



# City of Lakewood 2021-2022 Proposed Biennial Budget Budget Message

October 5, 2020

# Budget Message

- \* Overview
- \* Impact of COVID-19
- \* Action strategies implemented
- \* Maintains current level of service
- \* Review and Adoption of Budget is one of the City Council's Most Important Roles as Legislative Body

# The Lakewood Community



**Population: 60,030**

## Race

- White: 58.7%
- Black: 12.5%
- Asian: 8.4%
- Pacific Islander: 2.5%
- American Indian: 1.8%
- Some other race: 5.4%
- Two or more races: 10.7%

## Hispanic or Latino:

- Hispanic or Latino: 16.4%
- Not Hispanic or Latino: 83.6%

## Housing Units

- Total Units: 27,053
  - 50.3% Single Family Homes
  - 44.3% Multi-Family Units
  - 5.4% Mobile Homes/Trailers

## Home Value:

- Median: \$366,000
- New Home: \$366,486

## Vacancy:

- Multi-family: 1.5%
- Retail: 4.2%
- Industrial: 3.3%
- Office: 6.4%

**Businesses: 4,500**

**Employees: 33,757**

## Change:

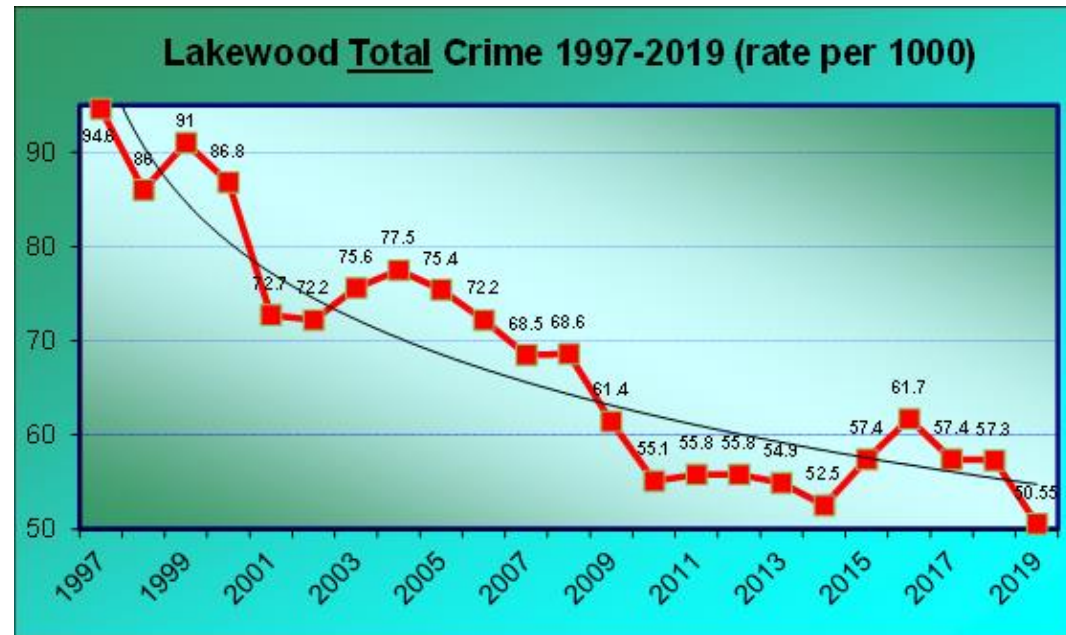
2013 to 2019  
+12.8%

## JBLM:

- Service members: 40,000
- Civilian employees: 15,000
- Dependents: 45,000
- Retirees: 32,000

# Promises of Incorporation

- \* 25<sup>th</sup> Anniversary in 2021
- \* Local control
- \* Public safety
- \* Land use
- \* Parks and recreation
- \* Fiscal responsibility





# Economic Development

- \* Opportunities for Investment
- \* Marketing & Community Image
- \* Focused Economic Development
- \* Awards
- \* Colonial Plaza
- \* Industrial and Manufacturing
- \* Pacific Highway South
- \* Tillicum
- \* Lakeview
- \* Opportunity Zones & I-5 Neighborhoods
- \* Housing
- \* Libraries
- \* Public Transit
- \* Sporting and Community Events
- \* Joint Base Lewis-McChord (JBLM) & Camp Murray



CITY OF  
**LAKWOOD**

# Community Partners

- \* AARP
- \* Alaska Gardens
- \* American Lake Veterans Hospital
- \* Association of Washington Cities
- \* Boy and Girl Scouts of America
- \* Bridgeport Place
- \* Camp Murray
- \* Caring for Kids
- \* Catholic Community Services
- \* Centerforce
- \* Christ Lutheran Church
- \* City of DuPont
- \* City of Tacoma
- \* City of University Place
- \* Clover Park Kiwanis
- \* Clover Park Rotary
- \* Clover Park School District
- \* Clover Park Technical College
- \* Coffee with the Mayor
- \* Communities in Schools of Lakewood
- \* Diabetes Association of Pierce County
- \* Emergency Food Network
- \* Federal Legislators (Senator Maria Cantwell, Senator Patty Murray, Congressman Denny Heck)
- \* First Baptist Church of Lakewood
- \* FISH Food Bank
- \* Greater Lakes Mental Health
- \* Grave Concerns
- \* Habitat for Humanity
- \* HeartWarming Care
- \* Integrity Hearing
- \* Joint Base Lewis-McChord (JBLM)
- \* Korean Women's Association
- \* Lake City Neighborhood
- \* Lake Steilacoom Improvement Club
- \* Lakewood Community Foundation Fund (LCFF)
- \* Lakewood Gardens
- \* Lakewood Baseball Club
- \* Lakewood Boys and Girls Club
- \* Lakewood Chamber of Commerce
- \* Lakewood First Lions
- \* Lakewood Historical Society
- \* Lakewood Industrial Park
- \* Lakewood Multicultural Coalition (LMCC)
- \* Lakewood Playhouse
- \* Lakewood Soccer Club
- \* Lakewood Towne Center
- \* Lakewood United
- \* Lakewood Water District
- \* Lakewood YMCA
- \* Little Church on the Prairie
- \* Living Access Support Alliance (LASA)
- \* MultiCare Health System
- \* Narrows Glen
- \* Nisqually Tribe
- \* North East Neighborhood
- \* Northwest Integrated Health
- \* Pacific Lutheran University
- \* Pacific Neighborhood
- \* Partners for Parks
- \* Pierce College
- \* Pierce County
- \* Pierce County Cities & Towns
- \* Pierce County Housing Authority
- \* Pierce County Library District
- \* 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 Economic Development Board
- \* Tacoma-Pierce County Health Department
- \* Tacoma-Pierce County Chamber of Commerce
- \* Tacoma-Pierce County Realtors
- \* Tacoma Treatment Solutions
- \* 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 Mari Leavitt, Representative Melanie Morgan)
- \* Washington State SAIL Task Force
- \* West Pierce Fire and Rescue
- \* Western State Hospital
- \* World Vision
- \* YWCA

