$ (45,363)	-100.0%
	Beginning Balance	-	194,924	-	45,363	45,363	-	-		
	Ending Balance	194,924	45,363	-	-	-	-	-		

**POLICE FEDERAL SEIZURE****Responsible Manager:** John Unfred, 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Revenue Summary:										
182	Forfeitures	52,679	-	75,000	75,000	75,000	9,600	39,600	-	0.0%
	Interest	724	328	-	-	-	-	-	-	n/a
Total Revenues		\$ 53,403	\$ 328	\$ 75,000	\$ 75,000	\$ 75,000	\$ 9,600	\$ 39,600	\$ (65,400)	-87.2%
Expenditure Summary:										
11.002/4	Overtime	38,090	61,794	25,000	25,000	25,000	-	-	-	0.0%
21.xxx	Benefits	11,665	19,251	-	-	-	-	-	-	n/a
31.xxx	Office Supplies	11,501	7,240	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	6,611	7,204	20,000	-	-	-	39,600	-	n/a
41.xxx	Professional Service	6,420	11,815	-	-	-	9,600	-	-	n/a
43/49.003	Travel & Training	3,106	-	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	600	3,600	-	-	-	-	-	-	n/a
597	Interfund Transfers	10,410	7,040	59,900	52,360	52,360	-	-	-	0.0%
6x.xxx	Capital	41,401	10,470	-	-	-	-	-	-	n/a
Total Expenditures		\$ 129,804	\$ 128,414	\$ 104,900	\$ 77,360	\$ 77,360	\$ 9,600	\$ 39,600	\$ (67,760)	-87.6%
	Beginning Balance	206,847	130,446	150,100	2,360	2,360	-	-		
	Ending Balance	130,446	2,360	120,200	-	-	-	-		

**POLICE PUBLIC SAFETY GRANTS****Responsible Manager: John Unfred, Assistant Police Chief****PURPOSE/DESCRIPTION**

The purpose of the Public Safety Grants Fund is to account for the revenues and expenditures related to grants and local revenue received by the Police Department and/or for public safety purposes. The 2019/2020 adopted budget is for Municipal Court Veterans Court Enhancement Grant.

**REVENUE & EXPENDITURE SUMMARY**

Code	Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
				Adopted	Adjusted	Year-end			\$ Chg	% Chg
Revenue Summary:										
195	Grants	\$ 127,431	\$ 100,779	\$ -	\$ 65,078	\$ 65,078	\$ -	\$ -	\$ (65,078)	-100.0%
Total Revenues:		\$ 127,431	\$ 100,779	\$ -	\$ 65,078	\$ 65,078	\$ -	\$ -	\$ (65,078)	-100.0%
Expenditure Summary:										
11.002/4	Overtime	19,587	26,895	-	36,159	36,159	-	-	(36,159)	-100.0%
21.xxx	Benefits	3,731	6,915	-	7,824	7,824	-	-	(7,824)	-100.0%
31.xxx	Office Supplies	1,394	377	-	-	-	-	-	-	n/a
31.008	Clothing/Uniform	-	327	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	11,472	25,863	-	-	-	-	-	-	n/a
41.xxx	Professional Service	84,675	36,436	-	16,695	16,695	-	-	(16,695)	-100.0%
43/49.003	Travel & Training	6,427	2,701	-	4,400	4,400	-	-	(4,400)	-100.0%
49.001	Membership Dues	1,065	345	-	-	-	-	-	-	n/a
Total Expenditures:		\$ 128,351	\$ 99,859	\$ -	\$ 65,078	\$ 65,078	\$ -	\$ -	\$ (65,078)	-100.0%
	Beginning Balance	-	(920)	-	-	-	-	-		
	Ending Balance	(920)	-	-	-	-	-	-		



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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	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted- 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
<b>REVENUES</b>									
<b>Taxes</b>	<b>26,329,393</b>	<b>27,469,335</b>	<b>\$26,498,600</b>	<b>\$26,721,300</b>	<b>\$27,627,153</b>	<b>\$27,734,900</b>	<b>\$27,970,400</b>	<b>\$ 1,013,600</b>	<b>3.8%</b>
Property Tax	6,642,052	6,741,607	6,812,400	6,812,400	6,915,523	7,110,000	7,202,400	297,600	4.4%
Local Sales & Use Tax	9,178,807	9,958,523	9,192,800	9,357,800	10,031,830	9,852,600	9,951,100	494,800	5.3%
Sales/Parks	546,303	585,089	541,100	550,000	596,800	608,700	620,900	58,700	10.7%
Brokered Natural Gas Use Tax	28,301	38,716	30,000	30,000	30,000	30,000	30,000	-	0.0%
Criminal Justice Sales Tax	982,505	1,047,075	992,800	992,800	1,068,000	1,089,400	1,111,200	96,600	9.7%
Admissions Tax	600,842	539,139	622,300	622,300	496,000	496,000	496,000	(126,300)	-20.3%
Utility Tax	5,629,010	5,744,060	5,644,000	5,644,000	5,676,000	5,735,200	5,745,800	91,200	1.6%
Leasehold Tax	10,103	14,169	12,000	12,000	12,000	12,000	12,000	-	0.0%
Gambling Tax	2,711,471	2,800,955	2,651,200	2,700,000	2,801,000	2,801,000	2,801,000	101,000	3.7%
<b>Franchise Fees</b>	<b>3,616,442</b>	<b>3,733,390</b>	<b>3,743,900</b>	<b>3,943,900</b>	<b>3,989,100</b>	<b>4,108,800</b>	<b>4,232,100</b>	<b>164,900</b>	<b>4.2%</b>
Cable, Water, Sewer, Solid Waste	2,791,715	2,844,927	2,874,000	2,874,000	2,874,000	2,960,200	3,049,000	86,200	3.0%
Tacoma Power	824,727	888,463	869,900	1,069,900	1,115,100	1,148,600	1,183,100	78,700	7.4%
<b>Development Service Fees</b>	<b>1,172,575</b>	<b>1,656,169</b>	<b>1,354,391</b>	<b>1,392,000</b>	<b>1,767,596</b>	<b>1,710,100</b>	<b>1,744,000</b>	<b>318,100</b>	<b>22.9%</b>
Building Permits	475,833	619,836	513,760	564,000	785,000	714,000	728,300	150,000	26.6%
Other Building Permit Fees	220,863	240,938	130,511	199,000	310,596	310,200	316,400	111,200	55.9%
Plan Review/Plan Check Fees	370,220	661,289	620,097	520,000	553,000	564,000	575,200	44,000	8.5%
Other Zoning/Development Fees	105,660	134,106	90,023	109,000	119,000	121,900	124,100	12,900	11.8%
<b>Licenses &amp; Permits</b>	<b>424,169</b>	<b>414,234</b>	<b>481,500</b>	<b>428,000</b>	<b>323,900</b>	<b>384,000</b>	<b>384,000</b>	<b>(44,000)</b>	<b>-10.3%</b>
Business License	278,260	260,064	303,500	280,000	254,100	314,000	314,000	34,000	12.1%
Alarm Permits & Fees	105,865	114,819	136,000	106,000	30,000	30,000	30,000	(76,000)	-71.7%
Animal Licenses	40,044	39,351	42,000	42,000	39,800	40,000	40,000	(2,000)	-4.8%
<b>State Shared Revenues</b>	<b>1,350,725</b>	<b>1,397,256</b>	<b>1,213,000</b>	<b>1,171,800</b>	<b>1,265,900</b>	<b>1,255,900</b>	<b>1,255,900</b>	<b>84,100</b>	<b>7.2%</b>
Sales Tax Mitigation	46,177	37,938	50,000	-	10,000	-	-	-	n/a
Criminal Justice	149,009	153,413	154,800	152,000	154,000	154,000	154,000	2,000	1.3%
Criminal Justice High Crime	375,837	423,055	236,700	236,700	318,800	318,800	318,800	82,100	34.7%
Liquor Excise Tax	276,603	286,385	274,600	291,700	291,700	291,700	291,700	-	0.0%
Liquor Board Profits	503,074	496,441	496,900	491,400	491,400	491,400	491,400	-	0.0%
Marijuana Enforcement/Excise Tax	25	25	-	-	-	-	-	-	n/a
<b>Intergovernmental</b>	<b>412,866</b>	<b>629,769</b>	<b>468,026</b>	<b>562,630</b>	<b>498,637</b>	<b>576,500</b>	<b>576,450</b>	<b>13,870</b>	<b>2.5%</b>
Police FBI & Other Misc	13,460	12,100	12,900	12,100	12,000	12,000	12,000	(100)	-0.8%
Police-Animal Svcs-Steilacoom	15,675	14,865	13,800	13,800	13,800	14,100	14,380	300	2.2%
Police-Animal Svcs-Dupont	28,386	29,569	28,600	28,600	28,600	29,100	29,770	500	1.7%
Police-South Sound 911 Investigations	7,225	5,143	5,000	10,000	7,000	4,000	3,000	(6,000)	-60.0%
Muni Court-University Place Contract	124,711	275,407	190,983	263,887	285,396	294,000	294,000	30,113	11.4%
Muni Court-Town of Steilacoom Contract	92,349	111,246	93,905	117,769	111,540	114,900	114,900	(2,869)	-2.4%
Muni Court-City of Dupont	131,060	181,439	122,838	116,474	40,301	108,400	108,400	(8,074)	-6.9%

**FUND 001: GENERAL FUND (continued)****SOURCES & USES (continued)**

Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
<b>Charges for Services &amp; Fees</b>	<b>1,199,813</b>	<b>1,490,792</b>	<b>979,500</b>	<b>1,434,000</b>	<b>1,424,859</b>	<b>1,435,700</b>	<b>1,442,700</b>	<b>1,700</b>	<b>0.1%</b>
Parks & Recreation Fees	219,318	240,404	261,000	261,000	267,175	278,700	288,700	17,700	6.8%
Police - Various Contracts	1,087	8,427	-	-	7,684	7,000	7,000	7,000	n/a
Police - Towing Impound Fees	18,500	10,200	40,000	40,000	15,000	15,000	12,000	(25,000)	-62.5%
Police - Extra Duty	672,191	910,575	400,000	775,000	775,000	775,000	775,000	-	0.0%
Police - WSH Comm Policing Program	276,000	315,750	276,000	355,500	355,500	355,500	355,500	-	0.0%
Other	12,718	5,437	2,500	2,500	4,500	4,500	4,500	2,000	80.0%
<b>Fines &amp; Forfeitures</b>	<b>1,943,063</b>	<b>1,704,839</b>	<b>1,982,219</b>	<b>1,582,200</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>1,560,900</b>	<b>(21,300)</b>	<b>-1.3%</b>
Municipal Court	1,030,358	897,285	1,282,219	882,200	860,900	860,900	860,900	(21,300)	-2.4%
Photo Infraction	912,704	807,554	700,000	700,000	700,000	700,000	700,000	-	0.0%
<b>Miscellaneous/Interest/Other</b>	<b>78,409</b>	<b>212,985</b>	<b>48,650</b>	<b>48,650</b>	<b>211,968</b>	<b>133,700</b>	<b>133,700</b>	<b>85,050</b>	<b>174.8%</b>
Interest Earnings	24,179	66,500	6,000	6,000	68,000	68,000	68,000	62,000	1033.3%
Penalties & Interest - Taxes	22,780	68,599	30,500	30,500	50,700	15,200	15,200	(15,300)	-50.2%
Miscellaneous/Other	31,451	77,886	12,150	12,150	93,268	50,500	50,500	38,350	315.6%
<b>Interfund Transfers</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>-</b>	<b>0.0%</b>
Transfer In - Fund 401 SWM	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
<b>Total Operating Revenues</b>	<b>\$ 36,812,155</b>	<b>\$ 38,993,468</b>	<b>\$ 37,054,486</b>	<b>\$ 37,569,180</b>	<b>\$ 38,954,713</b>	<b>\$ 39,185,200</b>	<b>\$ 39,584,850</b>	<b>\$ 1,616,020</b>	<b>4.3%</b>
<b>EXPENDITURES</b>									
City Council	131,839	127,379	134,920	134,920	134,920	136,853	136,853	1,933	1.4%
City Manager	627,631	633,389	620,129	634,358	633,008	706,338	716,460	71,980	11.3%
Administrative Services	1,520,888	1,617,746	1,655,784	1,716,872	1,706,041	1,811,960	1,863,255	95,088	5.5%
Non-Departmental	122,398	128,098	131,720	133,295	133,295	133,960	133,960	665	0.5%
Community & Economic Development	1,875,902	1,995,406	1,926,371	2,007,712	2,001,717	2,183,605	2,223,800	175,893	8.8%
Parks, Rec & Community Svcs	2,592,555	2,599,358	2,641,869	2,603,156	2,671,120	2,935,190	2,821,605	332,034	12.8%
Legal	1,520,654	1,540,487	1,688,739	1,741,865	1,739,154	1,708,981	1,681,540	(32,884)	-1.9%
Municipal Court	1,945,305	2,010,854	2,053,330	2,149,602	2,128,771	2,126,507	2,158,418	(23,095)	-1.1%
Police	22,385,005	23,308,561	24,122,464	24,639,799	24,529,114	24,747,028	25,369,550	107,229	0.4%
Transfer to Fund 101 Street	1,182,032	900,878	1,012,178	1,230,415	1,258,817	1,390,040	1,402,118	159,625	13.0%
Transfer to Fund 105 Abatement/RHSP	35,000	35,000	35,000	35,000	35,000	35,000	35,000	-	0.0%
Transfer to Fund 201 GO Bond DS	388,304	398,282	478,135	478,135	478,135	442,206	440,656	(35,929)	-7.5%
<b>Total Operating Expenditures:</b>	<b>\$ 34,327,514</b>	<b>\$ 35,295,438</b>	<b>\$ 36,500,639</b>	<b>\$ 37,505,130</b>	<b>\$ 37,449,093</b>	<b>\$ 38,357,668</b>	<b>\$ 38,983,215</b>	<b>\$ 852,538</b>	<b>2.3%</b>
<b>Oper Rev Over/(Under) Exp</b>	<b>\$ 2,484,641</b>	<b>\$ 3,698,031</b>	<b>\$ 553,847</b>	<b>\$ 64,050</b>	<b>\$ 1,505,620</b>	<b>\$ 827,532</b>	<b>\$ 601,635</b>	<b>\$ 763,482</b>	<b>1192.0%</b>

**FUND 001: GENERAL FUND (continued)****SOURCES & USES (continued)**

Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
OTHER FINANCING SOURCES									
Grants/Donations/Contributions	300,431	326,199	69,750	441,062	401,749	140,750	140,750	(300,312)	-68.1%
Transfer In-LID Guaranty Fund	270,000	-	-	-	-	-	-	-	n/a
Transfer In-RHSP	-	-	-	149,085	-	-	-	(149,085)	-100.0%
Transfer In-Fleet & Equipment	-	96,050	16,000	16,000	16,000	-	-	(16,000)	-100.0%
Total Other Financing Sources	\$ 570,431	\$ 422,249	\$ 85,750	\$ 606,147	\$ 417,749	\$ 140,750	\$ 140,750	\$ (465,397)	-76.8%
OTHER FINANCING USES									
City Council	-	-	-	4,500	4,500	-	-	(4,500)	-100.0%
City Manager	6,343	35,811	4,044	28,014	28,014	4,453	2,218	(23,561)	-84.1%
Administrative Services	36,525	31,736	17,594	40,874	42,660	20,311	11,371	(20,563)	-50.3%
Community & Economic Development	198,300	559,942	22,175	356,223	906,223	58,210	46,289	(298,013)	-83.7%
Parks, Recreation & Community Services	7,171	35,298	21,311	56,078	56,078	111,670	10,717	55,592	99.1%
Legal/Clerk	52,361	152,192	18,917	143,442	143,442	18,554	9,240	(124,888)	-87.1%
Municipal Court	16,077	29,914	17,485	171,721	171,721	18,554	9,240	(153,167)	-89.2%
Police	79,286	296,072	194,380	484,325	1,484,325	326,977	85,751	(157,348)	-32.5%
Transfer Out - Street	-	286,624	42,033	204,149	204,149	72,101	76,417	(132,048)	-64.7%
Transfer Out - Abatement/RHSP	-	140,000	90,000	215,000	215,000	50,000	50,000	(165,000)	-76.7%
Transfer Out - SSMCP	54,750	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%
Transfer Out - Parks CIP	-	657,125	-	925,275	925,275	80,000	80,000	(845,275)	-91.4%
Transfer Out - Transportation CIP	310,500	602,715	500,000	1,545,635	1,045,635	700,000	700,000	(845,635)	-54.7%
Transfer to Fleet & Equipment	233,239	-	-	-	-	-	-	-	n/a
Total Other Financing Uses	\$ 994,553	\$ 2,877,429	\$ 977,939	\$ 4,225,236	\$ 5,277,022	\$ 1,510,829	\$ 1,131,243	\$ (2,714,407)	-64.2%
Total Revenue & Other Sources	\$ 37,382,587	\$ 39,415,717	\$ 37,140,236	\$ 38,175,327	\$ 39,372,462	\$ 39,325,950	\$ 39,725,600	\$ 1,150,623	3.0%
Total Expenditures & Other Uses	\$ 35,322,067	\$ 38,172,867	\$ 37,478,578	\$ 41,730,366	\$ 42,726,115	\$ 39,868,497	\$ 40,114,458	\$ (1,861,869)	-4.5%
Beginning Balance	\$ 5,848,860	\$ 7,909,380	\$ 5,000,225	\$ 9,152,227	\$ 9,152,227	\$ 5,798,574	\$ 5,256,027	\$ (3,353,653)	-36.6%
Ending Balance	\$ 7,909,380	\$ 9,152,228	\$ 4,661,883	\$ 5,597,188	\$ 5,798,574	\$ 5,256,027	\$ 4,867,169	\$ (341,161)	-6.1%
EFB as % of G/S Oper Rev	20.9%	22.9%	12.3%	14.5%	14.5%	13.1%	12.0%	-1.40%	-9.7%
Reserves - Total Target 12%	\$ 4,535,600	\$ 4,800,348	\$ 4,562,578	\$ 4,623,429	\$ 4,794,673	\$ 4,819,212	\$ 4,867,170	195,783	4.2%
2% Contingency Reserves	\$ 755,933	\$ 800,058	\$ 760,430	\$ 770,572	\$ 799,112	\$ 803,202	\$ 811,195	32,630	4.2%
5% General Fund Reserves	\$ 1,889,833	\$ 2,000,145	\$ 1,901,074	\$ 1,926,429	\$ 1,997,781	\$ 2,008,005	\$ 2,027,988	81,576	4.2%
5% Strategic Reserves	\$ 1,889,833	\$ 2,000,145	\$ 1,901,074	\$ 1,926,429	\$ 1,997,781	\$ 2,008,005	\$ 2,027,988	81,576	4.2%
Unreserved / (Shortfall):	\$ 3,373,780	\$ 4,351,878	\$ 99,305	\$ 973,759	\$ 1,003,901	\$ 436,816	\$ -	\$ (536,943)	-55.1%

**FUND 001: GENERAL FUND (continued)****EXPENDITURE BY OBJECT SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	\$ 14,984,684	\$ 15,202,230	\$ 16,353,041	\$ 16,482,922	\$ 16,429,084	\$ 16,589,662	\$ 17,511,435	\$ 106,740	0.6%
11.002/4	Overtime	1,154,158	1,047,830	710,920	700,860	771,649	696,625	696,117	(4,235)	-0.6%
11.008	Extra Duty Pay	612,605	698,812	400,000	775,000	775,000	775,000	775,000	-	0.0%
11.011	Temporary Help	159,423	147,971	207,120	207,120	211,220	261,760	263,760	54,640	26.4%
21.xxx	Benefits	6,103,450	6,316,626	6,656,037	6,687,793	6,689,438	6,717,612	7,124,659	29,819	0.4%
31.xxx	Other Operating Supplies	316,242	286,496	305,485	305,485	278,179	297,920	298,820	(7,565)	-2.5%
31.003/00	Forms & Publications	6,778	2,305	14,700	4,700	3,900	3,155	3,155	(1,545)	-32.9%
31.005	Meeting Food & Beverage	6,987	4,914	7,040	7,040	5,290	5,985	5,985	(1,055)	-15.0%
31.008	Clothing/Uniform	124,236	96,721	49,300	49,300	56,404	55,760	53,060	6,460	13.1%
32.xxx	Fuel	(3,190)	(3,625)	-	-	160	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	60,930	133,047	109,760	109,760	89,434	124,190	118,485	14,430	13.1%
41.xxx	Professional Service	1,997,633	2,246,322	2,141,585	2,286,585	2,181,725	5,708,658	5,650,786	3,422,073	149.7%
42.xxx	Communication	49,995	53,101	57,020	57,020	57,020	57,025	57,025	5	0.0%
43/49.003	Travel & Training	139,307	150,365	191,920	192,665	160,995	198,325	197,925	5,660	2.9%
44.xxx	Advertising	28,369	25,679	27,450	27,450	25,225	27,450	27,450	-	0.0%
45.xxx	Operating Rental/Lease	5,205	4,807	-	-	3,500	5,500	5,500	5,500	n/a
47.xxx	Utilities	108,161	104,876	70,600	70,600	90,200	97,700	97,900	27,100	38.4%
48.xxx	Repairs & Maintenance	454	1,487	20,950	20,950	13,450	12,050	12,050	(8,900)	-42.5%
49.001	Membership Dues	76,329	77,570	79,775	80,750	80,859	88,550	88,700	7,800	9.7%
49.xxx	Other Charges & Services	103,051	90,722	86,040	86,340	71,955	113,500	113,075	27,160	31.5%
597	Interfund Transfers	1,605,336	1,334,160	1,525,313	1,743,550	1,771,952	1,867,246	1,877,774	123,696	7.1%
5x.xxx	Intergovernmental	3,262,292	3,473,870	3,338,831	3,276,121	3,347,924	-	-	(3,276,121)	-100.0%
9x.xxx	IS Charges - M&O	2,621,733	3,047,792	3,281,094	3,466,459	3,416,459	3,817,127	3,897,950	350,668	10.1%
9x.xxx	IS Charges - Reserves	803,351	751,363	866,658	866,658	918,067	836,869	106,605	(29,789)	-3.4%
Subtotal Operating Exp:		\$ 34,327,514	\$ 35,295,440	\$ 36,500,639	\$ 37,505,128	\$ 37,449,089	\$ 38,357,669	\$ 38,983,216	\$ 852,541	2.3%
Capital & One-time Funding:										
City Council		-	-	-	4,500	4,500	-	-	(4,500)	-100.0%
City Manager		6,343	35,811	4,044	28,014	28,014	4,453	2,218	(23,561)	-84.1%
Administrative Services		36,526	31,736	17,594	40,874	42,660	20,311	11,371	(20,563)	-50.3%
Community & Economic Dev		198,300	559,942	22,175	356,223	906,223	58,210	46,287	(298,013)	-83.7%
Parks, Rec & Comm Services		7,171	35,297	21,311	56,078	56,078	111,670	10,717	55,592	99.1%
Legal/City Clerk		52,361	152,192	18,917	143,442	143,442	18,554	9,240	(124,888)	-87.1%
Municipal Court		16,077	29,914	17,485	171,721	171,721	18,554	9,240	(153,167)	-89.2%
Police		79,286	296,072	194,380	484,325	1,484,325	326,977	85,751	(157,348)	-32.5%
Transfers Out		598,489	1,736,464	682,033	2,940,059	2,440,059	952,101	956,417	(1,987,958)	-67.6%
Subtotal One-time Exp:		\$ 994,553	\$ 2,877,429	\$ 977,939	\$ 4,225,236	\$ 5,277,022	\$ 1,510,830	\$ 1,131,241	\$ (2,714,406)	-64.2%
Total Expenditures:		\$ 35,322,068	\$ 38,172,869	\$ 37,478,578	\$ 41,730,364	\$ 42,726,111	\$ 39,868,499	\$ 40,114,457	\$ (1,861,865)	-4.5%

## FUND 101: STREET FUND

### PURPOSE/DESCRIPTION

The *Street 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Permits Fees	\$ 119,995	\$ 135,021	\$ 96,000	\$ 96,000	\$ 137,500	\$ 111,500	\$ 111,500	\$ 15,500	16.1%
Engineering Review Fees	50	2,754	1,000	1,000	1,000	1,000	1,000	-	0.0%
Motor Vehicle Fuel Tax	863,896	871,657	870,000	862,399	862,399	862,400	862,400	1	0.0%
Interest Earnings	567	-	-	-	-	-	-	-	n/a
Total Operating Revenues:	\$ 984,508	\$ 1,009,432	\$ 967,000	\$ 959,399	\$ 1,000,899	\$ 974,900	\$ 974,900	\$ 15,501	1.6%
EXPENDITURES									
Operations & Maintenance	1,631,444	1,602,269	1,480,962	1,590,455	1,641,100	1,746,457	1,734,625	156,002	9.8%
Engineering Services	395,916	483,225	500,516	582,005	598,670	618,484	642,396	36,479	6.3%
Total Operating Expenditures:	\$ 2,027,360	\$ 2,085,494	\$ 1,981,478	\$ 2,172,460	\$ 2,239,770	\$ 2,364,941	\$ 2,377,021	\$ 192,481	8.9%
Oper Rev Over/(Under) Exp	\$(1,042,852)	\$(1,076,062)	\$(1,014,478)	\$(1,213,061)	\$(1,238,871)	\$(1,390,041)	\$(1,402,121)	\$(176,980)	14.6%
OTHER FINANCING SOURCES									
Donations/Contributions	10,000	3,000	-	-	-	-	-	-	n/a
Judgments, Settlements/Misc	-	808	-	-	-	-	-	-	n/a
Permit Deposits for Prof Svcs	8,784	1,376	2,500	2,500	2,500	2,500	2,500	-	0.0%
Transfer In-General Fund	1,182,032	1,187,503	1,054,011	1,434,566	1,462,976	1,462,142	1,478,537	27,576	1.9%
Total Other Financing Sources	\$ 1,200,816	\$ 1,192,687	\$ 1,056,511	\$ 1,437,066	\$ 1,465,476	\$ 1,464,642	\$ 1,481,037	\$ 27,576	1.9%
OTHER FINANCING USES									
Operations & Maintenance	\$ 62,510	\$ 91,907	\$ 19,596	\$ 154,300	\$ 154,300	\$ 57,265	\$ 20,282	\$ (97,035)	-62.9%
Engineering Services	29,679	79,188	22,437	81,010	83,610	17,336	58,634	(63,674)	-78.6%
Total Other Financing Uses	\$ 92,189	\$ 171,095	\$ 42,033	\$ 235,310	\$ 237,910	\$ 74,601	\$ 78,916	\$ (160,709)	-68.3%
Total Rev & Other Sources	\$ 2,185,324	\$ 2,202,119	\$ 2,023,511	\$ 2,396,465	\$ 2,466,375	\$ 2,439,542	\$ 2,455,937	\$ 43,077	1.8%
Total Exp & Other Uses	\$ 2,119,549	\$ 2,256,588	\$ 2,023,511	\$ 2,407,770	\$ 2,477,680	\$ 2,439,542	\$ 2,455,937	\$ 31,772	1.3%
Beginning Fund Balance, 1/1	\$ -	\$ 65,775	\$ -	\$ 11,305	\$ 11,305	\$ -	\$ -	\$ (11,305)	-100.0%
Ending Fund Balance, 12/31	\$ 65,775	\$ 11,305	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

**FUND 101: STREET FUND (continued)****EXPENDITURE OBJECT SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	\$ 513,560	\$ 622,972	\$ 602,480	\$ 706,496	\$ 615,596	\$ 742,999	\$ 751,762	\$ 36,503	5.2%
11.002/4	Overtime	12,926	23,183	11,500	11,500	18,200	15,100	15,100	3,600	31.3%
11.011	Temporary Help	13,140	68,037	51,400	51,400	51,400	43,200	53,200	(8,200)	-16.0%
21.xxx	Benefits	213,704	295,624	256,008	291,502	291,502	348,715	366,934	57,213	19.6%
31.xxx	Other Operating Supplies	48,549	76,799	88,200	88,200	89,000	67,700	67,700	(20,500)	-23.2%
31.003/00	Forms & Publications	-	1,515	-	200	100	100	400	(100)	-50.0%
31.005	Meeting Food & Beverage	174	483	1,000	1,000	1,050	1,000	1,000	-	0.0%
31.008	Clothing/Uniform	5,392	9,915	6,000	6,000	7,384	8,700	8,700	2,700	45.0%
31.030	Maintenance Supplies	47,490	94,962	90,000	90,000	105,000	83,000	98,000	(7,000)	-7.8%
32.xxx	Fuel	145	6	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	13,228	18,232	27,500	30,000	47,198	43,200	43,200	13,200	44.0%
41.xxx	Professional Service	30,804	17,873	23,300	40,800	53,725	66,900	66,900	26,100	64.0%
42.xxx	Communication	518	58	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	2,099	4,960	9,650	9,650	10,226	9,350	9,350	(300)	-3.1%
44.xxx	Advertising	-	173	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	4,002	11,140	5,000	5,000	3,500	3,500	3,500	(1,500)	-30.0%
47.xxx	Utilities	498,356	338,287	215,210	215,210	325,650	411,710	411,710	196,500	91.3%
48.xxx	Repairs & Maintenance	6,085	4,102	15,250	15,250	14,450	16,750	16,750	1,500	9.8%
49.001	Membership Dues	1,754	1,843	2,800	2,800	2,650	3,900	3,900	1,100	39.3%
49.xxx	Other Charges & Services	2,573	2,045	400	400	451	100	100	(300)	-75.0%
5x.xxx	Intergovernmental	15,998	21,918	27,750	27,750	22,220	-	-	(27,750)	-100.0%
9x.xxx	IS Charges - M&O	434,326	304,887	413,573	432,345	432,345	440,214	449,245	7,869	1.8%
9x.xxx	IS Charges - Reserves	162,537	166,479	134,457	146,957	148,123	58,802	9,570	(88,155)	-60.0%
Subtotal Operating Exp:		\$ 2,027,360	\$ 2,085,493	\$ 1,981,478	\$ 2,172,460	\$ 2,239,770	\$ 2,364,941	\$ 2,377,021	\$ 192,481	8.9%
Capital & One-time Funding:										
	Capital & One-Time	92,189	171,095	42,033	235,310	237,910	74,601	78,916	(160,709)	-68.3%
Subtotal One-time Exp:		\$ 92,189	\$ 171,095	\$ 42,033	\$ 235,310	\$ 237,910	\$ 74,601	\$ 78,916	\$ (160,709)	-68.3%
Total Expenditures:		\$ 2,119,549	\$ 2,256,588	\$ 2,023,511	\$ 2,407,770	\$ 2,477,680	\$ 2,439,542	\$ 2,455,937	\$ 31,772	1.3%



## 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Real Estate Excise Tax	\$ 2,114,687	\$ 2,453,402	\$ 1,300,000	\$ 1,500,000	\$ 2,083,000	\$ 1,700,000	\$ 1,700,000	\$ 200,000	13.3%
Interest/Miscellaneous	1,749	4,606	-	-	-	-	-	-	n/a
Total Sources	\$ 2,116,437	\$ 2,458,008	\$ 1,300,000	\$ 1,500,000	\$ 2,083,000	\$ 1,700,000	\$ 1,700,000	\$ 200,000	13.3%
EXPENDITURES									
Transfer Out - Public Art	-	27,791	-	-	-	-	-	-	n/a
Transfer Out-GO Bond Debt Service	-	-	-	-	-	184,000	810,000	184,000	n/a
Transfer Out-Parks CIP	107,234	525,255	260,000	358,525	358,525	1,443,130	-	1,084,605	302.5%
Transfer Out-Transportation CIP	1,606,071	1,833,824	1,253,465	2,092,298	2,592,298	155,870	890,000	(1,936,428)	-92.6%
Total Uses	\$ 1,713,305	\$ 2,386,870	\$ 1,513,465	\$ 2,450,823	\$ 2,950,823	\$ 1,783,000	\$ 1,700,000	\$ (667,823)	-27.2%
Oper Sources/(Under) Uses	\$ 403,132	\$ 71,138	\$ (213,465)	\$ (950,823)	\$ (867,823)	\$ (83,000)	\$ -	\$ 867,823	-91.3%
Beginning Fund Balance, 1/1	\$ 476,554	\$ 879,686	\$ 318,249	\$ 950,823	\$ 950,823	\$ 83,000	\$ -	\$ (867,823)	-91.3%
Ending Fund Balance, 12/31	\$ 879,686	\$ 950,823	\$ 104,784	\$ -	\$ 83,000	\$ -	\$ -	\$ -	n/a

**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.

The fees are effective for tabs due beginning April 1, 2015. The Washington State Department of Licensing (DOL) collects the fees and distributes the net proceeds to the City on a monthly basis. DOL automatically deducts one percent (1%) of the \$20 fee at the time of collection for administration and collections expenses incurred. The 1% administration fee is the maximum amount permitted by RCW 82.80.140.

On July 1, 2015 the Washington State Legislature enacted Second Engrossed Substitute Bill 5987 (SESSB 5987), which authorizes the City to assume the rights, powers, functions, and obligation of the TBD. On November 22, 2016, the City Council declared its intent to conduct a public hearing to consider the proposed assumption of the rights, powers, function, and obligations of the existing City of Lakewood TBD. The City Council conducted the public hearing on December 5, 2016. On December 12, 2016, the City Council adopted the ordinance to assume the TBD.

The vehicle licensing fee is expected to generate \$4.9M between 2019 and 2024. The City will also use \$4.2M of General Fund sources for a combined total of \$9.1M. This \$9.1M along with revenues generated from real estate excise tax, motor vehicle fuel tax, multi-modal funds, grants, surface water management contribution will provide \$25.0M of the \$42.6M needed improvements to the City streets and roads over the next six years (2019-2024). The remaining \$17.6M is to be funded by debt financing.

**FUND 103: TRANSPORTATION BENEFIT DISTRICT** (continued)**Vehicles Subject to the Vehicle Licensing Fee**

The annual vehicle fee is due for each vehicle subject to license tab fees and for each vehicle subject to gross weight fees with an unladen (scale) weight of 6,000 pounds or less as described in table below. Vehicles with non-expiring registration, such as Disabled American Veteran and Collector Vehicles, are exempt from the tax. The annual vehicle licensing fee applies only when renewing a vehicle registration, and is effective upon the registration renewal date as provided by the Department of Licensing.

The following vehicles are subject to the vehicle licensing fee under RCW 82.80.140:

<b>Vehicles Exempt from the VLF</b>		
<b>Use Type</b>	<b>Description</b>	<b>Authority</b>
CAB	Taxicab	RCW 46.17.350
CMB	Combination	RCW 46.17.355 if scale weight is 6000 pounds or less
CMB (non-powered)	Trailers	RCW 46.16A.450(b)
COM	Commercial vehicle	RCW 46.17.350 if scale weight is 6000 pounds or less
COM non powered	Commercial	RCW 46.16A.450
CYC	Motorcycle	RCW 46.17.350
FIX	Fixed Load vehicle	RCW 46.17.355 if scale weight is 6000 pounds or less
FRH, 6 seats or less	For Hire	RCW 46.17.350
FRH, 7 seats or more	For Hire	RCW 46.17.355 if scale weight is 6000 pounds or less
HDL	House Moving Dolly	RCW 46.17.350
LOG (powered)	Used Exclusively for hauling logs	RCW 46.17.355 if scale weight is 6000 pounds or less
LOG (non-powered)	Used exclusively for hauling logs	RCW 46.17.355
MHM	Motor home	RCW 46.17.350
MOB	Mobile Home	RCW 46.17.350 (if actually licensed)
PAS	Passenger vehicle	RCW 46.17.350
STA, 6 seats or less	Stage	RCW 46.17.350
STA, 7 seats or more	Stage	RCW 46.17.355 if scale weight is 6000 pounds or less
TLR	Private –use trailer (if over 2000 pounds scale weight)	RCW 46.17.350
TOW	Tow truck	RCW 46.17.350
TRK	Truck	RCW 46.17.355 if scale weight is 6000 pounds or less
TVL	Travel trailer	RCW 46.17.350
NEP	Neighborhood electric passenger vehicle	RCW 46.17.350
NET	Neighborhood electric truck	RCW 46.17.355 if scale weight is 6000 pounds or less
MEP	Medium-speed electric passenger vehicle	RCW 46.17.350
MET	Medium-speed electric truck	RCW 46.17.355 if scale weight is 6000 pounds or less

**FUND 103: TRANSPORTATION BENEFIT DISTRICT** (continued)**Vehicles Exempt from the Vehicle Licensing Fee**

The following vehicles are specifically exempted from the vehicle licensing fee:

- a. Campers, as defined in RCW 46.04.085;
- b. Farm tractors or farm vehicles as defined in RCW 46.04.180 and 46.04.181;
- c. Mopeds, as defined in RCW 46.04.304;
- d. Off-road and non-highway vehicles as defined in RCW 46.04.365;
- e. Private use single-axle trailer, as defined in RCW 46.04.422;
- f. Snowmobiles as defined in RCW 46.04.546; and
- g. Vehicles registered under chapter 46.87 RCW and the international registration plan.

The following vehicles are not subject to the vehicle fee under RCW 82.80.140:

<b>Vehicles Exempt from the VLF</b>		
<b>Use Type</b>	<b>Description</b>	<b>Reasoning</b>
ATQ	Antique Vehicle (any vehicle 30 years old)	Not subject to license fees
ATV	Motorized Non highway vehicle	Not subject to RCW 82.80.140
CGR	Converter Gear	Not subject to license fees
CMP	Campers	Exempt under RCW 82.80.140
GOV	State, County, City, Tribal	Not subject to license fees
FAR	Farm	Exempt under RCW 82.80.140
FCB	Farm Combination	Exempt under RCW 82.80.140
FED	Federally Owned	Not subject to license fees
FEX	Farm Exempt	Not subject to license fees
FMC	Federal Motorcycle Trailer	Not subject to license fees
ORV	Off Road Vehicles	Exempt under RCW 82.80.140
PED	Moped	Exempt under RCW 82.80.140
ATQ	Restored and Collector Vehicles	Not subject to license fees
SCH	Private School	Not subject to license fees
SNO, SNV	Snowmobiles	Exempt under RCW 82.80.140
SNV	Vintage snowmobiles	Exempt under RCW 82.80.140
SNX	State, County, City owned snowmobiles	Exempt under RCW 82.80.140
TLR	Personal use trailers, single axle (less than 2,000 pounds scale weight)	Exempt under RCW 82.80.140

**SOURCES & USE**

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
\$20 Vehicle Licensing Fee (net rev)	\$ 781,318	\$ 822,764	\$ 689,000	\$ 814,000	\$ 814,000	\$ 814,000	\$ 814,000	\$ -	0.0%
Interest Earnings	1,002	1,810	-	-	-	-	-	-	n/a
Total Revenues	\$782,320	\$824,574	\$ 689,000	\$ 814,000	\$ 814,000	\$ 814,000	\$ 814,000	\$ -	0.0%
EXPENDITURES									
WCIA Risk Assessment	2,500	-	2,500	-	-	-	-	-	n/a
Audit	2,933	1,955	-	-	-	-	-	-	n/a
Transfer Out-Transportation CIP	678,500	777,500	682,500	957,506	957,506	814,000	814,000	(143,506)	-15.0%
Total Expenditures	\$683,933	\$779,455	\$ 685,000	\$ 957,506	\$ 957,506	\$ 814,000	\$ 814,000	\$ (143,506)	-15.0%
Rev Over/(Under) Exp	\$ 98,387	\$ 45,119	\$ 4,000	\$ (143,506)	\$ (143,506)	\$ -	\$ -	\$ 143,506	-100.0%
Beginning Fund Balance, 1/1	\$ -	\$ 98,387	\$ 4,000	\$ 143,506	\$ 143,506	\$ -	\$ -	\$ (143,506)	-100.0%
Ending Fund Balance, 12/31	\$ 98,387	\$143,506	\$ 8,000	\$ -	\$ -	\$ -	\$ -	\$ -	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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Special Hotel/Motel Lodging Tax	\$ 540,974	\$ 544,428	\$ 428,571	\$ 485,714	\$ 694,179	\$ 571,429	\$ 571,429	\$ 85,715	17.6%
Transient Rental Income Tax	216,390	217,771	171,429	214,286	277,671	228,571	228,571	14,285	6.7%
Interest Earnings	4,900	13,389	-	-	-	-	-	-	n/a
Total Revenues	\$ 762,264	\$ 775,589	\$ 600,000	\$ 700,000	\$ 971,850	\$ 800,000	\$ 800,000	\$ 100,000	14.3%
EXPENDITURES									
Lodging Tax Programs	484,275	472,508	600,000	480,411	480,411	1,049,220	800,000	568,809	118.4%
Transfer Out - Parks CIP	103,922	237,049	50,000	955,460	955,460	-	-	(955,460)	-100.0%
Total Expenditures	\$ 588,197	\$ 709,557	\$ 650,000	\$ 1,435,871	\$ 1,435,871	\$ 1,049,220	\$ 800,000	\$ (386,651)	-26.9%
Rev Over/(Under) Exp	\$ 174,067	\$ 66,032	\$ (50,000)	\$ (735,871)	\$ (464,021)	\$ (249,220)	\$ -	\$ 486,651	-66.1%
Beginning Fund Balance, 1/1	\$ 1,273,140	\$ 1,447,208	\$ 469,290	\$ 1,513,240	\$ 1,513,240	\$ 1,049,220	\$ 800,000	\$ (464,020)	-30.7%
Ending Fund Balance, 12/31	\$ 1,447,208	\$ 1,513,240	\$ 419,290	\$ 777,369	\$ 1,049,220	\$ 800,000	\$ 800,000	\$ 22,631	2.9%

**FUND 104: HOTEL/MOTEL LODGING TAX (continued)****LTAC GRANT ALLOCATIONS**

Year	2015 Actual	2016 Actual	2017 Actual	2018 Est	2019 Est
<b>Expenditures:</b>					
Asia Pacific Cultural Center (APCC)	2,500	10,000	10,000	5,000	5,000
CoL Communications - Media Promotion	-	-	15,939	27,061	30,000
CoL Economic Dev-Have You Seen Lakewood Lately>	-	6,488		-	-
CoL Economic Dev-Promo/Outreach	9,628	-		-	-
CoL Economic Dev-Reprinting of Two Brochures	4,480	-		-	-
CoL PRCS-Asian Film Fest	-	-	7,499	7,000	-
CoL PRCS-Concert Series	-	-	-	2,500	6,000
CoL PRCS-Farmers Market	10,000	20,000	20,000	20,000	20,000
CoL PRCS-Fort Steilacoom Park Pavilion				49,335	-
CoL PRCS-SummerFEST/Triathlon	18,000	29,000	40,000	40,000	50,000
Historic Fort Steilacoom Assoc.	6,500	10,000	10,000	8,000	8,000
Lakewood Arts Festival Association	-	-	-	-	17,500
Lakewood Asian Film Festival Assoc.	-	-	-	5,000	-
Lakewold Gardens	40,000	40,000	38,220	45,000	30,000
Lakewood Chamber of Commerce - Toursim	78,500	80,000	80,000	80,000	90,000
Lakewood Chamber of Commerce - Blue Lights	-	-	-	-	20,000
Lakewood Historical Society & Museum	33,000	39,500	35,000	25,000	20,000
Lakewood Playhouse	21,601	49,000	21,000	21,000	23,000
Lakewood Sister Cities Assn (LSCA) - International Festival	9,076	8,437	8,000	8,000	13,000
Tacoma Regional Convention+Visitor Bureau /Travel Tacoma + Pierce County	40,000	50,000	35,000	25,000	50,000
Tacoma South Sound Sports Commission	40,000	40,000	50,000	60,000	75,000
CoL PRCS-Gateways	10,000	-	62,983	29,958	80,000
CoL PRCS-Harry Todd Park Improvements	-	-	-	-	200,000
CoL PRCS-Waughop Lake Trail Improvements	25,000	100,000	-	-	-
CoL PRCS-Fort Steilacoom Park Angle Lane	-	-	-	-	209,870
CoL PRCS-Fort Steilacoom Park Pavilion	-	-	37,147	767,007	-
CoL-PRCS Fort Steilacoom Park Sports Field Improvements	-	3,921	136,918	109,160	-
Clover Park Tech College-McGavick Center	101,850	101,850	101,850	101,850	101,850
<b>Total</b>	<b>\$ 450,135</b>	<b>\$ 588,196</b>	<b>\$ 709,556</b>	<b>\$ 1,435,871</b>	<b>\$ 1,049,220</b>

## FUND 105: PROPERTY ABATEMENT/RENTAL HOUSING SAFETY PROGRAM

### PURPOSE/DESCRIPTION

The *Property Abatement/Rental Housing Safety Program Fund* accounts for projects that the City has identified and processed through the abatement program and rental housing safety 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 and covering the cost of the rental housing safety program.