# Human Services, Housing and Homeless Prevention

1. Human Services
2. Behavioral Health Contact Team (BHCT)
3. Mental Health Resource Coordinator
4. Veterans Treatment Court
5. Living Access Support Alliance (LASA) Expansion
6. Habitat for Humanity Partnership
7. CDBG & HOME Programs
8. Affordable Housing Sales Tax Credit Program
9. Rental Housing Safety Program (RHSP)
10. Affordable Housing Initiative (2060) and Homeless Housing Act (2163) Programs
11. Lakewood Low Income & Subsidized Housing
12. Housing Policies
13. Cohens Veterans Treatment Network
14. SSMCP Housing Study
15. CARES Act



# CITY OF LAKEWOOD HUMAN SERVICES

Lakewood is one of the most diverse communities in the state



60,000+ Residents in Lakewood



WITH AROUND



11.4% WA STATE

13% PIERCE COUNTY

17.4% LAKEWOOD

LIVE BELOW THE POVERTY LINE

Lakewood's Promise Advisory Board consist of 11 representatives & serves as the strategic wing of the city's Human Services.

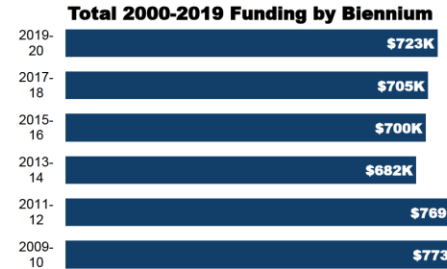
## Lakewood's Promise and Human Services Funding

2020 Funded Programs

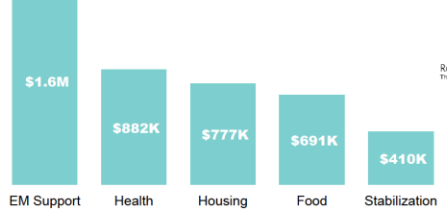


- The 5 promises
1. Caring Adults
  2. Safe Places
  3. A Health Start
  4. Effective Education
  5. Opportunities to Help Others

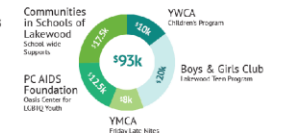
Total 2000-2019: \$4.35M



### Total 2000-2019 Funding by Category



### Emotional Supports & Youth Programming



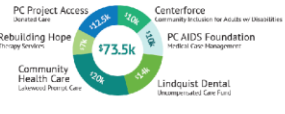
### Access to Food



### Other Crisis Stabilization



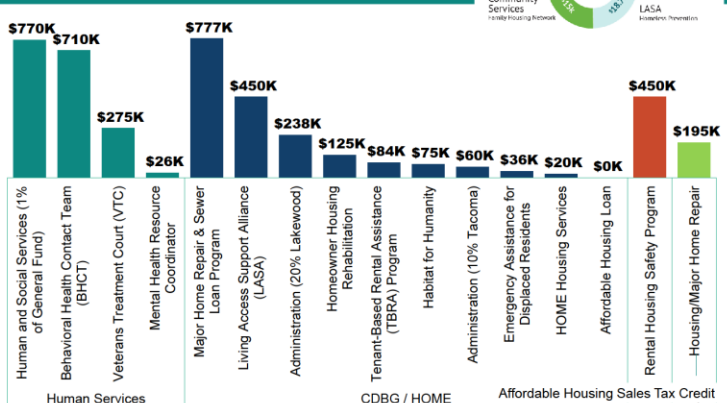
### Access to Health & Behavioral Healthcare



### Housing Assistance & Homeless Prevention

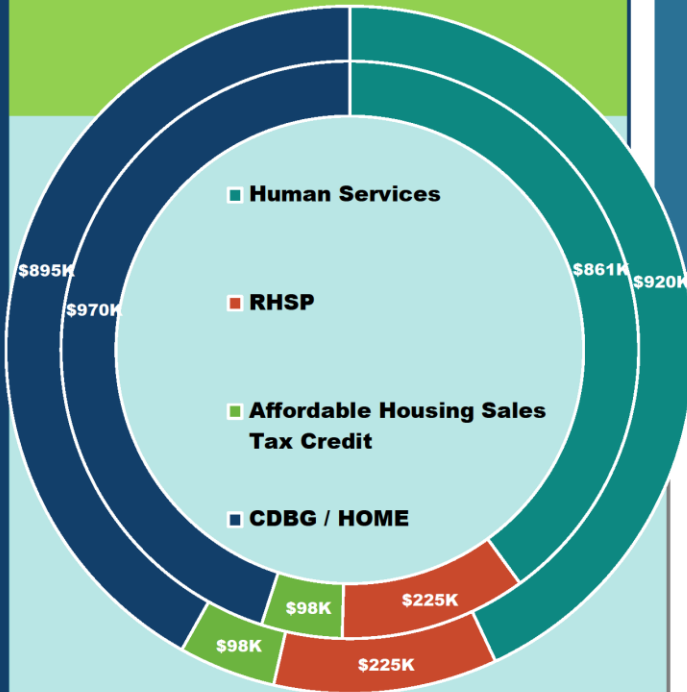


### Est. 2021-22 All Human Service Funds



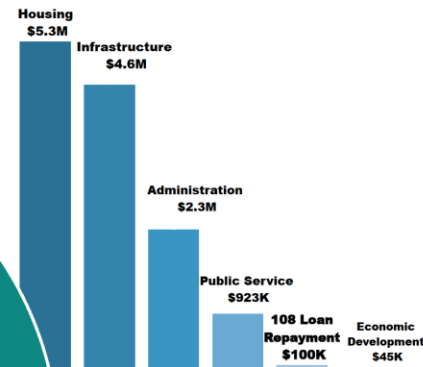
# \$4.29M

total for 2021/2022



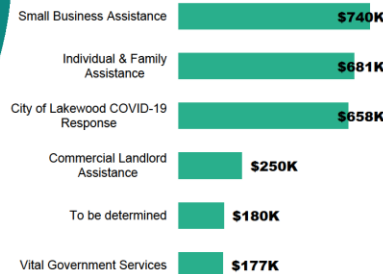
### CDBG

Total 2000-2019: \$13.2M



### CARES ACT Funds

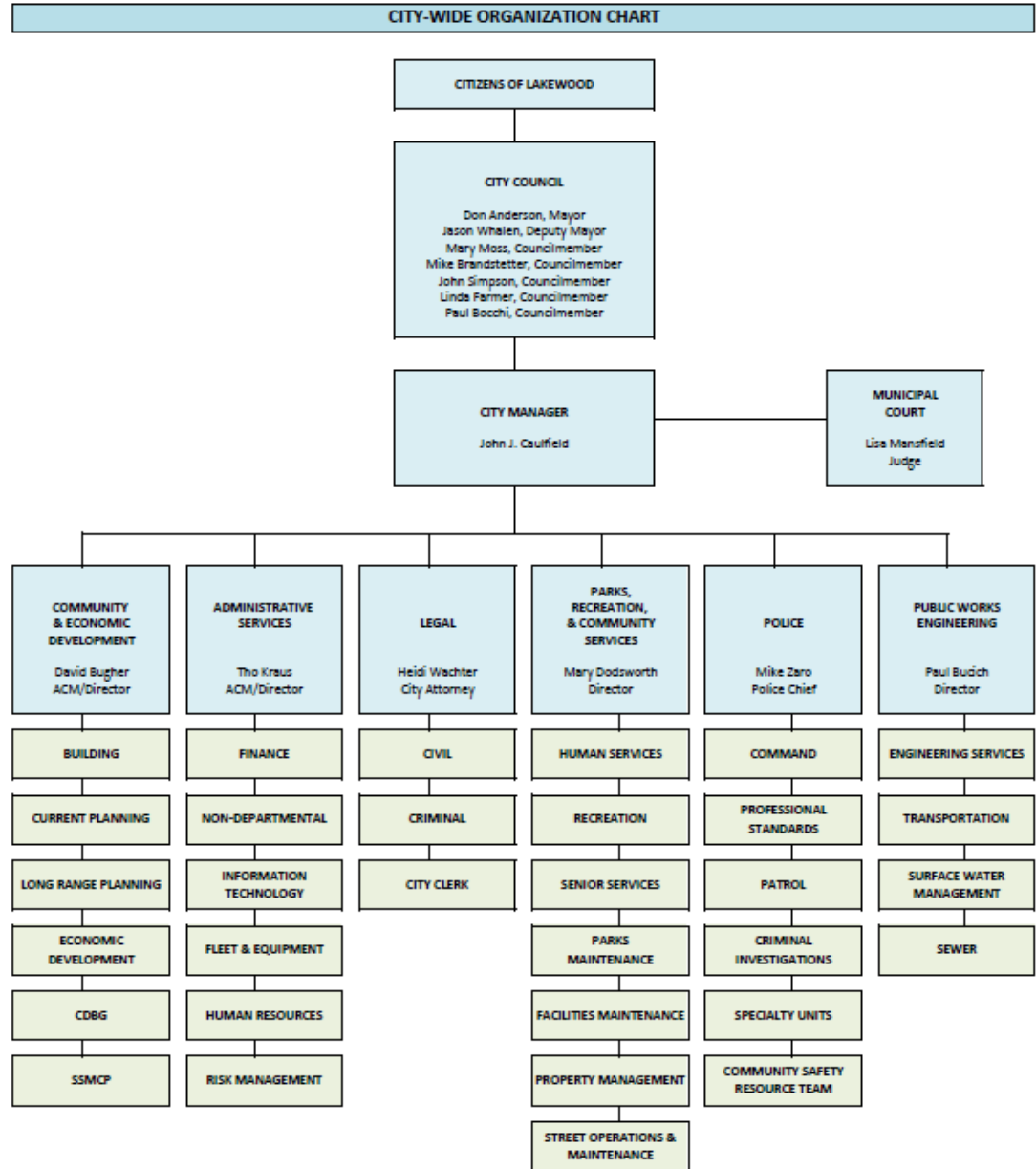
Total 2020: \$2.68M



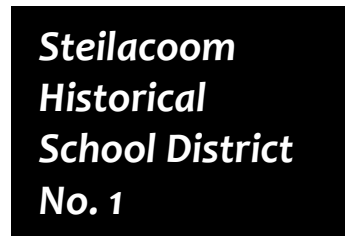




# Lakewood Governance & Municipal Services



# #IamLakewood





# Vision & Goals

## Budgeting for Outcomes and Results

### Vision Statement

Our vision of 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.

### CITY COUNCIL GOALS

**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.

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

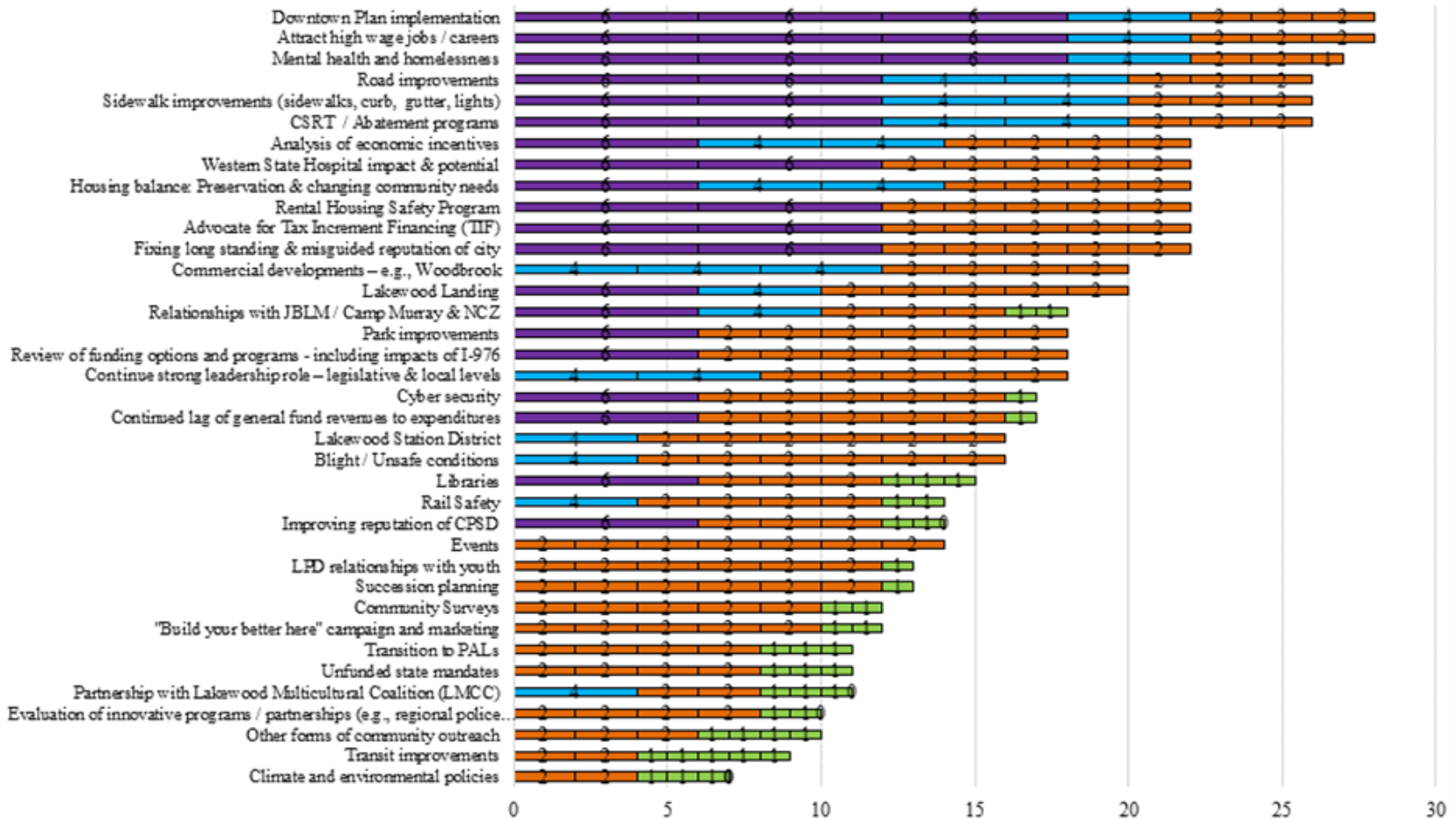
**TRANSPARENCY:** The City of Lakewood communicates its goals, successes, and challenges to the community.