### SOURCES & USES

Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Abatement Program:									
Abatement Charges	\$ 24,620	\$ 56,633	\$ 80,319	\$ 65,000	\$ 97,566	\$ 63,000	\$ 60,000	\$ (2,000)	-3.1%
Interest Earnings	1,294	10,489	-	-	5,000	22,000	10,500	22,000	n/a
Judgments & Settlements	-	983	-	-	-	-	-	-	n/a
Transfer In-General Fund	35,000	125,000	125,000	250,000	250,000	60,000	60,000	(190,000)	-76.0%
Rental Housing Safety Program:									
RHSP Program Fees	-	96,245	190,000	190,000	50,000	168,600	173,300	(21,400)	-11.3%
Transfer In-General Fund	-	50,000	-	-	-	25,000	25,000	25,000	n/a
Total Revenues:	\$ 60,914	\$ 339,350	\$ 395,319	\$ 505,000	\$ 402,566	\$ 338,600	\$ 328,800	\$ (166,400)	-33.0%
EXPENDITURES									
Abatement Program	74,045	186,174	125,000	458,132	495,698	145,000	130,500	(313,132)	-68.3%
Rental Housing Safety Program	-	41,780	123,671	294,465	154,465	193,600	198,300	(100,865)	-34.3%
Total Expenditures:	\$ 74,045	\$ 227,954	\$ 248,671	\$ 752,597	\$ 650,163	\$ 338,600	\$ 328,800	\$ (413,997)	-55.0%
Rev Over/(Under) Exp	\$ (13,131)	\$ 111,396	\$ 146,648	\$ (247,597)	\$ (247,597)	\$ -	\$ -	\$ 247,597	-100.0%
Beginning Fund Balance, 1/1	\$ 149,331	\$ 136,201	\$ 4,889	\$ 247,597	\$ 247,597	\$ -	\$ -	\$ (247,597)	-100.0%
Ending Fund Balance, 12/31	\$ 136,201	\$ 247,597	\$ 151,537	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Ending Fund Balance:									
Abatement Program	\$ 136,201	\$ 143,132	\$ 80,319	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Rental Housing Safety Program	\$ -	\$ 104,465	\$ 71,218	\$ -	\$ -	\$ -	\$ -	\$ -	n/a



## 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	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Interest Earnings	\$ 139	\$ 322	\$ -	\$ -	\$ 25	\$ -	\$ -	\$ -	n/a
Facility Rentals	6,000	15,000	10,000	15,000	15,000	15,000	15,000	-	0.0%
Donations/Contributions	25	-	-	-	-	-	-	-	n/a
Transfer-In Fund 102 REET	-	27,791	-	-	-	-	-	-	n/a
Total Revenues	\$ 6,164	\$ 43,113	\$ 10,000	\$ 15,000	\$ 15,025	\$ 15,000	\$ 15,000	\$ -	0.0%
EXPENDITURES									
Arts Commission Program	1,031	723	2,000	2,000	2,000	2,000	2,000	-	0.0%
Public Art	-	62,000	-	32,598	32,622	13,000	13,000	(19,598)	-60.1%
Total Expenditures	\$ 1,031	\$ 62,723	\$ 2,000	\$ 34,598	\$ 34,622	\$ 15,000	\$ 15,000	\$ (19,598)	-56.6%
Rev Over/(Under) Exp	\$ 5,133	\$ (19,610)	\$ 8,000	\$ (19,598)	\$ (19,597)	\$ -	\$ -	\$ 19,598	-100.0%
Beginning Fund Balance, 1/1	\$ 34,074	\$ 39,207	\$ 19,074	\$ 19,597	\$ 19,597	\$ -	\$ -	\$ (19,597)	-100.0%
Ending Fund Balance, 12/31	\$ 39,207	\$ 19,597	\$ 27,074	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end			Adopted	Adopted
REVENUES									
Forfeitures	\$ 140,183	\$ 116,037	\$ 75,000	\$ 75,000	\$ 75,000	\$ 60,500	\$ 70,000	\$ (14,500)	-19.3%
Law Enforcement Contracts	17,956	8,924	-	26,042	26,042	-	-	(26,042)	-100.0%
Interest Earnings	1,757	3,218	-	-	-	-	-	-	n/a
Total Revenues	\$ 159,896	\$ 128,179	\$ 75,000	\$ 101,042	\$ 101,042	\$ 60,500	\$ 70,000	\$ (40,542)	-40.1%
EXPENDITURES									
Investigations	271,942	207,600	75,000	385,804	385,804	60,500	70,000	(325,304)	-84.3%
Capital Purchases	5,355	-	-	-	-	-	-	-	n/a
Total Expenditures	\$ 277,297	\$ 207,600	\$ 75,000	\$ 385,804	\$ 385,804	\$ 60,500	\$ 70,000	\$ (325,304)	-84.3%
Rev Over/(Under) Exp	\$ (117,401)	\$ (79,421)	\$ -	\$ (284,762)	\$ (284,762)	\$ -	\$ -	\$ 284,762	-100.0%
Beginning Fund Balance, 1/1	\$ 481,585	\$ 364,183	\$ 532	\$ 284,762	\$ 284,762	\$ -	\$ -	\$ (284,762)	-100.0%
Ending Fund Balance, 12/31	\$ 364,183	\$ 284,762	\$ 532	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Forfeitures	\$ 194,924	\$ 26,147	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Revenues	\$ 194,924	\$ 26,147	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
EXPENDITURES									
Investigations	-	124,545	-	45,363	45,363	-	-	(45,363)	-100.0%
Capital Purchases	-	2,644	-	-	-	-	-	-	n/a
Transfer Out-Fleet & Equip	-	48,519							
Total Expenditures	\$ -	\$ 175,708	\$ -	\$ 45,363	\$ 45,363	\$ -	\$ -	\$ (45,363)	-100.0%
Rev Over/(Under) Exp	\$ 194,924	\$ (149,561)	\$ -	\$ (45,363)	\$ (45,363)	\$ -	\$ -	\$ 45,363	-100.0%
Beginning Fund Balance, 1/1	\$ -	\$ 194,924	\$ 11,958	\$ 45,363	\$ 45,363	\$ -	\$ -	\$ (45,363)	-100.0%
Ending Fund Balance, 12/31	\$ 194,924	\$ 45,363	\$ 11,958	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Forfeitures	\$ 52,679	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ 9,600	\$ 39,600	\$ (65,400)	-87.2%
Interest Earnings	724	328	-	-	-	-	-	-	n/a
Total Revenues	\$ 53,403	\$ 328	\$ 75,000	\$ 75,000	\$ 75,000	\$ 9,600	\$ 39,600	\$ (65,400)	-87.2%
EXPENDITURES									
Crime Prevention/Capital	129,804	128,414	104,900	77,360	77,360	9,600	39,600	(67,760)	-87.6%
Total Expenditures	\$ 129,804	\$ 128,414	\$ 104,900	\$ 77,360	\$ 77,360	\$ 9,600	\$ 39,600	\$ (67,760)	-87.6%
Rev Over/(Under) Exp	\$ (76,401)	\$ (128,086)	\$ (29,900)	\$ (2,360)	\$ (2,360)	\$ -	\$ -	\$ 2,360	-100.0%
Beginning Fund Balance, 1/1	\$ 206,847	\$ 130,446	\$ 150,100	\$ 2,360	\$ 2,360	\$ -	\$ -	\$ (2,360)	-100.0%
Ending Fund Balance, 12/31	\$ 130,446	\$ 2,360	\$ 120,200	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## 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	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Grant/Program Income/Loan Payments	\$ 598,286	\$ 996,540	\$ 423,000	\$ 2,125,700	\$ 2,125,700	\$ 565,000	\$ 560,000	\$ (1,560,700)	-73.4%
Section 108 Loan Proceeds	-	141,000	-	-	-	-	-	-	n/a
Interest Earnings	785	-	-	-	-	-	-	-	n/a
Misc/Contributions	40	-	-	-	-	-	-	-	n/a
Total Revenues	\$ 599,110	\$ 1,137,540	\$ 423,000	\$ 2,125,700	\$ 2,125,700	\$ 565,000	\$ 560,000	\$ (1,560,700)	-73.4%
EXPENDITURES									
Grant Programs	573,762	431,704	173,000	1,604,031	1,604,031	265,000	260,000	(1,339,031)	-83.5%
Section 108 Loan Repayment	-	-	-	-	-	50,000	50,000	50,000	n/a
Transfer Out-Transportation CIP	52,848	693,751	250,000	573,521	573,521	250,000	250,000	(323,521)	-56.4%
Total Expenditures	\$ 626,610	\$ 1,125,455	\$ 423,000	\$ 2,177,552	\$ 2,177,552	\$ 565,000	\$ 560,000	\$ (1,612,552)	-74.1%
Rev Over/(Under) Exp	\$ (27,500)	\$ 12,085	\$ -	\$ (51,852)	\$ (51,852)	\$ -	\$ -	\$ 51,852	-100.0%
Beginning Fund Balance, 1/1	\$ 67,267	\$ 39,767	\$ -	\$ 51,852	\$ 51,852	\$ -	\$ -	\$ (51,852)	-100.0%
Ending Fund Balance, 12/31	\$ 39,767	\$ 51,852	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Grant - NSP 1	\$ -	\$ 40,518	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Abatement Charges	28,043	53,687	94,716	80,000	80,000	4,500	20,700	(75,500)	-94.4%
Abatement Interest	991	12,831	-	-	6,000	4,000	4,000	4,000	n/a
Total Revenues	\$ 29,034	\$ 107,036	\$ 94,716	\$ 80,000	\$ 86,000	\$ 8,500	\$ 24,700	\$ (71,500)	-89.4%
EXPENDITURES									
Grant - NSP 1	39,225	144,251	95,392	185,469	191,469	8,500	24,700	(176,969)	-95.4%
Total Expenditures	\$ 39,225	\$ 144,251	\$ 95,392	\$ 185,469	\$ 191,469	\$ 8,500	\$ 24,700	\$ (176,969)	-95.4%
Rev Over/(Under) Exp	\$ (10,191)	\$ (37,215)	\$ (676)	\$ (105,469)	\$ (105,469)	\$ -	\$ -	\$ 105,469	-100.0%
Beginning Fund Balance, 1/1	\$ 152,875	\$ 142,684	\$ 676	\$ 105,469	\$ 105,469	\$ -	\$ -	\$ (105,469)	-100.0%
Ending Fund Balance, 12/31	\$ 142,684	\$ 105,469	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## FUND 192: SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP (SSMCP)

### PURPOSE/DESCRIPTION

The *South Sound Military Communities Partnership 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).

### SOURCES & USES

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Grants	\$ 239,351	\$ 127,421	\$ -	\$ 2,442,077	\$ 2,442,077	\$ -	\$ -	\$ (2,442,077)	-100.0%
Partner Participation	176,100	181,850	176,805	227,100	227,100	227,100	227,100	-	0.0%
Misc/Other	555	-	-	-	-	-	-	-	n/a
Transfer In-General Fund	54,750	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%
Total Revenues	\$ 470,756	\$ 359,271	\$ 226,805	\$ 2,719,177	\$ 2,719,177	\$ 277,100	\$ 277,100	\$ (2,442,077)	-89.8%
EXPENDITURES									
OEA/SSMCP Program	442,505	340,517	226,805	2,711,188	2,813,685	277,100	277,100	(2,434,088)	-89.8%
Total Expenditures	\$ 442,505	\$ 340,517	\$ 226,805	\$ 2,711,188	\$ 2,813,685	\$ 277,100	\$ 277,100	\$ (2,434,088)	-89.8%
Rev Over/(Under) Exp	\$ 28,251	\$ 18,754	\$ -	\$ 7,989	\$ (94,508)	\$ -	\$ -	\$ (7,989)	-100.0%
Beginning Fund Balance, 1/1	\$ 47,503	\$ 75,754	\$ -	\$ 94,508	\$ 94,508	\$ -	\$ -	\$ (94,508)	-100.0%
Ending Fund Balance, 12/31	\$ 75,754	\$ 94,508	\$ -	\$ 102,497	\$ -	\$ -	\$ -	\$ (102,497)	-100.0%



## FUND 195: PUBLIC SAFETY GRANT FUND

### PURPOSE & DESCRIPTION

The *Public Safety Grant Fund* accounts for the revenues and expenditures related to public safety grants and local revenues. The 2019 and 2020 adopted budgets are Veterans Court funded by a federal grant.

### SOURCES & USES

Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Grants	\$ 127,431	\$ 100,779	\$ -	\$ 65,078	\$ 65,078	\$ 105,306	\$ 130,037	\$ 40,228	61.8%
Total Revenues	\$ 127,431	\$ 100,779	\$ -	\$ 65,078	\$ 65,078	\$ 105,306	\$ 130,037	\$ 40,228	61.8%
EXPENDITURES									
Grants	128,351	99,859	-	65,078	65,078	105,306	130,037	40,228	61.8%
Total Expenditures	\$ 128,351	\$ 99,859	\$ -	\$ 65,078	\$ 65,078	\$ 105,306	\$ 130,037	\$ 40,228	61.8%
Rev Over/(Under) Exp	\$ (920)	\$ 920	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ -	\$ (920)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Ending Fund Balance, 12/31	\$ (920)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	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 59<sup>th</sup> Street Promissory Note, 2009 LTGO and 2016 LTGO for the Police Station, and LOCAL financing for LED Streetlight Retrofit. The funding source for payment of the debt service is transfers in from the General Fund.

### SOURCES & USES

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Transfer In-General Fund	\$ 388,304	\$ 398,282	\$ 478,135	\$ 478,135	\$ 478,135	\$ 442,206	\$ 440,656	\$ (35,929)	-7.5%
Transfer In-REET	-	-	-	-	-	184,000	810,000	184,000	n/a
Bond Proceeds	1,884,032	-	-	-	-	-	-	-	n/a
Total Revenues	\$ 2,272,336	\$ 398,282	\$ 478,135	\$ 478,135	\$ 478,135	\$ 626,206	\$ 1,250,656	\$ 148,071	31.0%
EXPENDITURES									
Debt Service - 59th Street	77,000	77,000	77,000	77,000	77,000	77,000	77,000	-	0.0%
Debt Service - Police Station 2009 LTGO	133,870	129,310	209,038	209,038	209,038	-	-	(209,038)	-100.0%
Debt Service - Police Station 2016 LTGO	-	-	-	-	-	210,181	209,006	210,181	n/a
Debt Service - LOCAL LED Streetlight	154,650	155,025	155,150	155,150	155,150	155,025	154,650	(125)	-0.1%
Debt Service - Transportation CIP Bond	-	-	-	-	-	184,000	810,000	184,000	n/a
Bond Refund	1,906,816	36,947	36,947	36,947	36,947	-	-	(36,947)	-100.0%
Total Expenditures	\$ 2,272,336	\$ 398,282	\$ 478,135	\$ 478,135	\$ 478,135	\$ 626,206	\$ 1,250,656	\$ 148,071	31.0%
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, 2018						
Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt
2016 Limited Tax General Obligation Bonds (LTGO)	Refunding 2009 LTGO	4/19/2016	12/1/2028	1.4 - 2.41%	\$ 1,884,032	\$ 1,884,032
LGIP Lease 1110-1-1	LED Streetlight Retrofit	3/24/2015	6/1/2027	2.33%	\$ 1,460,000	\$ 1,175,000
59th Avenue Promissory Note	Right-of-Way / Roadway in Lakewood Towne Center	4/30/2005	4/30/2024	3.74%	\$ 1,071,000	\$ 407,088
					<b>\$ 4,415,032</b>	<b>\$ 3,466,120</b>

## 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	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Interest Earnings	\$ 1,774	\$ (1,421)	\$ -	\$ -	\$ 5	\$ -	\$ -	\$ -	n/a
Assessments	210,082	202,595	191,881	191,881	191,230	197,600	203,500	5,719	3.0%
Total Revenues	\$ 211,856	\$ 201,174	\$ 191,881	\$ 191,881	\$ 191,235	\$ 197,600	\$ 203,500	\$ 5,719	3.0%
EXPENDITURES									
Debt Service - LIDs 1101/1103	525,541	210,454	120,816	125,751	125,105	124,400	128,100	(1,351)	-1.1%
Debt Service - LID 1108	82,660	73,837	71,065	71,065	71,065	73,200	75,400	2,135	3.0%
Total Expenditures	\$ 608,201	\$ 284,291	\$ 191,881	\$ 196,816	\$ 196,170	\$ 197,600	\$ 203,500	\$ 784	0.4%
Rev Over/(Under) Exp	\$ (396,345)	\$ (83,117)	\$ -	\$ (4,935)	\$ (4,935)	\$ -	\$ -	\$ 4,935	-100%
Beginning Fund Balance, 1/1	\$ 484,396	\$ 88,051	\$ 7,319	\$ 4,935	\$ 4,935	\$ -	\$ -	\$ (4,935)	-100.0%
Ending Fund Balance, 12/31	\$ 88,051	\$ 4,935	\$ 7,319	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

### OUTSTANDING DEBT OBLIGATION

Summary of Outstanding Debt As of December 31, 2018						
Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt
Combined Local Improve District (CLID) 1101/1103	Street Improvements	12/1/2006	12/1/2026	3.75 - 4.65%	\$ 2,824,704	\$ 310,000
Local Improvement District (LID) 1108	Street Improvements	1/1/2008	12/1/2027	4.22 - 5.3%	\$ 880,000	\$ 234,767
					<b>\$ 3,704,704</b>	<b>\$ 544,767</b>

## FUND 204: SEWER PROJECT DEBT SERVICE

### PURPOSE & DESCRIPTION

The *Sewer Project Debt Service Fund* accounts for the Public Works Trust Fund Loans (PWTFL) 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 PWTFL 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 1<sup>st</sup> 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 PWTFL will partially fund the Woodbrook Sanitary Sewer Phase IV Project, the proceeds of which is accounted for in Fund 311 Sewer Capital Project Fund.

### SOURCES & USES

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
<b>REVENUES</b>									
Sewer Charges (4.75% Sewer Surcharge)	\$ 679,787	\$ 708,949	\$ 660,000	\$ 660,000	\$ 725,000	\$ 745,000	\$ 765,000	\$ 85,000	12.9%
Interest Earnings	7,860	12,929	4,500	4,500	9,000	6,400	4,100	1,900	42.2%
Sanitary Side Sewer Connect Home Loan Repay	29,560	45,746	20,229	20,229	20,229	20,229	19,377	-	0.0%
<b>Total Revenues</b>	<b>\$ 717,207</b>	<b>\$ 767,624</b>	<b>\$ 684,729</b>	<b>\$ 684,729</b>	<b>\$ 754,229</b>	<b>\$ 771,629</b>	<b>\$ 788,477</b>	<b>\$ 86,900</b>	<b>12.7%</b>
<b>EXPENDITURES</b>									
PWTFL Debt Service (PW-04-691-PRE-132)	32,390	32,092	31,795	31,795	31,795	31,498	31,201	(297)	-0.9%
PWTFL Debt Service (PW-06-962-022)	310,679	309,206	307,734	307,734	307,734	306,261	304,789	(1,473)	-0.5%
PWTFL Debt Service (PW-08-951-025)	110,788	110,268	109,748	109,748	109,748	109,227	108,707	(521)	-0.5%
PWTFL Debt Service (PW-12-851-025)	-	2,840	38,214	38,214	38,214	38,036	37,857	(178)	-0.5%
Transfer To Fund 311 Sewer Capital	-	400,000	50,000	68,995	68,995	987,000	55,000	918,005	1330.5%
<b>Total Expenditures</b>	<b>\$ 453,857</b>	<b>\$ 854,406</b>	<b>\$ 537,491</b>	<b>\$ 556,486</b>	<b>\$ 556,486</b>	<b>\$ 1,472,022</b>	<b>\$ 537,554</b>	<b>\$ 915,536</b>	<b>164.5%</b>
<b>Rev Over/(Under) Exp</b>	<b>\$ 263,350</b>	<b>\$ (86,782)</b>	<b>\$ 147,238</b>	<b>\$ 128,243</b>	<b>\$ 197,743</b>	<b>\$ (700,393)</b>	<b>\$ 250,923</b>	<b>\$(828,636)</b>	<b>-646%</b>
<b>Beginning Fund Balance, 1/1</b>	<b>\$ 616,934</b>	<b>\$ 880,285</b>	<b>\$ 782,002</b>	<b>\$ 793,502</b>	<b>\$ 793,502</b>	<b>\$ 991,245</b>	<b>\$ 290,852</b>	<b>\$ 197,743</b>	<b>24.9%</b>
<b>Ending Fund Balance, 12/31</b>	<b>\$ 880,285</b>	<b>\$ 793,502</b>	<b>\$ 929,240</b>	<b>\$ 921,745</b>	<b>\$ 991,245</b>	<b>\$ 290,852</b>	<b>\$ 541,775</b>	<b>\$(630,893)</b>	<b>-68.4%</b>

### OUTSTANDING DEBT OBLIGATION

Summary of Outstanding Debt As of December 31, 2018						
Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt
PWTFL 04-691-PRE-132	American Lake Gardens/ Tillicum Sewer	7/7/2005	7/7/2024	1.00%	\$ 593,864	\$ 178,291
PWTFL 06-962-022	American Lake Gardens/ Tillicum Sewer	9/18/2006	9/18/2026	0.50%	\$ 5,000,000	\$ 2,355,857
PWTFL 08-951-025	American Lake Gardens/ Tillicum Sewer	3/1/2008	7/1/2028	0.50%	\$ 1,840,000	\$ 1,040,261
PWTFL 12-951-025	American Lake Gardens/ Tillicum Sewer	6/1/2012	6/1/2031	0.50%	\$ 500,000	\$ 464,286
Section 108	108th Street	8/31/2017	8/1/2020	Varies	\$ 141,000	\$ 94,000
					<b>\$ 8,074,864</b>	<b>\$ 4,132,695</b>

## FUND 251: LOCAL IMPROVEMENT DISTRICT GUARANTY

### PURPOSE & DESCRIPTION

The **LID Guaranty Debt Service 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 LIDs 1101/1103 and 1108 and the required guaranty are as follows:

LID	Outstanding Debt Obligation		Maturity Date
	12/31/2019	12/31/2019	
1101/1103	\$ 310,000	\$ 155,000	12/1/2020
1108	234,766	178,783	12/1/2023
<b>Total</b>	<b>\$ 544,766</b>	<b>\$ 333,783</b>	
<b>10% LID Guaranty Requirement</b>	<b>\$ 54,477</b>	<b>\$ 33,378</b>	

*Note: Balance in excess of 10% requirement remains in fund for pending LID 1109 (Panatoni development project related to transportation) that may occur in late 2018/early 2019.*

### SOURCES & USES

Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Interest Earnings	1,241	1,186	-	-	119	-	-	-	n/a
Total Revenues	\$ 1,241	\$ 1,186	\$ -	\$ -	\$ 119	\$ -	\$ -	\$ -	n/a
EXPENDITURES									
Transfer Out-General Fund	270,000	-	-	-	-	-	-	-	n/a
Total Expenditures	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Rev Over/(Under) Exp	\$ (268,759)	\$ 1,186	\$ -	\$ -	\$ 119	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ 394,501	\$ 125,742	\$ 124,501	\$ 126,928	\$ 126,928	\$ 127,047	\$ 127,047	\$ 119	0.1%
Ending Fund Balance, 12/31	\$ 125,742	\$ 126,928	\$ 124,501	\$ 126,928	\$ 127,047	\$ 127,047	\$ 127,047	\$ 119	0.1%

## 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.

### SOURCES & USES

Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Grants	\$ 715,566	\$ 518,674	\$ 1,300,000	\$ 2,080,000	\$ 2,080,000	\$ -	\$ -	\$ (2,080,000)	-100.0%
Funds Anticipated	-	-	-	-	-	1,031,870	2,850,000	1,031,870	n/a
Contributions/Donations	393,050	100,250	50,000	184,000	184,000	-	-	(184,000)	-100.0%
Interest Earnings	284	5,474	-	-	-	-	-	-	n/a
Proceeds from Sale of Land	-	404,474	-	-	-	-	-	-	n/a
Transfer In-General Fund	-	657,125	-	945,684	945,684	80,000	80,000	(865,684)	-91.5%
Transfer In-REET	107,234	525,255	260,000	358,525	358,525	1,443,130	-	1,084,605	302.5%
Transfer In-Hotel/Motel Lodging Tax	103,922	237,049	50,000	955,461	955,461	-	-	(955,461)	-100.0%
Transfer In-SWM	56,324	41,586	200,000	397,964	397,964	50,000	50,000	(347,964)	-87.4%
Total Revenues	\$ 1,376,380	\$ 2,489,887	\$ 1,860,000	\$ 4,921,634	\$ 4,921,634	\$ 2,605,000	\$ 2,980,000	\$ (2,316,634)	-47.1%
EXPENDITURES									
Capital	1,226,510	1,733,444	1,860,000	5,915,053	5,915,053	1,725,000	3,860,000	(4,190,053)	-70.8%
Total Expenditures	\$ 1,226,510	\$ 1,733,444	\$ 1,860,000	\$ 5,915,053	\$ 5,915,053	\$ 1,725,000	\$ 3,860,000	\$ (4,190,053)	-70.8%
Rev Over/(Under) Exp	\$ 149,870	\$ 756,443	\$ -	\$ (993,419)	\$ (993,419)	\$ 880,000	\$ (880,000)	\$ 1,873,419	-188.6%
Beginning Fund Balance, 1/1	\$ 87,106	\$ 236,976	\$ -	\$ 993,419	\$ 993,419	\$ -	\$ 880,000	\$ (993,419)	-100.0%
Ending Fund Balance, 12/31	\$ 236,976	\$ 993,419	\$ -	\$ -	\$ -	\$ 880,000	\$ -	\$ 880,000	n/a

### CAPITAL PROJECTS

Projects			Sources					Total Uses
			REET	Gen Fund	SWM	Funds Anticip	Total Sources	
<b>2019 Projects</b>			<b>\$ 593,130</b>	<b>\$ 80,000</b>	<b>\$ 100,000</b>	<b>\$ 951,870</b>	<b>\$ 1,725,000</b>	<b>\$ 1,725,000</b>
301.0014	Fort Steilacoom Park/Angle Lane Parking & Trail Improvement	*	260,130	-	-	714,870	975,000	975,000
301.0035	Fort Steilacoom Park Pavilion Restroom Improvements		70,000	-	-	-	70,000	70,000
301.0026	Harry Todd Park Phase II (Waterfront)	*	-	-	-	200,000	200,000	200,000
301.0012	Springbrook Park Acquisition Phase III		150,000	-	-	-	150,000	150,000
301.0028	Oakbrook Park Improvements (Playground Replacement)		13,000	-	-	37,000	50,000	50,000
301.0005	Chambers Creek Trail		50,000	-	50,000	-	100,000	100,000
301.0020	Wards Lake Improvements		-	-	-	-	-	-
301.0006	Gateways	*	50,000	-	50,000	-	100,000	100,000
301.0016	Park Equipment Replacement		-	20,000	-	-	20,000	20,000
301.0017	Park Playground Resurfacing		-	10,000	-	-	10,000	10,000
301.0018	Project Support		-	50,000	-	-	50,000	50,000
<b>2020 Projects</b>			<b>\$ 880,000</b>	<b>\$ 80,000</b>	<b>\$ 50,000</b>	<b>\$ 2,850,000</b>	<b>\$ 3,860,000</b>	<b>\$ 3,860,000</b>
301.0025	Fort Steilacoom Park ADA/Sensory All Abilities Playground		150,000	-	-	-	150,000	150,000
301.0024	Fort Steilacoom Park Barn Restoration	*	100,000	-	-	-	100,000	100,000
301.0031	Fort Steilacoom Park Turf Infields	*	250,000	-	-	1,000,000	1,250,000	1,250,000
301.0026	Harry Todd Park Phase II (Waterfront)	*	-	-	-	1,100,000	1,100,000	1,100,000
301.0032	Springbrook Park Expansion V	*	-	-	-	750,000	750,000	750,000
301.0027	American Lake Improvements (ADA, Playground, Sanican Enclosure)		250,000	-	-	-	250,000	250,000
301.0005	Chambers Creek Trail		50,000	-	50,000	-	100,000	100,000
301.0020	Wards Lake Improvements		30,000	-	-	-	30,000	30,000
301.0006	Gateways	*	50,000	-	-	-	50,000	50,000
301.0016	Park Equipment Replacement		-	20,000	-	-	20,000	20,000
301.0017	Park Playground Resurfacing		-	10,000	-	-	10,000	10,000
301.0018	Project Support		-	50,000	-	-	50,000	50,000
<b>Total</b>			<b>\$ 1,473,130</b>	<b>\$ 160,000</b>	<b>\$ 150,000</b>	<b>\$ 3,801,870</b>	<b>\$ 5,585,000</b>	<b>\$ 5,585,000</b>

\* Contingent on funds anticipated.

## 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. Primary revenues supporting this fund's activities include: motor vehicle fuel tax; direct and indirect federal grants; state grants; developer contributions; transfer of the \$20 vehicle licensing fees from the Transportation Benefit District Fund; transfers in from the Surface Water Management Fund for SWM's portion of the project cost; transfers in from real estate excise tax; and transfers in from Community Development Block Grant Fund for eligible projects.

### SOURCES & USES

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
<b>REVENUES</b>									
Motor Vehicle Fuel Tax	\$ 352,859	\$ 356,029	\$ 350,000	\$ 352,247	\$ 352,247	\$ 350,000	\$ 350,000	\$ (2,247)	-0.6%
Multi-Modal Distribution	59,757	61,819	61,740	83,585	83,585	82,400	82,400	(1,185)	-1.4%
Increased Gas Tax	34,887	54,092	54,096	72,914	72,914	72,300	72,300	(614)	-0.8%
Grants	10,212,497	5,698,373	15,259,100	9,874,518	9,874,518	810,000	1,675,000	(9,064,518)	-91.8%
Utilities/Developers/Partners	1,296,106	337,005	20,000	20,000	20,000	-	-	(20,000)	-100.0%
Financing - LID	-	-	220,000	1,240,000	1,240,000	-	-	(1,240,000)	-100.0%
Proceeds from Sale of Assets	2,000	1,000	-	-	-	-	-	-	n/a
Interest/Other	(7,402)	12,973	-	-	-	-	-	-	n/a
Interfund Loan (LID/Fleet & Equip)	-	505,778	-	514,222	514,222	-	-	(514,222)	-100.0%
GO Bond Proceeds	-	-	-	-	-	5,000,000	6,000,000	5,000,000	n/a
Transfer In - General Fund	310,500	602,715	500,000	1,545,635	1,045,635	700,000	700,000	(845,635)	-54.7%
Transfer In - REET Fund	1,606,071	1,833,824	1,253,465	2,092,298	2,592,298	155,870	890,000	(1,936,428)	-92.6%
Transfer In - TBD Fund	678,500	777,500	682,500	957,506	957,506	814,000	814,000	(143,506)	-15.0%
Transfer In - CDBG Fund	52,848	693,751	250,000	573,521	573,521	250,000	250,000	(323,521)	-56.4%
Transfer In - SWM	870,269	666,365	1,372,000	1,680,669	1,680,669	614,000	1,870,000	(1,066,669)	-63.5%
<b>Total Sources</b>	<b>\$ 15,468,892</b>	<b>\$ 11,601,224</b>	<b>\$ 20,022,901</b>	<b>\$ 19,007,115</b>	<b>\$ 19,007,115</b>	<b>\$ 8,848,570</b>	<b>\$ 12,703,700</b>	<b>\$ (10,158,545)</b>	<b>-53.4%</b>
<b>EXPENDITURES</b>									
Capital Projects	13,744,784	12,098,080	19,958,600	19,911,949	20,196,090	6,655,000	14,320,000	(13,256,949)	-66.6%
Transfer Out-Parks CIP	-	-	-	20,409	20,409	-	-	(20,409)	-100.0%
Transfer Out-SWM	302,397	-	-	-	-	-	-	-	n/a
Interfund Loan Repayment	-	-	-	1,020,000	1,020,000	-	-	(1,020,000)	-100.0%
<b>Total Uses</b>	<b>\$ 14,047,181</b>	<b>\$ 12,098,080</b>	<b>\$ 19,958,600</b>	<b>\$ 20,952,358</b>	<b>\$ 21,236,499</b>	<b>\$ 6,655,000</b>	<b>\$ 14,320,000</b>	<b>\$ (14,297,358)</b>	<b>-68.2%</b>
<b>Oper Sources/(Under) Uses</b>	<b>\$ 1,421,711</b>	<b>\$ (496,855)</b>	<b>\$ 64,301</b>	<b>\$ (1,945,243)</b>	<b>\$ (2,229,384)</b>	<b>\$ 2,193,570</b>	<b>\$ (1,616,300)</b>	<b>\$ 4,138,813</b>	<b>-212.8%</b>
<b>Beginning Fund Balance, 1/1</b>	<b>\$ 1,604,528</b>	<b>\$ 3,026,240</b>	<b>\$ 387,787</b>	<b>\$ 2,529,384</b>	<b>\$ 2,529,384</b>	<b>\$ 300,000</b>	<b>\$ 2,493,570</b>	<b>\$ (2,229,384)</b>	<b>-88.1%</b>
<b>Ending Fund Balance, 12/31</b>	<b>\$ 3,026,239</b>	<b>\$ 2,529,384</b>	<b>\$ 452,088</b>	<b>\$ 584,141</b>	<b>\$ 300,000</b>	<b>\$ 2,493,570</b>	<b>\$ 877,270</b>	<b>\$ 1,909,429</b>	<b>326.9%</b>



**FUND 302: TRANSPORTATION CAPITAL PROJECTS** (continued)**CAPITAL PROJECTS**

Transportation Capital Projects		2019	2020
<b>Colonial Center Plaza</b>		<b>\$ 2,127,000</b>	<b>\$ -</b>
302.0063	Colonial Center Plaza	2,127,000	-
<b>Non-Motorized Trail</b>		<b>\$ -</b>	<b>\$ 330,000</b>
302.0077	Non-Motorized Trail: Gravelly Lake Dr. - Washington Blvd to Nyanza Rd SW	-	330,000
<b>Overlay</b>		<b>\$ 568,000</b>	<b>\$ 110,000</b>
302.0080	Overlay: 108th Street – Bridgeport Way to Pacific Highway	-	110,000
302.0066	Overlay: Custer - Steilacoom to John Dower	568,000	-
<b>Safety</b>		<b>\$ 25,000</b>	<b>\$ 25,000</b>
302.0003	Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000
<b>Sidewalks</b>		<b>\$ 1,433,000</b>	<b>\$ 11,351,000</b>
302.00134	Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park	809,000	6,690,000
302.00138	Sidewalks: Onyx Dr. SW – 89th to 97th and Garnet to Phillips	624,000	4,661,000
<b>Streets</b>		<b>\$ 639,000</b>	<b>\$ 1,165,000</b>
302.0053	Streets: 123rd Street SW – Bridgeport Way to 47th Ave SW	350,000	367,000
302.0137	Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	289,000	798,000
<b>Traffic Signal</b>		<b>\$ 551,000</b>	<b>\$ -</b>
302.0060	Traffic Signal Replacement: 100th & Lakewood Drive	551,000	-
<b>Annual Programs</b>		<b>\$ 1,312,000</b>	<b>\$ 1,339,000</b>
302.0001	Personnel, Engineering & Professional Services	532,000	559,000
302.0002	Street Lights: New LED Streetlight	170,000	170,000
302.0004	Minor Capital & Major Maintenance	250,000	250,000
302.0005	Chip Seal Program - Local Access Roads	360,000	360,000
<b>Total</b>		<b>\$ 6,655,000</b>	<b>\$ 14,320,000</b>

## FUND 311: SEWER CAPITAL PROJECT

### PURPOSE & DESCRIPTION

The *Sewer Capital Project Fund* accounts for the construction of a sewer system. 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.

### SOURCES & USES

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Grants	\$ 161,485	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Sewer Availability Charge	-	-	-	-	-	145,000	140,000	145,000	n/a
Interest Earnings	(29)	(360)	-	-	-	-	-	-	n/a
Public Works Trust Fund Loan	320,705	-	-	-	-	-	-	-	n/a
Transfer In-Sewer Debt (Sewer Surcharge 4.75%)	-	400,000	85,000	103,995	103,995	987,000	55,000	883,005	849.1%
Transfer In-Sanitary Sewer Connection CIP	600,000	-	-	-	-	712,390	-	712,390	n/a
Total Revenues	\$ 1,082,161	\$ 449,640	\$ 85,000	\$ 103,995	\$ 103,995	\$ 1,844,390	\$ 195,000	\$ 1,740,395	1673.5%
EXPENDITURES									
Administration	-	-	-	-	-	35,000	35,000	35,000	n/a
Capital	1,402,785	387,104	85,000	127,472	127,472	1,139,000	88,000	1,011,528	793.5%
Total Expenditures	\$ 1,402,785	\$ 387,104	\$ 85,000	\$ 127,472	\$ 127,472	\$ 1,174,000	\$ 123,000	\$ 1,046,528	821.0%
Rev Over/(Under) Exp	\$ (320,624)	\$ 62,536	\$ -	\$ (23,477)	\$ (23,477)	\$ 670,390	\$ 72,000	\$ 693,867	-2955.5%
Beginning Fund Balance, 1/1	\$ 309,803	\$ (10,821)	\$ 39,173	\$ 51,716	\$ 51,716	\$ 28,239	\$ 698,629	\$ (23,477)	-45.4%
Ending Fund Balance, 12/31	\$ (10,821)	\$ 51,716	\$ 39,173	\$ 28,239	\$ 28,239	\$ 698,629	\$ 770,629	\$ 670,390	2374.0%

### CAPITAL PROJECTS

Sewer Capital Projects		2019	2020
311.0002	Side Sewer CIPs	53,000	55,000
311.0004	North Thorne Lane Sewer Extension	934,000	-
311.0005	Maple St. Sewer Extension	-	33,000
311.0013	Fort Steilacoom Park Sewer Extension	152,000	-
<b>Total</b>		<b>\$ 1,139,000</b>	<b>\$ 88,000</b>

## 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.

This fund is consolidated with Fund 311 Sewer Capital Project effective January 1, 2019.