**ROBUST COMMUNITY:** The City of Lakewood is livable, healthy, resilient and inclusive community.

# City Council Goal Setting Retreat

## March 7, 2020

### Priority Rankings



# Organization of the Budget

- \* Budget Message
- \* Introduction
- \* Executive Summary
- \* Operating Budget
  - Organization Chart
  - 2019/2020 Accomplishments & 2021/2022 Anticipated Key Projects
  - Primary Alignment with City Council Goals/Strategic Plan Objectives & Strategies
  - Department Functions by Criteria (legally mandated, important, discretionary)
  - Proposed Services/Program Changes
  - Position Inventory & Summary of Personnel Costs
  - Purpose & Description
  - Goals & Objectives
  - Performance Measures
  - Highlights & Changes
  - Revenue & Expenditure Summary
- \* Budget by Fund
- \* Capital Budget
  - Parks CIP
  - Transportation CIP
  - Sewer CIP
  - SWM CIP
  - Property Management Plan
  - Information Technology Strategic Plan
- \* Appendix
  - Glossary & Acronym List
  - Salary Tables
  - Fee Schedule
  - Data and Statistics
- \* Budget Line-Item Detail

# Budget Summary & Highlights

- \* Financial Roadmap
  - \* Financial and Operation Document
  - \* Guide that Determines the Direction of Government
- \* Policy Document
  - \* Provides direction for all programs & services
  - \* Emphasis on health, welfare and safety obligations
  - \* Addresses legal mandates
  - \* Ensures financial stability and integrity
  - \* Implements Vision Statement & City Council Goals
- \* Compliant with financial policies
  - \* Balanced budget that does not include reductions in services
  - \* Does not use one-time monies for ongoing programs
  - \* Operating expenditures do not exceed operating revenues
  - \* Maintains reserves



# Budget Summary & Highlights

	<b>2020</b>	<b>2021</b>	<b>2022</b>
	<b>Year-End</b>	<b>Proposed</b>	<b>Proposed</b>
General Government Funds	\$ 71,526,578	\$ 55,920,485	\$ 56,693,772
Capital Improvement Funds	35,219,411	17,303,834	12,583,830
Utility Fund	9,011,503	6,950,790	9,446,791
Internal Service Funds	11,713,737	9,643,107	9,150,081
<b>Total</b>	<b>\$127,471,229</b>	<b>\$ 89,818,217</b>	<b>\$ 87,874,474</b>



# General Government Sources Where the Money Comes From

	2020	2021	2022
GENERAL GOVERNMENT FUNDS	Year-End	Proposed	Proposed
<b>Beginning Fund Balances</b>	\$ 15,676,889	\$ 8,310,661	\$ 7,086,530
<b>Operating Revenues</b>			
Property Tax	7,278,600	7,412,100	7,508,500
Sales Tax	9,655,000	10,060,000	10,724,000
Utility Tax	5,370,000	5,479,100	5,556,700
Other Taxes	2,951,050	4,308,300	5,063,940
Franchise Fees	4,155,000	4,269,000	4,397,000
Licenses & Permits	415,600	489,025	535,000
Development Permits/Fees	1,738,000	1,755,200	1,772,600
State-Shared Revenues	2,272,400	2,092,105	2,101,675
Charges for Services	1,252,300	1,331,550	1,414,300
Other Intergovernmental	436,134	288,665	275,274
Fines & Forfeitures	1,363,205	1,363,205	1,363,205
Misc/Interest/Other	162,740	124,170	126,230
Interfund	284,700	284,700	284,700
<b>Total Operating Revenues</b>	<b>37,334,729</b>	<b>39,257,120</b>	<b>41,123,124</b>
<b>Other Financing Sources</b>	<b>18,514,960</b>	<b>8,352,704</b>	<b>8,484,118</b>
<b>Total Revenues &amp; Sources</b>	<b>\$ 71,526,578</b>	<b>\$ 55,920,485</b>	<b>\$ 56,693,772</b>

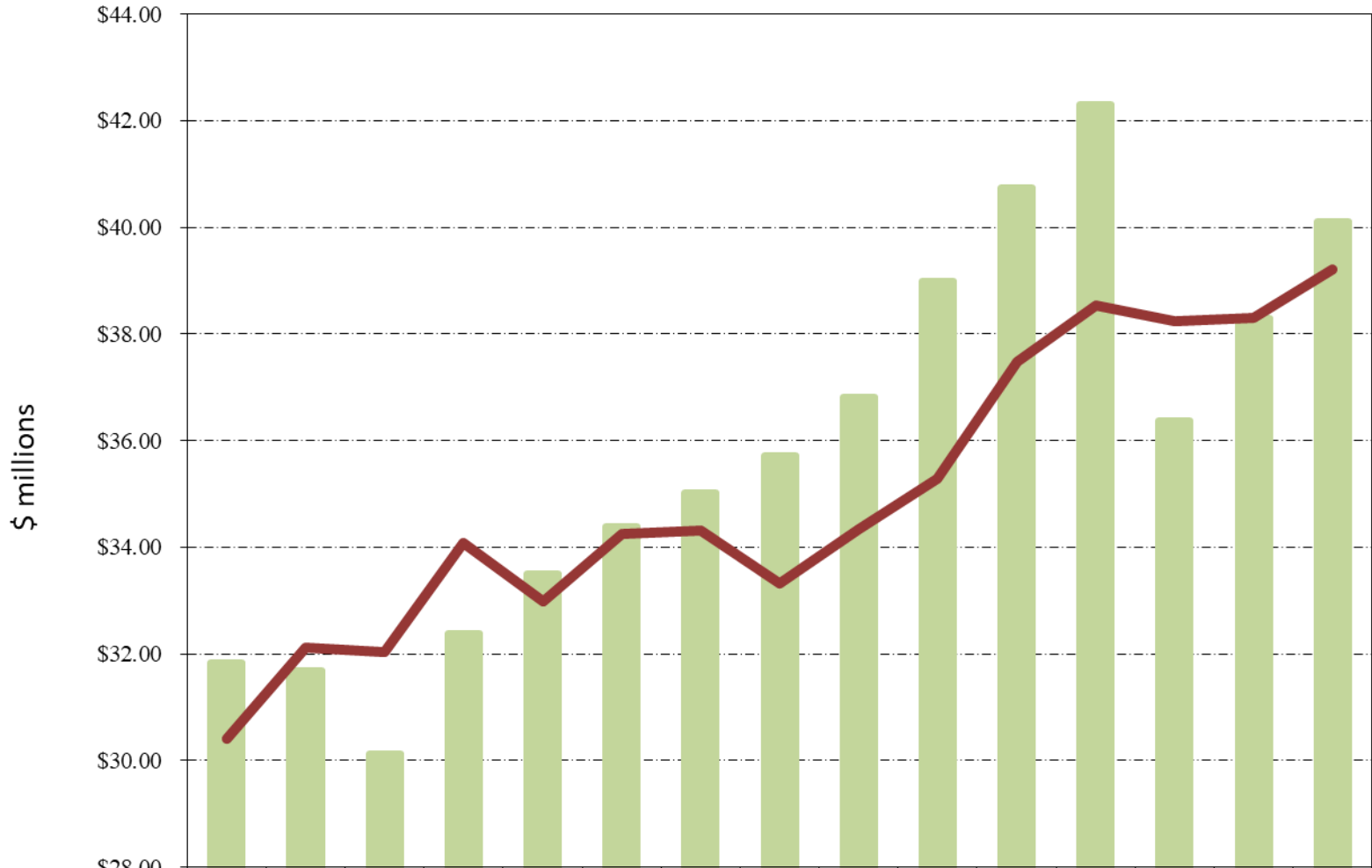
# General Government Uses Where the Money Goes