### SOURCES & USES

Item	2016 Actual	2017 Actual	2018			2019 Adopted	2020 Adopted	19 Adopted - 18 Adj	
			Adopted	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Sewer Availability Charge	\$ 212,098	\$ 175,881	\$ 346,000	\$ 175,000	\$ 150,000	\$ -	\$ -	\$ -	0.0%
Interest Earnings	4,085	6,152	-	-	627	-	-	-	n/a
Proceeds from Lien	1,164	1,354	-	-	184	-	-	-	n/a
Total Revenues	\$ 217,347	\$ 183,387	\$ 346,000	\$ 175,000	\$ 150,811	\$ -	\$ -	\$ (175,000)	-100.0%
EXPENDITURES									
Capital & Administration	28,019	34,619	-	55,500	55,000	-	-	(55,500)	-100.0%
Transfer to Sewer Capital	600,000	-	35,000	35,000	35,000	712,390	-	677,390	1935.4%
Total Expenditures	\$ 628,019	\$ 34,619	\$ 35,000	\$ 90,500	\$ 90,000	\$ 712,390	\$ -	\$ 621,890	687.2%
Rev Over/(Under) Exp	\$ (410,672)	\$ 148,768	\$ 311,000	\$ 84,500	\$ 60,811	\$ (712,390)	\$ -	\$ (796,890)	-943.1%
Beginning Fund Balance, 1/1	\$ 913,482	\$ 502,810	\$ 880,482	\$ 651,579	\$ 651,579	\$ 712,390	\$ -	\$ 60,811	9.3%
Ending Fund Balance, 12/31	\$ 502,810	\$ 651,579	\$ 1,191,482	\$ 736,079	\$ 712,390	\$ -	\$ -	\$ (736,079)	-100.0%

## 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.

### SOURCES & USES

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
<b>REVENUES</b>									
Charges for Services & Fees	\$ 2,768,494	\$ 2,761,267	\$ 2,756,000	\$ 2,756,000	\$ 2,782,000	\$ 3,756,200	\$ 3,934,100	\$ 1,000,200	36.3%
Interest Earnings	22,548	46,966	2,000	2,000	42,000	21,600	20,800	19,600	980.0%
<b>Total Operating Revenues:</b>	<b>\$ 2,791,042</b>	<b>\$ 2,808,233</b>	<b>\$ 2,758,000</b>	<b>\$ 2,758,000</b>	<b>\$ 2,824,000</b>	<b>\$ 3,777,800</b>	<b>\$ 3,954,900</b>	<b>\$ 1,019,800</b>	<b>37.0%</b>
<b>EXPENDITURES</b>									
Engineering Services	1,221,765	1,212,892	1,608,972	1,652,569	1,650,184	1,832,746	1,824,594	180,177	10.9%
Operations & Maintenance	630,767	771,560	918,055	918,055	918,055	856,300	860,354	(61,755)	-6.7%
Transfer Out - General Fund	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
<b>Total Operating Expenditures:</b>	<b>\$ 2,137,232</b>	<b>\$ 2,269,152</b>	<b>\$ 2,811,727</b>	<b>\$ 2,855,324</b>	<b>\$ 2,852,939</b>	<b>\$ 2,973,746</b>	<b>\$ 2,969,648</b>	<b>\$ 118,422</b>	<b>4.1%</b>
<b>Oper Rev Over/(Under) Exp</b>	<b>\$ 653,810</b>	<b>\$ 539,080</b>	<b>\$ (53,727)</b>	<b>\$ (97,324)</b>	<b>\$ (28,939)</b>	<b>\$ 804,054</b>	<b>\$ 985,252</b>	<b>\$ 901,378</b>	<b>-92.6%</b>
<b>OTHER FINANCING SOURCES</b>									
Grants/Contrib/Donations	190,115	138,015	-	267,601	267,601	-	-	(267,601)	-100.0%
Transfer In - Street/Trans CIP	302,397	-	-	-	-	-	-	-	n/a
<b>Total Other Financing Sources</b>	<b>\$ 492,512</b>	<b>\$ 138,015</b>	<b>\$ -</b>	<b>\$ 267,601</b>	<b>\$ 267,601</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (267,601)</b>	<b>-100.0%</b>
<b>OTHER FINANCING USES</b>									
Capital/1-Time	574,155	726,559	15,811	656,563	656,563	216,252	253,718	(440,311)	-67.1%
Transfer Out - Parks CIP	56,324	41,586	200,000	397,964	397,964	50,000	50,000	(347,964)	-87.4%
Transfer Out - Transportation CIP	870,269	666,365	1,372,000	1,680,669	1,680,669	614,000	1,870,000	(1,066,669)	-63.5%
Transfer Out - Property Management	-	-	-	38,000	38,000	-	-	(38,000)	-100.0%
<b>Total Other Financing Uses</b>	<b>\$ 1,500,748</b>	<b>\$ 1,434,510</b>	<b>\$ 1,587,811</b>	<b>\$ 2,773,196</b>	<b>\$ 2,773,196</b>	<b>\$ 880,252</b>	<b>\$ 2,173,718</b>	<b>\$ (1,892,944)</b>	<b>-68.3%</b>
<b>Total Rev &amp; Other Sources</b>	<b>\$ 3,283,554</b>	<b>\$ 2,946,248</b>	<b>\$ 2,758,000</b>	<b>\$ 3,025,601</b>	<b>\$ 3,091,601</b>	<b>\$ 3,777,800</b>	<b>\$ 3,954,900</b>	<b>\$ 752,199</b>	<b>24.9%</b>
<b>Total Exp &amp; Other Uses</b>	<b>\$ 3,637,980</b>	<b>\$ 3,703,662</b>	<b>\$ 4,399,538</b>	<b>\$ 5,628,520</b>	<b>\$ 5,626,135</b>	<b>\$ 3,853,998</b>	<b>\$ 5,143,366</b>	<b>\$ (1,774,522)</b>	<b>-31.5%</b>
<b>Beginning Fund Balance, 1/1</b>	<b>\$ 5,801,449</b>	<b>\$ 5,447,023</b>	<b>\$ 2,396,596</b>	<b>\$ 4,689,608</b>	<b>\$ 4,689,608</b>	<b>\$ 2,155,074</b>	<b>\$ 2,078,877</b>	<b>\$ (2,534,534)</b>	<b>-54.0%</b>
<b>Ending Fund Balance, 12/31</b>	<b>\$ 5,447,023</b>	<b>\$ 4,689,608</b>	<b>\$ 755,058</b>	<b>\$ 2,086,689</b>	<b>\$ 2,155,074</b>	<b>\$ 2,078,877</b>	<b>\$ 890,411</b>	<b>\$ (7,812)</b>	<b>-0.4%</b>
EFB as a % of Oper Rev	195.2%	167.0%	27.4%	75.7%	76.3%	55.0%	22.5%		-27.3%
17% Operating Reserves	474,477	477,399	468,860	468,860	480,080	-	-	(468,860)	-100.0%
33% Operating Reserves						981,336	979,984	981,336	n/a
1% Capital Reserves	-	-	-	-	-	478,940	481,477	478,940	n/a
Over/(Under) Target	4,972,546	4,212,209	286,198	1,617,829	1,674,994	618,601	(571,050)	(999,228)	-61.8%

Ref #	Project Costs	2019	2020
401.0012	Outfall Retrofit Feasibility Project	\$ 60,000	\$ -
401.0013	58th Ave Ct Bioretention Swale	80,000	-
401.0014	2021 Water Quality Improvements	-	20,000
401.0015	Oakbrook Outfall Retrofits	25,000	225,000
<b>Total Project Costs</b>		<b>\$ 165,000</b>	<b>\$ 245,000</b>

**FUND 401: SURFACE WATER MANAGEMENT (continued)****EXPENDITURE OBJECT SUMMARY**

Code	Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
		Actual	Actual	Adopted	Adjusted	Year-end			Adopted	Adopted
Expenditure Summary:										
11.xxx	Salaries & Wages	\$ 454,848	\$ 422,248	\$ 819,760	\$ 843,461	\$ 844,461	\$ 876,379	\$ 867,646	32,918	3.9%
11.002/4	Overtime	3,980	2,588	5,000	5,000	6,000	6,500	6,500	1,500	30.0%
21.xxx	Benefits	167,586	180,074	374,380	380,507	380,507	393,785	402,280	13,278	3.5%
31.xxx	Other Operating Supplies	2,471	2,890	7,300	7,300	6,500	6,850	6,850	(450)	-6.2%
31.003/004	Forms & Publications	-	206	100	100	-	100	100	-	0.0%
31.005	Meeting Food & Beverage	-	238	200	200	150	200	200	-	0.0%
31.008	Clothing/Uniform	1,079	380	1,250	1,250	1,500	1,500	1,500	250	20.0%
31.030	Maintenance Supplies	58,035	9,189	25,000	25,000	15,000	15,000	15,000	(10,000)	-40.0%
35.xxx	Small Tools/Minor Equip	1,800	825	3,700	3,700	2,500	3,200	3,200	(500)	-13.5%
41.xxx	Professional Service	53,551	72,105	25,000	25,000	32,237	477,820	495,300	452,820	1811.3%
43/49.003	Travel & Training	531	4,128	5,300	5,300	4,250	5,300	5,300	-	0.0%
44.xxx	Advertising	355	238	3,000	3,000	1,500	500	500	(2,500)	-83.3%
45.xxx	Operating Rental/Lease	5,126	769	2,500	2,500	7,500	7,500	7,500	5,000	200.0%
47.xxx	Utilities	1,335	1,293	2,500	2,500	2,500	2,000	2,000	(500)	-20.0%
48.xxx	Repairs & Maintenance	567,606	754,233	661,240	661,240	661,240	661,240	661,240	-	0.0%
49.001	Membership Dues	1,139	979	1,500	1,500	1,500	1,500	1,500	-	0.0%
49.xxx	Other Charges & Services	8,093	930	8,000	8,000	4,350	5,000	5,000	(3,000)	-37.5%
597	Interfund Transfers	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
5x.xxx	Intergovernmental	364,832	331,682	365,370	365,370	369,870	-	-	(365,370)	-100.0%
9x.xxx	IS Charges - M&O	134,584	163,384	177,216	190,985	190,985	192,362	197,007	1,377	0.7%
9x.xxx	IS Charges - Reserves	25,581	36,073	38,711	38,711	35,689	32,310	6,325	(6,401)	-16.5%
Subtotal Operating Exp:		\$ 2,137,232	\$ 2,269,152	\$ 2,811,727	\$ 2,855,324	\$ 2,852,939	\$ 2,973,746	\$ 2,969,648	\$ 118,422	4.1%
Capital & One-time Funding:										
	Capital & One-Time	574,155	726,559	15,811	656,563	656,563	216,252	253,718	(440,311)	-67.1%
	Transfers Out to CIP	926,593	707,951	1,572,000	2,116,633	2,116,633	664,000	1,920,000	(1,452,633)	-68.6%
Subtotal One-time Exp:		\$ 1,500,748	\$ 1,434,510	\$ 1,587,811	\$ 2,773,196	\$ 2,773,196	\$ 880,252	\$ 2,173,718	\$ (1,892,944)	-68.3%
Total Expenditures:		\$ 3,637,980	\$ 3,703,662	\$ 4,399,538	\$ 5,628,520	\$ 5,626,135	\$ 3,853,998	\$ 5,143,366	\$ (1,774,522)	-31.5%

## 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 usage.

The following is a list of vehicle and equipment replacements included in the 2019/2020 Adopted Biennial Budget:

	Description	2019 Adopted	2020 Adopted
<b>Police</b>		<b>\$ 620,000</b>	<b>\$ 596,300</b>
	Replace 1999 Ford Taurus with Trailer (Veh 40030)	5,000	-
	Replace 2001 GMC Sonoma (Veh 40060)	22,000	-
	Replace 2008 Crown Victoria (Veh 40500)	46,000	-
	Replace 2009 Ford F150 Crew Cab (Veh 40610)	30,000	-
	Replace 2009 Honda Element (Veh 40620)	30,000	-
	Replace 2010 Ford Crown Victoria (Veh 40650)	46,000	-
	Replace 2010 Ford Crown Victoria (Veh 40700)	46,000	-
	Replace 2011 Crown Victoria (Veh 40760)	50,000	-
	Replace 2011 Crown Victoria (Veh 40770)	50,000	-
	Replace 2008 Trailblazer (Veh 41040)	39,000	-
	Replace 2010 Ford Crown Victoria (Veh 41110)	46,000	-
	Replace 2011 Crown Victoria (Veh 41130)	52,000	-
	Replace 1998 TNT Trailer (Veh 42130)	38,000	-
	Surplus 42160 2007 Chevy 15 Passenger Van (Veh 42160)	-	-
	Replace 2005 Honda ST1300P Motorcycle (Veh 41310)	30,000	-
	Replace 2007 Honda ST1300P Motorcycle (Veh 41340)	30,000	-
	Replace 2007 Honda ST1300P Motorcycle (Veh 41330)	30,000	-
	Replace 2009 Honda ST1300P Motorcycle (Veh 40580)	30,000	-
	Replace 2009 North River Seahawk Boat and trailer (Veh 41420/41220)	-	100,000
	Replace 2010 Ford Crown Victoria (Veh 40630)	-	46,000
	Replace 2012 Dodge Charger (Veh 40850)	-	53,000
	Replace 2012 Dodge Charger (Veh 40860)	-	46,700
	Replace 2012 Dodge Charger (Veh 40870)	-	46,700
	Replace 2012 Dodge Charger (Veh 40880)	-	46,700
	Replace 2012 Dodge Charger (Veh 40890)	-	46,700
	Replace 2012 Dodge Charger (Veh 40900)	-	46,700
	Replace 2013 Ford Interceptor (Veh 40930)	-	57,400
	Replace 2011 Chevy Tahoe (Veh 41120)	-	51,500
	Replace 2011 Chevy Tahoe K-9 (Veh 40740)	-	54,900
<b>General Operations</b>		<b>\$ 285,000</b>	<b>\$ -</b>
	Replace 2009 Ford F250 (Veh 42440)	70,000	-
	Replace 2001 Open Air Landscape Trailer (Veh 43030)	10,000	-
	Replace 2008 Dump Trailer (Veh 42520)	22,000	-
	New Drop-in Sander for Dump-Truck	25,000	-
	New Salt Bin Cover	10,000	-
	Replace 2008 John Deere 997 Mower (Veh 42730)	18,500	-
	Replace John Deere 1200A Bunker & Field Vehicle (Veh 43050)	16,000	-
	New Broom w/Collection Bin (Skid Steer attachment)	7,500	-
	New Articulating Mower (Skid Steer attachment)	28,000	-
	New 1000 Gallon Tank to store de-icer	18,000	-
	Replace 2011 Bobcat Toolcat (Veh 42750)	60,000	-
	<b>Total</b>	<b>\$ 905,000</b>	<b>\$ 596,300</b>

**FUND 501: FLEET & EQUIPMENT (continued)****SOURCES & USES**

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
M&O Revenue	\$ 491,653	\$ 649,107	\$ 751,720	\$ 751,720	\$ 701,720	\$ 740,720	\$ 740,720	\$ (11,000)	-1.5%
Interest Earnings	15,394	29,379	4,000	4,000	4,000	15,000	15,000	11,000	275.0%
Total Operating Revenues:	\$ 507,047	\$ 678,486	\$ 755,720	\$ 755,720	\$ 705,720	\$ 755,720	\$ 755,720	\$ -	0.0%
EXPENDITURES									
Fuel/Gasoline	262,724	317,678	424,150	424,150	374,150	424,150	424,150	-	0.0%
Other Supplies	1,725	18,195	3,990	3,990	3,990	3,990	3,990	-	0.0%
Repairs & Maintenance	263,832	342,474	327,580	327,580	327,580	327,580	327,580	-	0.0%
Other Services & Charges	140	140	-	-	-	-	-	-	n/a
Total Operating Expenditures:	\$ 528,421	\$ 678,486	\$ 755,720	\$ 755,720	\$ 705,720	\$ 755,720	\$ 755,720	\$ -	0.0%
Oper Rev Over/(Under) Exp	\$ (21,374)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
OTHER FINANCING SOURCES									
Interfund Loan (LID Interim Financing)	-	-	-	1,020,000	1,020,000	-	-	(1,020,000)	-100.0%
Replacement Reserves	972,694	831,415	917,326	917,326	979,370	805,481	-	(111,845)	-12.2%
Capital Contribution	-	79,941	-	137,500	125,000	127,320	-	(10,180)	-7.4%
Proceeds from Sale of Assets	90,355	29,175	16,000	16,000	16,000	-	-	(16,000)	-100.0%
Transfer In-General Fund	233,239	-	-	-	-	-	-	-	n/a
Transfer In-Felony Seizure	-	48,519	-	-	-	-	-	-	n/a
Transfer In-Risk Management	79,884	4,395	-	-	-	-	-	-	n/a
Total Other Financing Sources	\$ 1,376,172	\$ 993,445	\$ 933,326	\$ 2,090,826	\$ 2,140,370	\$ 932,801	\$ -	\$ (1,158,025)	-55.4%
OTHER FINANCING USES									
Fleet & Equip-New & Replacement	388,957	965,660	294,000	776,417	776,417	905,000	596,300	128,583	16.6%
Interfund Loan (LID Interim Financing)	-	505,778	-	514,222	514,222	-	-	(514,222)	-100.0%
Transfer Out-General Fund	-	96,050	16,000	16,000	16,000	-	-	(16,000)	-100.0%
Transfer Out-Information Technology	123,189	-	-	-	-	-	-	-	n/a
Total Other Financing Uses	\$ 512,146	\$ 1,567,488	\$ 310,000	\$ 1,306,639	\$ 1,306,639	\$ 905,000	\$ 596,300	\$ (401,639)	-30.7%
Total Rev & Other Sources	\$ 1,883,219	\$ 1,671,932	\$ 1,689,046	\$ 2,846,546	\$ 2,846,090	\$ 1,688,521	\$ 755,720	\$ (1,158,025)	-40.7%
Total Exp & Other Uses	\$ 1,040,567	\$ 2,245,975	\$ 1,065,720	\$ 2,062,359	\$ 2,012,359	\$ 1,660,720	\$ 1,352,020	\$ (401,639)	-19.5%
Beginning Fund Balance, 1/1	\$ 3,684,937	\$ 4,527,589	\$ 4,594,267	\$ 3,953,548	\$ 3,953,548	\$ 4,787,279	\$ 4,815,080	\$ 833,731	21.1%
Ending Fund Balance, 12/31	\$ 4,527,589	\$ 3,953,546	\$ 5,217,593	\$ 4,737,735	\$ 4,787,279	\$ 4,815,080	\$ 4,218,780	\$ 77,345	1.6%



## 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 on usage.

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.

The following is a list of property management projects included in the 2019/2020 Adopted Biennial Budget:

Ref #	Service/Program	Change		2019		2020	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
502.0008	City Hall Exterior Beam Painting	-	-	\$ -	\$ -	\$ 75,000	\$ -
502.0009	City Hall Boiler Repair & Replacement	-	-	18,000	-	-	-
502.0020	Police Station Parking Lot Improvements	-	-	20,000	-	-	-
502.0024	FSP O&M Facility Care Taker House Repairs	-	-	-	-	10,000	-
502.0026	Front Street O&M Facility Paving of Washdown Station & Perimeter	-	-	10,000	-	-	-
502.0002	General Buildings & Facilities - City Parking Lot Improvement Program	-	-	5,000	-	5,000	-
502.0023	General Buildings & Facilities - Light Bulb & Battery Recycling Program	-	-	15,000	-	5,000	-
<b>Total - Property Management</b>		-	-	<b>\$ 68,000</b>	<b>\$ -</b>	<b>\$ 95,000</b>	<b>\$ -</b>

*Project details provided in the 6-Year Property Management Capital & Capital Maintenance Plan.*

**FUND 502: PROPERTY MANAGEMENT (continued)****SOURCES & USES**

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
M&O Revenue	\$ 731,389	\$ 718,379	\$ 591,390	\$ 653,588	\$ 653,588	\$ 677,111	\$ 678,684	\$ 23,523	3.6%
Interest Earnings	1,658	2,731	-	-	-	-	-	-	n/a
Total Operating Revenues:	\$ 733,047	\$ 721,110	\$ 591,390	\$ 653,588	\$ 653,588	\$ 677,111	\$ 678,684	\$ 23,523	3.6%
EXPENDITURES									
City Hall Facility	328,130	397,455	290,840	348,265	348,265	369,505	371,045	21,240	6.1%
Police Station	252,103	259,006	232,870	236,849	236,849	239,249	239,277	2,400	1.0%
Parking Facilities/Light Rail	152,814	61,185	67,680	68,474	68,474	68,357	68,362	(117)	-0.2%
Total Operating Expenditures:	\$ 733,047	\$ 717,646	\$ 591,390	\$ 653,588	\$ 653,588	\$ 677,111	\$ 678,684	\$ 23,523	3.6%
Oper Rev Over/(Under) Exp	\$ -	\$ 3,464	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
OTHER FINANCING SOURCES									
Replacement Reserves	-	100,000	100,000	100,000	100,000	100,000	100,000	-	0.0%
Transfer In-SWM	-	-	-	38,000	38,000	-	-	(38,000)	-100.0%
Total Other Financing Sources	\$ -	\$ 100,000	\$ 100,000	\$ 138,000	\$ 138,000	\$ 100,000	\$ 100,000	\$ (38,000)	-27.5%
OTHER FINANCING USES									
Capital/1-Time	69,178	44,633	75,000	333,464	258,464	68,000	95,000	(265,464)	-79.6%
Total Other Financing Uses	\$ 69,178	\$ 44,633	\$ 75,000	\$ 333,464	\$ 258,464	\$ 68,000	\$ 95,000	\$ (265,464)	-79.6%
Total Rev & Other Sources	\$ 733,047	\$ 821,111	\$ 691,390	\$ 791,588	\$ 791,588	\$ 777,111	\$ 778,684	\$ (14,477)	-1.8%
Total Exp & Other Uses	\$ 802,226	\$ 762,279	\$ 666,390	\$ 987,052	\$ 912,052	\$ 745,111	\$ 773,684	\$ (241,941)	-24.5%
Beginning Fund Balance, 1/1	\$ 447,246	\$ 378,068	\$ 225,767	\$ 436,900	\$ 436,900	\$ 316,436	\$ 348,436	\$ (120,464)	-27.6%
Ending Fund Balance, 12/31	\$ 378,067	\$ 436,900	\$ 250,767	\$ 241,436	\$ 316,436	\$ 348,436	\$ 353,436	\$ 107,000	44.3%

## 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 the operating funds based on usage.

The Capital Budget section of this document provides the 6-Year capital needs as it relates to information technology, including the detailed project sheets.

Ref #	Service/Program	Change		2019		2020	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
503.0009	Expand Video Surveillance	-	-	-	-	20,000	-
503.0011	Server/Hardware Upgrades	-	-	30,000	-	-	6,000
502.0015	Computer Replacement	-	-	138,750	-	138,750	-
503.0028	New Permit System Evaluation	-	-	25,000	-	-	-
503.0029	SAN (Storage Area Network) Implementation	-	-	100,000	-	-	-
503.0030	Front Street O&M Facility Fiber Installation	-	-	25,000	-	-	-
<b>Total - Information Technology Strategic Plan</b>		-	-	<b>\$ 318,750</b>	<b>\$ -</b>	<b>\$ 158,750</b>	<b>\$ 6,000</b>

*Project details provided in the 6-Year Information Technology Strategic Plan.*

**FUND 503: INFORMATION TECHNOLOGY** (continued)**SOURCES & USES**

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end			Adopted	Adopted
REVENUES									
M&O Revenue	\$ 931,086	\$ 1,084,685	\$ 1,351,800	\$ 1,384,678	\$ 1,384,678	\$ 1,597,212	\$ 1,690,139	\$ 212,534	15.3%
Misc/Interest/Other	808	(785)	-	-	-			-	n/a
Total Operating Revenues:	\$ 931,894	\$ 1,083,900	\$ 1,351,800	\$ 1,384,678	\$ 1,384,678	\$ 1,597,212	\$ 1,690,139	\$ 212,534	15.3%
EXPENDITURES									
Personnel	468,661	494,918	494,270	517,148	517,148	546,982	558,529	29,834	5.8%
Supplies	59,497	44,135	108,020	108,020	108,020	174,520	174,520	66,500	61.6%
Services & Charges	531,204	551,805	749,510	737,542	737,542	875,710	957,090	138,168	18.7%
Total Operating Expenditures:	\$ 1,059,362	\$ 1,090,858	\$ 1,351,800	\$ 1,362,710	\$ 1,362,710	\$ 1,597,212	\$ 1,690,139	\$ 234,502	17.2%
Oper Rev Over/(Under) Exp	\$ (127,468)	\$ (6,958)	\$ -	\$ 21,968	\$ 21,968	\$ -	\$ -	\$ (21,968)	-100.0%
OTHER FINANCING SOURCES									
Replacement Reserves	20,000	22,500	22,500	22,500	22,500	66,844	66,844	44,344	197.1%
Capital Contribution/1-Time	175,845	659,964	338,750	925,287	925,287	318,750	158,750	(606,537)	-65.6%
Transfer In - Fleet & Equipment	123,189	-	-	-	-	-	-	-	n/a
Total Other Financing Sources	\$ 319,034	\$ 682,464	\$ 361,250	\$ 947,787	\$ 947,787	\$ 385,594	\$ 225,594	\$ (562,193)	-59.3%
OTHER FINANCING USES									
Capital/1-Time	232,514	653,005	338,750	947,255	947,255	318,750	158,750	(628,505)	-66.4%
Total Other Financing Uses	\$ 232,514	\$ 653,005	\$ 338,750	\$ 947,255	\$ 947,255	\$ 318,750	\$ 158,750	\$ (628,505)	-66.4%
Total Rev & Other Sources	\$ 1,250,928	\$ 1,766,365	\$ 1,713,050	\$ 2,332,465	\$ 2,332,465	\$ 1,982,806	\$ 1,915,733	\$ (349,659)	-15.0%
Total Exp & Other Uses	\$ 1,291,876	\$ 1,743,863	\$ 1,690,550	\$ 2,309,965	\$ 2,309,965	\$ 1,915,962	\$ 1,848,889	\$ (394,003)	-17.1%
Beginning Fund Balance, 1/1	\$ 60,948	\$ 20,000	\$ 45,000	\$ 42,500	\$ 42,500	\$ 65,000	\$ 131,844	\$ 22,500	52.9%
Ending Fund Balance, 12/31	\$ 20,000	\$ 42,500	\$ 67,500	\$ 65,000	\$ 65,000	\$ 131,844	\$ 198,688	\$ 66,844	102.8%

## 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 operating funds based on usage.

### SOURCES & USES

Item	2016	2017	2018			2019	2020	19 Adopted - 18 Adj	
	Actual	Actual	Adopted	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
M&O Revenue	\$ 950,423	\$ 1,064,277	\$ 1,176,972	\$ 1,288,898	\$ 1,312,898	\$ 1,434,659	\$ 1,434,659	\$ 145,761	11.3%
AWC Retro Refund	20,054	-	24,000	24,000	-	-	-	(24,000)	-100.0%
Interest/Misc	820	(686)	-	-	-	-	-	-	n/a
Insurance Recoveries - 3rd Party	163,744	207,728	50,000	50,000	50,000	150,000	150,000	100,000	200.0%
Total Revenues	\$ 1,135,041	\$ 1,271,319	\$ 1,250,972	\$ 1,362,898	\$ 1,362,898	\$ 1,584,659	\$ 1,584,659	\$ 221,761	16.3%
EXPENDITURES									
Safety Program	2,659	1,790	5,180	5,180	5,180	3,980	3,980	(1,200)	-23.2%
AWC Retro Program	23,998	30,462	24,000	24,000	24,000	24,000	24,000	-	0.0%
WCIA Assessment	942,553	1,055,879	1,071,792	1,183,718	1,183,718	1,406,679	1,406,679	222,961	18.8%
Claims/Judgments & Settlements	165,831	183,189	150,000	150,000	150,000	150,000	150,000	-	0.0%
Total Expenditures	\$ 1,135,041	\$ 1,271,319	\$ 1,250,972	\$ 1,362,898	\$ 1,362,898	\$ 1,584,659	\$ 1,584,659	\$ 221,761	16.3%
Rev Over/(Under) Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
OTHER FINANCING SOURCES									
Capital Contribution/1-Time	84,884	154,588	-	-	-	-	-	-	n/a
Total Other Financing Sources	\$ 84,884	\$ 154,588	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
OTHER FINANCING USES									
Capital/1-Time	5,000	150,193	-	-	-	-	-	-	n/a
Transfer Out-Fleet & Equip	79,884	4,395	-	-	-	-	-	-	n/a
Total Other Financing Uses	\$ 84,884	\$ 154,588	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Rev & Other Sources	\$ 1,219,925	\$ 1,425,907	\$ 1,250,972	\$ 1,362,898	\$ 1,362,898	\$ 1,584,659	\$ 1,584,659	\$ 221,761	16.3%
Total Exp & Other Uses	\$ 1,219,925	\$ 1,425,907	\$ 1,250,972	\$ 1,362,898	\$ 1,362,898	\$ 1,584,659	\$ 1,584,659	\$ 221,761	16.3%
Beginning Fund Balance, 1/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Ending Fund Balance, 12/31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

# **CAPITAL BUDGET**

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# Parks CIP



**6-Year (2019-2024) Capital Improvement Plan  
Parks Projects**

<b>SOURCES</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
<b>Funds Anticipated</b>	<b>\$ 1,031,870</b>	<b>\$ 2,850,000</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,381,870</b>
301.0006 Gateways \$80,000 2019 LTAC	80,000	-	-	-	-	-	80,000
301.0014 Fort Steilacoom Park/Angle Lane Parking & T \$500,000 WWRP \$209,870 2019 LTAC \$5,000 POP	714,870	-	-	-	-	-	714,870
301.0024 Fort Steilacoom Park Barn Restoration \$500,000 from LTAC, WA State Arts Commission	-	-	-	500,000	-	-	500,000
301.0031 Fort Steilacoom Park Turf Infields \$500,000 State Legislative Ask \$250,000 LTAC \$250,000 WWRP YAF	-	1,000,000	-	-	-	-	1,000,000
301.0026 Harry Todd Park Phase II (Waterfront) \$600,000 RCO \$500,000 ALEA \$200,000 2019 LTAC	200,000	1,100,000	-	-	-	-	1,300,000
301.0028 Oakbrook Park Improvements \$37,000 Pierce County	37,000	-	-	-	-	-	37,000
301.0032 Springbrook Park Expansion V \$750,000 State Legislative Ask	-	750,000	-	-	-	-	750,000
<b>Transfer In - General Fund</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ 480,000</b>
301.0018 Project Support	50,000	50,000	50,000	50,000	50,000	50,000	300,000
301.0016 Park Equipment Replacement	20,000	20,000	20,000	20,000	20,000	20,000	120,000
301.0017 Park Playground Resurfacing	10,000	10,000	10,000	10,000	10,000	10,000	60,000
<b>Transfer In - REET</b>	<b>\$ 1,443,130</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,443,130</b>
301.0005 Chambers Creek Trail	100,000	-	-	-	-	-	100,000
301.0006 Gateways	70,000	-	-	-	-	-	70,000
301.0012 Springbrook Park Acquisition Phase III	150,000	-	-	-	-	-	150,000
301.0014 Fort Steilacoom Park/Angle Lane Parking & Trail Improvement	260,130	-	-	-	-	-	260,130
301.0020 Wards Lake Improvements	30,000	-	-	-	-	-	30,000
301.0024 Fort Steilacoom Park Barn Restoration Fort Steilacoom Park Pavilion Restroom Improvements	100,000	-	-	-	-	-	100,000
301.0035 Fort Steilacoom Park ADA/Sensory All Abilities Playground	70,000	-	-	-	-	-	70,000
301.0025 Fort Steilacoom Park ADA/Sensory All Abilities Playground	150,000	-	-	-	-	-	150,000
301.0027 American Lake Improvements (ADA, Playground, Sanican Enclosure)	250,000	-	-	-	-	-	250,000
301.0028 Oakbrook Park Improvements	13,000	-	-	-	-	-	13,000
301.0031 Fort Steilacoom Park Turf Infields	250,000	-	-	-	-	-	250,000
<b>Transfer In - SWM</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>
301.0005 Chambers Creek Trail	50,000	50,000	-	-	-	-	100,000
<b>Unfunded / To Be Determined</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,220,000</b>	<b>\$ 2,600,000</b>	<b>\$ 1,450,000</b>	<b>\$ -</b>	<b>\$ 7,270,000</b>
<b>Total Sources</b>	<b>\$ 2,605,000</b>	<b>\$ 2,980,000</b>	<b>\$ 3,300,000</b>	<b>\$ 3,180,000</b>	<b>\$ 1,530,000</b>	<b>\$ 80,000</b>	<b>\$ 13,675,000</b>

**6-Year (2019-2024) Capital Improvement Plan  
Parks Projects**

USES		2019	2020	2021	2022	2023	2024	Total
<b>Fort Steilacoom Park</b>		<b>\$ 1,045,000</b>	<b>\$ 1,500,000</b>	<b>\$ 2,600,000</b>	<b>\$ 3,000,000</b>	<b>\$ 1,450,000</b>	<b>\$ -</b>	<b>\$ 9,595,000</b>
301.0033	Fort Steilacoom Park Pavilion Phase II	-	-	-	-	250,000	-	250,000
301.0014	Fort Steilacoom Park/Angle Lane Parking & Trail Improvement	975,000	-	-	-	-	-	975,000
301.0035	Fort Steilacoom Park Pavilion Restroom	70,000	-	-	-	-	-	70,000
301.0013	Fort Steilacoom Park Utility Improvements	-	-	-	-	-	-	-
301.0023	Fort Steilacoom Park Ball Field Lighting	-	-	-	-	1,200,000	-	1,200,000
301.0025	Fort Steilacoom Park ADA/Sensory All Abilities Playground	-	150,000	-	-	-	-	150,000
301.0024	Fort Steilacoom Park Barn Restoration	-	100,000	2,600,000	3,000,000	-	-	5,700,000
301.0031	Fort Steilacoom Park Turf Infields	-	1,250,000	-	-	-	-	1,250,000
<b>Harry Todd Park</b>		<b>\$ 200,000</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,300,000</b>
301.0026	Harry Todd Park Phase II (Waterfront)	200,000	1,100,000	-	-	-	-	1,300,000
<b>Springbrook Park</b>		<b>\$ 150,000</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 900,000</b>
301.0012	Springbrook Park Acquisition Phase III	150,000	-	-	-	-	-	150,000
301.0032	Springbrook Park Expansion V	-	750,000	-	-	-	-	750,000
<b>American Lake/Oakbrook/Chambers/Wards Lake:</b>		<b>\$ 150,000</b>	<b>\$ 380,000</b>	<b>\$ 420,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 950,000</b>
301.0027	American Lake Improvements (ADA, Playground, Sanican Enclosure)	-	250,000	-	-	-	-	250,000
301.0028	Oakbrook Park Improvements	50,000	-	50,000	-	-	-	100,000
301.0005	Chambers Creek Trail	100,000	100,000	-	-	-	-	200,000
301.0020	Wards Lake Improvements	-	30,000	370,000	-	-	-	400,000
<b>Other</b>		<b>\$ 180,000</b>	<b>\$ 130,000</b>	<b>\$ 280,000</b>	<b>\$ 180,000</b>	<b>\$ 80,000</b>	<b>\$ 80,000</b>	<b>\$ 930,000</b>
301.0006	Gateways	100,000	50,000	100,000	100,000	-	-	350,000
301.0016	Park Equipment Replacement	20,000	20,000	20,000	20,000	20,000	20,000	120,000
301.0017	Park Playground Resurfacing	10,000	10,000	10,000	10,000	10,000	10,000	60,000
301.0034	Kiwanis Park Playground Replacement	-	-	100,000	-	-	-	100,000
301.0018	Project Support	50,000	50,000	50,000	50,000	50,000	50,000	300,000
<b>Total Uses</b>		<b>\$ 1,725,000</b>	<b>\$ 3,860,000</b>	<b>\$ 3,300,000</b>	<b>\$ 3,180,000</b>	<b>\$ 1,530,000</b>	<b>\$ 80,000</b>	<b>\$ 13,675,000</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0005</b>
<b>Project Name:</b>	Chambers Creek Trail
<b>Project Group:</b>	n/a
<b>Completion Year:</b>	TBD
<b>Funding Status:</b>	Funded

**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 sections of the trail(s) and trailheads are located in University Place and Lakewood. In 2015 an interlocal agreement was created which outlined how the multiple communities could work together to create a detailed trail plan and develop the 2.5 mile long trail. University Place is the lead on design and permitting. Pierce County is the fiscal agent and lead for grant applications. Lakewood provides support for all areas including project implementation. All agencies anticipate financially supporting the phased trail projects. In 2017 all three agencies contributed \$25,000 towards the design and engineering of a trail that would connect across the Canyon. This trail plan would also enable the trail projects to be eligible for grant funding. A final report and phased plan was completed in 2017. In Lakewood, volunteer trail projects are happening in the canyon to continue the work outlined in the master plan and we anticipate making trail head improvements near Phillips Road in 2018. Five phases were created with an estimated cost of \$3.2 million dollars.

Phase 1 (2018):

- Trail development and bridge to connect Phillips Road to Kobayashi Park.
- Total project cost \$530,000 of which \$100,000 is City contribution.

Phase 2 (2019):

- Trail development and trailhead expansion at Zircon Drive, Tiffany Park/91st Ave Ct SW, Phillips Road and Chambers Creek Road West.
- Total project cost \$650,000 of which \$100,000 is City contribution.

Phase 3 (2020):

- Trail development plus bridge #2.
- Total project cost \$300,000 of which \$100,000 is City contribution.

Phase 4 (2021):

- Trail and boardwalk development, Peach Creek Bridge and trailhead development at 86th Ave West.
- Total project cost \$1,220,000 of which City contribution (grant match) is to be determined.

Phase 5 (2022):

- Trail development plus bridge #3.

**Operational Impact:**  
City will support maintenance at trialheads located on City property (Phillips Road, Zircon Drive and Tiffany Park).

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Transfer In - REET	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Transfer In - SWM	50,000	50,000	-	-	-	-	100,000
<b>Total Funding Sources</b>	<b>150,000</b>	<b>50,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>200,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	-	-	-	-	-	-
Construction	100,000	100,000	-	-	-	-	200,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

**Project # (P#)**      **301.0006**  
**Project Name:**      Gateways  
**Project Group:**      n/a  
**Completion Year:**    Various  
**Funding Status:**    Funded 2019-2020

**Project Description & Justification:**

The proposal is to continue the work started in 2015 to improve Lakewood Gateways with the goal of improving two gateway areas each year. First Impressions matter! There are 14 different ways to access and enter the Lakewood community and each of the access points (gateways) are different and leave a different impact and impression with those who pass by to visit, shop, or play. The City has 3-7 seconds to capture that first impression. A 17 member community planning team developed a gateway vision and preliminary design to be used in various ways at our gateway areas. The City will take advantage and plan around various park and transportation improvements to utilize our community resources efficiently.

Gateway Improvement Program by Year:

2015:

- Bridgeport and Pacific Ave (new)
- North Bridgeport (near Walmart, updated).

2016:

- Bridgeport (Springbrook Entrance)
- South Tacoma Way & 100th (funded and completed with transportation projects).

2017:

- Fort Steilacoom Park Entry
- Gravelly Lake Drive and Nyanza.

2018:

- Lakewood Drive and 74th (H&L Produce) – ROW issues so may need to move west.
- Old Military Road and 112th.

2019:

- Steilacoom Blvd and Farwest Drive

Combine with Steilacoom Boulevard to Phillips street improvements and work with Pierce College as it could be located on their property. Design / locate in 2018 and construct in 2019.

2020:

- 84th and Tacoma Mall Boulevard - Private/public partnership using local ROW.

2021:

- Thorne Lane and Union
- Berkley and Union

TBD: To coincide with transportation improvement projects.

- South Tacoma Way (near B&I) - Busy area with limited ROW. May wait for redevelopment of this area.
- North Gate Road and Edgewood – Combine with North Gate Road/Edgewood and Washington Boulevard improvements.
- Murray Road (Woodbrook entrance) – Include in the WSDOT JBLM I-5 corridor improvement project or Woodbrook Industrial Park project.

**Operational Impact:**

Utilities (water and electricity) are needed to support irrigation and lighting (\$500). Additional site maintenance will be needed weekly and seasonally at each site to support landscaping (\$5,500).

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Funds Anticipated	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
Transfer In - REET	70,000	-	-	-	-	-	70,000
Unfunded	-	-	100,000	100,000	-	-	200,000
<b>Total Funding Sources</b>	<b>150,000</b>	<b>-</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>350,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Construction	100,000	50,000	100,000	100,000	-	-	350,000
<b>Total Project Costs</b>	<b>\$ 100,000</b>	<b>\$ 50,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0012</b>
<b>Project Name:</b>	Springbrook Park Acquisition Phase III
<b>Project Group:</b>	Springbrook Park
<b>Completion Year:</b>	2019
<b>Funding Status:</b>	Funded

**Project Description & Justification:**  
 Project will acquire 1.1 acres of land in the Springbrook neighborhood of Lakewood. This site is adjacent to Springbrook Park, a 6 acre city park. This purchase would create a 7 acre neighborhood park for the Springbrook area and secure an additional 155 linear feet of shoreline along Clover Creek. Dangerous buildings will be removed from the properties.

**Operational Impact:**  
 Additional work will be needed for removal of structures on the property (\$150,000) and operational impacts are dependent on future improvements made.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Transfer In - REET	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
<b>Total Funding Sources</b>	<b>150,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>150,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	150,000	-	-	-	-	-	150,000
<b>Total Project Costs</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#):</b>	<b>301.0014</b>
<b>Project Name:</b>	Fort Steilacoom Park/Angle Lane Parking & Trail Improvement
<b>Project Group:</b>	Fort Steilacoom Park
<b>Completion Year:</b>	2019 (Projected)
<b>Funding Status:</b>	Funded/Funds Anticipated
<b>Project Description &amp; Justification:</b>	
Fort Steilacoom Park is the most popular park in our system. Access off Elwood and Angle Lane is limited and has created issues regarding illegal parking and unauthorized access into the park. These issues create negative neighborhood impacts, safety issues when people pull in and back out at various angles. Parking lot improvements on park land adjacent to Angle Lane could provide another way to support use of the park and provide neighborhood and safe pedestrian access at the south end of the park. Temporary use of this area occurred while roadway was built and was well received by visitors. The City will work with neighborhood residents and new partners to discuss permanent improvement, options and impacts in this area. Improvements include trail heads, signage and a new restroom near the dog park and Waughop Lake trail parking lot.	
<b>Funds Anticipated:</b>	
\$5,000 POP (Protect Our Pets) Committed Donations	
\$500,000 WWRP Grant	
\$209,870 2019 LTAC	
<b>Operational Impacts:</b>	
Daily restroom cleaning, annual sweeping and striping every three years would be built into M & O work programs.	