	2020	2021	2022
<b>GENERAL GOVERNMENT FUNDS</b>	<b>Year-End</b>	<b>Proposed</b>	<b>Proposed</b>
<b>Operating Expenditures</b>			
City Council/City Manager	845,757	857,950	934,365
Municipal Court	2,012,264	1,990,524	2,009,514
Administrative Services	1,854,979	1,912,776	1,976,091
Non-Departmental	133,960	136,925	136,925
Legal	1,492,426	1,623,752	1,631,231
Community & Economic Development	2,325,604	2,519,917	2,661,418
Parks, Recreation & Community Services	2,769,801	2,927,295	2,995,234
Police	25,002,874	24,459,348	24,985,911
Interfund Transfers	391,307	499,922	495,938
Street O & M	2,379,819	2,327,385	2,383,029
<b>Total Operating Expenditures</b>	<b>39,208,791</b>	<b>39,255,794</b>	<b>40,209,656</b>
<i>Operating Surplus/(Deficit)</i>	<i>(1,874,062)</i>	<i>1,326</i>	<i>913,468</i>
<b>Other Financing Uses</b>	<b>24,007,126</b>	<b>9,578,160</b>	<b>8,734,461</b>

# Key Financial Highlights

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	4.5%	6.2%
2019	3.8%	2.8%
2020 Year End	-14.0%	-0.7%
<b>Average ('09-'20)</b>	<b>1.3%</b>	<b>2.0%</b>
2021 Proposed	5.3%	0.1%
2022 Proposed	4.8%	2.4%
<b>Average ('09-'22)</b>	<b>1.8%</b>	<b>1.9%</b>

## City of Lakewood General Fund: Operating Revenues vs Operating Expenditures 2008-2022

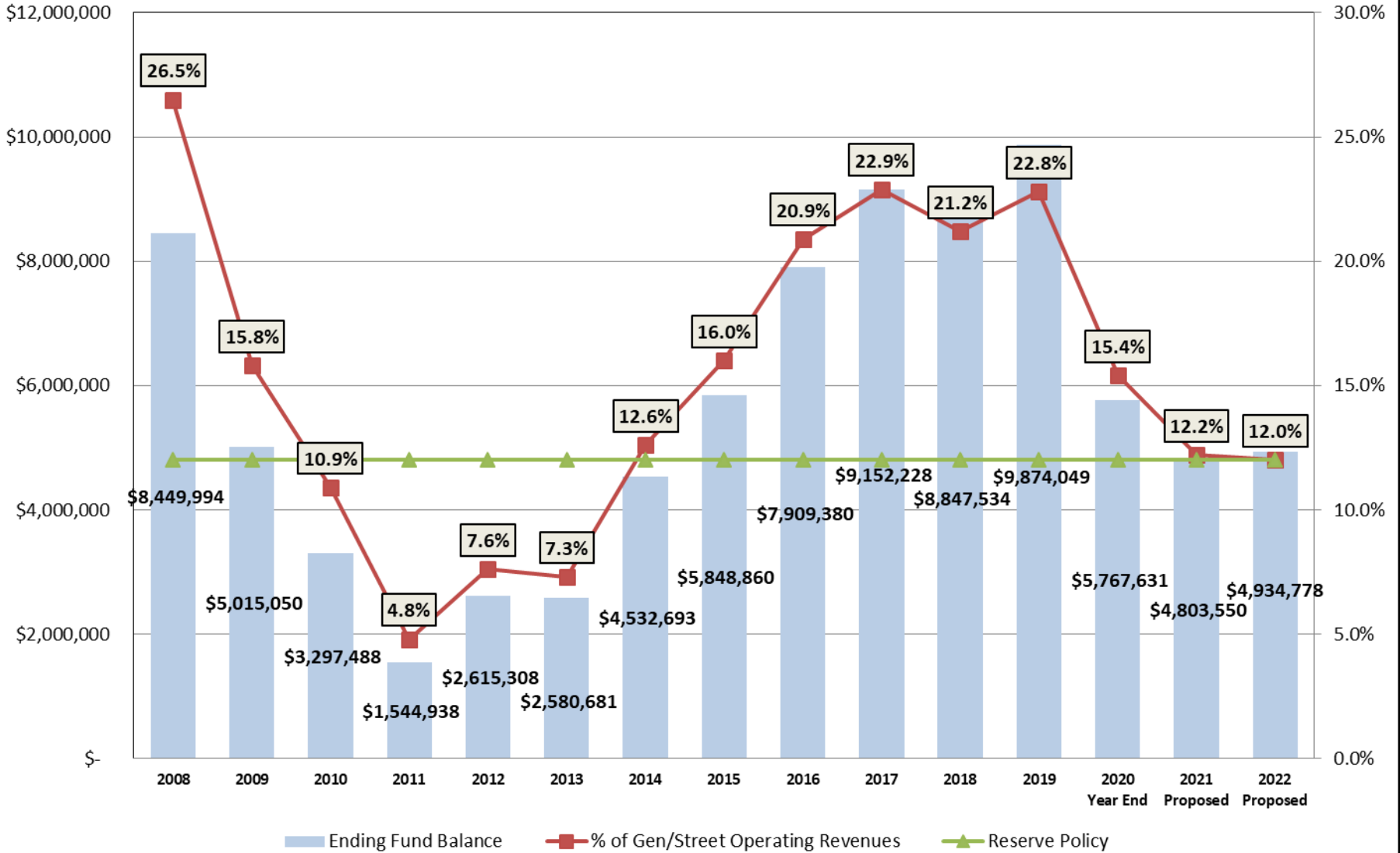


<span style="color: green;">■</span> Operating Revenue (mil)	\$31.83	\$31.68	\$30.12	\$32.39	\$33.50	\$34.39	\$35.03	\$35.73	\$36.81	\$38.99	\$40.74	\$42.29	\$36.38	\$38.30	\$40.12
<span style="color: red;">—</span> Operating Expenditures (mil)	\$30.40	\$32.13	\$32.04	\$34.09	\$32.98	\$34.25	\$34.32	\$33.33	\$34.33	\$35.30	\$37.49	\$38.53	\$38.25	\$38.29	\$39.20