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Funds Anticipated	\$ 714,870	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 714,870
Transfer In - REET	260,130	-	-	-	-	-	260,130
<b>Total Funding Sources</b>	<b>975,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>975,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	25,000	-	-	-	-	-	25,000
Construction	950,000	-	-	-	-	-	950,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 975,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 975,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0016</b>
<b>Project Name:</b>	Park Equipment Replacement
<b>Project Group:</b>	n/a
<b>Completion Year:</b>	Annual Program
<b>Funding Status:</b>	Funded
<b>Project Description &amp; Justification:</b>	
<p>Upon incorporation the City started rehabilitating park sites. This included adding concrete picnic tables and benches to deal with excessive use / vandalism. We also inherited many metal framed wooden picnic tables from Pierce County. Equipment Replacement is needed at all of the parks. The current standard for tables and benches is a heavy-gauge metal mesh with a thermoplastic coating. This protective coating creates a smooth surface that stays cool to the touch even in the sun, resists fading, mold and vandalism, and will ensure durability through years of high-traffic usage. This annual replacement program would enable the City to replace up to 20 tables each year unless funds are needed for park equipment replacement. Equipment replacement may include: drinking fountains, benches, damaged playground elements and other site amenities as they wear out, are vandalized or need replacement. We are able to offset the cost and/or expand this program by allowing visitors to purchase memorial tables and benches at the parks. Private groups purchase tables for \$1,000 and benches for \$750 (which includes installation and a plaque).</p> <p>2017:</p> <ul style="list-style-type: none"> <li>• Fort Steilacoom Park &amp; American Lake Parks</li> </ul> <p>Equipment included 9 benches, 10 tables and 6 BBQ</p> <p>2018:</p> <ul style="list-style-type: none"> <li>• Fort Steilacoom Park, Washington and American Lake Parks</li> <li>• Equipment will support tables, drinking fountain and playground equipment replacement</li> </ul> <p>2019 – 2024 (\$20,000 per year / \$120,000 total 6-year from General Fund):</p> <ul style="list-style-type: none"> <li>• To be determined based on park need and equipment replacement schedules.</li> </ul>	
<b>Operational Impact:</b>	
There is no m&o impact.	

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Transfer In- General Fund	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 120,000
<b>Total Funding Sources</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>	<b>120,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other - Park Equipment	20,000	20,000	20,000	20,000	20,000	20,000	120,000
<b>Total Project Costs</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 120,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0017</b>
<b>Project Name:</b>	Park Playground Resurfacing
<b>Project Group:</b>	n/a
<b>Completion Year:</b>	Annual Program
<b>Funding Status:</b>	Funded
<b>Project Description &amp; Justification:</b>	
Playgrounds at all City parks are used year round. The engineered wood chips below the structures gets compressed, worn down and migrates to the edges of the park. Replacement is needed to keep the areas safe and to meet national playground and risk management safety standards. Besides wood chips, mats and other surfacing materials are purchased to support areas under swings, slides and entry ramps.	
2017:	
• Emphasis was made at Wards Lake, Harry Todd and Fort Steilacoom Park. Supplemental resources were spread at all sites to boost safety.	
2018:	
• Emphasis will be at Washington, Oakbrook, and Kiwanis parks.	
2019 – 2024 (\$10,000 per year / \$60,000 total 6-year from General Fund):	
• Purchase of approximately 200 cubic yards each year to update all city parks. Traditionally purchase large quantities in advance of Park Appreciation Day and Make a Difference Day and use volunteers to help move and spread the material.	
<b>Operational Impact:</b>	
There is no impact to m&o.	

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Transfer In- General Fund	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 60,000
<b>Total Funding Sources</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>	<b>60,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	10,000	10,000	10,000	10,000	10,000	10,000	60,000
<b>Total Project Costs</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 60,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0018</b>
<b>Project Name:</b>	Project Support
<b>Project Group:</b>	n/a
<b>Completion Year:</b>	Annual Program
<b>Funding Status:</b>	Funded

**Project Description & Justification:**  
 The City plans to development many park projects over the next few years. Project management is needed to help with permitting and construction management to ensure we are meeting project timelines and grant expectations.

**Operational Impact:**  
 \$50,000 per year for position cost.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Transfer In- General Fund	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
<b>Total Funding Sources</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 300,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Inspection	-	-	-	-	-	-	-
Project Management	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 300,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0020</b>
<b>Project Name:</b>	Wards Lake Improvements
<b>Project Group:</b>	Wards Lake Park
<b>Completion Year:</b>	2020 (Design)
<b>Funding Status:</b>	Funded (Design)
<b>Project Description &amp; Justification:</b>	
Wards Lake Park is located in the Northeast neighborhood area of Lakewood. Since incorporation, the City has utilized a variety of funding sources (approx. \$2 million) to purchase several parcels of contiguous land to make up the Wards Lake Park property. At over 26 acres, Wards Lake is an amazing natural area in a densely populated area. This project would start to implement elements of the master plan approved in 2010. Improvements would include removing aquatic vegetation affecting the storm water pond, demolition and removal of the vacated duplex near the 25th Ave South entry and park development accessible from 88th street south. Development would include pathways to connect to current trail system, enhanced open space areas, picnic shelter, tables and benches and access to a fishing dock (already on site). The City will work with the neighborhood to discuss improvements and impacts. We will also work with adjacent property owners to obtain easements to create a loop trail around Wards Lake which would provide more pedestrian access and also allow City to more easily access and clean up area(s) when dumping or encampments are created.	
<b>Operational Impact:</b>	
Utilities, daily seasonal visits, and annual maintenance for new shelter.	

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Transfer In - REET	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Unfunded	-	-	370,000	-	-	-	370,000
<b>Total Funding Sources</b>	<b>30,000</b>	<b>-</b>	<b>370,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	30,000	-	-	-	-	30,000
Construction	-	-	370,000	-	-	-	370,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ 370,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 400,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	5,000	5,000	5,000	15,000
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 15,000</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0023</b>
<b>Project Name:</b>	Fort Steilacoom Park Ball Field Lighting
<b>Project Group:</b>	Fort Steilacoom Park
<b>Completion Year:</b>	TBD
<b>Funding Status:</b>	Unfunded

<b>Project Description &amp; Justification:</b>	<p>This project will add lighting to baseball fields at Fort Steilacoom Park to make them more desirable for youth and adult sports leagues and tournaments. Baseball tournaments generate revenue, bring in out of town guests and generate economic impact.</p>
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<b>Operational Impact:</b>	<p>Expanded use may impact native soil fields so use of areas could be restricted for resting and maintenance. Revenues could offset additional cost of utilities and operations.</p>
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Funding Sources	2019	2020	2021	2022	2023	2024	Total
Unfunded	\$ -		\$ -		\$ 1,200,000	\$ -	\$ 1,200,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	-	-	-	120,000	-	120,000
Construction	-	-	-	-	1,080,000	-	1,080,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>	<b>\$ -</b>	<b>\$ 1,200,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0024</b>
<b>Project Name:</b>	Fort Steilacoom Park Barn Restoration
<b>Project Group:</b>	Fort Steilacoom Park
<b>Completion Year:</b>	TBD
<b>Funding Status:</b>	Funded (Design) / Unfunded (Construction)

**Project Description & Justification:**  
 Since incorporation there is a lot of community interest and support to rehabilitate a barn(s) at Fort Steilacoom Park. This was a highly valued project noted in the Legacy Plan CIP. In 2008 a study was done to determine if a barn was to be renovated, which barn it would be. The H barn was selected to be the first barn improved. This project will be a multi-year project involving many different agencies (City, DSHS, Pierce County Environmental Services (sewer), utilities (Lakewood Water, Puget Sound Energy) and community partners (Lakewood and Fort Steilacoom Historical Societies, Lakewood and Tacoma Community Foundations). Partners for Parks implemented a study to determine design elements, historical building requirements and cost estimates.

**Funds Anticipated:**  
 \$500,000 LTAC, Washington State Arts Commission Barn Grant program and Private Donations

**Operational Impact:**  
 Impacts would occur after development - into the next 6 year cycle.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Funds Anticipated	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 500,000
Transfer In - REET	100,000	-	-	-	-	-	100,000
Unfunded	-	-	2,600,000	2,500,000	-	-	5,100,000
<b>Total Funding Sources</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 2,600,000</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,700,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	100,000	100,000	-	-	-	200,000
Construction	-	-	2,500,000	3,000,000	-	-	5,500,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 2,600,000</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,700,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0025</b>
<b>Project Name:</b>	Fort Steilacoom Park ADA/Sensory All Abilities Playground
<b>Project Group:</b>	Fort Steilacoom Park
<b>Completion Year:</b>	2020
<b>Funding Status:</b>	Funded

**Project Description & Justification:**  
 The playground at Fort Steilacoom Park is one of the most visited spaces at the park used by youth of all ages and abilities. In 2007 the community came together to build this amazing structure. Various elements have been added over the years. Adding poured in place surfacing and various elements will allow children and family members of all abilities to more easily use and access this site. A water feature may be considered.

**Operational Impact:**  
 There is no impact to m&o.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Transfer In - REET	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
<b>Total Funding Sources</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	-	-	-	-	-	-
Construction	-	150,000	-	-	-	-	150,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 150,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0026</b>
<b>Project Name:</b>	Harry Todd Park Phase II (Waterfront)
<b>Project Group:</b>	Harry Todd Park
<b>Completion Year:</b>	2021 (Projected)
<b>Funding Status:</b>	Funded/Funds Anticipated
<b>Project Description &amp; Justification:</b>	
This project will continue the work anticipated in 2019 at Harry Todd Park. Lakewood is a city of lakes with very limited public access to the water. During the development of the Legacy Plan the need for access over the water and for fishing on American Lake was constantly requested. We receive many calls throughout the year by people looking for places to fish and frustrated with the lack of access to fish. Potential public sites were considered and Harry Todd Park was selected due to anticipated access improvements, parking, other site amenities and less power boat traffic in this area. Phase II improvements will include building a fishing pier at Harry Todd Park along with new finger docks and restroom.	
Funds Anticipated:	
\$600,000 RCO	
\$500,000 ALEA	
\$200,000 LTAC	
<b>Operational Impact:</b>	
Impact should be minimal since improvements are replacing current facilities. Cleaning and pressure washing of pier would be included in general maintenance.	

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Funds Anticipated	\$ 200,000	\$ 1,100,000	\$ -	\$ -	\$ -	\$ -	\$ 1,300,000
<b>Total Funding Sources</b>	<b>\$ 200,000</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,300,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	200,000	-	-	-	-	-	200,000
Construction	-	1,100,000	-	-	-	-	1,100,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 200,000</b>	<b>\$ 1,100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,300,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0027</b>
<b>Project Name:</b>	American Lake Improvements (ADA, Playground, Sanican Enclosure)
<b>Project Group:</b>	American Lake
<b>Completion Year:</b>	2020
<b>Funding Status:</b>	Funded
<b>Project Description &amp; Justification:</b>	
This project will create ADA access to the waterfront area at American Lake Park. Improvements will also include an updated playground and possible sanican enclosure near the boat launch area.	
<b>Operational Impact:</b>	
\$2,000 annually for sanican near boat launch.	

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Transfer In - REET	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
<b>Total Funding Sources</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	20,000	-	-	-	-	20,000
Construction	-	230,000	-	-	-	-	230,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	2,000	2,000	2,000	2,000	8,000
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 8,000</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0028</b>
<b>Project Name:</b>	Oakbrook Park Improvements
<b>Project Group:</b>	Oakbrook Park
<b>Completion Year:</b>	TBD
<b>Funding Status:</b>	Funded 2019/Unfunded 2021

<b>Project Description &amp; Justification:</b>
<p>Oakbrook Park is located in the northwest neighborhood area of Lakewood. A small park was developed in 2002 and is the only neighborhood park in this housing area.</p> <p>2019 - Funded: Playground replacement.</p> <p>2021 - Unfunded: Other park improvements (small picnic shelter, fencing, picnic table pads and open space enhancements). City would work with neighborhood groups to determine needs.</p>

<b>Operational Impact:</b>
There is no impact to m&o.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Funds Anticipated	\$ 37,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,000
Transfer In - REET	13,000	-	-	-	-	-	13,000
Unfunded	-	-	50,000	-	-	-	50,000
<b>Total Funding Sources</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Construction	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ 100,000
<b>Total Project Costs</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project</b>	<b>301.0031</b>
<b>Project Name:</b>	Fort Steilacoom Park Turf Infields
<b>Project Group:</b>	n/a
<b>Completion Year:</b>	2020 (Projected)
<b>Funding Status:</b>	Funded /Funds Anticipated
<b>Project Description &amp; Justification:</b>	
<p>The City has made major improvements at Fort Steilacoom Park to support youth sports in recent years. This project would continue in that tradition. The baseball fields at Fort Steilacoom Park serve youth throughout Pierce, Thurston and South King Counties, and are also home to the Lakewood Baseball Club. Often baseball tournament organizers select tournament locations where they are assured a full day or weekend of play. Replacing these dirt infields with synthetic turf material would make Fort Steilacoom Park a more desirable location for large tournaments. Fields could be used year round in all types of weather. This improvement would also save the City 60% on annual ballfield maintenance costs. By leaving the grass outfields, the City would retain an old fashioned baseball tradition and feel of playing on the grass. With an increase in ballgames, these fields could provide local economic increases for businesses, restaurants, and hotels in and around Lakewood.</p>	
<b>Funds Anticipated:</b>	
\$500,000 State Legislative Ask	
\$250,000 LTAC	
\$250,000 WWRP YAF	
<b>Operational Impact:</b>	
an increase in tournaments would require seasonal staff support for supervision of turf, equipment, etc...	

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Funds Anticipated	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Transfer In - REET	250,000	-	-	-	-	-	250,000
<b>Total Funding Sources</b>	<b>\$ 250,000</b>	<b>\$ 1,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,250,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	150,000	-	-	-	-	150,000
Construction	-	1,100,000	-	-	-	-	1,100,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 1,250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,250,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Project Balance</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Beginning Project Balance	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Project Balance	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0032</b>
<b>Project Name:</b>	Springbrook Park Expansion V
<b>Project Group:</b>	Springbrook Park
<b>Completion Year:</b>	2021 (Projected)
<b>Funding Status:</b>	Funded/Funds Anticipated
<b>Project Description &amp; Justification:</b>	
This project continues City efforts to improve the quality of life for residents in the Springbrook neighborhood. This project would help us restore the ecosystem along approximately 660 linear feet of shoreline, improve water quality, and create a healthy place for Springbrook residents. Restoration efforts will improve the biodiversity of native and aquatic plants and improve water quality within this important salmon bearing riparian area. Other improvements could include walking paths, viewpoints, picnic and open space areas on park property and SWM property across the bridge.	
<b>Funds Anticipated:</b>	
\$750,000 State Legislative Ask (includes \$150,000 needed for demolition of buildings)	
<b>Operational Impact:</b>	
Additional resources would be needed for irrigation support, utilities, and regular park maintenance (mowing, garbage collection, inspections and repair due to participant impacts.	

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Funds Anticipated	\$ -	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	50,000	-	-	-	-	50,000
Construction	-	700,000	-	-	-	-	700,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 750,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 750,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	500	500	500	500	2,000
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 2,000</b>

<b>Project Balance</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Beginning Project Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Project Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0033</b>
<b>Project Name:</b>	Fort Steilacoom Park Pavilion Phase II
<b>Project Group:</b>	Fort Steilacoom Park
<b>Completion Year:</b>	TBD
<b>Funding Status:</b>	Unfunded

**Project Description & Justification:**  
 The Pavilion in the Park was created to provide an area for community gathering and celebration. After several years of use it is anticipated that improvements would be made to support operations. Improvements include restroom, prep and serving area for catering as well as technical improvements to lights and sound.

**Operational Impact:**  
 Additional annual utility costs (power, sewer, electricity) to support operations.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Unfunded	\$ -	\$ -	\$ -	\$ -	\$ 250,000	\$ -	\$ 250,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design		-	-	-	30,000	-	30,000
Construction	-	-	-	-	220,000	-	220,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	500	500
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500</b>	<b>\$ 500</b>

**6-Year Capital Improvement Plan  
Parks Capital Projects  
2019-2024**

<b>Project # (P#)</b>	<b>301.0034</b>
<b>Project Name:</b>	Kiwanis Park Playground Replacement
<b>Project Group:</b>	n/a
<b>Completion Year:</b>	TBD
<b>Funding Status:</b>	Unfunded

<b>Project Description &amp; Justification:</b>
The life of a playground is approximately 10 years. The swings at Kiwanis Park were built in the early 1970's and the tot lot equipment was installed in 2002. Few elements remain. A local service club is looking to support a playground improvement project. It will take a few years for them to raise enough funds to replace this playground.

<b>Operational Impact:</b>
Monthly inspections and playground surfacing updates would be included in regular work program.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Unfunded	\$ -	\$ -	\$ 100,000	\$ -	\$ -	\$ -	\$ 100,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Property Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	-	-	-	-	-	-	-
Construction	-	-	100,000	-	-	-	100,000
Inspection	-	-	-	-	-	-	-
Project Management	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

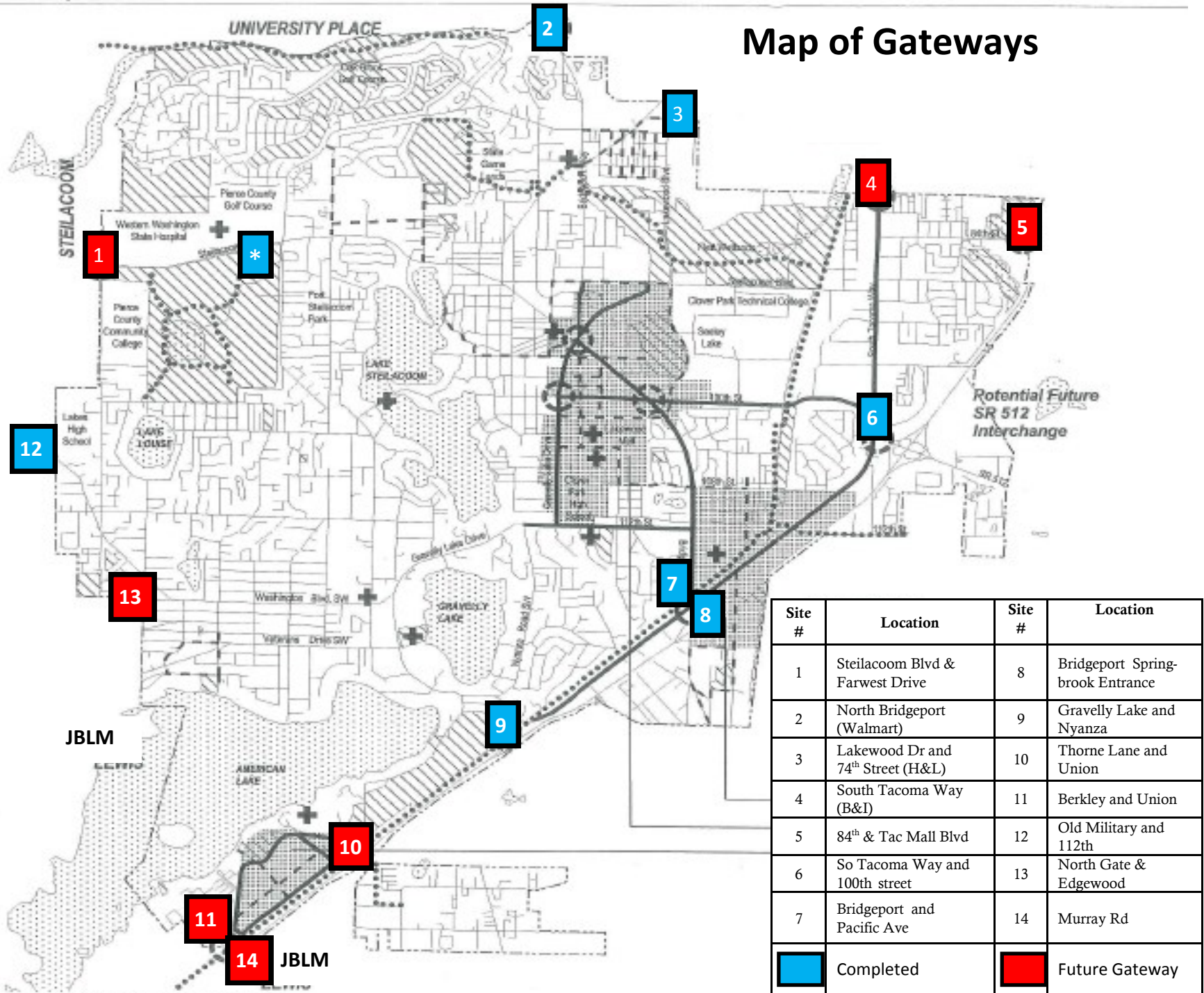


<b>Project # (P#)</b>	<b>301.0035</b>
<b>Project Name:</b>	Fort Steilacoom Park Pavilion Restroom Improvements
<b>Project Group:</b>	Fort Steilacoom Park
<b>Completion Year:</b>	2019
<b>Funding Status:</b>	Funded
<b>Project Description &amp; Justification:</b>	
<p>To support various year round uses of the new Pavilion at Fort Steilacoom Park, two restrooms and a warming kitchen will be created in the pavilion. This use was anticipated during the construction of the pavilion so areas were created and utility connections were brought to the space to reduce impact for future development phases.</p>	
<b>Operational Impact:</b>	
<p>maintenance and operation of these areas was considered in the business plan and cleaning fees will be charged to offset impacts. Part time and seasonal staff will be used to support events at the Pavilion</p>	

[illegible]

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	-	-	-	-	-	-	-
Construction	70,000	-	-	-	-	-	70,000
Total Project Costs	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 70,000

[illegible]





# Map of Park CIP Projects 2014 - 2018

# 2014 - 2018

# 2019 - 2020

Park Projects	
Project #	Project Name
1	Springbrook Park Expansion Phase II
2	Waughop Lake Trail, Deck & Dock
3	Harry Todd Park Phase I (Waterfront Improvements)
4	Fort Steilacoom Park Pavilion
5	Chambers Creek Trail Phase 2
6	Gateways
7	Fort Steilacoom Barn Removal
8	Springbrook Park Acquisition Phase IV
9	Springbrook Park Bridge
10	Fort Steilacoom Park Sports Field Improvements
11	Fort Steilacoom Park Parking Lot
12	Springbrook Park Acquisition Phase III
13	Fort Steilacoom Park Utility Improvements
14	Fort Steilacoom Park/Angle Lane Parking
15	Banners & Brackets Phase I
16	Park Equipment Replacement
17	Park Playground Resurfacing
18	Project Support
19	Edgewater Park Improvements
20	Wards Lake Improvements Planning
21	Fort Steilacoom Park Roadway
22	Banners & Brackets Phase II
26	Harry Todd Park Phase II (Waterfront Improvements)
28	Oakbrook Park Improvements
31	FSP Turf Infield Improvements
35	Pavilion Restrooms



# Transportation CIP



**6 Year (2019-2024) Capital Improvement Plan  
Transportation Projects**

SOURCES	2019	2020	2021	2022	2023	2024	Total 2019-2024
<b>General Fund</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 4,200,000</b>
<b>REET (Real Estate Excise Tax)</b>	<b>\$ 155,870</b>	<b>\$ 890,000</b>	<b>\$ 408,000</b>	<b>\$ 408,000</b>	<b>\$ 408,000</b>	<b>\$ 408,000</b>	<b>\$ 2,677,870</b>
<b>TBD (Transportation Benefit District) \$20 VLF</b>	<b>\$ 814,000</b>	<b>\$ 814,000</b>	<b>\$ 814,000</b>	<b>\$ 814,000</b>	<b>\$ 814,000</b>	<b>\$ 814,000</b>	<b>\$ 4,884,000</b>
5 Chip Seal Program - Local Access Roads	246,000	360,000	380,000	380,000	390,000	390,000	2,146,000
59 Traffic Signal New: Durango Street/Steilacoom Boulevard	-	-	-	-	-	424,000	424,000
66 Overlay: Custer - Steilacoom to John Dower	568,000	-	-	-	-	-	568,000
68 Overlay: Pacific Hwy - 108th to SR512	-	-	4,600	94,400	-	-	99,000
77 Non-Motorized Trail: Gravelly Lake Dr. - Washington Blvd to Nyanza Rd SW	-	-	327,400	-	-	-	327,400
80 Overlay: 108th Street – Bridgeport Way to Pacific Highway	-	454,000	102,000	-	-	-	556,000
131 Overlay & Sidewalk Fill-In: Custer Rd - John Dower to 500' West of Bridgeport Way	-	-	-	339,600	424,000	-	763,600
<b>CDBG</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>
53 Streets: 123rd Street SW – Bridgeport Way to 47th Ave SW	250,000	250,000	-	-	-	-	500,000
<b>SWM (Surface Water Management)</b>	<b>\$ 614,000</b>	<b>\$ 1,870,000</b>	<b>\$ 1,266,000</b>	<b>\$ 223,000</b>	<b>\$ 127,400</b>	<b>\$ -</b>	<b>\$ 4,100,400</b>
134 Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park	121,000	1,004,000	-	-	-	-	1,125,000
53 Streets: 123rd Street SW – Bridgeport Way to 47th Ave SW	53,000	55,000	-	-	-	-	108,000
63 Colonial Center Plaza	303,000	-	-	-	-	-	303,000
77 Non-Motorized Trail: Gravelly Lake Dr. - Washington Blvd to Nyanza Rd SW	-	50,000	640,000	-	-	-	690,000
131 Overlay & Sidewalk Fill-In: Custer Rd - John Dower to 500' West of Bridgeport Way	-	-	-	24,000	52,400	-	76,400
135 Streets: Washington Blvd and Edgewood Drive (North Fort to Gravelly Lk. Dr.) Phase I - Washington Blvd: Interlaaken to Gravelly Lake Drive Double Roundabouts	-	-	48,000	199,000	75,000	-	322,000
137 Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	43,000	62,000	578,000	-	-	-	683,000
138 Sidewalks: Onyx Dr. SW – 89th to 97th and Garnet to Phillips	94,000	699,000	-	-	-	-	793,000
<b>Motor Vehicle Excise Tax (MVET)</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 350,000</b>	<b>\$ 2,100,000</b>
<b>Multi-Modal</b>	<b>\$ 82,400</b>	<b>\$ 82,400</b>	<b>\$ 82,400</b>	<b>\$ 82,400</b>	<b>\$ 82,400</b>	<b>\$ 82,400</b>	<b>\$ 494,400</b>
<b>Fuel Tax Increase</b>	<b>\$ 72,300</b>	<b>\$ 72,300</b>	<b>\$ 72,300</b>	<b>\$ 72,300</b>	<b>\$ 72,300</b>	<b>\$ 72,300</b>	<b>\$ 433,800</b>
<b>Grants Secured</b>	<b>\$ 810,000</b>	<b>\$ 1,675,000</b>	<b>\$ 2,533,400</b>	<b>\$ 585,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,604,000</b>
134 Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park	325,000	1,675,000	-	-	-	-	2,000,000
63 Colonial Center Plaza	485,000	-	-	-	-	-	485,000
68 Overlay: Pacific Hwy - 108th to SR512	-	-	26,400	585,600	-	-	612,000
74 Streets: South Tacoma Way - 88th to 80th St	-	-	375,000	-	-	-	375,000
133 Street & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisition	-	-	935,000	-	-	-	935,000
137 Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	-	-	1,197,000	-	-	-	1,197,000
<b>GO Bond Proceeds</b>	<b>\$ 5,000,000</b>	<b>\$ 6,000,000</b>	<b>\$ 6,600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,600,000</b>
<b>Total - Sources</b>	<b>\$ 8,848,570</b>	<b>\$ 12,703,700</b>	<b>\$ 12,826,100</b>	<b>\$ 3,235,300</b>	<b>\$ 2,554,100</b>	<b>\$ 2,426,700</b>	<b>\$ 42,594,470</b>

Projects 77 and 131 are proposed to be added to the TBD Ordinance.

**6 Year (2019-2024) Capital Improvement Plan  
Transportation Projects**

<b>Fund Summary - Transportation CIP</b>		<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total 2019-2024</b>
<b>Funded Projects:</b>								
	1 Personnel, Engineering & Professional Services	\$ 532,000	\$ 559,000	\$ 587,000	\$ 616,000	\$ 647,000	\$ 671,600	\$ 3,612,600
	2 Street Lights: New LED Streetlight	170,000	170,000	175,000	175,000	180,000	180,000	1,050,000
	3 Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000	27,000	27,000	30,000	30,000	164,000
	4 Minor Capital & Major Maintenance	250,000	250,000	260,000	260,000	270,000	270,000	1,560,000
	5 Chip Seal Program - Local Access Roads	360,000	360,000	380,000	380,000	390,000	390,000	2,260,000
	53 Streets: 123rd Street SW – Bridgeport Way to 47th Ave SW	350,000	367,000	-	-	-	-	717,000
	59 Traffic Signal New: Durango Street/Steilacoom Boulevard	-	-	-	-	-	885,100	885,100
	60 Traffic Signal Replacement: 100th & Lakewood Drive	551,000	-	-	-	-	-	551,000
	63 Colonial Center Plaza	2,127,000	-	-	-	-	-	2,127,000
	66 Overlay: Custer - Steilacoom to John Dower	568,000	-	-	-	-	-	568,000
(1)	68 Overlay: Pacific Hwy - 108th to SR512	-	-	31,000	680,000	-	-	711,000
	80 Overlay: 108th Street – Bridgeport Way to Pacific Highway	-	110,000	746,000	-	-	-	856,000
	131 Overlay & Sidewalk Fill-In: Custer Rd - John Dower to 500' West of Bridgeport Way	-	-	-	240,000	600,000	-	840,000
(1)	74 Streets: South Tacoma Way - 88th to 80th St (Design)	-	-	515,000	-	-	-	515,000
(1)	133 Street & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisition	-	-	1,183,000	-	-	-	1,183,000
	77 Non-Motorized Trail: Gravelly Lake Dr. - Washington Blvd to Nyanza Rd SW	-	330,000	4,268,000	-	-	-	4,598,000
	135 Streets: Washington Blvd and Edgewood Drive (North Fort to Gravelly Lk. Dr.) Phase I - Washington Blvd: Interlaaken to Gravelly Lake Drive Double Roundabouts	-	-	484,000	1,989,960	501,810	-	2,975,770
(1)	137 Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	289,000	798,000	3,850,000	-	-	-	4,937,000
(2)	134 Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park	809,000	6,690,000	-	-	-	-	7,499,000
	138 Sidewalks: Onyx Dr. SW – 89th to 97th and Garnet to Phillips	624,000	4,661,000	-	-	-	-	5,285,000
<b>Total - Funded Projects</b>		<b>\$ 6,655,000</b>	<b>\$ 14,320,000</b>	<b>\$ 12,506,000</b>	<b>\$ 4,367,960</b>	<b>\$ 2,618,810</b>	<b>\$ 2,426,700</b>	<b>\$ 42,894,470</b>

(1) PSRC Grant Secured

(2) TIB Grant - Submitted August 2018 / Notification grants selected November 2018

<b>Beginning Balance</b>	<b>\$300,000</b>	<b>\$2,493,570</b>	<b>\$877,270</b>	<b>\$1,197,370</b>	<b>\$64,710</b>	<b>\$0</b>	<b>\$300,000</b>
<b>Ending Balance</b>	<b>\$2,493,570</b>	<b>\$877,270</b>	<b>\$1,197,370</b>	<b>\$64,710</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total 2019-2024</b>
<b>GO Bond Issuance</b>							
<b>GO Bond Proceeds</b>	<b>\$ 5,000,000</b>	<b>\$ 6,000,000</b>	<b>\$ 6,600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 17,600,000</b>

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total 2019-2024</b>
<b>Debt Service</b>							
<b>Debt Service Payment (Funded by REET)</b>	<b>\$ 184,000</b>	<b>\$ 810,000</b>	<b>\$ 1,292,000</b>	<b>\$ 1,292,000</b>	<b>\$ 1,292,000</b>	<b>\$ 1,292,000</b>	<b>\$ 6,162,000</b>

	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total 2019-2024</b>
<b>REET Estimate</b>							
<b>Total Revenue</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 10,200,000</b>
<b>Total Uses</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 1,700,000</b>	<b>\$ 10,200,000</b>
Transfer to Parks CIP	\$ 1,360,130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,360,130
Transfer to Transportation CIP	\$ 155,870	\$ 890,000	\$ 408,000	\$ 408,000	\$ 408,000	\$ 408,000	\$ 2,677,870
Debt Services	\$ 184,000	\$ 810,000	\$ 1,292,000	\$ 1,292,000	\$ 1,292,000	\$ 1,292,000	\$ 6,162,000



Transportation CIP (2019 - 2024)		Total Cost (2018 Value)	Types of Grants Eligible for Application
<b>TIP Projects / Unfunded</b>		<b>\$ 97,136,780</b>	
<b>Total - Non-Motorized</b>		<b>\$ 150,000</b>	
130	Guardrail Replacement: Clover Creek Gravelly Lake Drive - 112th to Nyanza	150,000	n/a
<b>Total - Non-Motorized</b>		<b>\$ 8,370,000</b>	
97	Non-Motorized Access: Lakewood Station Vicinity	3,840,000	PSRC, Bike/Ped
76	Non-Motorized Trail: Nyanza Road SW	4,530,000	TIB
<b>Total - Pedestrian Crossing Signal</b>		<b>\$ 138,000</b>	
98	Pedestrian Crossing Signal: 84th Street at Pine Street South Intersection	138,000	Safety
<b>Total - Safety</b>		<b>\$ 1,080,000</b>	
71	Safety: SRTS - Phillips Rd Sidewalks & Bike Lanes (Steilacoom to Onyx)-Phase II	1,080,000	SRTS <sup>(3)</sup>
<b>Total - Sidewalks</b>		<b>\$ 2,375,000</b>	
72	Sidewalks: 59th Ave – 100th to Bridgeport Way	125,000	n/a
119	Sidewalks: Lakewood Drive - Steilacoom Blvd. to Flett Creek	1,300,000	TIB <sup>(1)</sup>
120	Sidewalks: Tyee Park School Sidewalks - Seminole Rd. SW	450,000	SRTS
122	Sidewalks: 47th Ave SW - 121st St SW to Pacific Hwy SW	500,000	Bike/Ped <sup>(2)</sup>
<b>Total - Street &amp; Sidewalks</b>		<b>\$ 24,140,000</b>	
106	Sidewalks: Steilacoom Boulevard – Farwest Drive to 87th Avenue Pedestrian Path (Construction Only)	735,000	PSRC
111	Street & Sidewalks: Kendrick from 111th St. SW to 108th St SW Roadway	880,000	Bike/Ped
113	Street & Sidewalks: Military Rd & Farwest Dr SW Sidewalk & Roadway: 116th to 200' S/O 112th	1,200,000	TIB, Bike/Ped
114	Street & Sidewalks: Clover Park HS - 112th Sidewalks: Gravelly Lk Dr SW to Bridgeport Way SW	3,000,000	SRTS, TIB
115	Street & Sidewalks: Clover Park HS - Davison Rd SW & Highland Ave SW: 112th St. SW to 108th St SW	1,400,000	SRTS
116	Street & Sidewalks: Custer Rd. SW: Bridgeport Way - Lakewood Dr. SW(East City Limits/74th St.)	3,000,000	TIB, PSRC
117	Street & Sidewalks: Roundabout 87th Ave. SW, Dresden Ln., and Ft. Steilacoom Park Entrance & Sidewalks 87th Ave. SW, Dresden Ln. to Steilacoom Blvd.	1,000,000	Bike/Ped
118	Street & Sidewalks: Lakewood Drive - Custer/74th to N. City Limits	900,000	TIB, PSRC
136	Street & Sidewalks: 100th St.: 59th Ave. to S. Tacoma Way	12,025,000	PSRC, TIB
<b>Total - Streets</b>		<b>\$ 55,121,780</b>	
69	Streets: 112th / 111th - Bridgeport to Kendrick (Construction)	2,325,280	PSRC, Bike/Ped
73	Streets: 150th Street Corridor Capacity	2,080,000	TIB
74	Streets: South Tacoma Way - 88th to 80th St (Construction)	3,988,000	PSRC
75	Streets: Mt. Tacoma Drive – Interlaaken to Whitman Avenue	3,245,000	TIB, Bike/Ped
81	Streets: Steilacoom Boulevard – 83rd to Weller (Construction Only)	2,675,000	PSRC
83	Streets: Hipkins Road – 104th to Steilacoom Boulevard	3,640,000	PSRC
84	Streets: Interlaaken - Short Lane to Bridge; Bridge to Mt. Tacoma/Holly Hedge	5,236,000	TIB, Bike/Ped
86	Streets: Steilacoom Boulevard - 87th to 83rd (Construction Only)	2,015,000	PSRC
90	Streets: 96th Street 2-Way Left Turn Lane	500,000	TIB
92	Streets: Steilacoom Blvd – Bridgeport Way to Gravelly Lake Drive	2,200,000	TIB, PSRC
93	Streets: Gravelly Lake Drive – Pacific Highway to Nyanza (South)	1,740,000	TIB, PSRC
95	Streets: Bridgeport Way – I-5 Ramp to Pacific Highway	1,080,000	PSRC
96	Streets: Union Avenue – West Thorne Lane to Spruce Street	3,870,000	TIB, PSRC
109	Streets: Phillips Rd Sidewalks & Bike Lanes (Agate to Onyx) - Phase III	1,080,000	Bike/Ped <sup>(2)</sup>
121	Streets: 112th - Farwest Dr SW to Butte Dr SW	3,000,000	SRTS
135	Streets: Washington Blvd and Edgewood Drive (North Fort to Gravelly Lk. Dr.) Phase II - Washington Blvd: Edgewood to Interlaaken	6,116,000	PSRC, TIB
135	Streets: Washington Blvd and Edgewood Drive (North Fort to Gravelly Lk. Dr.) Phase III - Edgewood: City Limits to Washington Blvd	2,375,000	PSRC, TIB
141	Streets: 104th St SW - Short Lane to Lake Louise Drive	3,500,000	TIB, Bike/Ped
142	Streets: Ardmore Dr SW - Custer Rd SW to Whitman Ave SW	2,000,000	PSRC, TIB, Bike/Ped
143	Streets: Veterans Drive: American Lake Park to VA Hospital Entrance	2,456,500	TIB, Bike/Ped
<b>Total - Traffic Signal</b>		<b>\$ 5,762,000</b>	
78	Traffic Signal New: South Tacoma Way/92nd Street	823,000	PSRC
94	Traffic Signal New: Gravelly Lake Drive & Avondale	604,000	Safety <sup>(4)</sup>
123	Traffic Signal New: Holden/Military Rd.	525,000	PSRC
125	Traffic Signal New: Lakewood Dr./75th St	525,000	PSRC
104	Traffic Signal Replacement: Steilacoom Boulevard – 87th Avenue/Elwood St Intersection	525,000	PSRC
124	Traffic Signal Replacement: Lakewood Dr./Custer Rd./74th St.	525,000	PSRC
126	Traffic Signal Replacement: Custer Rd. and 88th	525,000	PSRC
127	Traffic Signal Replacement: Steilacoom Blvd./Briggs	525,000	PSRC
128	Traffic Signal Replacement: Steilacoom Blvd./83rd	525,000	PSRC
82	Traffic Signal: Traffic Signal Upgrade Phase VI	660,000	PSRC

<sup>(1)</sup> TIB Grant - Submitted August 2018 / Notification grants selected November 2018<sup>(2)</sup> Bike & Pedestrian Grant - Submitted May 2018 / Notification of grants selected January 2019<sup>(3)</sup> Safe Routes to School Grant - Submitted April 2018 / Notification grants selected January 2019<sup>(4)</sup> Safety Grant - Submitted April 2018 / Notification of grants selected January 2019

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>1</b>
<b>Project Name:</b>	Personnel, Engineering & Professional Services
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	Annual Program
<b>Funding Status:</b>	Funded
<b>Project Description &amp; Justification:</b>	
<p>This is for PW Engineers time for grant writing, feasibility studies, street capital program management, Federal Funding reporting requirements, and professional services. The professional services are for: traffic engineering studies, professional land-surveyor research and exhibits, geotechnical and structural engineering, and comprehensive planning.</p>	
<b>Operational Impact:</b>	
n/a	

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Multi-Modal	-	12,400	16,400	2,800	-	-	31,600
New Gas Tax	-	47,300	-	45,300	42,300	42,300	177,200
Motor Vehicle Fuel Tax (MVET)	122,000	-	119,000	254,600	324,000	324,000	1,143,600
General Fund	410,000	499,300	451,600	313,300	280,700	305,300	2,260,200
<b>Total Funding Sources</b>	<b>\$ 532,000</b>	<b>\$ 559,000</b>	<b>\$ 587,000</b>	<b>\$ 616,000</b>	<b>\$ 647,000</b>	<b>\$ 671,600</b>	<b>\$ 3,612,600</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ 532,000	\$ 559,000	\$ 587,000	\$ 616,000	\$ 647,000	\$ 671,600	\$ 3,612,600
ROW	-	-	-	-	-	-	-
Construction	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 532,000</b>	<b>\$ 559,000</b>	<b>\$ 587,000</b>	<b>\$ 616,000</b>	<b>\$ 647,000</b>	<b>\$ 671,600</b>	<b>\$ 3,612,600</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>2</b>
<b>Project Name:</b>	Street Lights: New LED Streetlight
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	Annual Program
<b>Funding Status:</b>	Funded

<b>Project Description &amp; Justification:</b>
<p>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.</p> <p>Year 2019: Install 11 LED streetlights on Onyx starting at Garnet and terminating about 750 feet easterly of Coral which is about the halfway point on Onyx between Garnet and Phillips.</p> <p>Year 2020:</p> <p>It is anticipated the new LED streetlights will be completed in 2024.</p>

<b>Operational Impact:</b>
Each new streetlight will cost up to \$6.00 per month in utility costs. Assuming average of 18 per year = \$1,300 additional per year.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Multi-Modal	-	10,000	66,000	79,600	82,400	82,400	320,400
Motor Vehicle Fuel Tax (MVET)	170,000	160,000	60,000	95,400	26,000	26,000	537,400
General Fund	-	-	3,700	-	71,600	71,600	146,900
<b>Total Funding Sources</b>	<b>\$ 170,000</b>	<b>\$ 170,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 1,050,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	-	-	-	-	-	-	-
Construction	170,000	170,000	175,000	175,000	180,000	180,000	1,050,000
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 170,000</b>	<b>\$ 170,000</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 1,050,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

**Project #:** 3  
**Project Name:** Safety: Neighborhood Traffic Safety/Traffic Calming  
**Project Group:** n/a  
**Est Completion Year:** Annual Program  
**Funding Status:** Funded

**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.

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
New Gas Tax	25,000	25,000	27,000	27,000	30,000	30,000	164,000
<b>Total Funding Sources</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 27,000</b>	<b>\$ 27,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 164,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	-	-	-	-	-	-	-
Construction	25,000	25,000	27,000	27,000	30,000	30,000	164,000
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 27,000</b>	<b>\$ 27,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 164,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>4</b>
<b>Project Name:</b>	Minor Capital & Major Maintenance
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	Annual Program
<b>Funding Status:</b>	Funded

<b>Project Description &amp; Justification:</b>
<p>The City's minor capital program consists of removal and replacement of hot mixed asphalt (HMA) pavement, concrete driveway and sidewalk panels, catch basin adjustment and tree placement. The specific project and location is to be determined.</p> <p>City-wide minor capital projects to provide infrastructure preservation or upgrades include:</p> <ul style="list-style-type: none"> <li>• City-wide hot mix asphalt (HMA) patching contract</li> <li>• Traffic signal upgrades including replacement of loop detection with video detection</li> </ul> <p>The anticipated major maintenance work on an annual basis are:</p> <ul style="list-style-type: none"> <li>• Street paint striping to maintain the visibility of the existing pavement striping on various streets throughout the City. Such restriping is necessary to assure safe driving lanes within our streets.</li> <li>• Pavement Patching. Use and weather effect the longevity of the street pavement. Without an ongoing patching program the street pavement will quickly deteriorate to the point where reconstruction of the entire pavement is required. An ongoing pavement patching program extends the life of the street pavement. It also alleviate citizen complaints and claims for damages.</li> <li>• Roadway Markings. In addition to street pavement striping stop bars, stop letters, arrows, bike lane designations need to be annually renewed throughout the city and since these are typically of thermo plastic material for longer life.</li> <li>• Crack Sealer.</li> </ul>

<b>Operational Impact:</b>
There is no operational impact since this work is upgrade / replacement of existing infrastructure.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Multi-Modal	-	60,000	-	-	-	-	60,000
Motor Vehicle Fuel Tax (MVET)	-	190,000	-	-	-	-	190,000
General Fund	208,130	-	-	-	-	-	208,130
Real Estate Excise Tax (REET) Fund	41,870	-	260,000	260,000	270,000	270,000	1,101,870
<b>Total Funding Sources</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 260,000</b>	<b>\$ 260,000</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 1,560,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	-	-	-	-	-	-	-
Construction	250,000	250,000	260,000	260,000	270,000	270,000	1,560,000
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 250,000</b>	<b>\$ 250,000</b>	<b>\$ 260,000</b>	<b>\$ 260,000</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 1,560,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>5</b>
<b>Project Name:</b>	Chip Seal Program - Local Access Roads
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	Annual Program
<b>Funding Status:</b>	Funded

<b>Project Description &amp; Justification:</b>
<p>The City's chip seal program is an annual program that refurbishes residential roads and is a common, proactive and cost effective pavement maintenance practice that extends the service life of a road by seven to ten years.</p> <p>Complete up to 8-10 lane miles annually. May include pulverize and inlay of failed roadway sections. Hot mix asphalt (HMA) pavement repair.</p>

<b>Operational Impact:</b>
No impact. Rehabilitation of existing infrastructure.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Real Estate Excise Tax (REET) Fund	114,000	-	-	-	-	-	114,000
TBD Fund - \$20 Vehicle License Fee	246,000	360,000	380,000	380,000	390,000	390,000	2,146,000
<b>Total Funding Sources</b>	<b>\$ 360,000</b>	<b>\$ 360,000</b>	<b>\$ 380,000</b>	<b>\$ 380,000</b>	<b>\$ 390,000</b>	<b>\$ 390,000</b>	<b>\$ 2,260,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	-	-	-	-	-	-	-
Construction	360,000	360,000	380,000	380,000	390,000	390,000	2,260,000
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 360,000</b>	<b>\$ 360,000</b>	<b>\$ 380,000</b>	<b>\$ 380,000</b>	<b>\$ 390,000</b>	<b>\$ 390,000</b>	<b>\$ 2,260,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation Projects**

<b>Project #:</b>	<b>53</b>
<b>Project Name:</b>	Streets: 123rd Street SW – Bridgeport Way to 47th Ave SW
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	2020
<b>Funding Status:</b>	Funded

<b>Project Description &amp; Justification:</b>
<p>This project is for design and construction/reconstruction of 123rd St. from Bridgeport Way to 47th Ave., which will include both pavement widening and overlaying along with new asphalt pavement construction to a width of 28 feet curb to curb. Also includes shall be curb &amp; gutter, 5 foot wide cement concrete sidewalk (both sides), street lights, drainage system, street lighting system, street trees, and other associated improvements consistent with Complete Streets standards.</p> <p>Benefits of this Project:</p> <p>1) Public Safety - response to Springbrook Park that fronts 47th Ave;</p> <p>2) Additional ingress and egress to properties along 47th Ave, given current access relies solely on WSDOT bridge access I-5;</p> <p>3) Economic Development - provides incentive for commercial redevelopment along 123rd St, which fronts I-5.</p>

<b>Operational Impact:</b>
Minimal impact.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
General Fund	47,000	-	-	-	-	-	47,000
Real Estate Excise Tax (REET) Fund	-	62,000	-	-	-	-	62,000
CDBG Fund	250,000	250,000	-	-	-	-	500,000
Surface Water Management Fund	53,000	55,000	-	-	-	-	108,000
<b>Total Funding Sources</b>	<b>\$ 350,000</b>	<b>\$ 367,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 717,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Right-of-Way	-	-	-	-	-	-	-
Construction	350,000	367,000	-	-	-	-	717,000
<b>Total Project Costs</b>	<b>\$ 350,000</b>	<b>\$ 367,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 717,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>59</b>
<b>Project Name:</b>	Traffic Signal New: Durango Street/Steilacoom Boulevard
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	2024
<b>Funding Status:</b>	Funded
<b>Project Description &amp; Justification:</b>	
<p>This is a Local Improvement District (LID) roadway and intersection improvements to Steilacoom and Durango.</p> <p>Install a traffic signal at the intersection of Steilacoom Blvd. and Durango St. along with reconstruction and reconfiguring the existing 3-legged intersection into a 4-legged intersection. The project also includes acquiring the necessary rights-of-way to accommodate the new configuration.</p>	
<b>Operational Impact:</b>	
Minimal impact.	

Funding Sources	2019	2020	2021	2022	2023	2024	Total
General Fund	-	-	-	-	-	323,100	323,100
Real Estate Excise Tax (REET) Fund	-	-	-	-	-	138,000	138,000
TBD Fund - \$20 Vehicle License Fee	-	-	-	-	-	424,000	424,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 885,100</b>	<b>\$ 885,100</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 232,000	\$ 232,000
Right-of-Way	-	-	-	-	-	32,000	32,000
Construction	-	-	-	-	-	621,100	621,100
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 885,100</b>	<b>\$ 885,100</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>60</b>
<b>Project Name:</b>	Traffic Signal Replacement: 100th & Lakewood Drive
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	2019
<b>Funding Status:</b>	Funded
<b>Project Description &amp; Justification:</b>	
<p>This project is part of the traffic signal replacement program, which replaces existing aging traffic signals (30+ years useful life) that are not replaced in conjunction with other capital improvement projects.</p>	
<b>Operational Impact:</b>	
No operational impact since this is replacement of existing infrastructure.	

Funding Sources	2019	2020	2021	2022	2023	2024	Total
General Fund	-	-	-	386,700	16,300	-	403,000
Real Estate Excise Tax (REET) Fund	-	-	148,000	-	-	-	148,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 148,000</b>	<b>\$ 386,700</b>	<b>\$ 16,300</b>	<b>\$ -</b>	<b>\$ 551,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	-	-	-	-	-	-	-
Construction	551,000	-	-	-	-	-	551,000
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 551,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 551,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>63</b>
<b>Project Name:</b>	Colonial Center Plaza
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	2019
<b>Funding Status:</b>	Funded

**Project Description & Justification:**

As a means of addressing the priority of urban design and community character, the Motor Avenue project is a new street corridor plan for Motor Avenue SW between Whitman Avenue SW, and the intersection of Gravelly Lake Drive SW and Bridgeport Way SW. The project creates a vibrant and welcoming public space within the City's central business district.

2018 Supplemental State Capital Budget which includes an appropriation of \$500,000 for the project. The Department of Commerce, which will administer the project, will retain 3% (up to a maximum of \$50,000) to cover direct administrative costs. Accordingly, the net grant award will be \$485,000.

**Operational Impact:**  
To be determined.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Multi-Modal	82,400	-	-	-	-	-	82,400
New Gas Tax	47,300	-	-	-	-	-	47,300
Motor Vehicle Fuel Tax (MVET)	58,000	-	-	-	-	-	58,000
Grants - Secured	485,000	-	-	-	-	-	485,000
General Fund	34,870	188,000	100,430	-	-	-	323,300
Real Estate Excise Tax (REET) Fund	-	828,000	-	-	-	-	828,000
Surface Water Management Fund	303,000	-	-	-	-	-	303,000
<b>Total Funding Sources</b>	<b>\$ 1,010,570</b>	<b>\$ 1,016,000</b>	<b>\$ 100,430</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,127,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ 189,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 189,000
Right-of-Way	105,000	-	-	-	-	-	105,000
Construction	1,833,000	-	-	-	-	-	1,833,000
<b>Total Project Costs</b>	<b>\$ 2,127,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,127,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>66</b>	<b>Transportation Benefit District Eligible Project</b>
<b>Project Name:</b>	Overlay: Custer - Steilacoom to John Dower	
<b>Project Group:</b>		
<b>Est Completion Year:</b>	2019	
<b>Funding Status:</b>	Funded	
<b>Project Description &amp; Justification:</b>		
Upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.		
<b>Operational Impact:</b>		
None. Replacement of existing infrastructure.		

Funding Sources	2019	2020	2021	2022	2023	2024	Total
TBD Fund - \$20 Vehicle License Fee	568,000	-	-	-	-	-	568,000
<b>Total Funding Sources</b>	<b>\$ 568,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 568,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ 32,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 32,000
Right-of-Way	-	-	-	-	-	-	-
Construction	536,000	-	-	-	-	-	536,000
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 568,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 568,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Project Balance	2019	2020	2021	2022	2023	2024	Total
Beginning Project Balance	-	-	-	-	-	-	-
Ending Project Balance	-	-	-	-	-	-	-

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>68</b>
<b>Project Name:</b>	Overlay: Pacific Hwy - 108th to SR512
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	2022
<b>Funding Status:</b>	Funded
<b>Project Description &amp; Justification:</b>	
<p>2" HMA Overlay, roadway striping upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.</p> <p>Grant source is PSRC.</p>	
<b>Operational Impact:</b>	
None. Replacement of existing infrastructure.	

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Grants - Secured	-	-	26,400	585,600	-	-	612,000
TBD Fund - \$20 Vehicle License Fee	-	-	4,600	94,400	-	-	99,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,000</b>	<b>\$ 680,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 711,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ -	\$ 31,000	\$ -	\$ -	\$ -	\$ 31,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	680,000	-	-	680,000
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 31,000</b>	<b>\$ 680,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 711,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>74</b>
<b>Project Name:</b>	Streets: South Tacoma Way - 88th to 80th St
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	2022
<b>Funding Status:</b>	Design Funded / Construction Unfunded
<b>Project Description &amp; Justification:</b>	
<p>This project provides for curb, gutter, sidewalks, sharrow, continuous 2-way left turn lane, street lighting, signal upgrades, overlay, and associated storm drainage.</p> <p>Grant source is PSRC.</p>	
<b>Operational Impact:</b>	

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Motor Vehicle Fuel Tax (MVET)	-	-	140,000	-	-	-	140,000
Grants - Secured	-	-	375,000	-	-	-	375,000
Unfunded	-	-	-	4,224,000	-	-	4,224,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 515,000</b>	<b>\$ 4,224,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,739,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ -	\$ 435,000	\$ -	\$ -	\$ -	\$ 435,000
Right-of-Way	-	-	80,000	-	-	-	80,000
Construction	-	-	-	4,224,000	-	-	4,224,000
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 515,000</b>	<b>\$ 4,224,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,739,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

**Project #:** 77  
**Project Name:** Non-Motorized Trail: Gravelly Lake Dr. - Washington Blvd to Nyanza Rd SW  
**Project Group:** n/a  
**Est Completion Year:** 2021  
**Funding Status:** Funded

**Project Description & Justification:**

This project includes installing curb and gutter on both sides of Gravelly Lake Drive between Nyanza (south) and Washington Boulevard and a 10-foot to 12-foot wide non-motorized pathway on the lake side of the roadway. Also included are street lighting, associated storm drainage and a hot mix asphalt overlay of the entire roadway section.

**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	2019	2020	2021	2022	2023	2024	Total
GO Bond Proceeds	280,000	-	3,300,600	-	-	-	3,580,600
TBD Fund - \$20 Vehicle License Fee	-	-	327,400	-	-	-	327,400
Surface Water Management Fund	-	50,000	640,000	-	-	-	690,000
<b>Total Funding Sources</b>	<b>\$ 280,000</b>	<b>\$ 50,000</b>	<b>\$ 4,268,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,598,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ 330,000	\$ -	\$ -	\$ -	\$ -	\$ 330,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	4,268,000	-	-	-	4,268,000
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 330,000</b>	<b>\$ 4,268,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,598,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	4,580	4,580	4,580	13,740
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,580</b>	<b>\$ 4,580</b>	<b>\$ 4,580</b>	<b>\$ 13,740</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>80</b>
<b>Project Name:</b>	Overlay: 108th Street – Bridgeport Way to Pacific Highway
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	2021
<b>Funding Status:</b>	Funded
<b>Project Description &amp; Justification:</b>	
This projects upgrades existing curb ramps to meet ADA standards as required for all overlay projects.	
<b>Operational Impact:</b>	
None. Replacement of existing infrastructure.	

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Unallocated CIP	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300,000
TBD Fund - \$20 Vehicle License Fee	-	454,000	102,000	-	-	-	556,000
<b>Total Funding Sources</b>	<b>\$ 300,000</b>	<b>\$ 454,000</b>	<b>\$ 102,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 856,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ 110,000	\$ -	\$ -	\$ -	\$ -	\$ 110,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	746,000	-	-	-	746,000
Contingency	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 110,000</b>	<b>\$ 746,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 856,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>131</b>
<b>Project Name:</b>	Overlay & Sidewalk Fill-In: Custer Rd - John Dower to 500' West of Bridgeport Way
<b>Project Group:</b>	
<b>Est Completion Year:</b>	2023
<b>Funding Status:</b>	Funded
<b>Project Description &amp; Justification:</b>	
Roadway Overlay, signage, and striping. Sidewalk northside along John Dower Elementary	
<b>Operational Impact:</b>	

Funding Sources	2019	2020	2021	2022	2023	2024	Total
TBD Fund - \$20 Vehicle License Fee	-	-	-	\$ 339,600	\$ 424,000	-	\$ 763,600
Surface Water Management Fund	-	-	-	\$ 24,000	\$ 52,400	-	\$ 76,400
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 363,600</b>	<b>\$ 476,400</b>	<b>\$ -</b>	<b>\$ 840,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ -	\$ -	\$ 240,000	\$ -	\$ -	\$ 240,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	-	600,000	-	600,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 240,000</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ 840,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>133</b>
<b>Project Name:</b>	Street & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisition
<b>Project Group:</b>	
<b>Est Completion Year:</b>	2021
<b>Funding Status:</b>	Funded

**Project Description & Justification:**

This project is the ROW acquisition to add sidewalks and bike lanes from Farwest Dr. to Weller Rd. Improvements would include Curb, gutter, sidewalks, sharrows, turn lanes, street lighting, drainage, overlay. At this time the project is selected for ROW funding at the Pierce Countywide Technical Coordinating Committee Level through PSRC.

Grant source is PSRC.

**Operational Impact:**

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Motor Vehicle Fuel Tax (MVET)	-	-	31,000	-	-	-	31,000
Grants - Secured	-	-	935,000	-	-	-	935,000
General Fund	-	-	69,000	-	-	-	69,000
Real Estate Excise Tax (REET) Fund	-	-	-	148,000	-	-	148,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,035,000</b>	<b>\$ 148,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,183,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	-	-	1,183,000	-	-	-	1,183,000
Construction	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,183,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,183,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

**Project #:** 134  
**Project Name:** Sidewalks: Veterans Drive - Gravelly Lake Drive to American Lake Park  
**Project Group:** n/a  
**Est Completion Year:** 2021  
**Funding Status:** Funded

**Project Description & Justification:**

This project provides for curb, gutter, sidewalks, bike facilities, associated storm drainage on both sides, roadway reconstruction and street lighting.

Grant Source:

State Legislative Ask

**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. \$500 / year.

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Grants - Secured	325,000	1,675,000	-	-	-	-	2,000,000
GO Bond Proceeds	2,556,570	1,804,730	-	-	-	-	4,361,300
General Fund	-	12,700	-	-	-	-	12,700
Surface Water Management Fund	121,000	1,004,000	-	-	-	-	1,125,000
<b>Total Funding Sources</b>	<b>\$ 3,002,570</b>	<b>\$ 4,496,430</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,499,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Design	\$ 809,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 809,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	6,690,000	-	-	-	-	6,690,000
<b>Total Project Costs</b>	<b>\$ 809,000</b>	<b>\$ 6,690,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,499,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	500	500	500	500	2,000
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 2,000</b>



<b>Project #:</b>	<b>135</b>
<b>Project Name:</b>	Streets: Washington Blvd and Edgewood Drive (North Fort to Gravelly Lk. Dr.) Phase I - Washington Blvd: Interlaaken to Gravelly Lake Drive Double Roundabouts
<b>Project Group:</b>	Washington Boulevard and Edgewood Dr.
<b>Est Completion Year:</b>	2023
<b>Funding Status:</b>	Funded
<b>Project Description &amp; Justification:</b>	
<p>This project provides for curb, gutter, sidewalks (both sides), associated storm drainage, hot mix asphalt (HMA) overlay and the upgrade of the traffic signal at Edgewood. Install six round-a-bouts, replacing three signals on Washington Blvd.</p>	
<b>Operational Impact:</b>	
<p>LED streetlights. Additional streetlights offset by no longer leasing PSE streetlights. More LED street lights required to meet lighting requirements. Costs offset to net zero cost increase for street lighting. Some additional O&amp;M costs to SWM to sweep street that previously did not have curb. \$1000 / year to SWM. Possible cost savings in signal removal, but could be offset by roundabout maintenance.</p>	

Funding Sources	2019	2020	2021	2022	2023	2024	Total
GO Bond Proceeds	551,000	233,270	1,400,100	-	-	-	2,184,370
General Fund	-	-	-	-	331,400	-	331,400
Real Estate Excise Tax (REET) Fund	-	-	-	-	138,000	-	138,000
Surface Water Management Fund	-	-	48,000	199,000	75,000	-	322,000
<b>Total Funding Sources</b>	<b>\$ 551,000</b>	<b>\$ 233,270</b>	<b>\$ 1,448,100</b>	<b>\$ 199,000</b>	<b>\$ 544,400</b>	<b>\$ -</b>	<b>\$ 2,975,770</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ -	\$ -	\$ 484,000	\$ -	\$ -	\$ -	\$ 484,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	-	-	1,989,960	501,810	-	2,491,770
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 484,000</b>	<b>\$ 1,989,960</b>	<b>\$ 501,810</b>	<b>\$ -</b>	<b>\$ 2,975,770</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	1,000	1,000
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000</b>	<b>\$ 1,000</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>137</b>
<b>Project Name:</b>	Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)
<b>Project Group:</b>	Steilacoom Boulevard Projects
<b>Est Completion Year:</b>	2021
<b>Funding Status:</b>	Funded

**Project Description & Justification:**

The project involves the widening Steilacoom Blvd./88th St. between Weller Rd. and Custer Rd. for the inclusion of bike facilities and 5-foot wide sidewalks. It also includes curb & gutter, street lighting, traffic signal upgrade . along with associated storm drainage improvements, bridge modifications to Chambers Creek bridge and pavement rehabilitation & overlay.

Grants Secured

\$450,000 SRTS Grant - Construction only for the north side of the road from Phillips to Weller to basically cover the cost of sidewalk.  
\$747,000 PSRC Grant - Construction only for overlay from Weller to Custer.

**Operational Impact:**

To be determined. Increased sweep and associated surface water maintenance.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
Grants - Secured	-	-	1,197,000	-	-	-	1,197,000
GO Bond Proceeds	1,082,430	-	1,899,300	-	-	-	2,981,730
General Fund	-	-	75,270	-	-	-	75,270
Real Estate Excise Tax (REET) Fund	-	-	-	-	-	-	-
Surface Water Management Fund	43,000	62,000	578,000	-	-	-	683,000
<b>Total Funding Sources</b>	<b>\$ 1,125,430</b>	<b>\$ 62,000</b>	<b>\$ 3,749,570</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,937,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ 289,000	\$ 413,000	\$ -	\$ -	\$ -	\$ -	\$ 702,000
Right-of-Way	-	385,000	-	-	-	-	385,000
Construction	-	-	3,850,000	-	-	-	3,850,000
<b>Total Project Costs</b>	<b>\$ 289,000</b>	<b>\$ 798,000</b>	<b>\$ 3,850,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,937,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>138</b>
<b>Project Name:</b>	Sidewalks: Onyx Dr. SW – 89th to 97th and Garnet to Phillips
<b>Project Group:</b>	n/a
<b>Est Completion Year:</b>	2021
<b>Funding Status:</b>	Funded

<b>Project Description &amp; Justification:</b>
<p>This project improves the road with curb and gutter on both sides and adds bicycle and pedestrian facilities, including street lighting on one side of the road and associated storm drainage upgrades.</p>

<b>Operational Impact:</b>
<p>To be determined. Increased sweep and associated surface water maintenance.</p>

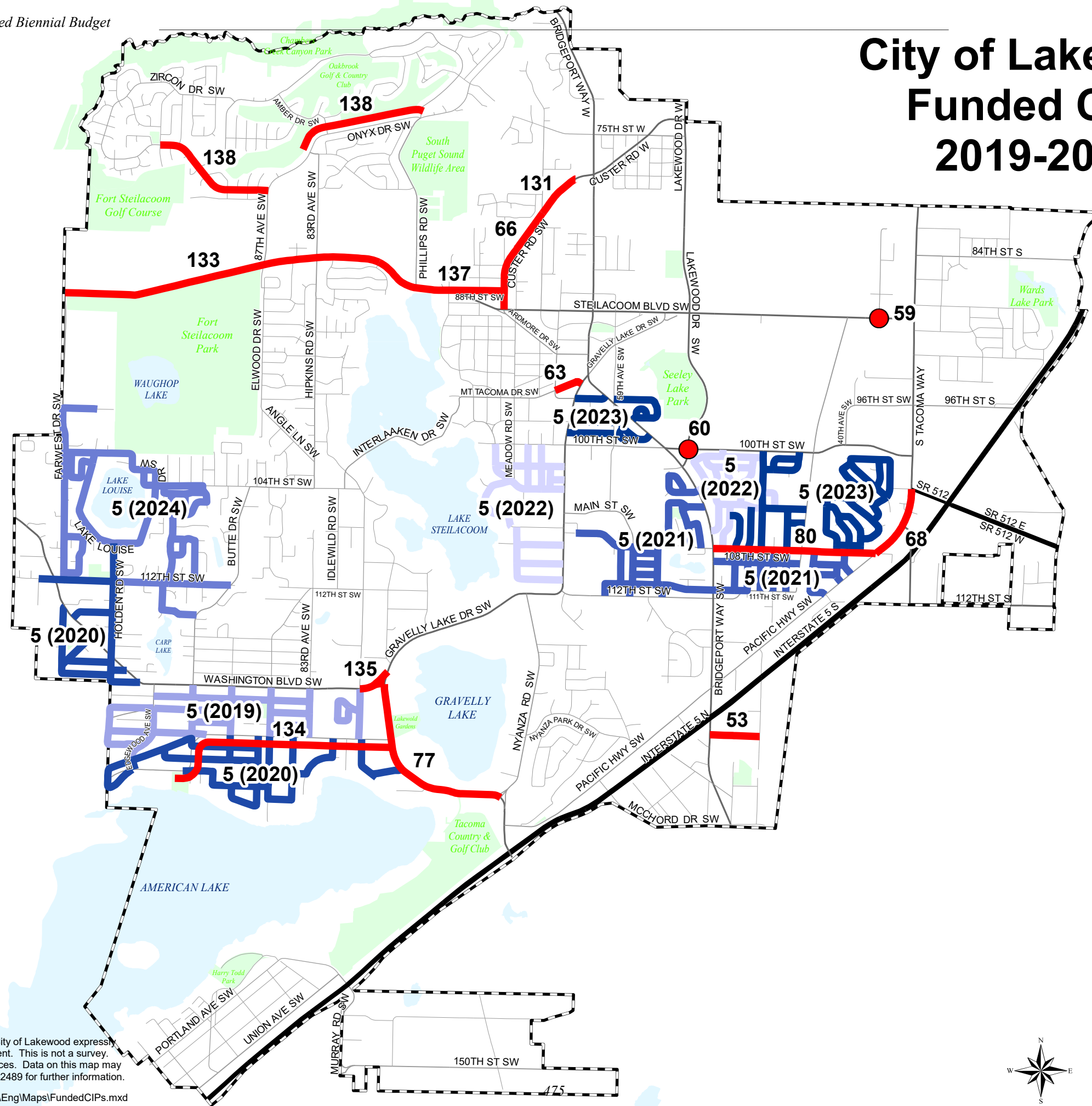
Funding Sources	2019	2020	2021	2022	2023	2024	Total
GO Bond Proceeds	530,000	3,962,000	-	-	-	-	4,492,000
Surface Water Management Fund	94,000	699,000	-	-	-	-	793,000
<b>Total Funding Sources</b>	<b>\$ 624,000</b>	<b>\$ 4,661,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,285,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Design	\$ 624,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 624,000
Right-of-Way	-	-	-	-	-	-	-
Construction	-	4,661,000	-	-	-	-	4,661,000
<b>Total Project Costs</b>	<b>\$ 624,000</b>	<b>\$ 4,661,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,285,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# City of Lakewood Funded CIPs 2019-2024



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Map Date: September 26, 2018

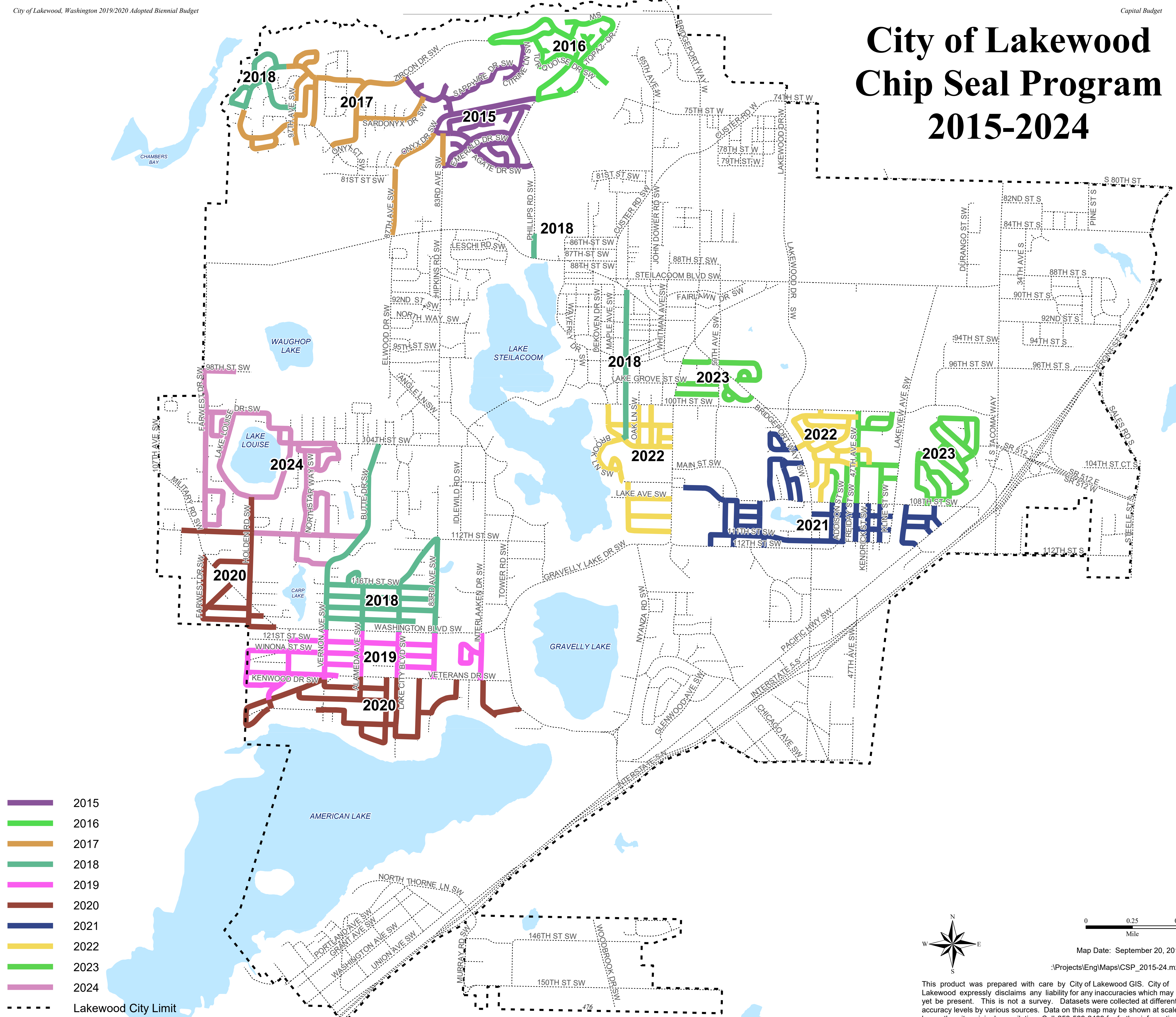
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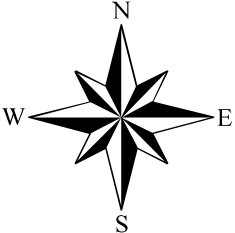
- Project Location
- Project Location
- Chip Seal**
- 2019
- 2020
- 2021
- 2022
- 2023
- 2024
- Lakewood City Limit



# City of Lakewood Chip Seal Program 2015-2024



- 2015
- 2016
- 2017
- 2018
- 2019
- 2020
- 2021
- 2022
- 2023
- 2024
- Lakewood City Limit

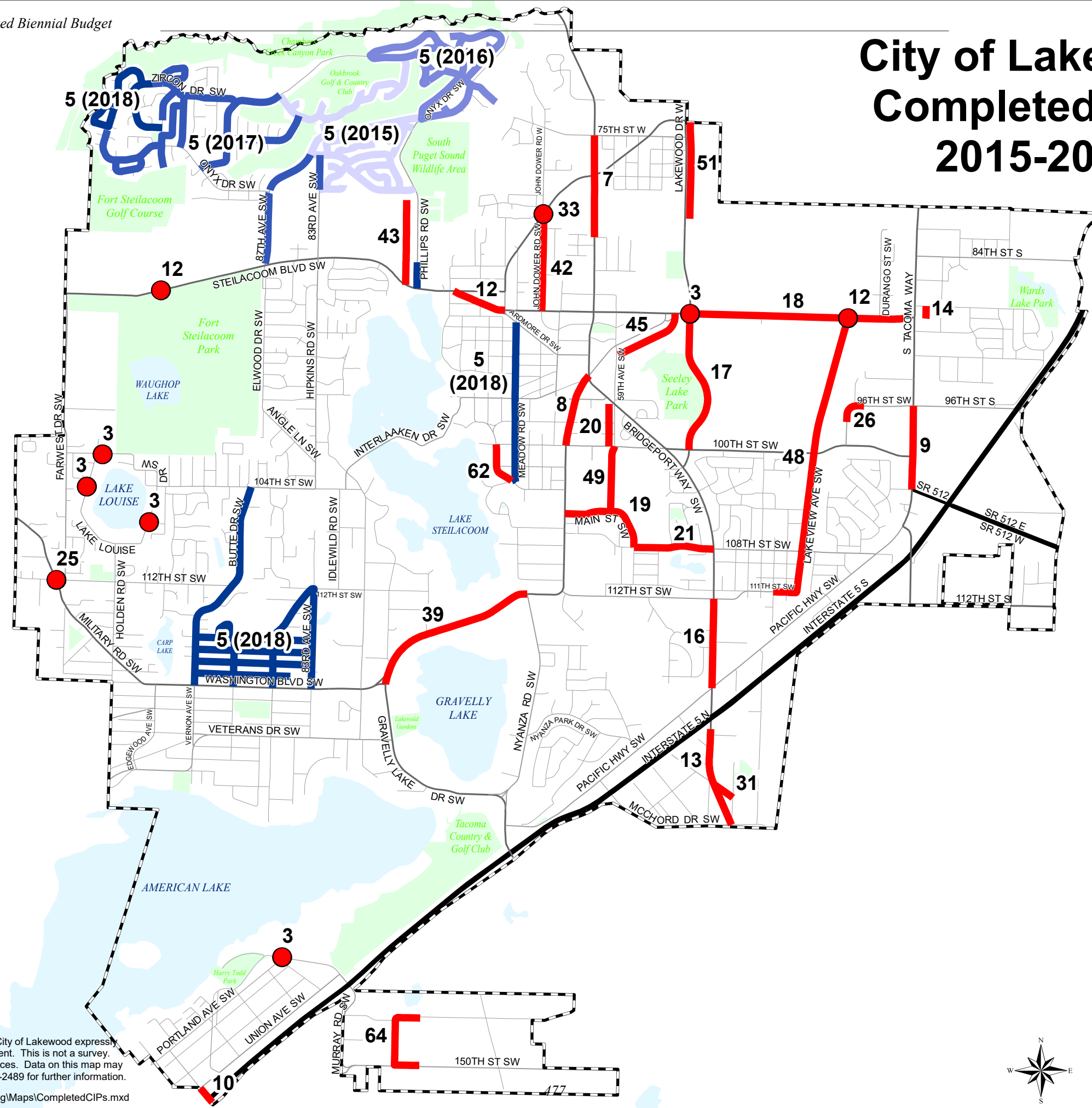


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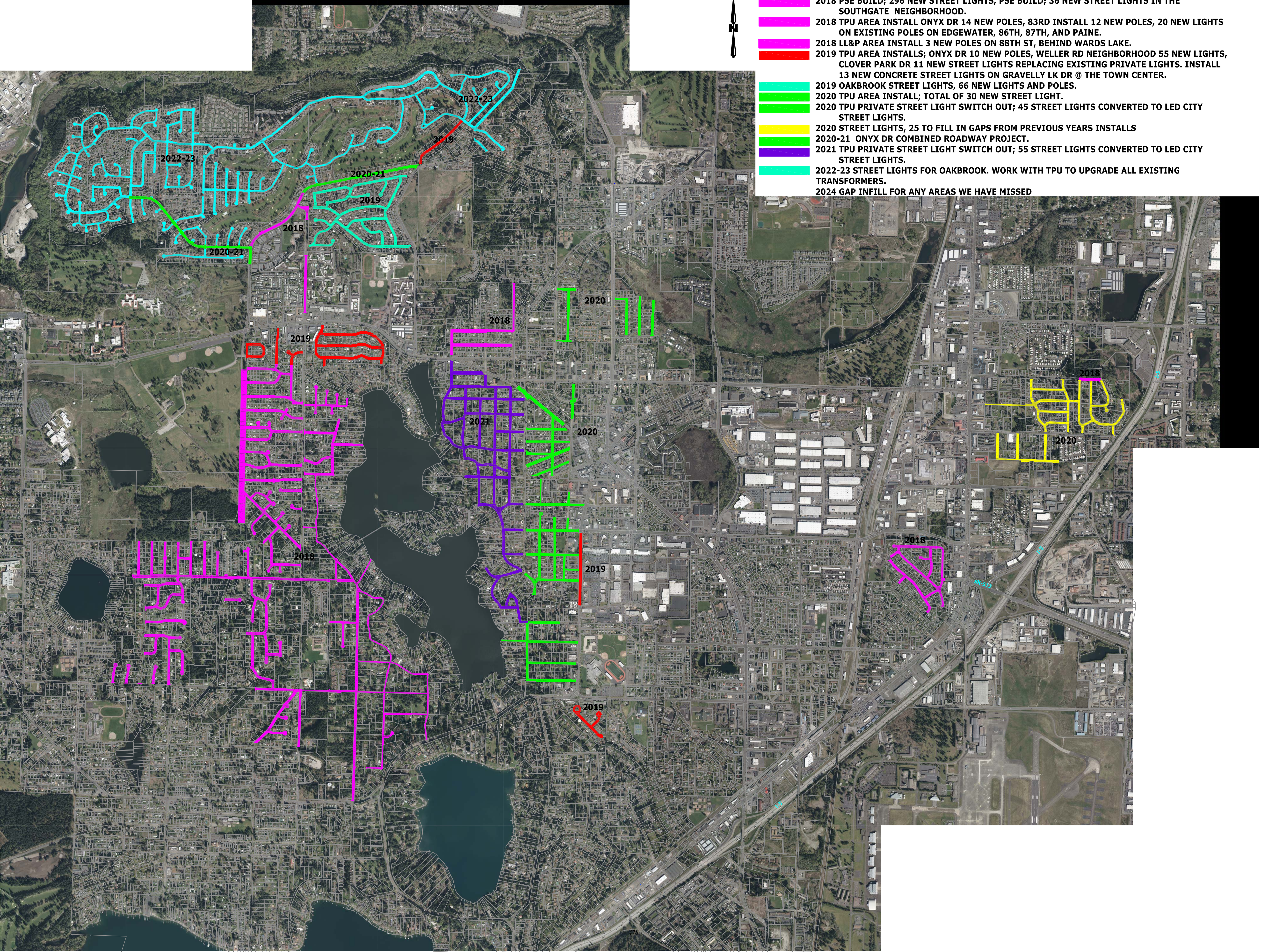
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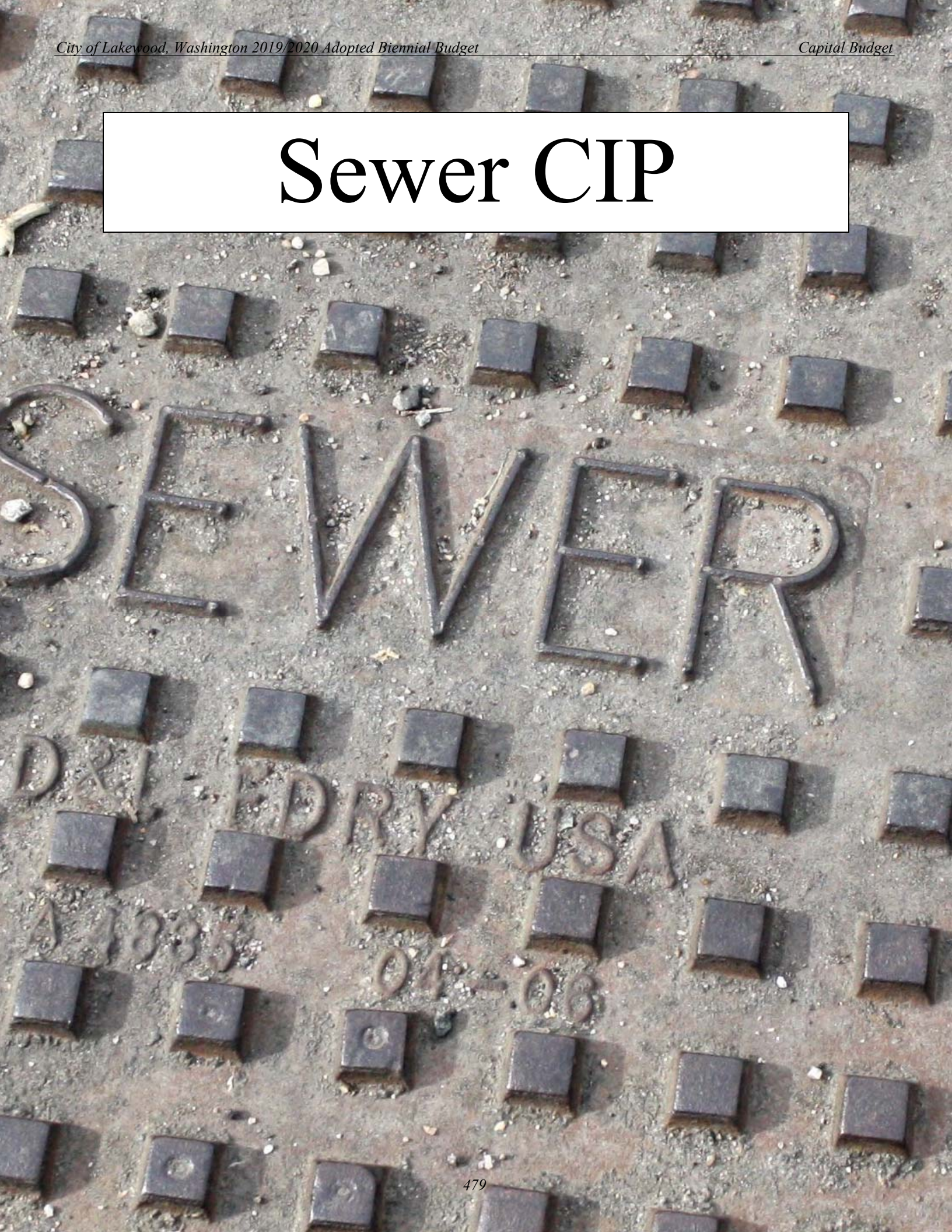








# Sewer CIP





**6-Year (2019-2024) Capital Improvement Plan  
Sewer CIP**

Ref #	Funding Sources	2019	2020	2021	2022	2023	2024	Total
	Sewer Surcharge 4.75% (Sewer Debt Svc Fund)	\$ 987,000	\$ 55,000	\$ 55,000	\$ 60,000	\$ 1,356,000	\$ 60,000	\$ 2,573,000
	Sewer Availability Charge	152,000	33,000	781,000	54,000	-	-	1,020,000
<b>Total Funding Sources</b>		<b>\$ 1,139,000</b>	<b>\$ 88,000</b>	<b>\$ 836,000</b>	<b>\$ 114,000</b>	<b>\$ 1,356,000</b>	<b>\$ 60,000</b>	<b>\$ 3,593,000</b>

Ref #	Project Costs	2019	2020	2021	2022	2023	2024	Total
311.0002	Side Sewer CIPs (Sewer Surcharge 4.75%)	\$ 53,000	\$ 55,000	\$ 55,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 343,000
311.0004	N. Thorne Ln. Sewer Extension (Sewer Surcharge 4.75%)	934,000	-	-	-	-	-	934,000
311.0005	Maple St. Sewer Extension	-	33,000	781,000	-	-	-	814,000
311.0006	Rose Rd. & Forest Rd. Sewer Extension (Sewer Surcharge 4.75%)	-	-	-	54,000	1,296,000	-	1,350,000
311.0013	Ft. Steilacoom Park Sewer Extension	152,000	-	-	-	-	-	152,000
<b>Total Project Costs</b>		<b>\$ 1,139,000</b>	<b>\$ 88,000</b>	<b>\$ 836,000</b>	<b>\$ 114,000</b>	<b>\$ 1,356,000</b>	<b>\$ 60,000</b>	<b>\$ 3,593,000</b>

**6-Year Capital Improvement Plan  
Sewer CIP**

**Project #:** 311.0002  
**Project Name:** Side Sewer CIPs (Sewer Surcharge 4.75%)

**Project Description & Justification:**

Design and construct side sewers to connect various properties to the sewer system in the Tillicum and Woodbrook neighborhoods. Projects will be part of the City's side sewer loan program; and costs will be paid back by the property owners.