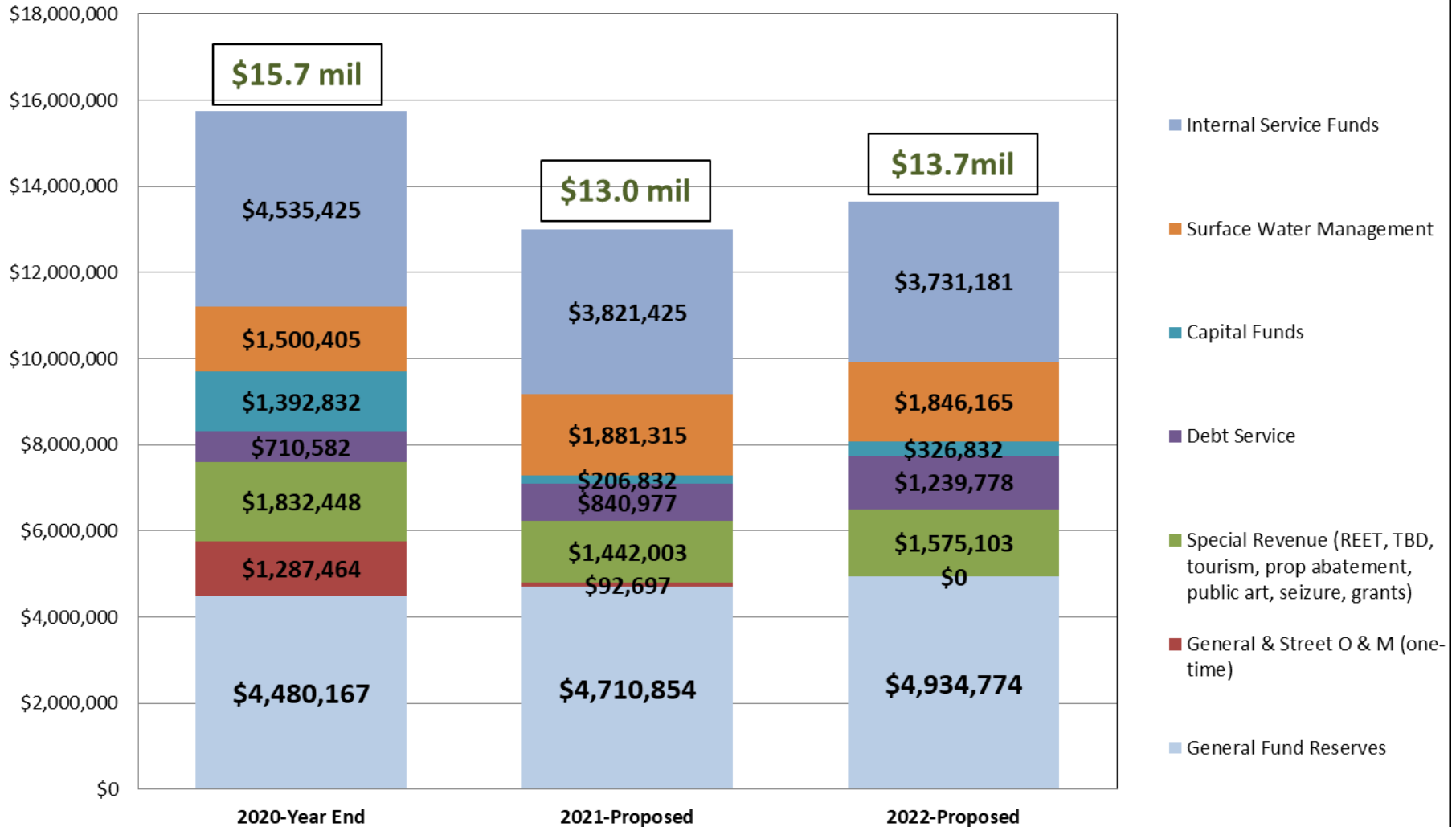
# Reserves/Ending Fund Balances

	2020	2021	2022
GENERAL GOVERNMENT FUNDS	Year-End	Proposed	Proposed
<b>Ending Fund Balances</b>			
Reserves:			
Contingency (2% of GF Oper Rev)	746,695	785,142	822,462
Reserves (5% of GF Oper Rev)	1,866,736	1,962,856	2,056,156
Strategic Reserve (5% of GF Oper Rev)	1,866,736	1,962,856	2,056,156
<b>Subtotal Reserves</b>	<b>4,480,167</b>	<b>4,710,854</b>	<b>4,934,774</b>
Designated/Reserved:			
Real Estate Excise Tax	345,095	66,900	-
Hotel/Motel-Tourism	1,247,353	1,375,103	1,575,103
Seizure Funds	240,000	-	-
Debt Service	710,582	840,977	1,239,778
<b>Subtotal Designated/Reserved</b>	<b>2,543,030</b>	<b>2,282,980</b>	<b>2,814,881</b>
Designated/Reserved (one-time)	1,287,464	92,697	-
<b>Total Ending Fund Balances</b>	<b>\$ 8,310,661</b>	<b>\$ 7,086,531</b>	<b>\$ 7,749,655</b>
	-	-	-
<b>Total Expenditures and Uses</b>	<b>\$ 71,526,578</b>	<b>\$ 55,920,485</b>	<b>\$ 56,693,772</b>

# City of Lakewood General Fund Ending Fund Balance 2008 to 2022



## City of Lakewood Ending Fund Balances All Funds 2020 to 2022





# Budget Summary

## A Balanced General Fund

- \* The General Fund is balanced in 2021 and 2022 by deferring the collection of fleet and equipment reserves for both years coupled with information technology and property management reserves in 2021 (\$1.9 million).
- \* This approach is in lieu of an interfund loan from the fleet and equipment fund to bridge the financial gap due to COVID-19. It is further recommended that these funds be reinstated when financial resources become available in 2021 and 2022