**Operational Impact:**

Once the sanitary sewer lines are constructed 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.

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Sewer Surcharge 4.75% (Sewer Debt Svc Fund)	\$ 53,000	\$ 55,000	\$ 55,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 343,000
<b>Total Funding Sources</b>	<b>\$ 53,000</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 343,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	53,000	55,000	55,000	60,000	60,000	60,000	343,000
Construction Engineering	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 53,000</b>	<b>\$ 55,000</b>	<b>\$ 55,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 343,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Sewer CIP**

**Project #:** 311.0004  
**Project Name:** N. Thorne Ln. Sewer Extension (Sewer Surcharge 4.75%)

**Project Description & Justification:**

The project will extend an existing sanitary sewer main from the Portland Ave./N. Thorne Ln. intersection approximately 1,860 feet along N. Thorne Ln. to a terminus point at the Harry Todd Park restrooms. It will also be extended from the N. Thorne Ln./Woodlawn St. intersection approx. 450 feet to the 14500 block of Woodlawn. Total new sewer line footage is 2,310 feet. N. Thorne Ln. and Woodlawn will be repaved upon completion of the sewer construction. This sewer extension will make sanitary sewer service readily available to 12 residentially developed lake fronting properties, 2 undeveloped lake fronting properties, 9 residentially developed non-lake fronting properties, the rowing club building, and the public rest rooms at Harry Todd park for which its septic system annually fails during peak summer use of the park.

**Operational Impact:**

Once the sanitary sewer lines are constructed 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.

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Sewer Surcharge 4.75% (Sewer Debt Svc Fund)	\$ 934,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 934,000
<b>Total Funding Sources</b>	<b>\$ 934,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 934,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	897,000	-	-	-	-	-	897,000
Construction Engineering	37,000	-	-	-	-	-	37,000
<b>Total Project Costs</b>	<b>\$ 934,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 934,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Sewer CIP**

**Project #:** 311.0005  
**Project Name:** Maple St. Sewer Extension

**Project Description & Justification:**

The project will extend existing sanitary sewer mains from the Portland Ave./Maple St. intersection approximately 600 feet southeast to the 8400 block of Maple St.; from the Union Ave./Maple St. intersection approximately 430 feet northwest to the 8300 block of Maple St.; and from the Maple St./Portland Ave. intersection approximately 250 feet north and west to the 14800 block of Woodlawn St. Total new sewer line footage is 1,480 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational it will make service available to 22 properties, 21 of which are fully developed and one is only partly developed. Of the fully developed properties 19 are single family residences, one has a church on it, and one is Tillacoom elementary school.

**Operational Impact:**

Once the sanitary sewer lines are constructed 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.

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Sewer Surcharge 4.75% (Sewer Debt Svc Fund)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Availability Charge	-	33,000	781,000	-	-	-	814,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 33,000</b>	<b>\$ 781,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 814,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Engineering	\$ -	\$ 33,000	\$ -	\$ -	\$ -	\$ -	\$ 33,000
Construction	-	-	748,000	-	-	-	748,000
Construction Engineering	-	-	33,000	-	-	-	33,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 33,000</b>	<b>\$ 781,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 814,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Sewer CIP**

**Project #:** 311.0006  
**Project Name:** Rose Rd. & Forest Rd. Sewer Extension (Sewer Surcharge 4.75%)

**Project Description & Justification:**

The project will extend existing sanitary sewer mains from the Portland Ave./Rose Rd. intersection approximately 1,050 feet northwest to the 15400 block of Rose Rd.; from the 8900 block of Forest Rd. approximately 480 feet north and west to the intersection of Forest and Rose; and from Portland Ave./Forest Rd. intersection approximately 720 feet to the 15200 block of Fern St. Total new sewer line footage is 2,250 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational it will make service available to 59 residential properties. 46 of the properties are single family. 13 of the properties have multiple dwelling units ranging from 2 to 4 units per property. Total number of dwelling units for the 59 properties is 81.

**Operational Impact:**

Once the sanitary sewer lines are constructed 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	2019	2020	2021	2022	2023	2024	Total
Sewer Surcharge 4.75% (Sewer Debt Svc Fund)	\$ -	\$ -	\$ -	\$ -	\$ 1,296,000	\$ -	\$ 1,296,000
Sewer Availability Charge	-	-	-	54,000	-	-	54,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 54,000</b>	<b>\$ 1,296,000</b>	<b>\$ -</b>	<b>\$ 1,350,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
Engineering	\$ -	\$ -	\$ -	\$ 54,000	\$ -	\$ -	\$ 54,000
Construction	-	-	-	-	1,242,000	-	1,242,000
Construction Engineering	-	-	-	-	54,000	-	54,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 54,000</b>	<b>\$ 1,296,000</b>	<b>\$ -</b>	<b>\$ 1,350,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Sewer CIP**

**Project #:** 311.0013  
**Project Name:** Ft. Steilacoom Park Sewer Extension

**Project Description & Justification:**

The project will run a small sewer pressure main from near the intersection of Angle Ln. and Waughop Lake Rd. along Angle Ln. to the existing sewer line located under the pedestrian trail just south of Steilacoom Blvd. There will be a number of gravity lines planned for current or future buildings (caretaker's house, maintenance shop, H-barn, amphitheater, future restroom) that will drain to the pump location and then be pumped to the sewer trunk line.

The sewer work will be part of a larger project to bring in water and communications to the park facilities.

**Operational Impact:**

The City will be responsible for ongoing maintenance and operation of the sewer pressure main system up to the connection point to the County trunk line.

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total LTD 2024</b>
Sewer Surcharge 4.75% (Sewer Debt Svc Fund)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sewer Availability Charge	152,000	-	-	-	-	-	152,000
<b>Total Funding Sources</b>	<b>\$ 152,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 152,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	152,000	-	-	-	-	-	152,000
Construction Engineering	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 152,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 152,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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# Surface Water Management CIP





**6-Year (2019-2024) Capital Improvement Plan  
Surface Water Management Projects**

Ref #	Funding Sources	2019	2020	2021	2022	2023	2024	Total
	Surface Water Mgmt Fund (SWM)	\$ 165,000	\$ 245,000	\$ 215,000	\$ 350,000	\$ 315,000	\$ -	\$ 1,290,000
	<b>Total Funding Sources</b>	<b>\$ 165,000</b>	<b>\$ 245,000</b>	<b>\$ 215,000</b>	<b>\$ 350,000</b>	<b>\$ 315,000</b>	<b>\$ -</b>	<b>\$ 1,290,000</b>

Ref #	Project Costs	2019	2020	2021	2022	2023	2024	Total
401.0012	Outfall Retrofit Feasibility Project	\$60,000	\$0	\$0	\$0	\$0	\$0	\$60,000
401.0013	58th Ave Ct Bioretention Swale	80,000	-	-	-	-	-	80,000
401.0014	2021 Water Quality Improvements	-	20,000	180,000	-	-	-	200,000
401.0015	Oakbrook Outfall Retrofits	25,000	225,000	-	-	-	-	250,000
401.0016	112th St. Drainage Improvements	-	-	35,000	315,000	-	-	350,000
401.0020	2023 Drainage Pipe Repair Project	-	-	-	35,000	315,000	-	350,000
	<b>Total Project Costs</b>	<b>\$ 165,000</b>	<b>\$ 245,000</b>	<b>\$ 215,000</b>	<b>\$ 350,000</b>	<b>\$ 315,000</b>	<b>\$ -</b>	<b>\$ 1,290,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	3,000	9,000	6,500	18,500
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,000</b>	<b>\$ 9,000</b>	<b>\$ 6,500</b>	<b>\$ 18,500</b>

**6-Year Capital Improvement Plan  
Surface Water Management Projects**

<b>Reference #:</b>	401.0012
<b>Project Name:</b>	Outfall Retrofit Feasibility Project
<b>Project Description &amp; Justification:</b>	
<p>This project will determine the feasibility of retrofitting 3 stormwater outfalls that discharge to Seeley Lake, and an infiltration system that discharges to groundwater near the intersection of Bridgeport Way and Gravelly Lake Drive. The outfalls to Seeley Lake discharge stormwater from Gravelly Lake Drive., Bridgeport Way and 100th St., and Lakewood Drive East, including a large portion of the Lakewood Industrial Park. Challenges include large drainage basins, private property issues, and design constraints.</p>	
<b>Operational Impact:</b>	
There will be no operational impact unless the outfalls are retrofitted.	

Funding Sources	2019	2020	2021	2022	2023	2024	Total LTD 2024
Surface Water Mgmt Fund (SWM)	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
<b>Total Funding Sources</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total LTD 2024
Design & Construction Mgmt.	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Construction	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 60,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total LTD 2024
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)		-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Surface Water Management Projects**

<b>Reference #:</b>	401.0013
<b>Project Name:</b>	58th Ave Ct Bioretention Swale
<b>Project Description &amp; Justification:</b>	
<p>This project will retrofit an existing drainage ditch located adjacent to the 10600 block of 58th Ave Ct SW. The drainage ditch will be enhanced with amended soils, and select plants and shrubs to better treat the stormwater that passes through or infiltrates into the ditch. The ditch will have an overflow into the stormwater conveyance system located at the north end of 58th Ave Ct as it currently exists.</p>	
<b>Operational Impact:</b>	
<p>The ongoing impact will be labor and material costs necessary to maintain the bioretention swale.</p>	

Funding Sources	2019	2020	2021	2022	2023	2024	Total LTD 2024
Surface Water Mgmt Fund (SWM)	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000
<b>Total Funding Sources</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total LTD 2024
Design & Construction Mgmt.	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Construction	70,000	-	-	-	-	-	70,000
<b>Total Project Costs</b>	<b>\$ 80,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 80,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total LTD 2024
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	2,500	2,500	2,500	2,500	2,500	12,500
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 12,500</b>

**6-Year Capital Improvement Plan  
Surface Water Management Projects**

<b>Reference #:</b>	401.0014
<b>Project Name:</b>	2021 Water Quality Improvements
<b>Project Description &amp; Justification:</b> This project will retrofit existing stormwater conveyance systems that currently discharge untreated stormwater into Ponce de Leon Creek from Gravelly Lake Drive south of the creek, and to groundwater in the vicinity of 84th St. and 34th Ave. The project will install water quality treatment structures into existing stormwater conveyance systems upstream of existing outfalls or groundwater discharge points. The treatment structures are designed to remove oil and sediment from the stormwater thus improving water quality before discharging to water bodies and groundwater.	
<b>Operational Impact:</b> The impact will be the new structures will need inspected annually and cleaned as needed. There will be an overall increase in operational costs as estimated below since the new structures will need inspected and cleaned.	

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total LTD 2024</b>
Surface Water Mgmt Fund (SWM)	\$ -	\$ 20,000	\$ 180,000		\$ -	\$ -	\$ 200,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total LTD 2024</b>
Design & Construction Mgmt.	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Construction	-	-	180,000	-	-	-	180,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 180,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 200,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total LTD 2024</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	1,500	1,500	1,500	4,500
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 1,500</b>	<b>\$ 4,500</b>

**6-Year Capital Improvement Plan  
Surface Water Management Projects**

<b>Reference #:</b>	401.0015
<b>Project Name:</b>	Oakbrook Outfall Retrofits
<b>Project Description &amp; Justification:</b> This project will retrofit two existing stormwater conveyance systems in the Oakbrook neighborhood that currently discharge untreated stormwater into an unnamed creek that eventually discharges into Chambers Bay near the old Abitibi mill property in Steilacoom. The project will install water quality treatment structures in the 7700 block of 97th Ave SW, and near the intersection of 79th St. SW and 98th Ave SW. The treatment structures are designed to remove oil and sediment from the stormwater thus improving water quality before discharging to water bodies and groundwater.	
<b>Operational Impact:</b> The impact will be the new structures will need inspected annually and cleaned as needed. There will be an overall increase in operational costs as estimated below since the new structures will need inspected and cleaned.	

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total LTD 2024</b>
Surface Water Mgmt Fund (SWM)	\$ 25,000	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
<b>Total Funding Sources</b>	<b>\$ 25,000</b>	<b>\$ 225,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total LTD 2024</b>
Design & Construction Mgmt.	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Construction	-	225,000	-	-	-	-	225,000
<b>Total Project Costs</b>	<b>\$ 25,000</b>	<b>\$ 225,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total LTD 2024</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	2,000	2,000	2,000	2,000	8,000
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 8,000</b>

**6-Year Capital Improvement Plan  
Surface Water Management Projects**

<b>Reference #:</b>	401.0016
<b>Project Name:</b>	112th St. Drainage Improvements
<b>Project Description &amp; Justification:</b>	
<p>This project will reconstruct a storm drainage infiltration system located in 112th St. between Arrowhead Rd and 300 feet west of Bridgeport Way. The project will include new infiltration systems and water quality features. Road improvements will include a new pavement section for the south half of 112th within the project limits.</p>	
<b>Operational Impact:</b>	
<p>The impact will be any new structures will need inspected annually and cleaned as needed. Impacts will be accounted for in the next 6-year SWM CIP update.</p>	

Funding Sources	2019	2020	2021	2022	2023	2024	Total LTD 2024
Surface Water Mgmt Fund (SWM)	\$ -	\$ -	\$ 35,000	\$ 315,000	\$ -	\$ -	\$ 350,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ 315,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total LTD 2024
Design & Construction Mgmt.	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ 35,000
Construction	-	-	-	315,000	-	-	315,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ 315,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 350,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total LTD 2024
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	2,500	2,500	5,000
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,500</b>	<b>\$ 2,500</b>	<b>\$ 5,000</b>

**6-Year Capital Improvement Plan  
Surface Water Management Projects**

<b>Reference #:</b>	401.0020
<b>Project Name:</b>	2023 Drainage Pipe Repair Project
<b>Project Description &amp; Justification:</b>	
This project will repair storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.	
<b>Operational Impact:</b>	
The impact will be any new pipe will need inspected on occasion and cleaned as needed. The impact is negligible.	

Funding Sources	2019	2020	2021	2022	2023	2024	Total LTD 2024
Surface Water Mgmt Fund (SWM)	\$ -	\$ -		\$ 35,000	\$ 315,000	\$ -	\$ 350,000
Grants - Secured	-	-	-	-	-	-	-
Grants - Anticipated	-	-	-	-	-	-	-
Transfer In - REET	-	-	-	-	-	-	-
Storm Drainage Fees & Other Charges	-	-	-	-	-	-	-
Investments and Interest	-	-	-	-	-	-	-
Unfunded	-	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ 315,000</b>	<b>\$ -</b>	<b>\$ 350,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total LTD 2024
Design & Construction Mgmt.	\$ -	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ 35,000
Construction	-	-	-	-	315,000	-	315,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ 315,000</b>	<b>\$ -</b>	<b>\$ 350,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total LTD 2024
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



# Property Management Plan



## 6-Year (2019-2024) Property Management Plan

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Property Management Reserves	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
<b>Total Funding Sources</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 600,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
<b>City Hall</b>	<b>\$ 18,000</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 130,500</b>	<b>\$ 230,000</b>	<b>\$ 553,500</b>
502.0008 Exterior Beam Painting	-	75,000	-	-	-	-	75,000
502.0009 Boiler Repair and Replacement	18,000	-	-	50,000	130,500	-	198,500
502.0019 Public Area Carpet Replacement	-	-	-	-	-	50,000	50,000
502.0021 Chiller/Fan Replacement	-	-	-	-	-	180,000	180,000
502.0022 City Hall Plaza Improvements	-	-	-	50,000	-	-	50,000
<b>Police Station</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 140,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 280,000</b>
502.0015 Vehicle Storage	-	-	100,000	-	-	-	100,000
502.0016 Shooting Range Equipment	-	-	-	100,000	-	-	100,000
502.0017 Parking Lot Gate Repair and Replacement	-	-	40,000	-	-	-	40,000
502.0020 Parking Lot Improvements	20,000	-	-	-	-	20,000	40,000
<b>O&amp;M Facility at Fort Steilacoom Park</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>-</b>	<b>\$ 20,000</b>
502.0024 Paint Parks O&M Shop	-	-	-	-	10,000	-	10,000
502.0025 Caretaker House Repairs	-	10,000	-	-	-	-	10,000
<b>O&amp;M Facility at Front Street</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$ 10,000</b>
502.0026 Paving of Washdown Station & Perimeter	10,000	-	-	-	-	-	10,000
<b>General City Buildings &amp; Facilities</b>	<b>20,000</b>	<b>10,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>\$ 50,000</b>
502.0002 City Parking Lot Improvement Program	5,000	5,000	5,000	5,000	5,000	5,000	30,000
502.0023 Light Bulb and Battery Recycling Program	15,000	5,000	-	-	-	-	20,000
<b>Grand Total</b>	<b>\$ 68,000</b>	<b>\$ 95,000</b>	<b>\$ 145,000</b>	<b>\$ 205,000</b>	<b>\$ 145,500</b>	<b>\$ 255,000</b>	<b>\$ 913,500</b>

<b>Fund Balance</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Beginning Balance	\$ 316,434	\$ 348,434	\$ 353,434	\$ 308,434	\$ 203,434	\$ 157,934	\$ 316,434
Ending Balance	\$ 348,434	\$ 353,434	\$ 308,434	\$ 203,434	\$ 157,934	\$ 2,934	\$ 2,934

**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0002  
**Project Name:** City Parking Lot Improvement Program  
**Location:** City facilities (municipal buildings, parks, O & M sites)

**Project Description & Justification:**

The city manages and maintains many parking lots throughout the City. The City purchased a striping machine in 2017 to support ongoing maintenance of the parking areas. Paint, signs, crack seal material and curb replacements are needed to maintain safe and efficient parking areas.

**Operational Impact:**

This will provide the funds to purchase the necessary materials for staff to provide this type of maintenance.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	5,000	5,000	5,000	5,000	5,000	5,000	\$ 30,000
<b>Total Project Costs</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 30,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0008

**Project Name:** Exterior Beam Painting

**Location:** City Hall

**Project Description & Justification:**

Painting of exterior wood beams.

This project occurs on an as needed basis, usually about every 5-6 years. The purpose is to seal and protect the exposed exterior beams on city hall.

**Operational Impact:**

There is no impact to m&o.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	-	75,000	-	-	-	-	\$ 75,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0009  
**Project Name:** Boiler Repair and Replacement  
**Location:** City Hall

**Project Description & Justification:**

One of the two boilers will need to be rebuilt in 2019 and full replacement of both boilers should occur in 2023. In advance of the boiler replacement, an antiquated control panel should be replaced. This will include updating software to integrate controllers with the boiler system. Boiler rebuild = \$18,000. control panel = \$50,000, both boilers replaced = \$130,500

**Operational Impact:**

By replacing the controller, this will improve efficiencies for facilities staff.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	18,000		-	50,000	130,500	-	\$ 198,500
<b>Total Project Costs</b>	<b>\$ 18,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 130,500</b>	<b>\$ -</b>	<b>\$ 198,500</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0015  
**Project Name:** Vehicle Storage  
**Location:** Police Station

**Project Description & Justification:**

There is a need to store impounded and seizure vehicles in a covered and secure location.

Currently vehicles are stored uncovered and exposed to the weather in a fenced lot at the police station. This has impacted the useable space for regular police operations. The city has also suffered claims against it for damage to some of these vehicles due to the way they are stored. The Police Department is looking at long term leasing of space or purchasing property that could be developed to match current and future needs.

**Operational Impact:**

To be determined.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	-	-	100,000	-	-	-	\$ 100,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0016  
**Project Name:** Shooting Range Equipment  
**Location:** Police Station

**Project Description & Justification:**

Replace shooting range equipment due to heavy usage. Due to the hazardous materials (lead) being used in the range, the HVAC system will need to be replaced along with the foam acoustic tiles. At that same time, new trap and target systems will be installed thus completing major systems upgrades to keep the facility state of the art.

**Operational Impact:**

There is no impact to m&o.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	-	-		115,000	-	-	\$ 115,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 115,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 115,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0017  
**Project Name:** Parking Lot Gate Repair and Replacement  
**Location:** Police Station

**Project Description & Justification:**

Replace parking lot gate and systems at the Police Station.

Ten years is the predicted useful life for the main gate which accesses the secured vehicle parking area at the police station. Since 2009 the gate has been reinforced, components have been replaced, and the motor struggles to remain operational to the expectations of the police dept. In 2019 we plan to upgrade the current opener with a high speed unit. Cost includes the necessary software for system integration. It is recommended that a full replacement of the gate infrastructure (fencing, gate, post structures) occur in 2021.

**Operational Impact:**

By upgrading the controller, facilities staff will spend less time dealing with vendors keeping the system functional. By replacing the gate (and paired with the new high speed controller), police vehicles responding to emergency calls will be able exit the facility quickly and with more confidence that it will work.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	-	-	40,000	-	-	-	\$ 40,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0019  
**Project Name:** Public Area Carpet Replacement  
**Location:** City Hall

**Project Description & Justification:**

Replacement of carpet in the public areas (3 corridors - one on each floor). The original estimate for the life cycle for city hall carpet was 15 years. For the "non-public" areas of the building, the carpet is wearing better than expected, but the public areas will need to be replaced on the schedule. Once the carpets have been cleaned in the non public areas, the carpets will be reevaluated for when to replace them and the schedule can be updated.

**Operational Impact:**

Potential impacts to customer experience during removal and installation.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	-	-	-	-	-	50,000	\$ 50,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0020  
**Project Name:** Parking Lot Improvements  
**Location:** Police Station

**Project Description & Justification:**

Slurry seal should occur every 5 years on City parking lots to maximize the life and functionality of the pavement. The slurry seal helps replace the fines in the existing surface that have been created over time. The police station parking lot is 10 years old and has not been resealed. A complete restripe is needed after a treatment.

**Operational Impact:**

There is no impact to m&o.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	20,000	-	-	-	-	20,000	\$ 40,000
<b>Total Project Costs</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 40,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0021  
**Project Name:** Chiller/Fan Replacement  
**Location:** City Hall

**Project Description & Justification:**

Replacement of chillers and air handling fan motors due to their life cycle of 20 years.

**Operational Impact:**

There is no impact to m&o.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	-	-	-	-	-	180,000	\$ 180,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0022  
**Project Name:** City Hall Plaza Improvements  
**Location:** City Hall

**Project Description & Justification:**

Updates to City Hall Plaza to include fountain repairs (leaking), plaza expansion and modifications to landscaping to support community use and events.

**Operational Impact:**

Landscape improvements will improve appearance of plaza area. Redoing the fountain will reduce water consumption. Plaza expansion will support city events making visitor experiences better.

Project Costs	2019	2020	2021	2022	2023	2024	Total
Estimate Project Cost	-		-	50,000	-	-	\$ 50,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital & Major Maintenance Plan**  
**Property Management**

**Reference #:** 502.0023  
**Project Name:** Light Bulb and Battery Recycling Program  
**Location:** All City Buildings / Storage at City Hall

**Project Description & Justification:**

Currently the City has a storage area in City Hall dedicated to florescent light bulbs. The city can't put the bulbs in the landfill due to mercury in the bulbs. If crushed they will release hazardous materials. Funding needed to recycle the bulbs will be reduced as the City replaces current florescent bulbs with LED lights. \$10,000 in 2019 for removal of current stored bulbs - \$5,000 in 2020 for anticipated police station bulbs. If facilities are converted to LED's, the remaining years can be done through regular operation funds.

**Operational Impact:**

There is no impact to m&o.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	15,000	5,000	-	-	-	-	\$ 20,000
<b>Total Project Costs</b>	<b>\$ 15,000</b>	<b>\$ 5,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0024  
**Project Name:** Paint Parks O&M Shop  
**Location:** Fort Steilacoom Park

**Project Description & Justification:**

The park shop was last painted in 2006 when the building was remodeled for City use. A 10 year lifecycle on exterior paint is a reasonable expectation in a park setting. This would anticipate a 17 year life cycle.

**Operational Impact:**

There is no impact to m&o.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	-	-	-	-	10,000	-	\$ 10,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**6-Year Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0025  
**Project Name:** Caretaker House Repairs  
**Location:** Fort Steilacoom Park

**Project Description & Justification:**

The caretaker property is an important resource for the City. It is convenient and efficient to have a person in residence at a 350+ acre site. The house was added to the park in the mid 1960's. The roof on the house appears to be the original roof and estimated to be over 50 years old. The house was painted in 2006 when the park shop was remodeled. Other electrical upgrades are needed to bring it up to code.

**Operational Impact:**

There is no impact to m&o.

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Estimate Project Cost	-	10,000	-	-	-	-	\$ 10,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital & Major Maintenance Plan**  
**Property Management**

**Reference #:** 502.0026  
**Project Name:** Paving of Washdown Station & Perimeter Areas  
**Location:** Front Street

**Project Description & Justification:**

This project would complete the building construction at the Front Street O & M shop. Project includes paving the washdown station and perimeter areas. The building was occupied in 2016 but these project elements were not completed.

**Operational Impact:**

By paving the washdown area it would allow us to wash vehicles and equipment after use. This would be especially helpful during winter operations where salt gets all over the equipment and vehicles.

Project Costs	2019	2020	2021	2022	2023	2024	Total
Estimate Project Cost	10,000	-	-	-	-	-	\$ 10,000
<b>Total Project Costs</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

Impact on Operating Funds	2019	2020	2021	2022	2023	2024	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Information Technology Strategic Plan

**6-Year Strategic Plan  
Information Technology**

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
General Government/General Fund	\$ 318,750	\$ 164,750	\$ 20,000	\$ 41,000	\$ -	\$ 6,000	\$ 550,500
Unfunded	-	-	138,750	138,750	138,750	138,750	555,000
<b>Total Funding Sources</b>	<b>\$ 318,750</b>	<b>\$ 164,750</b>	<b>\$ 158,750</b>	<b>\$ 179,750</b>	<b>\$ 138,750</b>	<b>\$ 144,750</b>	<b>\$ 1,105,500</b>

<b>Ref#</b>	<b>Project Name</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
503.000	Additional Wireless Access Points (Wi-Fi)	-	-	20,000	-	-	-	\$ 20,000
503.000	Expand Video Surveillance	-	20,000	-	-	-	-	\$ 20,000
503.001	Server/Hardware Upgrades	30,000	6,000	-	6,000	-	6,000	\$ 48,000
502.001	Computer Replacement	138,750	138,750	138,750	138,750	138,750	138,750	\$ 832,500
503.002	New Permit System Assessment	25,000	-	-	-	-	-	\$ 25,000
503.002	SAN Implementation (Storage Area Network)	100,000	-	-	35,000	-	-	\$ 135,000
503.003	M&O Facility Fiber Installation	25,000	-	-	-	-	-	\$ 25,000
	<b>Total Project Costs</b>	<b>\$ 318,750</b>	<b>\$ 164,750</b>	<b>\$ 158,750</b>	<b>\$ 179,750</b>	<b>\$ 138,750</b>	<b>\$ 144,750</b>	<b>\$ 1,105,500</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
1-Time Capital	155,000	20,000	20,000	-	-	-	\$ 195,000
1-Time M&O	163,750	138,750	138,750	138,750	138,750	138,750	\$ 857,500
Ongoing - Net M&O Impact	-	6,000	-	41,000	-	6,000	\$ 53,000
Ongoing - Replacement Reserves	-	-	-	-	-	-	\$ -
<b>Total Project Costs</b>	<b>\$ 318,750</b>	<b>\$ 164,750</b>	<b>\$ 158,750</b>	<b>\$ 179,750</b>	<b>\$ 138,750</b>	<b>\$ 144,750</b>	<b>\$ 1,105,500</b>

**6-Year Strategic Plan  
Information Technology  
2019 - 2024**

**Reference #:** 503.0003  
**Project Name:** Additional Wireless Access Points (Wi-Fi)  
**Department:**

**Project Description & Justification:**

Wi-Fi access in parks can provide O&M maintenance staff with the infrastructure to remotely connect to the City's future work order system, network resources and phone system. It also provides occasional use benefits for visitors and constituents to the City's parks utilizing the City's Guest Wireless network. Phase I in 2015 (\$15,000) provided funding to purchase additional Wi-Fi hardware which was installed at Fort Steilacoom Park. Phase II in late 2017 (\$10,000) provided resources to install Wi-Fi at the Skate Park and the Sound Transit train station. Moving forward working in partnership with the Police department and Parks & Recreation, the Technology department is looking to expand on existing City resources to roll out additional Wi-Fi access points throughout the city. This will provide additional locations for police officers to connect their systems to the city's high speed network providing a quick and easy way to upload in-car-video to the server for immediate review if necessary.

**Project Cost / Operational Impact:**

Initial one-time capital cost is for additional Wireless Access point hardware in public spaces throughout the City.  
 There is no ongoing costs associated with the Wi-Fi implementation as the system utilizes city-owned fiber.

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
General Government/General Fund	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Unfunded	-	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
1-Time Capital	-	-	20,000	-	-	-	20,000
1-Time M&O	-	-	-	-	-	-	-
Ongoing - Net M&O Impact	-	-	-	-	-	-	-
Ongoing - Replacement Reserves	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Strategic Plan  
Information Technology  
2019 - 2024**

**Reference #:** 503.0009  
**Project Name:** Expand Video Surveillance  
**Department:** City-Wide

**Project Description & Justification:**

Over the past year the Technology department has installed an extensive amount of cameras at City Hall, the Police station, Ft. Steilacoom Park, skate park and the O&M facility. There continues to be a need for additional cameras to provide law enforcement visibility at locations such as parking lots, high crime areas, city parks and many other areas to support public safety. Several of these cameras will also be used to provide the public with viewing capability to include such areas as the boat launch at American Lake and Harry Todd Park.

**Project Cost / Operational Impact:**

There is no operational impact.

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
General Government/General Fund	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000
Unfunded	-	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
1-Time Capital	-	20,000	-	-	-	-	20,000
1-Time M&O	-	-	-	-	-	-	-
Ongoing - Net M&O Impact	-	-	-	-	-	-	-
Ongoing - Replacement Reserves	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Strategic Plan  
Information Technology  
2019 - 2024**

**Reference #:** 503.0011  
**Project Name:** Server/Hardware Upgrades  
**Department:** City-Wide

**Project Description & Justification:**

Physical Server/hardware 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 & 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. Numerous servers will reach their end of life and require replacement. An additional amount of \$30,000 is required in 2019 to replace hardware as end of life and support nears. \$6,000 in year 2020 has been designated for additional hardware capacity if needed due to potential growth.

**Project Cost / Operational Impact:**

The initial 1-time/capital cost is for the purchase of replacement server hardware.  
 The net m&o impact is for maintenance contract renewal occurring every three years.

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
General Government	\$ 30,000	\$ 6,000	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ 48,000
Unfunded	-	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 30,000</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ 6,000</b>	<b>\$ 48,000</b>

<b>Total Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
1-Time Capital	30,000		-	-	-	-	30,000
1-Time M&O							-
Ongoing - Net M&O Impact	-	6,000	-	6,000	-	6,000	18,000
Ongoing - Replacement Reserves	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 30,000</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ 6,000</b>	<b>\$ 48,000</b>



**6-Year Strategic Plan  
Information Technology  
2019 - 2024**

**Reference #:** 502.0015  
**Project Name:** Computer Replacement  
**Department:** City-Wide, Specific Department(s) to be Determined

**Project Description & Justification:**

Computer Desktop/Laptop & mobile device replacement is a necessity within the City as the aging life of PCs and mobile devices will drive replacements. Older computers are unlikely to support newer generation operating systems in the future. Whether by hardware failure or software obsolescence the city will need to replace computers and mobile devices to continue to function and provide services to the general public. Funds should be set aside yearly to ensure a proper refresh cycle exists. Continued investments in the city's virtual infrastructure should be a priority as this will drive the cost down for hardware replacements and provide a platform agnostic solution for mobile devices throughout the city. Investment in mobile technology will provide robust tools for remote staff and also decrease costs associated with full laptop or desktop stations. Continued use of mobile technology within the police department such as tablets and enhanced smartphones will also cut costs and provide tools necessary for officers in the field. Current replacement cycle for existing systems is 4 years thus the need to set aside \$138,750 each year will allow for replacements of aging laptops, mobile devices & desktop computers.

**Project Cost / Operational Impact:**

The 1-time m&o cost is for replacement purchase.

There is no operational impact since the ongoing m&o is included in the current budget and no additional funding is required.

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
General Government/General Fund	\$ 138,750	\$ 138,750	\$ -	\$ -	\$ -	\$ -	\$ 277,500
Unfunded	-	-	138,750	138,750	138,750	138,750	555,000
<b>Total Funding Sources</b>	<b>\$ 138,750</b>	<b>\$ 138,750</b>	<b>\$ 138,750</b>	<b>\$ 138,750</b>	<b>\$ 138,750</b>	<b>\$ 138,750</b>	<b>\$ 832,500</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
1-Time Capital	-	-	-	-	-	-	-
1-Time M&O	138,750	138,750	138,750	138,750	138,750	138,750	832,500
Ongoing - Net M&O Impact	-	-	-	-	-	-	-
Ongoing - Replacement Reserves	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 138,750</b>	<b>\$ 138,750</b>	<b>\$ 138,750</b>	<b>\$ 138,750</b>	<b>\$ 138,750</b>	<b>\$ 138,750</b>	<b>\$ 832,500</b>

**6-Year Strategic Plan  
Information Technology  
2019 - 2024**

**Reference #:** 503.0028  
**Project Name:** New Permit System  
**Department:** Community & Economic Development

**Project Description & Justification:**

The current permitting software system does not meet the needs of the City moving forward. It is difficult to use and often times frustrating for staff. The current permit system in Eden requires too much customization thus increasing operating costs. The system is not intuitive, therefore, requiring significant training. It is not easy to archive records. Report writing is not a simple process. The current system does not interface with online plan review. Justification for a new permitting system:

- ☐ Reduce permitting time;
- ☐ Improve record keeping and archiving of permitting decisions;
- ☐ Enhance communication with applicants and other municipal departments, resulting in better quality plan submissions and customer service;
- ☐ Improved municipal staff efficiency and less duplication of effort;
- ☐ Improve staff training by introducing an intuitive system; and
- ☐ Increase flexibility in design and customization.

Project proposed for 2019.

**Project Cost / Operational Impact:**

The initial 1-time / capital cost is for an assessment of system needs.

The cost of system replacement and annual ongoing costs include annual support maintenance charges and replacement reserves will be determined once the assessment is completed.

Funding Sources	2019	2020	2021	2022	2023	2024	Total
General Government/General Fund	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Unfunded	-	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>

Project Costs	2019	2020	2021	2022	2023	2024	Total
1-Time Capital	-	-	-	-	-	-	-
1-Time M&O	25,000	-	-	-	-	-	25,000
Ongoing - Net M&O Impact	-	-	-	-	-	-	-
Ongoing - Replacement Reserves	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>

**6-Year Strategic Plan  
Information Technology  
2019 - 2024**

<b>Reference #:</b>	503.0029
<b>Project Name:</b>	SAN Implementation (Storage Area Network)
<b>Department:</b>	Police
<b>Project Description &amp; Justification:</b>	
<p>In 2017 and 2018 the Technology department has implemented a new Co-Location located at the Police Department. This provides a means for the city to replicate production systems to a secondary location in the event of a disaster at City Hall. In order to host all of the production systems at both the primary data center and secondary co-location it is necessary to implement an additional storage device which integrates into the City's existing production environment. With the expansion of the City's video surveillance system, state retention requirements and the increase in storage needs for Police in-car-video and potential body worn cameras it is necessary to provide a secondary redundant system to support these needs. As data growth increases and video continues to expand a considerable amount of storage and backup media is required to ensure the City's network infrastructure must also grow to handle the capacity requirements. It's also necessary to maintain data for an extended length of time to meet public records storage requirements which could be up to 6 years or longer. This additional storage will provide resources to accomplish this and allow for continued expansion as necessary. This project consists of several components which include the SAN/NAS (storage) appliance, associated network cards &amp;</p>	
<b>Project Cost / Operational Impact:</b>	
<p>The initial 1-time/capital cost is for the purchase of the system. The annual operating cost is for m&amp;o.</p>	

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
General Government/General Fund	\$ 100,000	\$ -	\$ -	\$ 35,000	\$ -	\$ -	\$ 135,000
Unfunded	-	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 135,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
1-Time Capital	100,000	-	-	-	-	-	100,000
1-Time M&O	-	-	-	-	-	-	-
Ongoing - Net M&O Impact	-	-	-	35,000	-	-	35,000
Ongoing - Replacement Reserves	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 135,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Strategic Plan  
Information Technology  
2019 - 2024**

**Reference #:** 503.0030  
**Project Name:** M&O Facility Fiber Installation  
**Department:**

**Project Description & Justification:**

Fiber connectivity offers significant reliability advantages over copper internet connections due to the fact that fiber is much stronger than copper. It's also not susceptible to inclement weather conditions, which can damage or stall data transmissions over copper cabling. Fiber is many times faster than copper internet connections. This project will install new fiber connections to the O&M Facility directly connecting the facility to both the primary and secondary data centers. This will provide a direct high speed connection while also eliminating the Comcast business circuit currently installed at O&M along with legacy networking hardware.

**Project Cost / Operational Impact:**

There is no operational impact.