# Budget Summary (cont'd)

## Personnel Changes to Ensure a Balanced Budget and Increase Service Levels

- \* The other significant budget balancing strategy is to fund 95 commissioned police officers leaving four (4) unfunded commissioned police officer positions for the coming biennium (\$883,000). The reduction would leave two (2) vacant positions in the Traffic Unit and two (2) vacant positions in the Special Operations Unit. Due to attrition and other priorities, these units have not been fully staffed for a couple of years. It is anticipated that there will be no impact to current service levels with this reduction. This budget proposal also leaves one (1) maintenance worker position unfunded for the coming biennium (\$170,000).
- \* Two (2) vacant traffic signal technicians are not funded in this budget due to a two-year pilot program the City and Pierce County are implementing. In this pilot program, Pierce County is providing traffic signal maintenance services for Lakewood.
- \* The addition of a 0.75 Maintenance Assistant is the reallocation of part-time seasonal temporary monies to support the street landscape division.
- \* Reduction in Municipal Court personnel amounting to a combined 1.00 FTE across five positions to reflect the decrease in work volume with the elimination of the court contract with the city of University Place beginning January 1, 2021.
- \* Addition of a second mental health professional (MPH) increasing the size of the Behavioral Health Contact Team (BHCT) to three personnel to further assist police patrol as well as support the Rental Housing Safety Program (RHSP) team who often encounter people in distress and in the need of assistance for a range of issues, including hoarding, isolated seniors, and renters having difficulty maintaining their property due to behavioral health issues.
- \* Two (2) vacant Community Service Officer (CSO) positions are proposed to be replaced with a Code Enforcement Officer (CEO) for a total of three (3) CEOs and a Building Inspector for a total of three (3) Building Inspectors. These new positions will support CSRT, Rental Housing Safety Program (RHSP) and the City's Abatement Program.



# Budget Summary (cont'd)

## **Advancements in Dependable Infrastructure**

- \* Update of the Non-Motorized Transportation Plan.
- \* Update 2009 Parks and Recreation Advisory Board (PRAB) street ends report to include a more comprehensive update on each street end in terms of site feasibility and financial costs.
- \* With the loss of TBD revenue, the 2022 chip seal and pavement management programs are currently not funded (\$640,000). However, like replacement reserves, it is recommended that these funds be reinstated when financial resources become available in 2021 and 2022.

# Budget Summary (cont'd)

## Advancements in Economic Development

- \* Implement PALS+ permit system in partnership with Pierce County;
- \* Continue with targeted economic development with a specific focus on the Downtown, the Lakewood Station District which includes Lakewood Landing, the I-5 retail frontage along Pacific Highway South, Woodbrook Industrial Business Park, International District, Springbrook and Tillicum, and McChord North Clear Zone (NCZ);
- \* Implement the Five Year 2020-2024 Consolidated Plan to include funding in support of an expansion of LASA and funding to support Habitat for Humanity and the building of nine new low-income homes;
- \* Continue to proactively represent the City and participate at PCRC and PSRC to include sub-group meetings;



# Budget Summary (cont'd)

## Advancements in Public Safety

- \* Continue commitment to setting aside 1% of General Fund for human and social services to include homelessness and mental illness.
- \* Continue Veteran's Treatment Court and evaluate other types of Community/Mental Health court models.
- \* Evaluate feasibility of body camera program now that in-car camera systems are installed in all patrol vehicles.
- \* Continue implementation of the Rental Housing Safety Program (RSHP).
- \* Continue proactive Abatement Program.
- \* Continue the partnership between the City, West Pierce Fire and Rescue (WPFR) and University Place (new in 2020) in support of expanded regional emergency management services.



# Budget Summary (cont'd)

## **Advancements in Fiscal Responsibility**

- \* Continue to provide 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.
- \* Implement a city-wide document management system that will help advance the City's efforts to go paperless.



# Budget Summary (cont'd)

## Advancements in Transparency

- \* 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.
- \* Grow connection with recently reinstated Lakewood African American Policy Advisory Committee (LAAPAC).
- \* Continue youth summit to engage teens in community issues and gather information for future programs.
- \* Implement a cooperative use agreement between the City and Clover Park School District.
- \* Continue to act and serve in a leadership capacity in national, state, regional and local affairs.
- \* Continue to provide a proactive County, State and Federal legislative agenda that promotes and protects the interests and needs of the Lakewood community.
- \* Provide leadership that advances the City's diversity, equity, inclusion and engagement strategies to include the addition of a Diversity, Equity and Inclusion Manager to serve as a subject matter expert for the City's Equity Team. This position will focus on workforce development and diversity, increasing cultural awareness of city personnel, diversity training, community engagement, and increased community stakeholder collaboration.



# Budget Summary (cont'd)

## Advancements in Transparency (continued)

- \* Continue City's leadership and contribution to the South Sound Military and Communities Partnership (SSMCP) continues with a focus on transportation, housing, child care services, the North Clear Zone (NCZ) and the development of an updated Growth Coordination Plan.
- \* Continue with the number of events sponsored by the City each year to include a Farmers Market at the Colonial Plaza, a 25<sup>th</sup> cityhood anniversary celebration, and evaluate a potential community Independence Day fireworks event in 2022.
- \* Complete an updated City Strategic Plan for 2021-2022.
- \* Continue the implementation of the *Build Your Better Here* imaging campaign.
- \* Continue with Lakewood Community Dashboard.
- \* Continue to partner with the Pierce County Library System to identify options for new libraries in the Downtown and Tillicum neighborhoods.
- \* Evaluate new Public Art Policy and Public Art Program implementation.
- \* Develop virtual programming options in support of youth, families, older adults and special events sponsored by the City.