<b>Funding Sources</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
General Government/General Fund	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Unfunded	-	-	-	-	-	-	-
<b>Total Funding Sources</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>

<b>Project Costs</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
1-Time Capital	25,000	-	-	-	-	-	25,000
1-Time M&O	-	-	-	-	-	-	-
Ongoing - Net M&O Impact	-	-	-	-	-	-	-
Ongoing - Replacement Reserves	-	-	-	-	-	-	-
<b>Total Project Costs</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>

<b>Impact on Operating Funds</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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# APPENDIX

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## 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"> <li>• ascertain whether financial statement fairly present financial positions and results of operations;</li> <li>• test whether transactions have been legally performed;</li> <li>• identify areas for possible improvements in accounting practices and procedures;</li> <li>• ascertain whether transactions have been recorded accurately and consistently;</li> <li>• and ascertain the stewardship of officials responsible for governmental resources</li> </ul>
<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"> <li>(1) The excess of an entity's liabilities over its assets (see Fund Balance)</li> <li>(2) The excess of expenditures or expenses over revenues during a single accounting period.</li> </ol>
<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"> <li>(1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.</li> <li>(2) That portion of the cost of a capital asset which is charged as an expense during a particular period.</li> </ol>
<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"> <li>• The duties of employees are subdivided so that no single employee handles a financial action from beginning to end.</li> <li>• Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed.</li> <li>• Records and procedures are arranged appropriately to facilitate effective control.</li> </ul>
<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.
<i>Transportation Improvement Program (TIP)</i>	A comprehensive program used to identify specific transportation projects for improvement to enhance local, regional, state, and federal transportation systems.
<i>Unreserved Fund Balance</i>	The difference between fund assets and fund liabilities of governmental or similar trust funds that is available for general expenditures.
<i>User Fees</i>	The payment of a fee for direct receipt of a public service by the person benefiting from the service.
<i>Yield</i>	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
CC	City Council
CDBG	Community Development Block Grant
CED	Community & Economic Development (City Department)
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
CM	City Manager
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)
IT	Information Technology
JBLM	Joint Base Lewis McChord
JLARC	Joint Legislative Audit and Review Committee
LEOFF	Law Enforcement Officers and Firefighters Retirement System
LG	Legal (City Department)
LID	Local Improvement District
LOCAL	Local Option Capital Asset Lending
LOS	Level of Service
LTGO	Limited Tax General Obligation
M&O	Maintenance and Operations
MC	Municipal Court
MRSC	Municipal Research and Services Center (of Washington)
MVET	Motor Vehicle Excise Tax
NCZ	North Clear Zone
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.
PAFR	Popular Annual Financial Report
PALs	Pedestrian Accident Locations
PD	Police Department
PHA	Public Housing Authority
PMS	Pavement Management System
PO	Purchase Order
PRCS	Parks Recreation and Community Services (City Department)
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)
PW	Public Works (City 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
RHSP	Rental Housing Safety Program
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
WPTA	Washington Public 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

**Non-Represented**  
**(2% Range Adjustment in 2019 and 2% Range Adjustment in 2020)**

Job Classification	Range		2019		2020	
			Minimum	Maximum	Maximum	Maximum
Administrative Assistant	25	hr	\$ 24.99	\$ 31.70	\$ 25.49	\$ 32.33
Human Resources Technician		mo	\$ 4,332	\$ 5,494	\$ 4,419	\$ 5,604
		yr	\$ 51,984	\$ 65,928	\$ 53,024	\$ 67,247
Executive Assistant	32	hr	\$ 28.44	\$ 36.05	\$ 29.01	\$ 36.77
		mo	\$ 4,929	\$ 6,249	\$ 5,028	\$ 6,374
		yr	\$ 59,148	\$ 74,984	\$ 60,331	\$ 76,484
Asst. to City Mgr./Mgmt Analyst	35	hr	\$ 30.17	\$ 38.25	\$ 30.77	\$ 39.02
Evidence Supervisor		mo	\$ 5,229	\$ 6,630	\$ 5,334	\$ 6,763
		yr	\$ 62,754	\$ 79,560	\$ 64,009	\$ 81,151
Communications Manager	38	hr	\$ 32.01	\$ 40.60	\$ 32.65	\$ 41.41
Human Resources Analyst		mo	\$ 5,548	\$ 7,037	\$ 5,659	\$ 7,178
		yr	\$ 66,581	\$ 84,448	\$ 67,912	\$ 86,137
Finance Supervisor	45	hr	\$ 36.78	\$ 46.64	\$ 37.52	\$ 47.57
		mo	\$ 6,375	\$ 8,084	\$ 6,503	\$ 8,246
		yr	\$ 76,502	\$ 97,011	\$ 78,032	\$ 98,951
Planning Manager	46	hr	\$ 37.51	\$ 47.57	\$ 38.26	\$ 48.52
		mo	\$ 6,502	\$ 8,245	\$ 6,632	\$ 8,410
		yr	\$ 78,021	\$ 98,946	\$ 79,581	\$ 100,925
City Clerk	49	hr	\$ 39.79	\$ 50.49	\$ 40.59	\$ 51.50
		mo	\$ 6,897	\$ 8,752	\$ 7,035	\$ 8,927
		yr	\$ 82,763	\$ 105,019	\$ 84,418	\$ 107,120
Court Administrator	52	hr	\$ 41.82	\$ 53.04	\$ 42.66	\$ 54.10
		mo	\$ 7,249	\$ 9,194	\$ 7,394	\$ 9,377
		yr	\$ 86,986	\$ 110,323	\$ 88,725	\$ 112,530
Assistant City Attorney	54	hr	\$ 43.51	\$ 55.18	\$ 44.38	\$ 56.28
Building Official		mo	\$ 7,542	\$ 9,565	\$ 7,693	\$ 9,756
Information Technology Manager		yr	\$ 90,501	\$ 114,774	\$ 92,311	\$ 117,070
Public Works Division Manager						
Operations Superintendent						
Program Manager						
Economic Development Manager	56	hr	\$ 45.27	\$ 57.41	\$ 46.18	\$ 58.56
		mo	\$ 7,847	\$ 9,951	\$ 8,004	\$ 10,150
		yr	\$ 94,162	\$ 119,413	\$ 96,045	\$ 121,801
Human Resources Director	62	hr	\$ 50.48	\$ 64.02	\$ 51.49	\$ 65.30
		mo	\$ 8,750	\$ 11,097	\$ 8,925	\$ 11,319
		yr	\$ 104,998	\$ 133,162	\$ 107,098	\$ 135,825
Assistant Police Chief	67	hr	\$ 54.10	\$ 68.62	\$ 55.18	\$ 69.99
		mo	\$ 9,377	\$ 11,894	\$ 9,565	\$ 12,132
		yr	\$ 112,528	\$ 142,730	\$ 114,779	\$ 145,584
Parks, Rec. & Comm. Svc. Director	68	hr	\$ 55.18	\$ 69.99	\$ 56.28	\$ 71.39
Public Works Director		mo	\$ 9,565	\$ 12,132	\$ 9,756	\$ 12,374
		yr	\$ 114,774	\$ 145,579	\$ 117,070	\$ 148,491
Assistant City Manager	72	hr	\$ 59.73	\$ 75.77	\$ 60.92	\$ 77.29
City Attorney		mo	\$ 10,353	\$ 13,133	\$ 10,560	\$ 13,396
Police Chief		yr	\$ 124,238	\$ 157,602	\$ 126,723	\$ 160,754
Municipal Court Judge			Employment Contract		Employment Contract	
City Manager			Employment Agreement		Employment Agreement	

**AFSCME Contract /1/1/2017 - 12/31/2019**  
**(3% COLA in 2019, 2020 Salary Schedule Subject to Negotiation )**

Job Classification <i>* Exempt from FLSA overtime</i>	Range		2019											
			Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Master
Maintenance Assistant	1	hr	\$15,998	\$16,318	\$16,645	\$16,978	\$17,317	\$17,317	\$17,663	\$18,377	\$18,745	\$19,120	\$19,502	\$19,989
		mo	\$2,773	\$2,829	\$2,885	\$2,943	\$3,002	\$3,002	\$3,062	\$3,185	\$3,249	\$3,314	\$3,380	\$3,465
		yr	\$33,277	\$33,942	\$34,621	\$35,313	\$36,020	\$36,020	\$36,740	\$38,224	\$38,989	\$39,769	\$40,564	\$41,578
Court Clerk	18	hr	\$22.42	\$22.865	\$23.322	\$23.789	\$24.265	\$24.750	\$25.245	\$25.750	\$26.265	\$26.790	\$27.326	\$28.009
Evidence Custodian		mo	\$3,886	\$3,963	\$4,043	\$4,123	\$4,206	\$4,290	\$4,376	\$4,463.31	\$4,553	\$4,644	\$4,737	\$4,855
Office Assistant		yr	\$46,627	\$47,560	\$48,511	\$49,481	\$50,471	\$51,480	\$52,510	\$53,560	\$54,631	\$55,724	\$56,838	\$58,259
Permit Technician	24	hr	\$25.228	\$25.733	\$26.247	\$26.772	\$27.308	\$27.854	\$28.411	\$28.979	\$29.559	\$30.150	\$30.753	\$31.522
		mo	\$4,373	\$4,460	\$4,550	\$4,641	\$4,733	\$4,828	\$4,925	\$5,023.07	\$5,124	\$5,226	\$5,331	\$5,464
		yr	\$52,475	\$53,524	\$54,595	\$55,687	\$56,800	\$57,936	\$59,095	\$60,277	\$61,482	\$62,712	\$63,966	\$65,565
Administrative Assistant	25	hr	\$25.727	\$26.241	\$26.766	\$27.302	\$27.848	\$28.404	\$28.973	\$29.552	\$30.143	\$30.746	\$31.361	\$32.145
Associate Engineering Tech.		mo	\$4,459.32	\$4,549	\$4,639	\$4,732	\$4,827	\$4,923	\$5,022	\$5,122.35	\$5,225	\$5,329	\$5,436	\$5,572
Animal Control Officer		yr	\$53,512	\$54,582	\$55,674	\$56,787	\$57,923	\$59,081	\$60,263	\$61,468	\$62,698	\$63,952	\$65,231	\$66,861
Evidence Technician	26	hr	\$26.257	\$26.782	\$27.318	\$27.864	\$28.422	\$28.990	\$29.570	\$30.161	\$30.765	\$31.380	\$32.007	\$32.808
Maintenance Worker		mo	\$4,551	\$4,642	\$4,735	\$4,830	\$4,926	\$5,025	\$5,125	\$5,227.97	\$5,333	\$5,439	\$5,548	\$5,687
		yr	\$54,615	\$55,707	\$56,822	\$57,958	\$59,117	\$60,300	\$61,506	\$62,736	\$63,990	\$65,270	\$66,576	\$68,240
Lead Court Clerk	28	hr	\$27.308	\$27.854	\$28.411	\$28.979	\$29.559	\$30.150	\$30.753	\$31.368	\$31.995	\$32.635	\$33.288	\$34.120
Finance Technician		mo	\$4,733	\$4,828	\$4,925	\$5,023	\$5,123	\$5,226	\$5,330	\$5,437.09	\$5,546	\$5,657	\$5,770	\$5,914
		yr	\$56,800	\$57,936	\$59,094	\$60,276	\$61,482	\$62,711	\$63,966	\$65,245	\$66,550	\$67,881	\$69,239	\$70,970
Assistant Planner	29	hr	\$27.849	\$28.406	\$28.974	\$29.553	\$30.144	\$30.747	\$31.362	\$31.989	\$32.629	\$33.282	\$33.947	\$34.796
		mo	\$4,827	\$4,924	\$5,022	\$5,123	\$5,225	\$5,330	\$5,436	\$5,544.81	\$5,656	\$5,769	\$5,884	\$6,031
		yr	\$57,925	\$59,084	\$60,265	\$61,471	\$62,700	\$63,954	\$65,233	\$66,538	\$67,869	\$69,226	\$70,610	\$72,376
Court Compliance Officer	30	hr	\$28.422	\$28.990	\$29.570	\$30.161	\$30.764	\$31.380	\$32.007	\$32.647	\$33.300	\$33.966	\$34.646	\$35.512
Lead Maintenance Worker		mo	\$4,926	\$5,025	\$5,125	\$5,228	\$5,332	\$5,439	\$5,548	\$5,658.88	\$5,772	\$5,887	\$6,005	\$6,155
Recreation Coordinator		yr	\$59,117	\$60,299	\$61,505	\$62,735	\$63,990	\$65,270	\$66,575	\$67,907	\$69,265	\$70,650	\$72,063	\$73,865
Permit Coordinator														
Engineering Technician	31	hr	\$28.984	\$29.563	\$30.155	\$30.758	\$31.373	\$32.000	\$32.640	\$33.293	\$33.959	\$34.638	\$35.331	\$36.214
		mo	\$5,024	\$5,124	\$5,227	\$5,331	\$5,438	\$5,547	\$5,658	\$5,770.83	\$5,886	\$6,004	\$6,124	\$6,277
		yr	\$60,286	\$61,492	\$62,722	\$63,976	\$65,256	\$66,561	\$67,892	\$69,250	\$70,635	\$72,048	\$73,489	\$75,326
IT Specialist	32	hr	\$29.567	\$30.159	\$30.762	\$31.377	\$32.005	\$32.645	\$33.298	\$33.964	\$34.643	\$35.336	\$36.042	\$36.943
Paralegal		mo	\$5,125	\$5,227	\$5,332	\$5,439	\$5,547	\$5,658	\$5,772	\$5,887.01	\$6,005	\$6,125	\$6,247	\$6,404
		yr	\$61,500	\$62,730	\$63,985	\$65,264	\$66,570	\$67,901	\$69,259	\$70,644	\$72,057	\$73,498	\$74,968	\$76,842
Code Enforcement Officer	33	hr	\$30.140	\$30.743	\$31.358	\$31.985	\$32.625	\$33.277	\$33.943	\$34.622	\$35.314	\$36.020	\$36.741	\$37.659
Compliance Inspector		mo	\$5,224	\$5,329	\$5,435	\$5,544	\$5,655	\$5,768	\$5,883	\$6,001.07	\$6,121	\$6,244	\$6,368	\$6,528
Construction Inspector		yr	\$62,692	\$63,945	\$65,224	\$66,529	\$67,859	\$69,217	\$70,601	\$72,013	\$73,453	\$74,922	\$76,421	\$78,331
Crime Analyst*														
Human Services Coordinator														
Building Inspector	34	hr	\$30.755	\$31.371	\$31.998	\$32.638	\$33.291	\$33.957	\$34.636	\$35.328	\$36.035	\$36.756	\$37.491	\$38.428
		mo	\$5,330.95	\$5,438	\$5,546	\$5,657	\$5,770	\$5,886	\$6,004	\$6,124	\$6,246.06	\$6,371	\$6,498	\$6,661
		yr	\$63,971	\$65,251	\$66,556	\$67,887	\$69,245	\$70,630	\$72,042	\$73,483	\$74,953	\$76,452	\$77,981	\$79,930
Associate Planner	36	hr	\$31.986	\$32.626	\$33.278	\$33.944	\$34.623	\$35.315	\$36.022	\$36.742	\$37.477	\$38.226	\$38.991	\$39.966
Program Coordinator		mo	\$5,544.26	\$5,655	\$5,768	\$5,884	\$6,001	\$6,121	\$6,244	\$6,369	\$6,495.99	\$6,626	\$6,758	\$6,927
		yr	\$66,531	\$67,862	\$69,219	\$70,603	\$72,015	\$73,456	\$74,925	\$76,423	\$77,952	\$79,511	\$81,101	\$83,129
Finance Analyst*	38	hr	\$33.291	\$33.957	\$34.636	\$35.329	\$36.035	\$36.756	\$37.491	\$38.241	\$39.006	\$39.786	\$40.582	\$41.596
GIS Analyst		mo	\$5,770.45	\$5,886	\$6,004	\$6,124	\$6,246	\$6,371	\$6,498	\$6,628	\$6,761.00	\$6,896	\$7,034	\$7,210
Plans Examiner		yr	\$69,245	\$70,630	\$72,043	\$73,484	\$74,953	\$76,452	\$77,982	\$79,541	\$81,132	\$82,755	\$84,410	\$86,520
Traffic Signal Technician	39	hr	\$33.949	\$34.628	\$35.320	\$36.027	\$36.747	\$37.482	\$38.232	\$38.996	\$39.776	\$40.572	\$41.383	\$42.418
Assistant Civil Engineer *		mo	\$5,884	\$6,002	\$6,122	\$6,245	\$6,370	\$6,497	\$6,627	\$6,759	\$6,895	\$7,032	\$7,173	\$7,352
		yr	\$70,614	\$72,026	\$73,466	\$74,936	\$76,434	\$77,963	\$79,522	\$81,113	\$82,735	\$84,390	\$86,077	\$88,229
Associate Civil Engineer*	43	hr	\$36.760	\$37.495	\$38.245	\$39.010	\$39.790	\$40.586	\$41.398	\$42.226	\$43.070	\$43.932	\$44.810	\$45.931
		mo	\$6,372	\$6,499	\$6,629	\$6,762	\$6,897	\$7,035	\$7,176	\$7,319	\$7,466	\$7,615	\$7,767	\$7,961
		yr	\$76,461	\$77,990	\$79,550	\$81,141	\$82,764	\$84,419	\$86,108	\$87,830	\$89,586	\$91,378	\$93,206	\$95,536
IT Administrator*	45	hr	\$38.256	\$39.021	\$39.802	\$40.598	\$41.410	\$42.238	\$43.083	\$43.944	\$44.823	\$45.720	\$46.634	\$47.800
		mo	\$6,631	\$6,764	\$6,899	\$7,037	\$7,178	\$7,321	\$7,468	\$7,617	\$7,769	\$7,925	\$8,083	\$8,285
		yr	\$79,573	\$81,164	\$82,787	\$84,443	\$86,132	\$87,855	\$89,612	\$91,404	\$93,232	\$95,097	\$96,999	\$99,424
Civil Engineer*	49	hr	\$41.386	\$42.213	\$43.058	\$43.919	\$44.797	\$45.693	\$46.607	\$47.539	\$48.490	\$49.460	\$50.449	\$51.710
		mo	\$7,174	\$7,317	\$7,463	\$7,613	\$7,765	\$7,920	\$8,079	\$8,240	\$8,405	\$8,573	\$8,744	\$8,963
		yr	\$86,082	\$87,804	\$89,560	\$91,351	\$93,178	\$95,042	\$96,943	\$98,881	\$100,859	\$102,876	\$104,934	\$107,557



**Teamsters Contract 1/1/2016 - 12/31/2018**  
**(2% COLA in 2018)**

**(2019/2020 Salary Schedule Subject to Negotiation)**

Job Classification	Grade/Step		2018	
			hourly	monthly
Community Service Officer	489	hr	\$ 22.25	\$ 29.10
		mo	\$ 3,859	\$ 5,044
		yr	\$ 46,293	\$ 60,525

**Lakewood Police Independent Guild (LPIG)**  
**Contract 1/1/2016 - 12/31/2020**  
**(3% COLA for 2019)**

Job Classification	Grade ID		2019									
			Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Sergeant	sgt 480	hr	n/a	\$ 48.77	\$ 51.79	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		mo	n/a	\$ 8,454	\$ 8,977	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		yr	n/a	\$ 101,448	\$ 107,724	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Detective	det 478	hr	n/a	\$ 45.75	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		mo	n/a	\$ 7,930	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		yr	n/a	\$ 95,160	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Police Officer	pol 473	hr	n/a	\$ 32.47	\$ 33.61	\$ 34.78	\$ 35.99	\$ 37.26	\$ 38.57	\$ 39.92	\$ 41.31	\$ 43.16
		mo	n/a	\$ 5,628	\$ 5,826	\$ 6,028	\$ 6,239	\$ 6,458	\$ 6,685.00	\$ 6,919	\$ 7,160	\$ 7,481.00
		yr	n/a	\$ 67,536	\$ 69,912	\$ 72,336	\$ 74,868	\$ 77,496	\$ 80,220	\$ 83,028	\$ 85,920	\$ 89,772

**Lakewood Police Independent Guild (LPIG)**  
**Contract 1/1/2016 - 12/31/2020**  
**(4% COLA for 2020)**

Job Classification	Grade ID		2020									
			Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9
Sergeant	sgt 480	hr	n/a	\$ 50.72	\$ 53.86	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		mo	n/a	\$ 8,791	\$ 9,336	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		yr	n/a	\$ 105,492	\$ 112,032	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Detective	det 478	hr	n/a	\$ 47.58	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		mo	n/a	\$ 8,247	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		yr	n/a	\$ 98,964	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Police Officer	pol 473	hr	n/a	\$ 33.77	\$ 34.96	\$ 36.17	\$ 37.44	\$ 38.75	\$ 40.11	\$ 41.52	\$ 42.96	\$ 44.88
		mo	n/a	\$ 5,853	\$ 6,059	\$ 6,269	\$ 6,489	\$ 6,716	\$ 6,952	\$ 7,196	\$ 7,446	\$ 7,780
		yr	n/a	\$ 70,236	\$ 72,708	\$ 75,228	\$ 77,868	\$ 80,592	\$ 83,424	\$ 86,352	\$ 89,352	\$ 93,360

**Lakewood Police Management Guild (LPMG)**  
**Contract 1/1/2016 - 12/31/2019**  
**(3% COLA for 2019, 2020 Salary Schedule Subject to Negotiation)**

Job Classification	Grade ID		2019		
			Step 1	Step 2	Step 3
Lieutenant	486	hr	\$ 57.33	\$ 60.06	\$ 63.06
		mo	\$ 9,937	\$ 10,410	\$ 10,930
		yr	\$ 119,244	\$ 124,920	\$ 131,160

**2019 HEALTH INSURANCE MONTHLY PREMIUM RATES****For NON-REPRESENTED****HEALTHFIRST 250**

Coverage	2019 Rate (3.3% increase)	City Premium	City FSA Contribution	City's Total Cost (2.2%-2.5% increase)	Monthly Employee Premium	Semi-Monthly Employee Premium
Employee Only	\$743.23	\$743.23	\$23.60	\$766.83	\$0.00	\$0.00
Employee/Spouse	\$1,492.69	\$1,373.36		\$1,373.36	\$119.33	\$59.66
Employee/Spouse/1 Child	\$1,861.90	\$1,719.05		\$1,719.05	\$142.85	\$71.42
Employee/Spouse/2+ Children	\$2,167.13	\$2,017.18		\$2,017.18	\$149.95	\$74.97
Employee/1 Child	\$1,112.44	\$1,112.44	\$0.07	\$1,112.51	\$0.00	\$0.00
Employee/2+ Children	\$1,417.67	\$1,410.65		\$1,410.65	\$7.02	\$3.50

**HIGH DEDUCTIBLE HEALTH PLAN**

Coverage	2019 Rate (3.3% increase)	City Premium	City HSA Contribution	City's Total Cost (3.3% increase)	Monthly Employee Premium	
Employee Only	\$516.83	\$516.83	\$250.00	\$766.83	\$0.00	
Employee/Spouse	\$1,040.03	\$1,040.03	\$333.33	\$1,373.36	\$0.00	
Employee/Spouse/1 Child	\$1,302.38	\$1,302.38	\$416.67	\$1,719.05	\$0.00	
Employee/Spouse/2+ Children	\$1,517.18	\$1,517.18	\$500.00	\$2,017.18	\$0.00	
Employee/1 Child	\$779.18	\$779.18	\$333.33	\$1,112.51	\$0.00	
Employee/2 Children	\$993.98	\$993.98	\$416.67	\$1,410.65	\$0.00	

**KAISER 200**

Coverage	2019 Rate (7.3% increase)	City Premium	City FSA Contribution	City's Total Cost (2.2%-2.5% increase)	Monthly Employee Premium	Semi-Monthly Employee Premium
Employee Only	\$607.80	\$607.80	\$159.03	\$766.83	\$0.00	\$0.00
Employee/Spouse	\$1,205.46	\$1,205.46	\$167.90	\$1,373.36	\$0.00	\$0.00
Employee/Spouse/1 Child	\$1,510.44	\$1,510.44	\$208.61	\$1,719.05	\$0.00	\$0.00
Employee/Spouse/2+ Children	\$1,815.42	\$1,815.42	\$201.76	\$2,017.18	\$0.00	\$0.00
Employee/1 Child	\$912.78	\$912.78	\$199.73	\$1,112.51	\$0.00	\$0.00
Employee/2+ Children	\$1,217.76	\$1,217.76	\$192.89	\$1,410.65	\$0.00	\$0.00

Health care FSA contributions exceeding \$500 annually will be added to employee's pay.

**Washington Dental Services Plan E**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Employee Only	\$48.69	\$48.69			\$0.00	
Employee/1 Dependent	\$90.53	\$90.53			\$0.00	
Employee/2+ Dependents	\$148.87	\$148.87			\$0.00	

**Ortho Plan II**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Employee Only	\$0.00	\$0.00			\$0.00	
Employee/1 Dependent	\$0.41	\$0.41			\$0.00	
Employee/2+ Dependents	\$19.36	\$19.36			\$0.00	

**Vision Service Plan**

Coverage	2019 Rate (3%-3.1% decrease)	City Premium			Employee Premium	
Employee Only	\$7.72	\$7.72			\$0.00	
Employee/1 Dependent	\$15.44	\$15.44			\$0.00	
Employee/2 Dependent	\$23.15	\$23.15			\$0.00	

**EAP for Employees without City Medical Insurance**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Full Family	\$1.49	\$1.49			\$0.00	

HealthFirst &amp; Kaiser premiums: the City contributes the equivalent of the HDHP + HSA contribution with any difference up to \$500 deposited to an FSA for the employee as allowed by IRS rules and any additional difference to the employee's pay.

**2019 HEALTH INSURANCE MONTHLY PREMIUM RATES****For AFSCME****HEALTHFIRST 250**

Coverage	2019 Rate (3.3% increase)	City Premium	City FSA Contribution	City's Total Cost (4% 4.5% increase)	Monthly Employee Premium	Semi-Monthly Employee Premium
Employee Only	\$743.23	\$743.23	\$52.76	\$795.99	\$0.00	\$0.00
Employee/Spouse	\$1,492.69	\$1,415.03		\$1,415.03	\$77.66	\$38.83
Employee/Spouse/1 Child	\$1,861.90	\$1,781.54		\$1,781.54	\$80.36	\$40.17
Employee/Spouse/2+ Children	\$2,167.13	\$2,079.68		\$2,079.68	\$87.45	\$43.72
Employee/1 Child	\$1,112.44	\$1,112.44	\$41.74	\$1,154.18	\$0.00	\$0.00
Employee/2+ Children	\$1,417.67	\$1,417.67	\$55.47	\$1,473.14	\$0.00	\$0.00

**HIGH DEDUCTIBLE HEALTH PLAN**

Coverage	2019 Rate (3.3% increase)	City Premium	City HSA Contribution	City's Total Cost (4% 4.5% increase)	Monthly Employee Premium	
Employee Only	\$516.83	\$516.83	\$279.16	\$795.99	\$0.00	
Employee/Spouse	\$1,040.03	\$1,040.03	\$375.00	\$1,415.03	\$0.00	
Employee/Spouse/1 Child	\$1,302.38	\$1,302.38	\$479.16	\$1,781.54	\$0.00	
Employee/Spouse/2+ Children	\$1,517.18	\$1,517.18	\$562.50	\$2,079.68	\$0.00	
Employee/1 Child	\$779.18	\$779.18	\$375.00	\$1,154.18	\$0.00	
Employee/2 Children	\$993.98	\$993.98	\$479.16	\$1,473.14	\$0.00	

**KAISER 200**

Coverage	2019 Rate (7.3% increase)	City Premium	City FSA Contribution	City's Total Cost (4% 4.5% increase)	Monthly Employee Premium	Semi-Monthly Employee Premium
Employee Only	\$607.80	\$607.80	\$188.19	\$795.99	\$0.00	
Employee/Spouse	\$1,205.46	\$1,205.46	\$209.57	\$1,415.03	\$0.00	
Employee/Spouse/1 Child	\$1,510.44	\$1,510.44	\$271.10	\$1,781.54	\$0.00	
Employee/Spouse/2+ Children	\$1,815.42	\$1,815.42	\$264.26	\$2,079.68	\$0.00	
Employee/1 Child	\$912.78	\$912.78	\$241.40	\$1,154.18	\$0.00	
Employee/2+ Children	\$1,217.76	\$1,217.76	\$255.38	\$1,473.14	\$0.00	

Health care FSA contributions exceeding \$500 annually will be added to employee's pay.

**Washington Dental Services Plan E**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Employee Only	\$48.69	\$48.69			\$0.00	
Employee/1 Dependent	\$90.53	\$90.53			\$0.00	
Employee/2+ Dependents	\$148.87	\$148.87			\$0.00	

**Ortho Plan II**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Employee Only	\$0.00	\$0.00			\$0.00	
Employee/1 Dependent	\$0.41	\$0.41			\$0.00	
Employee/2+ Dependents	\$19.36	\$19.36			\$0.00	

**Vision Service Plan**

Coverage	2019 Rate (3%-3.1% decrease)	City Premium			Employee Premium	
Employee Only	\$7.72	\$7.72			\$0.00	
Employee/1 Dependent	\$15.44	\$15.44			\$0.00	
Employee/2 Dependent	\$23.15	\$23.15			\$0.00	

**EAP for Employees without City Medical Insurance**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Full Family	\$1.49	\$1.49			\$0.00	

HealthFirst & Kaiser premiums: According to the collective bargaining agreement (2017-2019), the City contributes the equivalent of the HDHP premium + HSA contribution with any difference up to \$500 deposited to an FSA for the employee as allowed by IRS rules and any additional difference to the employee's pay.

**2019 HEALTH INSURANCE MONTHLY PREMIUM RATES****For TEAMSTERS**

<b>HEALTHFIRST 250</b>						
Coverage	2019 Rate (3.3% increase)	City Premium	City 457 Contribution	City's Total Cost (2.2%-2.5% increase)	Monthly Employee Premium	Semi-Monthly Employee Premium
Employee Only	\$743.23	\$743.23	\$23.60	\$766.83	\$0.00	\$0.00
Employee/Spouse	\$1,492.69	\$1,373.36		\$1,373.36	\$119.33	\$59.66
Employee/Spouse/1 Child	\$1,861.90	\$1,719.05		\$1,719.05	\$142.85	\$71.42
Employee/Spouse/2+ Children	\$2,167.13	\$2,017.18		\$2,017.18	\$149.95	\$74.97
Employee/1 Child	\$1,112.44	\$1,112.44	\$0.07	\$1,112.51	\$0.00	\$0.00
Employee/2+ Children	\$1,417.67	\$1,410.65		\$1,410.65	\$7.02	\$3.50
<b>HIGH DEDUCTIBLE HEALTH PLAN</b>						
Coverage	2019 Rate (3.3% increase)	City Premium	City HSA Contribution	City's Total Cost (3.3% increase)	Monthly Employee Premium	
Employee Only	\$516.83	\$516.83	\$250.00	\$766.83	\$0.00	
Employee/Spouse	\$1,040.03	\$1,040.03	\$333.33	\$1,373.36	\$0.00	
Employee/Spouse/1 Child	\$1,302.38	\$1,302.38	\$416.67	\$1,719.05	\$0.00	
Employee/Spouse/2+ Children	\$1,517.18	\$1,517.18	\$500.00	\$2,017.18	\$0.00	
Employee/1 Child	\$779.18	\$779.18	\$333.33	\$1,112.51	\$0.00	
Employee/2 Children	\$993.98	\$993.98	\$416.67	\$1,410.65	\$0.00	
<b>KAISER 200</b>						
Coverage	2019 Rate (7.3% increase)	City Premium	City 457 Contribution	City's Total Cost (2.2%-2.5% increase)	Monthly Employee Premium	Semi-Monthly Employee Premium
Employee Only	\$607.80	\$607.80	\$159.03	\$766.83	\$0.00	\$0.00
Employee/Spouse	\$1,205.46	\$1,205.46	\$167.90	\$1,373.36	\$0.00	\$0.00
Employee/Spouse/1 Child	\$1,510.44	\$1,510.44	\$208.61	\$1,719.05	\$0.00	\$0.00
Employee/Spouse/2+ Children	\$1,815.42	\$1,815.42	\$201.76	\$2,017.18	\$0.00	\$0.00
Employee/1 Child	\$912.78	\$912.78	\$199.73	\$1,112.51	\$0.00	\$0.00
Employee/2+ Children	\$1,217.76	\$1,217.76	\$192.89	\$1,410.65	\$0.00	\$0.00
<b>Washington Dental Services Plan E</b>						
Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Employee Only	\$48.69	\$48.69			\$0.00	
Employee/1 Dependent	\$90.53	\$90.53			\$0.00	
Employee/2+ Dependents	\$148.87	\$148.87			\$0.00	
<b>Ortho Plan II</b>						
Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Employee Only	\$0.00	\$0.00			\$0.00	
Employee/1 Dependent	\$0.41	\$0.41			\$0.00	
Employee/2+ Dependents	\$19.36	\$19.36			\$0.00	
<b>Vision Service Plan</b>						
Coverage	2019 Rate (3%-3.1% decrease)	City Premium			Employee Premium	
Employee Only	\$7.72	\$7.72			\$0.00	
Employee/1 Dependent	\$15.44	\$15.44			\$0.00	
Employee/2 Dependent	\$23.15	\$23.15			\$0.00	
<b>EAP for Employees without City Medical Insurance</b>						
Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Full Family	\$1.49	\$1.49			\$0.00	
HealthFirst & Kaiser premiums: According to the collective bargaining agreement (2016-2018), the City contributes the equivalent of the HDHP + HSA contribution with any difference deposited to the employee's 457 deferred compensation account.						
benefits/premium rates/2019/Teamsters 11-20-18						

**2019 HEALTH INSURANCE MONTHLY PREMIUM RATES****For LPIG****HEALTHFIRST 250**

Coverage	2019 Rate (3.3% increase)	City Premium		City's Total Cost (3.3% increase)	Monthly Employee Premium	Semi-Monthly Employee Premium
Employee Only	\$743.23	\$743.23		\$743.23	\$0.00	\$0.00
Employee/Spouse	\$1,492.69	\$1,387.77		\$1,387.77	\$104.92	\$52.46
Employee/Spouse/1 Child	\$1,861.90	\$1,705.29		\$1,705.29	\$156.61	\$78.31
Employee/Spouse/2+ Children	\$2,167.13	\$1,967.78		\$1,967.78	\$199.35	\$99.67
Employee/1 Child	\$1,112.44	\$1,060.75		\$1,060.75	\$51.69	\$25.84
Employee/2+ Children	\$1,417.67	\$1,323.25		\$1,323.25	\$94.42	\$47.21

**HIGH DEDUCTIBLE HEALTH PLAN**

Coverage	2019 Rate (3.3% increase)	City Premium	City HSA Contribution	City's Total Cost (3.3% increase)	Monthly Employee Premium	
Employee Only	\$516.83	\$516.83	\$279.16	\$795.99	\$0.00	
Employee/Spouse	\$1,040.03	\$1,040.03	\$375.00	\$1,415.03	\$0.00	
Employee/Spouse/1 Child	\$1,302.38	\$1,302.38	\$479.16	\$1,781.54	\$0.00	
Employee/Spouse/2+ Children	\$1,517.18	\$1,517.18	\$562.50	\$2,079.68	\$0.00	
Employee/1 Child	\$779.18	\$779.18	\$375.00	\$1,154.18	\$0.00	
Employee/2 Children	\$993.98	\$993.98	\$479.16	\$1,473.14	\$0.00	

**KAISER 200**

Coverage	2019 Rate (7.3% increase)	City Premium		City's Total Cost (7.3% increase)	Monthly Employee Premium	Semi-Monthly Employee Premium
Employee Only	\$607.80	\$607.80		\$607.80	\$0.00	\$0.00
Employee/Spouse	\$1,205.46	\$1,121.79		\$1,121.79	\$83.67	\$41.83
Employee/Spouse/1 Child	\$1,510.44	\$1,384.07		\$1,384.07	\$126.37	\$63.18
Employee/Spouse/2+ Children	\$1,815.42	\$1,646.35		\$1,646.35	\$169.07	\$84.53
Employee/1 Child	\$912.78	\$870.08		\$870.08	\$42.70	\$21.34
Employee/2+ Children	\$1,217.76	\$1,132.37		\$1,132.37	\$85.39	\$42.69

**Washington Dental Services Plan E**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Employee Only	\$48.69	\$48.69			\$0.00	
Employee/1 Dependent	\$90.53	\$90.53			\$0.00	
Employee/2+ Dependents	\$148.87	\$148.87			\$0.00	

**Ortho Plan II**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Employee Only	\$0.00	\$0.00			\$0.00	
Employee/1 Dependent	\$0.41	\$0.41			\$0.00	
Employee/2+ Dependents	\$19.36	\$19.36			\$0.00	

**Vision Service Plan**

Coverage	2019 Rate (3%-3.1% decrease)	City Premium			Employee Premium	
Employee Only	\$7.72	\$7.72			\$0.00	
Employee/1 Dependent	\$15.44	\$15.44			\$0.00	
Employee/2+ Dependents	\$23.15	\$23.15			\$0.00	

**EAP for Employees without City Medical Insurance**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Full Family	\$1.49	\$1.49			\$0.00	

HealthFirst & Kaiser premiums: According to the collective bargaining agreement (2016-2020), the City pays 100% for the employee and 86% for dependents.



**2019 HEALTH INSURANCE MONTHLY PREMIUM RATES****For LPMG****HEALTHFIRST 250**

Coverage	2019 Rate (3.3% increase)	City Premium	City 457/FSA Contribution	City's Total Cost (2.2%-2.5% increase)	Monthly Employee Premium	Semi-Monthly Employee Premium
Employee Only	\$743.23	\$743.23	\$23.60	\$766.83	\$0.00	\$0.00
Employee/Spouse	\$1,492.69	\$1,373.36		\$1,373.36	\$119.33	\$59.66
Employee/Spouse/1 Child	\$1,861.90	\$1,719.05		\$1,719.05	\$142.85	\$71.42
Employee/Spouse/2+ Children	\$2,167.13	\$2,017.18		\$2,017.18	\$149.95	\$74.97
Employee/1 Child	\$1,112.44	\$1,112.44	\$0.07	\$1,112.51	\$0.00	\$0.00
Employee/2+ Children	\$1,417.67	\$1,410.65		\$1,410.65	\$7.02	\$3.50

**HIGH DEDUCTIBLE HEALTH PLAN**

Coverage	2019 Rate (3.3% increase)	City Premium	City HSA Contribution	City's Total Cost (3.3% increase)	Monthly Employee Premium	
Employee Only	\$516.83	\$516.83	\$250.00	\$766.83	\$0.00	
Employee/Spouse	\$1,040.03	\$1,040.03	\$333.33	\$1,373.36	\$0.00	
Employee/Spouse/1 Child	\$1,302.38	\$1,302.38	\$416.67	\$1,719.05	\$0.00	
Employee/Spouse/2+ Children	\$1,517.18	\$1,517.18	\$500.00	\$2,017.18	\$0.00	
Employee/1 Child	\$779.18	\$779.18	\$333.33	\$1,112.51	\$0.00	
Employee/2 Children	\$993.98	\$993.98	\$416.67	\$1,410.65	\$0.00	

**KAISER 200**

Coverage	2019 Rate (7.3% increase)	City Premium	City 457/FSA Contribution	City's Total Cost (2.2%-2.5% increase)	Monthly Employee Premium	Semi-Monthly Employee Premium
Employee Only	\$607.80	\$607.80	\$159.03	\$766.83	\$0.00	\$0.00
Employee/Spouse	\$1,205.46	\$1,205.46	\$167.90	\$1,373.36	\$0.00	\$0.00
Employee/Spouse/1 Child	\$1,510.44	\$1,510.44	\$208.61	\$1,719.05	\$0.00	\$0.00
Employee/Spouse/2+ Children	\$1,815.42	\$1,815.42	\$201.76	\$2,017.18	\$0.00	\$0.00
Employee/1 Child	\$912.78	\$912.78	\$199.73	\$1,112.51	\$0.00	\$0.00
Employee/2+ Children	\$1,217.76	\$1,217.76	\$192.89	\$1,410.65	\$0.00	\$0.00

Health care FSA contributions exceeding \$500 annually will be added to employee's pay.

**Washington Dental Services Plan E**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Employee Only	\$48.69	\$48.69			\$0.00	
Employee/1 Dependent	\$90.53	\$90.53			\$0.00	
Employee/2+ Dependents	\$148.87	\$148.87			\$0.00	

**Ortho Plan II**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Employee Only	\$0.00	\$0.00			\$0.00	
Employee/1 Dependent	\$0.41	\$0.41			\$0.00	
Employee/2+ Dependents	\$19.36	\$19.36			\$0.00	

**Vision Service Plan**

Coverage	2019 Rate (3%-3.1% decrease)	City Premium			Employee Premium	
Employee Only	\$7.72	\$7.72			\$0.00	
Employee/1 Dependent	\$15.44	\$15.44			\$0.00	
Employee/2 Dependent	\$23.15	\$23.15			\$0.00	

**EAP for Employees without City Medical Insurance**

Coverage	2019 Rate (0% increase)	City Premium			Employee Premium	
Full Family	\$1.49	\$1.49			\$0.00	

HealthFirst & Kaiser premiums: According to the collective bargaining agreement (2016-2019), the City contributes the equivalent of the HDHP premium + HSA contribution with any difference up to \$500 deposited to an FSA for the employee as allowed by IRS rules or to the employee's 457 deferred compensation account (employee's choice).

**2019 FEE SCHEDULE**  
**Resolution 2018-18 Adopted by City Council on November 19, 2018**

Fee Type		Fee Amount
<b>All</b>		
	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.
<b>A.</b>	<b>Copies/Duplication</b>	
	<b>Legal/City Clerk</b>	
	Certification of documents and Affixing City Seal	\$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
	<b>Various Departments</b>	
	Copies of resolutions, minutes of meetings, full municipal code, contracts, reports and other disclosable public records. <i>(No fee charged for copies of ordinances.)</i>	\$0.15 per page + mailing container, shipping/postage. Staff may in its discretion send copy jobs for outside printing, in which case, actual cost is charged.
	Non Sufficient Funds (NSF) Fee	\$25.00
	<b>Public Works</b>	
	Engineering Standards Manual	Cost plus 15%
<b>B.</b>	<b>City Hall Rental Fees - Two-hour minimum reservation required for facility use</b>	
	Cleaning Fee (non-refundable)	\$50.00 (Saturday & Sunday only)
	City staff attendant	Hourly rate of City staff attendant.
	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.	

## 2019 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>C. PLANNING AND DEVELOPMENT FEES</b>		
<b>Administrative Fee</b>		
Technology Fee		2% of the total planning permit cost
<b>Plat/Subdivision Fees</b>		
Preliminary Plat		\$3,850.00 plus \$100.00 per lot; plus \$2,500 hearing examiner deposit
Plat Amendment (before final plat approval)		
	Major	\$1,320.00 plus \$100 per lot; plus \$2,500.00 hearing examiner deposit
	Minor	\$660.00 plus \$100 per lot; \$1,000.00 hearing examiner deposit
Final Plat		\$2,750.00 plus \$50.00 per lot
Plat Alterations (after final plat approval)		\$2,500.00 plus \$1,000 hearing examiner deposit
Binding Site Plans		\$2,200.00
Short Plat		\$3,500.00
Short Plat Amendments		\$1,000.00
Boundary Line Adjustments (BLA)/Lot Combination		\$600.00
Recording Fees		Fees Not Included
<b>Discretionary Land Use Permits</b>		
Conditional Use Permits		\$2,200.00 plus \$2,500.00 hearing examiner deposit
Master Facilities Plan		\$2,200.00 plus \$2,500.00 hearing examiner deposit
Major Variances		\$1,200.00 plus \$500.00 hearing examiner deposit
Major Variances for single family dwelling (where project valuation does not exceed \$12,000)		\$660.00
Administrative Variances		\$400.00
Administrative Use Permits		\$1500.00
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		\$2,300.00 plus \$1,000 hearing examiner deposit
Shoreline Conditional Use Permit/Shoreline Variance		\$3,100.00 plus \$1,000 hearing examiner deposit
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.)		\$150.00
<b>Appeals &amp; Reconsiderations</b>		
Reconsideration of a Decision of the Hearing Examiner		\$300.00 plus hearing examiner cost
Appeal of the Administrative Officer's Decision		\$450.00
Appeal of SEPA Determination		\$450.00
<b>Amendments to Plans &amp; Regulations</b>		
Amendments to the Comprehensive Plan & other policy documents		\$850.00
Amendments to Development Regulations		\$850.00 plus consultant fees over 4 hours
Amendments to the Shoreline Master Program		\$1,800.00

## 2019 FEE SCHEDULE - continued

Fee Type		Fee Amount
C.	PLANNING AND DEVELOPMENT FEES (continued)	
Zoning Certification/Site Plan Review		
Single family dwelling construction in residential zones are subject to the following fee schedule:		
Construction Value:		
\$0 - \$74,999		\$50.00
\$75,000 - \$124,999		\$100.00
\$125,000 - \$224,999		\$150.00
Over \$225,000		\$300.00
Other Developments: All new buildings or exterior tenant improvements in commerical 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	\$260.00	\$50.00
\$100,000 - \$249,999	\$530.00	\$200.00
\$250,000 - \$499,999	\$790.00	\$450.00
\$500,000 - \$999,999	\$1,000.00	\$700.00
\$1,000,000 - \$4,999,999	\$2,000.00	\$1,200.00
\$5,000,000 - \$10,000,000	\$2,500.00	\$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 baed 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 found in the table above.		
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.

**2019 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>C. PLANNING AND DEVELOPMENT FEES - continued</b>		
<b>Miscellaneous Planning Fees</b>		
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		
	Notice of Intent to Commence Annexation	\$320.00
	Petition to Annex	\$2,500.00
Hearing Examiner Fees		
Where Examiner Review is required for any related use permit, appeal, etc., the applicant is responsible for and required to pay actual Hearing Examiner costs, which may be higher or lower than the deposit amount.		
<b>Other Fees</b>		
Staff Review Fees		\$51.00 per hour
Development Agreement		\$2500.00
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
Downtown Subarea Park Fee-in-Lieu of Common Open Space Construction		Up to 50% of valuation of required common open space (100 sq. ft. required per dwelling unit); see LMC 18B.530
Written Zoning Determination by the Assistant City Manager for Development Services		\$50.00
WTF Administrative Use Permit		\$800.00
WTF Conditional Use Permit		\$2,000.00
Non-Conforming Sign Permit Fees (LMC 18A.50.675)		
	- 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

## 2019 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>C. PLANNING AND DEVELOPMENT FEES - continued</b>		
<b>SEPA &amp; Wetland Fees</b>		
Written SEPA Exempt Determination (The fee applies only to requests for a written determination by the Community & Economic Development Department that the project is exempt from the requirements of SEPA.)		\$50.00
	Environmental Checklist for projects outside of Downtown Subarea Plan Boundaries	\$480.00
	Environmental Checklist for projects inside of Downtown Subarea Plan Boundaries	\$50.00
	Environmental Impact Statement (EIS)	\$3,200.00 plus preparation at contract rate to be determined
	Reasonable Use Exception other than residential (RUE)	\$1,840.00 plus \$500.00 hearing examiner costs
	Residential RUE	\$500.00
	Additional SEPA Review (See WAC 197-11-335)	No charge, except any third-party consultant costs to the City.
	Downtown Subarea Planned Action Transportation Fee	\$2,174.00 per PM peak hour trip generated by use(s).
<b>Multi-Family Tax Exemption Applications (LMC 3.64.030)</b>		
Conditional Certificate Application		\$800.00
Extension of Conditional Certificate of Application		\$500.00
Final Certificate of Application		\$500.00
<b>Tree Removal/Replacement Permit Fees</b>		
Significant Tree Removal Permit		No Fees
Off-Site Tree Replacement Permit (when trees are not being replaced onsite)		\$400.00 for each replacement tree
<b>D. GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS</b>		
Building Permit fees shall be based upon valuation. The valuation shall be determined by the Building Official. For most projects the square footage costs in the most current Building Valuation Data Table published by the International Code Council (ICC) may be employed. For projects not covered by the table construction estimation tools such as Construction Cost Data by R.S. Means or the BNI <i>Construction Costbook</i> may be referenced as a guide.		
Administrative Fee - Includes a technology fee equal to 2% of the total building permit cost.		
Permit fees shall be calculated from valuation in the following manner:		
<b>Valuation</b>	<b>Corresponding Permit Fee</b>	
\$0 - \$500	\$30.00	
\$501 - \$2,000	\$30.00 for the first \$500.00 plus \$4.00 for each additional \$100 or fraction thereof, to and including \$2,000.	
\$2,001 - \$25,000	\$90.00 for the first \$2,000.00 plus \$17.50 for each additional \$1,000 or fraction thereof, to and including \$25,000.	
\$25,001 - \$50,000	\$492.50 for the first \$25,000.00 plus \$12.50 for each additional \$1,000 or fraction thereof, to and including \$50,000.	
\$50,001 - \$100,000	\$805.00 for the first \$50,000.00 plus \$9.00 for each additional \$1,000 or fraction thereof, to and including \$100,000.	
\$100,001 - \$500,000	\$1,255.00 for the first \$100,000.00 plus \$7.25 for each additional \$1,000 or fraction thereof, to and including \$500,000.	
\$500,001 - \$1,000,000	\$4,155.00 for the first \$500,000.00 plus \$6.00 for each additional \$1,000 or fraction thereof, to and including \$1,000,000.	
\$1,000,001 - \$5,000,000	\$7,155.00 for the first \$1,000,000.00 plus \$4.00 for each additional \$1,000.00 or fraction thereof, to an including \$5,000,000.	
\$5,000,001 and up	\$23,155.00 for the first \$5,000,000.00 plus \$3.00 for each additional \$1,000.00 or fraction thereof.	

**2019 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>D. GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS - continued</b>		
<b>Plan Review Fees</b>		
Plan review fees shall be 65 percent (65%) of the Building Permit Fee with a minimum fee of one hour (\$85.00)		
Plan review for residential site specific base plans shall be \$500.		
<b>Other Fees</b>		
	<b>Demolition Fees</b>	
	Single Family (including duplex)	\$200.00
	Residential Accessory Building	\$100.00
	Commercial/Multi-Family (including mobile home parks)	
	Less than 10,000 square feet	\$200.00
	10,000 to 100,000 square feet	\$400.00
	100,000 square feet or more	\$600.00
State Building Code Council (SBCC) Surcharge - Residential		\$6.50 for each building permit issued, plus an additional surcharge of \$2.00 for each residential unit after the first unit, in accordance with RCW 19.27.085
State Building Code Council (SBCC) Surcharge - Commercial		\$25.00 for each building permit issued, plus an additional surcharge of \$2.00 for each residential unit after the first unit, in accordance with RCW 19.27.085
<b>General Comments</b>		
1)	Any person who commences any work on a building, structure, gas, mechanical, or plumbing system before obtaining the necessary permits may be subject to an investigative fee.	
2)	Additional inspection outside of normal business hours or investigative fee rates are calculated at \$51.00 per hour (2 hour minimum).	
3)	A reinspection fee shall be calculated at \$51.00 per occurrence.	
4)	Additional plan review resulting from revisions, resubmittals and other documents shall be calculated at \$51.00 per hour of staff time expended.	
5)	Additional hourly rates for which no specific fee is identified shall be calculated at \$51.00 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.	



## 2019 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>D. GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS - continued</b>		
<b>Mechanical Permit Fees</b>		
New Single Family Residences and Duplex (per unit) Flat Fee		\$175.00
Residential (Prescriptive Design)		\$175.00
Commercial and Non-Prescriptive Residential		Per Valuation w/ Minimum \$175.00
New Commerical Building and Major Tenant Improvements permit fees will be based upon the following valuation table using the project valuation. Valuation based upon the prevailing market value including materials, labor and equipment.		
<b>Project Valuation</b>		<b>Fee</b>
Up to \$5,000		\$85.00
\$5,000 - \$100,000		\$85.00 for the first \$5,000 plus \$17.00 for each additional \$1,000 or fraction thereof, to and including \$100,000
> \$100,000		\$1,700.00 for the first \$100,000 plus \$12.00 for each additional \$1,000 or fraction thereof.
<b>Mechanical Review Fees</b>		
When plan reviews and/or specifications are required, the plan review fee shall be calculated at 25% of the Permit Fee.		
Small Tenant Improvements (mechanical < \$5,000) and equipment replacement or adding of new equipment shall use the equipment unit table below:		
<b>Equipment Unit Schedule Description</b>		<b>Fee</b>
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

**2019 FEE SCHEDULE - continued**

Fee Type		Fee Amount
D. GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS - continued		
PLUMBING PERMIT FEES		
New Single Family Residences and Duplex (per unit) flat fee		\$225.00
New Commercial Buildings and Major Tenant Improvements permit fees will be based upon the following valuation table using the project valuation. Valuation based upon the prevailing market value including materials, labor and equipment.		
Project Valuation		Fee
Up to \$5,000		\$85.00
\$5,000 - \$100,000		\$85.00 for the first \$5,000 plus \$17.00 for each additional \$1,000 or fraction thereof, to and including \$100,000
\$100,000 and up		\$1,700.00 for the first \$100,000 plus \$12.00 for each additional \$1,000 or fraction thereof.
PLUMBING REVIEW FEES		
When plans and/or inspections are required, the plan review fee shall be calculated at 25% of the Permit Fee.		
Small Tenant Improvements (mechanical < \$5,000) and equipment replacement or adding of new equipment shall use the equipment unit table below.		
Equipment Unit Schedule		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

## 2019 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>E. GEOGRAPHICAL INFORMATION SYSTEMS AND OTHER FEES</b>		
<b>Geographical Information Systems (GIS)</b>		
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:		
<b>Standard Mapping Products</b>		
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
<b>ELECTRONIC MEDIA: CD-ROM</b>		\$15.00
<b>Administrative Services</b>		
Extra Duty Contracts - Administrative Fee		\$2.00 per hour
Extra Duty Contracts - Processing Fee		\$10.00 per invoice
Lien Filing Fee		\$50.00 plus all recording fees
<b>F. PUBLIC WORKS PERMIT FEES</b>		
<b>Administrative Fee</b>		
Technology Fee		2% of the total public works permit cost
<b>Permits</b>		
<b>Site Development Permit</b> (covers site work, including erosion control, clearing, grading and drainage)		
	<b>Project Value</b>	<b>Permit Fee</b>
	\$0 - 15,000	\$500.00
	\$15,001 - \$50,000	\$1,000.00
	\$50,001 - \$150,000	\$2,500.00
	\$150,001 - \$1,000,000	\$4,500.00
	Over \$1,000,001	\$9,000.00
<i>Project Value is defined as the value of all improvements outside the building footprint.</i>		
<b>Right-of-Way Permit</b> (authorization to use right-of-way for minor construction, parking or other non-intrusive use)		\$150.00 plus any staff time in excess of 2 hours at \$51.00 per hour
<b>Pavement Degradation Fee</b> : (recovers loss in pavement serviceability due to pavement cuts):		
	<b>Road Material, Type, PCI Score</b>	<b>PDF Fee</b>
	Flexible, High Volume, In moratorium	\$85.00 per square yard
	Flexible, High Volume, PCI 100-85	\$42.00 per square yard
	Flexible, High Volume, PCI 84-70	\$34.00 per square yard
	Flexible, High Volume, PCI 69-50	\$25.00 per square yard
	Rigid, High Volume, In moratorium	\$164.00 per square yard
	Rigid, High Volume, PCI 100-85	\$82.00 per square yard
	Rigid, High Volume, PCI 84-70	\$66.00 per square yard
	Rigid, High Volume, PCI 69-50	\$49.00 per square yard
	Flexible, Med-Low Volume, In moratorium	\$54.00 per square yard
	Flexible, Med-Low Volume, PCI 100-85	\$27.00 per square yard
	Flexible, Med-Low Volume, PCI 84-70	\$22.00 per square yard
	Flexible, Med-Low Volume, PCI 69-50	\$16.00 per square yard
	Rigid, Med-Low, In moratorium	\$142.00 per square yard
	Rigid, Med-Low, PCI 100-85	\$71.00 per square yard
	Rigid, Med-Low, PCI 84-70	\$57.00 per square yard
	Rigid, Med-Low, PCI 69-50	\$43.00 per square yard

**2019 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>F.</b>	<b>PUBLIC WORKS PERMIT FEES - continued</b>	
	<b>Right-of-Way Vacation Permit</b> ( <i>"Sale" or vacation of city right-of-way to abutting property owners</i> )	\$1,000.00
	<b>Street Opening Permit</b> ( <i>Used to install new or repair/upgrade existing private and public facilities located in a street right-of-way; includes pavement cuts, excavation, traffic control, etc.</i> )	\$500.00 plus any staff time in excess of 10 hours at \$51.00 per hour
	<b>Oversize Load Permit</b> ( <i>all vehicles in excess of legal weight or size limitations according to RCW 46.44 shall obtain an oversize load permit prior to operating on Lakewood streets</i> )	Individual \$100.00 Annual \$300.00 Additional costs shall apply if police escorts or signal technician work is required.
	<b>Right-of-Way Tree Cutting Permit</b> ( <i>for residential or commercial cutting on or along a lot or in an area zoned for more than one single family home</i> )	\$200.00
	<b>Reinspection Fee</b> ( <i>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</i> )	\$51.00
	<b>General Inspection Fee</b> ( <i>for inspection not otherwise listed</i> )	\$51.00 per hour
	<b>Miscellaneous Permits</b> ( <i>any Public Works permit not covered by the fee schedule, if performed by an employee</i> )	Rate will be based on actual hourly costs, plus benefits (30%), operating costs (16%) and central services costs (16%)
	<b>Professional Services Contracts</b> ( <i>any private or public professional service contract needed</i> )	Rate will be billed 100%, plus 10% administrative charges

## 2019 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>G. PARKS AND RECREATION PROGRAMS (Facility/Use)</b>		
<b>Parks, Recreation &amp; Community Services</b>		
<b>Special Use Permit*</b>		
Events		\$200.00 - \$500.00
Major events		\$1,000.00
Additional event fees and services (plus 15% of gross private event revenue)		Market rate + 15%
* permit fee + extra costs associated with event (garbage, staff support, notification, sanitation, security, etc)		
<b>Alcohol Permit Fee ** (must be purchased in addition to a special use permit)</b>		
Small events		\$200.00
Large events		\$500.00
Major events		\$1,000.00
** Special conditions apply		
<b>Facility Use Cancellation Fees</b>		
- 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
<b>Lakewood Senior Activity Center (two hour minimum)</b>		
Rainier Room		
- Full activity room		\$65.00 per hour
Classroom		\$30.00 per hour
Artroom		\$30.00 per hour
Kitchen (only if available if renting full activity room)		\$15.00 per hour
Facility Deposit		\$150.00
Cleaning Fee		\$150.00
Additional Staffing Fee		\$15.00 per hour
<b>Cancellation Fees</b>		
- 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
<b>Boat Launch</b>		
Per launch (Credit/Debit Cards Only)		\$15.00
Resident Season Pass		\$100.00
Non-Resident Season Pass		\$130.00
Overnight Pass		\$50.00
Commercial Pass		\$250.00
<b>Farmers Market</b>	<b>Daily Rate/Farmers Mkt</b>	<b>Seasonal/Farmers Mkt</b>
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
<b>Neighborhood Parks</b>		
Field Preparation Fees		\$25.00
Fields use		\$20.00 per hr (no prep); \$50.00 per game fee (2.5 hrs. and one prep per day)

## 2019 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>G. PARKS AND RECREATION PROGRAMS (Facility/Use) - continued</b>		
<b>Fort Steilacoom Park</b>		
<b>Large Picnic Shelter</b>		
- 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.) - May require a special use permit.		\$200.00
<b>Small Picnic Shelters</b>		
- 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
<b>Pavilion</b>		
- Half Day - 10:00 a.m. - 2:00 p.m. OR 3:00 p.m. - 7:00 p.m.		\$500.00
- Full Day (10:00 a.m. - 7:00 p.m.)		\$1,000.00
Hourly Rate (2 hour minimum)		\$150.00
Deposit		\$250.00 - \$500.00
Cleaning Fee		\$50.00 - \$70.00
<b>Sport Field Use Fees</b>		
	<b><u>With one field preparation, per field, per 1/2 day (5 hours or less)</u></b>	<b><u>With one field preparation, per field, per day</u></b>
- 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
<b><u>With second field preparation, per field, per day</u></b>		
- 1 Field		\$45.00
- 2 Fields		\$90.00
- 3 Fields		\$135.00
- 4 Fields		\$180.00
- 5 Fields		\$225.00
	<b><u>Without field preparation, per 1/2 day (5 hours or less)</u></b>	<b><u>Without field preparation, per day</u></b>
- 1 Field	\$100.00	\$150.00
- 2 Fields	\$125.00	\$200.00
- 3 Fields	\$150.00	\$250.00
- 4 Fields	\$175.00	\$300.00
- 5 Fields	\$200.00	\$350.00
Baseball Field #5 at Fort Steilacoom Park		\$25.00 per game or \$50.00 per day
<b>Single Field no preparation</b>		\$35.00 per 60 minutes
<b>Tournament Deposit and Cancellation Fee (A full refund or credit less</b>		
- 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
Youth soccer teams not associated with city leagues but use city fields for league play, per team. Field availability may vary and field prep fees apply.		
- Age 10 years and under		\$100.00 per team
- Age 11 - 18 years		\$125.00 per team
- Adult, age over 18 years		regular field use rates apply
Youth baseball teams not associated with city leagues but use city fields for league play, per team. Field availability may vary and field prep fees apply.		\$50.00 per game fee (2.5 hours and one prep per day)
Field preparation (all sports)		\$45.00 per field per prep

**2019 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>G. PARKS AND RECREATION PROGRAMS (Facility/Use) - continued</b>		
<b>Other Fees</b>		
Fort Steilacoom Park Open Space:		
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.) - May require a special use permit.		\$200.00
Jumpy Houses - Must be inspected and requires insurance.		\$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
<b>Neighborhood Shelters</b>		
- Half day (resident/nonresident): 10:00 a.m. - 2:00 p.m. OR 3:00 p.m. - 7:00		\$40.00 / \$50.00
- Full Day (resident/nonresident): 10:00 a.m. - 7:00 p.m.		\$60.00 / \$75.00
<b>Special Event Fee</b>		
Vendor Application Fee		\$25.00
<b>McGavick Center Facility Use/Rental</b>		
Non-profit organizations may rent the entire facility for a flat fee of \$1,500.00. The City's available days for rental/use are limited in number each year.		



## 2019 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>H. FIRE CODE OFFICIAL &amp; INTERNATIONAL FIRE CODE (IFC) FEES</b>		
<b>Community &amp; Economic Development</b>		
<b>Site Development Plan Review</b> (plats, short plats, commercial projects, residential infill's etc.)		
	Basic review fee	\$250.00
	- Additional review (over two hours)	\$125.00 per hour
	Vehicle Gates (includes plan review, inspection and testing)	\$125.00 per hour
	<b>Construction Plan Review</b> - 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 for Building Permit Plan Review with a minimum fee of \$125.00
<b>Fireworks Fees</b>		
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
<b>Fire Alarm Systems</b>		
	<b>Tenant Improvements</b> (1st four zones)	\$215.00 plus \$6.00 (per
	- Additional zones	\$54.00 (each)
	<b>Residential</b> (one and two-family dwellings)	\$215.00 plus \$6.00 (per
	<b>Commercial and Multi-Family</b> (1st four zones)	\$325 plus \$6.00 (per device)
	- Additional zones	\$54.00 (each)
	- Sprinkler supervision only	\$270.00
	<b>Fire Alarm Permit Fee</b> for upgrading of an existing system	50 percent (50%) of the fee
	<b>Fire Alarm Plan Review Fee</b>	25 percent (25%) of the
	<b>Underground Sprinkler Supply</b> (includes plan review,	\$325.00
<b>New Suppression Systems (Halon, CO2, Dry Chemical, FM200, Integren, etc.):</b>		
	- 1 to 5 nozzles	\$200.00
	- Over 5 nozzles	\$200.00 plus \$20.00 per nozzle over 5
	- Bottle(s)	\$30.00 per bottle

## 2019 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>H. FIRE CODE OFFICIAL &amp; INTERNATIONAL FIRE CODE (IFC) FEES - continued</b>		
<b>Above Ground Fire Sprinkler Systems</b>		
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.		
<b>Plan Review Fee</b> (for the fire sprinkler systems are in addition to the permit fee)		25 percent (25%) of the permit fee, with a minimum of \$125.00.
<b>Tenant Improvements</b> (relocation and addition to existing system)		valuation 20 percent (20%)
<b>System</b>		\$270.00
<b>Standpipes</b> (includes review, inspection and testing fees)		
Temporary Standpipe		\$162.00
Class I		\$184.00
Class II		\$297.00
Class III		\$318.00
<b>Other Fees</b>		
- Additional inspection fees may be imposed		\$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
Battery Systems - Capacity over 50 Gallons		\$125.00
Compressed Gas Systems - Install, Modify, Repair or Abandon		\$200.00
Crogenic Fluids - Install or Modify		\$200.00
Emergency Responder Radio Coverage System - Install or Modify		\$200.00
Flammable and Combustible Liquids		
	Installation of Modification of Commercial Tank, Piping or Distribution System	\$250.00
	Installation of Modification to Pipeline System	\$125.00
	Removal of Abandoned Tank in Place of Residential Tank	No Fee
	Removal or Abandoned in Place of Residential Tank	\$55.00
Hazardous Materials - Installation, Repair, Abandon or Remove a Facility		\$125.00
Industrial Ovens - Installation		\$125.00
LP Gas - Installation of Storage and/or Distribution System		\$200.00
Solar/Polarvoltaic Power Systems (Commercial) - Installation and Modification		\$125.00
Spraying or Dipping Operations - Installation or Modification of Spray Booths, Room or Dip Tank		\$200.00
<b>False Fire Alarms</b>		
In the event of more than two false alarms in any 12 month period, the Fire 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

## 2019 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>H. FIRE CODE OFFICIAL &amp; INTERNATIONAL FIRE CODE (IFC) FEES - continued</b>		
<b>Fire Code Permit Fees</b>		
The following are annual fees, except where noted, in accordance with Section 105 of the International 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
Amusement Buildings		\$110.00
- Haunted House - Commercial (Limited)		\$110.00
- Bizaars, Boutiques, Booths or Displays		\$110.00
- Flee Markets		\$110.00
Aviation Facilities		\$110.00
Carnivals and Fairs		
- Commercial		\$110.00
- Fairs, Bazaars, Farmers Market, Etc.		\$110.00
- Special Events - Outdoors		\$110.00
Cellulose Nitrate Film		\$110.00
Combustible Dust Producing Operations		\$110.00
Combustible Fiber Storage		\$110.00
Compressed Gases		\$110.00
Covered and Open Mall Buildings		\$110.00
- Kiosks, Concessions, Booths, Etc.		\$110.00
- Used for Assembly (Limited)		\$110.00
- Use of Open Flame (Limited)		\$110.00
- Display of Flammable Liquid or Gas		\$110.00
Cryogenic Fluid		\$110.00
Cutting and Welding		\$110.00
Dry Cleaning		\$110.00
Dust Producing Operations		\$110.00
Explosives - Manufacture, Store, Handling, Sale or Use		\$110.00
Fireworks Stand, Limited		\$110.00
Flammable/Combustible Liquids		\$110.00
Fruit and Crop Ripening		\$110.00
Fumigation and/or Insecticidal Fogging		\$110.00
Hazardous Material - Store, Transport, Dispense, Use of Handle		\$110.00
HPM Facilities		\$110.00
High Pile Storage		\$110.00
Hot Work Operations		\$110.00
Industrial Ovens		\$110.00
Liquid or Gas-Filled Vehicles/Equipment in Assembly Bldgs.		\$110.00
Lumber Yards and Woodworking Plants		\$110.00
Magnesium		\$110.00

**2019 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>H. FIRE CODE OFFICIAL &amp; INTERNATIONAL FIRE CODE (IFC) FEES - continued</b>		
<b>Fire Code Permit Fees - continued</b>		
<b>Permit Type (continued)</b>		<b>Fee</b>
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		\$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
<b>Tax Incentive Urban Use Center Fees</b>		
- 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

**2019 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>I. BUSINESS LICENSE FEE SCHEDULE</b>		
<b>Community &amp; Economic Development</b>		
General Business License (GBL)		\$60.00
Renewal of GBL		\$60.00
Temporary Business License		\$60.00
Temporary Business License Renewal		\$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
Transfer of license fee (commercial kennel or cattery, hobby kennel, foster kennel, private kennel, grooming parlor, or pet shop)		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

**2019 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>J. RENTAL HOUSING SAFETY PROGRAM</b>		
<b>Community &amp; Economic Development</b>		
Detached Single Family Rental Flat Fee Per Unit		\$12.00
Multi-Family Rental Flat Fee Per Unit		\$12.00
Late Fee for Rental Housing Registration (up to one month past due)		\$0.00
Certificate of Compliance		No Charge
Certificate of Compliance Transfer to New Owner		No Charge
Initial Safety Inspection		No Charge
Reinspection		\$125.00
Rental Housing Inspector's Initial Registration		\$0.00
Rental Housing Inspector's Annual Renewal		\$10.00
<b>K. SMALL CELL FRANCHISE ADMINISTRATIVE FEE</b>		
<b>Community &amp; Economic Development</b>		
Requires a deposit of \$11,000.00 with Small Cell franchise application. The deposit is intended to cover all administrative expenses incurred by the City (including staff/consultant related time) associated with the review of each franchise application and associated franchise negotiations. Additional fees may apply if additional staff/consultant related time is necessary. Any application fee deposit monies not used for administrative expenses associated with the review of each franchise application and franchise negotiation will be returned to the applicant following the approval or denial of the franchise by the City Council. This administrative fee excludes normal permit fees required for work within the City Rights-of-way. City personnel will be tracking all hours expended for each Small Cell application review and franchise negotiation.		
<b>L. ANIMAL CONTROL LICENSING FEES</b>		
<b>Police</b>		
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.		

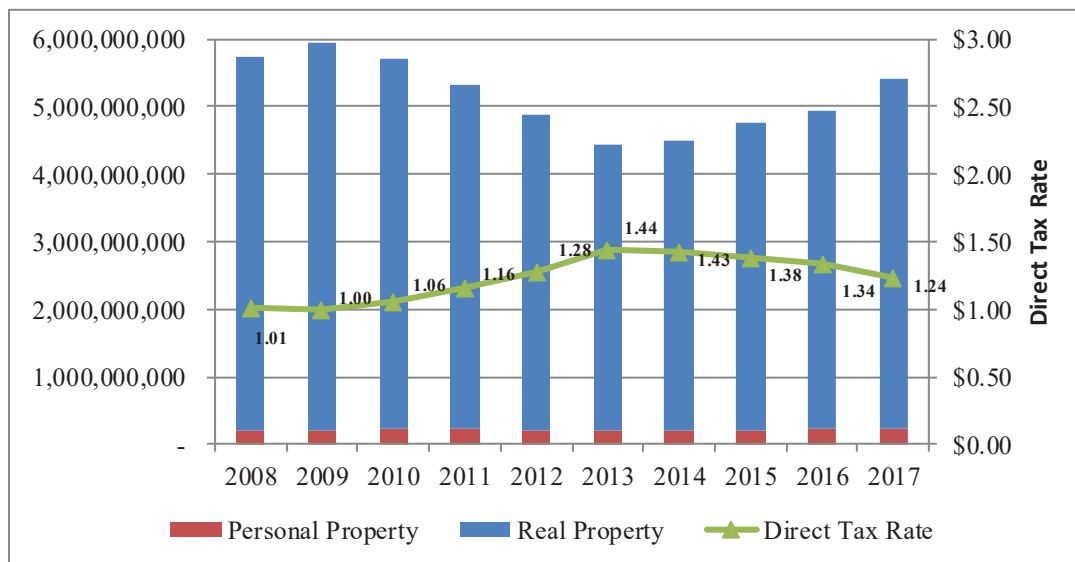
**2019 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>M.</b>	<b>BURGLAR/SECURITY ALARM PERMIT FEES</b>	
	<b>Police</b>	
	The fee for burglar/security alarm systems operating within the City of Lakewood as defined in Chapter 9A.13 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
	Failure to comply and provide customer lists to Alarm Administrator	\$25.00 per working day (after the initial 30-day notice expires, i.e. day 31)
	Failure to renew (assessed the Alarm Agreement Holding Company)	\$100.00
	Failure to obtain an alarm permit from the Police alarm Administrator	\$10.00 per each registered alarm user in City, with maximum of \$100.00
	Reinstatement fee for unregistered alarm installation company or unregistered company	Greater of 100.00 or \$10.00 per alarm user of letters that have been sent



### Assessed Value and Actual Value of Taxable Property Last Ten Fiscal Years

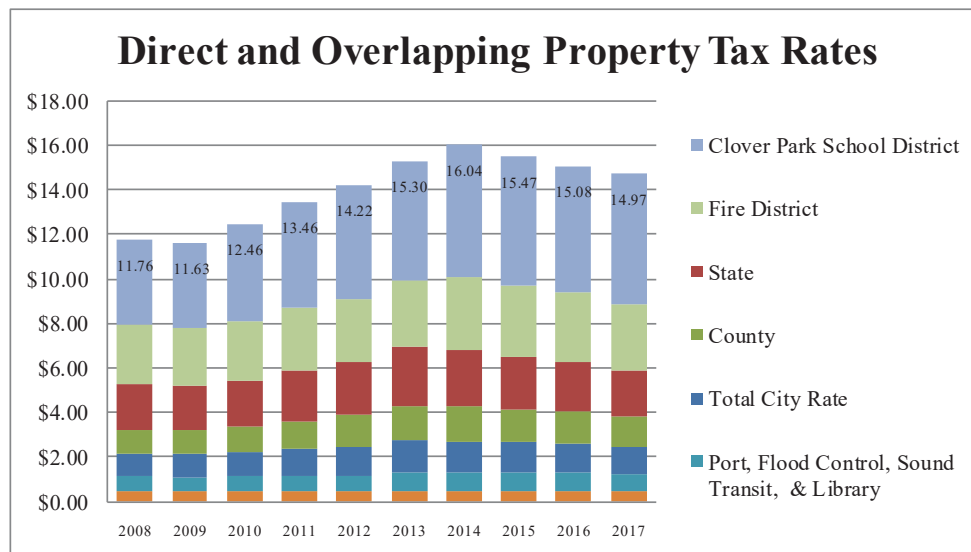
Fiscal Year	Real Property	Personal Property	Total Taxable Assessed Valuation	Total Direct Tax Rate
2008	5,555,791,256	193,145,977	5,748,937,233	1.01
2009	5,741,332,115	207,649,289	5,948,981,404	1.00
2010	5,465,345,337	227,825,096	5,693,170,433	1.06
2011	5,091,367,019	225,403,490	5,316,770,509	1.16
2012	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
2014	4,296,330,425	198,348,975	4,494,679,400	1.43
2015	4,546,242,514	201,989,100	4,748,231,614	1.38
2016	4,724,117,345	219,025,856	4,943,143,201	1.34
2017	5,189,383,162	221,031,681	5,410,414,843	1.24

**Source:**

Pierce County Assessor Treasurer

### Direct and Overlapping Property Tax Rates Last Ten Fiscal Years

	Direct Rate	Overlapping Rates									Total Direct and Overlapping Rate
	City of Lakewood	State of Washington	Pierce County	Port of Tacoma	Flood Control	Sound Transit	Emergency Management Services	Clover Park School District	Lakewood Fire District	Library	
2008	1.01	2.07	1.08	0.19	-	-	0.50	3.82	0.44	2.65	11.76
2009	1.00	2.02	1.08	0.18	-	-	0.49	3.86	0.44	2.56	11.63
2010	1.06	2.07	1.16	0.18	-	-	0.50	4.33	0.47	2.69	12.46
2011	1.16	2.27	1.29	0.18	-	-	0.50	4.79	0.50	2.77	13.46
2012	1.28	2.41	1.42	0.18	-	-	0.50	5.11	0.50	2.82	14.22
2013	1.44	2.63	1.58	0.18	0.10	-	0.50	5.34	0.50	3.03	15.30
2014	1.43	2.53	1.56	0.18	0.10	-	0.50	5.98	0.50	3.26	16.04
2015	1.38	2.39	1.48	0.18	0.10	-	0.50	5.77	0.50	3.17	15.47
2016	1.34	2.23	1.43	0.18	0.10	-	0.50	5.71	0.50	3.08	15.08
2017	1.24	2.07	1.33	0.18	0.09	0.25	0.50	5.88	0.47	2.96	14.97

**Source:**

Pierce County Assessor Treasurer.

### Principal Property Taxpayers Current Year and Nine Years Ago

Taxpayer	2017			2008		
	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value
Northwest Building LLC	\$ 151,720,029	1	2.53%	\$ 92,291,524	1	1.79%
Puget Sound Energy/Gas	66,573,800	2	1.11%	26,649,107	5	0.52%
Roc II WA Village at Seeley Lake LLC	50,853,900	3	0.85%	-		0.00%
RPAI Lakewood LLC	48,595,900	4	0.81%	-		0.00%
Beaumont Lakewood Associates LLC	26,788,600	5	0.45%	19,983,500	10	0.39%
Lakha Lakewood Properties	26,042,000	6	0.43%	29,846,200	4	0.58%
Lakewood 231 LLC	20,969,300	7	0.35%	-		0.00%
Morningtree Park LLC	20,558,000	8	0.34%	-		0.00%
Wal-Mart Stores Inc #2403	17,287,500	9	0.29%	26,526,500	6	0.52%
WIG Properties LLC-LKPL	17,059,400	10	0.28%	20,157,700	9	0.39%
Inland Western Lakewood LLC	-		0.00%	87,640,000	2	1.70%
NetFlix Inc	-		0.00%	-		0.00%
Lakewood Cinema Plaza	-		0.00%	-		0.00%
Green Leaf Lakewood LLC	-		0.00%	-		0.00%
ERP Operating LP	-		0.00%	49,123,700	3	0.95%
Qwest Corporation Inc	-		0.00%	-		0.00%
Lowes of Lakewood #1081	-		0.00%	20,563,598	8	0.40%
Prum Lakewood Bldgs LLC	-		0.00%	21,752,500	7	0.42%
UDR Beaumont LLC	-		0.00%	-		0.00%
TOTAL	<u>\$ 446,448,429</u>		<u>7.44%</u>	<u>\$ 394,534,329</u>		<u>7.66%</u>

Source:

Pierce County Assessor Treasurer

### Property Tax Levies and 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		
2008	5,840,645	5,581,202	95.56%	259,430	5,840,632	100.00%	13	0.00%
2009	5,967,031	5,681,367	95.21%	285,639	5,967,006	100.00%	25	0.00%
2010	6,160,539	5,806,803	94.26%	353,539	6,160,343	100.00%	196	0.00%
2011	6,085,973	5,898,256	96.92%	187,505	6,085,761	100.00%	212	0.00%
2012	6,212,891	6,031,790	97.09%	180,869	6,212,660	100.00%	231	0.00%
2013	6,313,675	6,135,401	97.18%	177,429	6,312,830	99.99%	845	0.01%
2014	6,436,270	6,248,259	97.08%	186,192	6,434,451	99.97%	1,819	0.03%
2015	6,634,819	6,413,233	96.66%	148,657	6,561,889	98.90%	72,930	1.10%
2016	6,780,836	6,545,433	96.53%	105,536	6,650,970	98.08%	129,866	1.92%
2017	7,035,979	6,738,954	95.78%	22,383	6,761,337	96.10%	274,643	3.90%

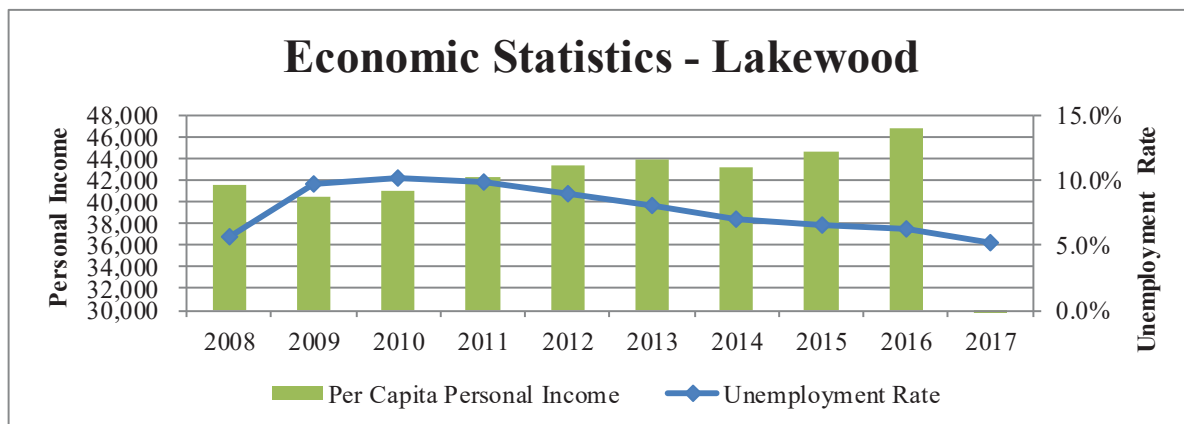
\* Amounts include certification adjustments.

Source:

Pierce County Assessor Treasurer.

**Demographic and Economic Statistics  
Last Ten Fiscal Years**

Fiscal Year	Lakewood Population <sup>(1)</sup>	Lakewood Personal Income (in thousands) <sup>(2)</sup>	Pierce County Per Capita Personal Income <sup>(3)</sup>	School Enrollment <sup>(4)</sup>	Median Household Income <sup>(5)</sup> (Pierce County)	Unemployment Rate <sup>(6)</sup>
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	2,564,590	43,982	11,602	57,238	8.1%
2014	58,360	2,521,852	43,212	12,254	59,998	7.0%
2015	58,400	2,604,640	44,600	12,285	59,566	6.5%
2016	58,800	2,746,313	46,706	12,346	61,042	6.3%
2017	59,280	-	-	12,885	65,246	5.2%



- (1) State of Washington, Office of Financial Management.
- (2) Pierce County Per Capita Personal Income applied to Lakewood population. 2017 data is not yet available.
- (3) Pierce County Per Capita Personal Income as provided by Bureau of Economic Analysis. 2017 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). 2016 is a preliminary estimate and 2017 is a projection made by OFM.
- (6) Pierce County Unemployment Rate as provided by the Bureau of Labor Statistics. 2017 is unavailable as December is currently an estimate. Data is calculated by the monthly average, including the December estimate.

### Principal Employers Current Year and Ten Years Ago

Taxpayer	Type of Business	2017			2008		
		Number of Employees	Rank	% of Total City Employment	Number of Employees	Rank	% of Total City Employment
Western State Hospital	Public Sector - Mental Health Facility	2,300	1	6.8%	1,947	1	8.7%
Clover Park School District	Public Sector - Education	1,390	2	4.1%	1,696	2	7.6%
Pierce College	Public Sector - Education	1,180	3	3.5%	787	4	3.5%
Camp Murray	Military - National Guard	980	5	2.9%	-		
Pierce Transit	Public Sector - Transportation	890	4	2.6%	911	3	4.1%
Aacres WA LLC	Private Social Services Network	600	6	1.8%	-		
St. Clare Hospital	Health Care	590	7	1.7%	700	5	3.1%
McClane Northwest	Transportation/Warehousing	440	8	1.3%	370	6	1.7%
Clover Park Technical College	Public Sector - Education	387	9	1.1%	260	9	1.2%
Wal-Mart	Retail	365	10	1.1%	-		
Personal Design Concepts	Retail	-			340	7	1.5%
Interstate Brands	Baked Goods	-			314	8	1.4%
Greater Lakes Mental Health	Mental Health	-			250	10	1.1%
		<u>9,122</u>		<u>26.97%</u>	<u>7,575</u>		<u>33.97%</u>

2017 Jobs in Lakewood: 33,821

Source:

City of Lakewood Community and Economic Development Department

\*2008 Figures unavailable, used 2005 Figures

## Capital Assets by Function Last Ten Fiscal Years

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>Transportation</b>										
Street (center line miles)	180	180	180	180	180	180	180	180	180	180
Signals City-owned and maintained	68	68	69	69	69	69	69	69	69	69
Signals WSDOT-owned and maintained	9	9	9	9	9	9	9	9	11	11
Signals West Pierce Fire-owned and Pierce County maintained	3	3	3	3	3	3	3	3	3	3
Signals City-owned and WSDOT-maintained	3	3	3	3	3	3	3	3	3	3
Signals - City -owned and Tacoma Maintained	1	1	1	1	1	1	1	1	-	-
Street lights City-owned and maintained	194	194	204	204	214	614	614	614	2,176	2,176
Street lights City-owned and TPU maintained	428	428	420	420	420	420	420	420	-	-
Street lights City-owned and Lakeview maintained	1,078	1,078	1,088	1,088	1,098	698	698	698	-	-
Street lights PSE-owned and maintained	1,071	1,071	1,071	1,071	1,071	1,071	1,071	1,071	1,071	1,071
Street lights TPU-owned and maintained	353	353	353	353	353	353	353	353	-	-
<b>Culture &amp; Recreation</b>										
Developed parks - acreage	77	77	77	77	77	80	80	80	82	82
Developed parks - number of parks	11	12	12	12	12	12	12	13	13	12
Undeveloped parks - acreage	456	456	456	461	461	465	467	467	467	467
Playgrounds	10	11	11	11	11	11	11	11	11	11
Skateparks	2	2	2	2	2	2	2	2	2	2
Tennis courts - public	1	1	1	1	1	1	1	1	1	1
Baseball fields	9	9	9	9	9	9	9	9	9	9
Soccer fields	7	7	7	7	7	7	7	7	7	7
Picnic shelters	8	8	8	8	10	10	10	10	11	12
Community gardens	-	-	-	-	2	2	2	2	2	2
Senior Center	1	1	1	1	1	1	1	1	1	1
<b>Total:</b>	<b>3,970</b>	<b>3,972</b>	<b>3,985</b>	<b>3,990</b>	<b>4,014</b>	<b>4,021</b>	<b>4,023</b>	<b>4,024</b>	<b>4,119</b>	<b>4,119</b>

Source:

- (1) City of Lakewood Public Works Department (GIS Data);  
 (2) City of Lakewood Parks, Recreation, and Community Services Department.



## Operating Indicators by Function

### Last Ten Fiscal Years

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
<b>SECURITY OF PERSONS &amp; PROPERTY</b>										
<b>Police Information</b>										
Offenses:										
Forcible Rape (including attempts)	59	47	39	45	38	30	34	58	55	67
Robbery	147	171	137	114	109	90	89	93	103	94
Criminal Homicide	5	2	-	2	3	2	1	2	-	5
Aggravated Assault	330	341	316	343	319	278	247	339	375	322
Vehicle Theft	400	255	272	308	233	205	215	260	368	375
Burglary (commercial & residential)	700	585	584	604	725	642	644	566	616	507
Larceny	2,367	2,195	1,882	1,943	2,089	1,832	1,681	1,991	2,097	2,052
Arson	26	16	10	3	13	14	15	13	15	11
Citations:										
Traffic	5,185	5,339	5,461	8,608	6,633	5,753	8,980	8,202	6,595	5,023
Red Light Photo	2,956	10,399	8,310	8,039	8,225	8,586	8,827	10,586	7,289	11,336
Fixed Speed Photo	11,878	12,041	5,842	6,062	5,814	5,744	4,669	3,384	9,749	6,198
<b>ECONOMIC ENVIRONMENT</b>										
<b>Building Related Permits &amp; Values</b>										
Building Permits	1,430	1,360	1,379	1,666	1,392	1,927	1,339	1,336	1,207	1,540
Estimated Value (in millions)	\$ 129	\$ 61	\$ 39	\$ 62	\$ 46	\$ 147	\$ 52	\$ 56	\$ 65	\$ 76

Source

(1) City of Lakewood Police Department

(2) City of Lakewood Community and Economic Environment Department