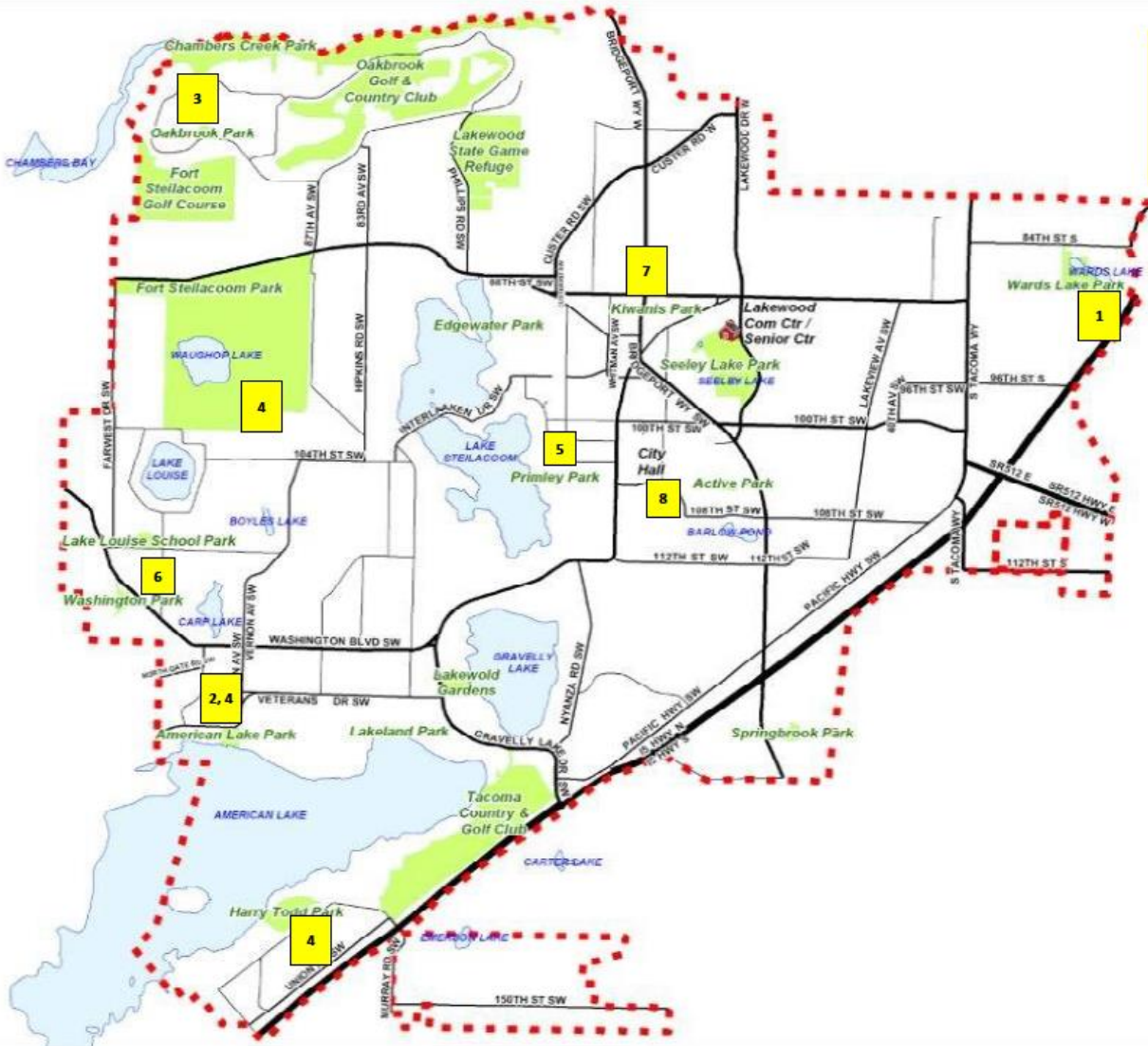


# Budget Summary: Parks Capital

Proposed Park Projects		2021	2022
1	Wards Lake Improvements **	\$ 200,000	\$ 1,750,000
2	American Lake Improvements (ADA and waterfront improvements) **	200,000	1,300,000
3	Oakbrook Park Improvements	-	50,000
4	Park Sign Replacement Program	90,000	120,000
5	Playground Replacement	-	55,000
6	Park Equipment Replacement	20,000	20,000
7	Park Playground Resurfacing	10,000	10,000
8	Project Support	50,000	50,000
<b>Total</b>		<b>\$ 570,000</b>	<b>\$ 3,355,000</b>

\*\* Funding contingent upon anticipated grants & state capital budget.

# Map of Park CIP Projects 2021-2022



Park Projects	
Project #	Project Name
1	Wards Lake Park Improvements
2	American Lake Park Improvements
3	Oakbrook park Improvements
4	Park Sign Replacement Program
5	Park Playground Replacement
6	Park Equipment Replacement (citywide)
7	Park Playground Resurfacing (citywide)
8	Project Support

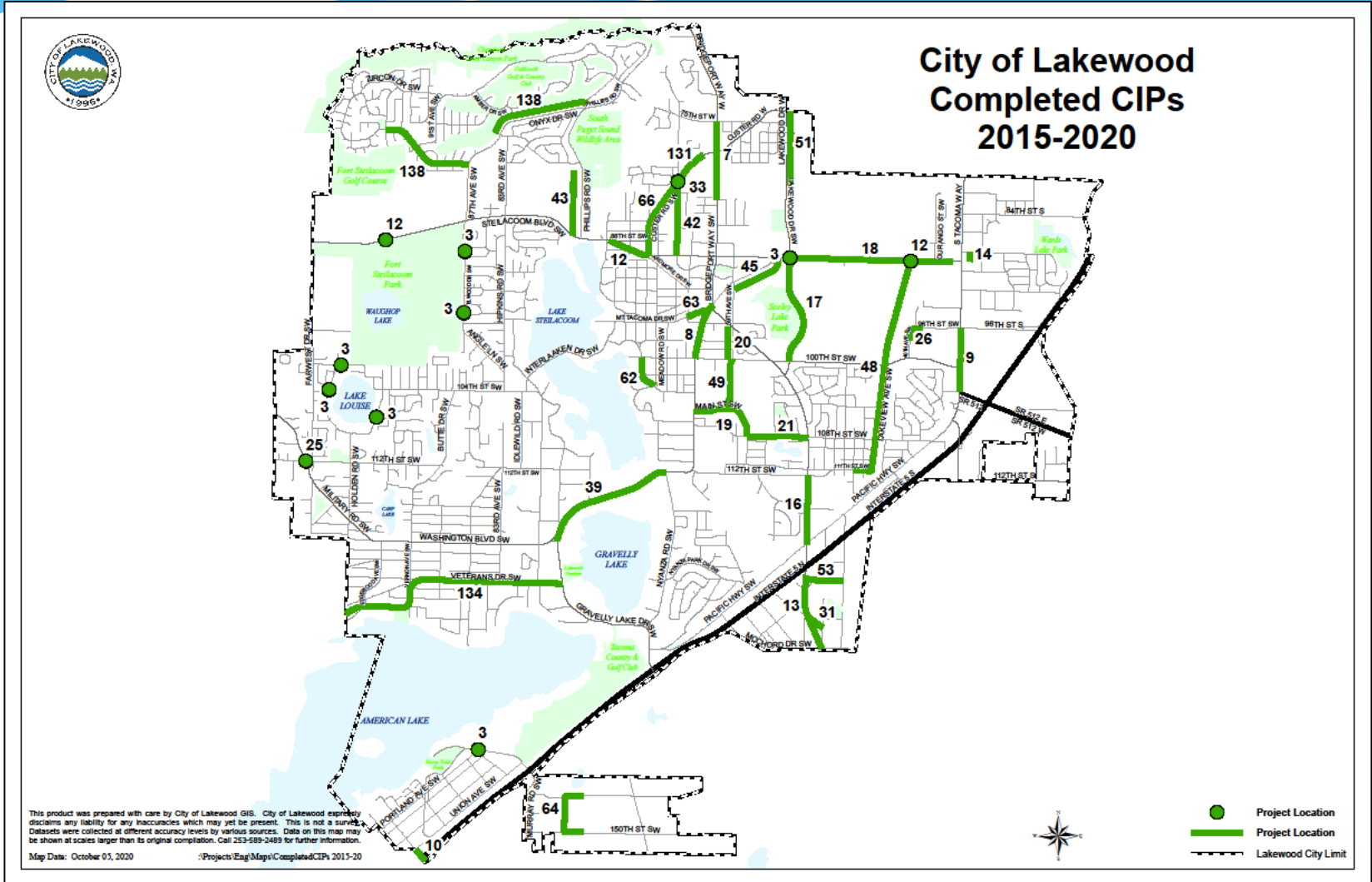


# Budget Summary: Parks Capital

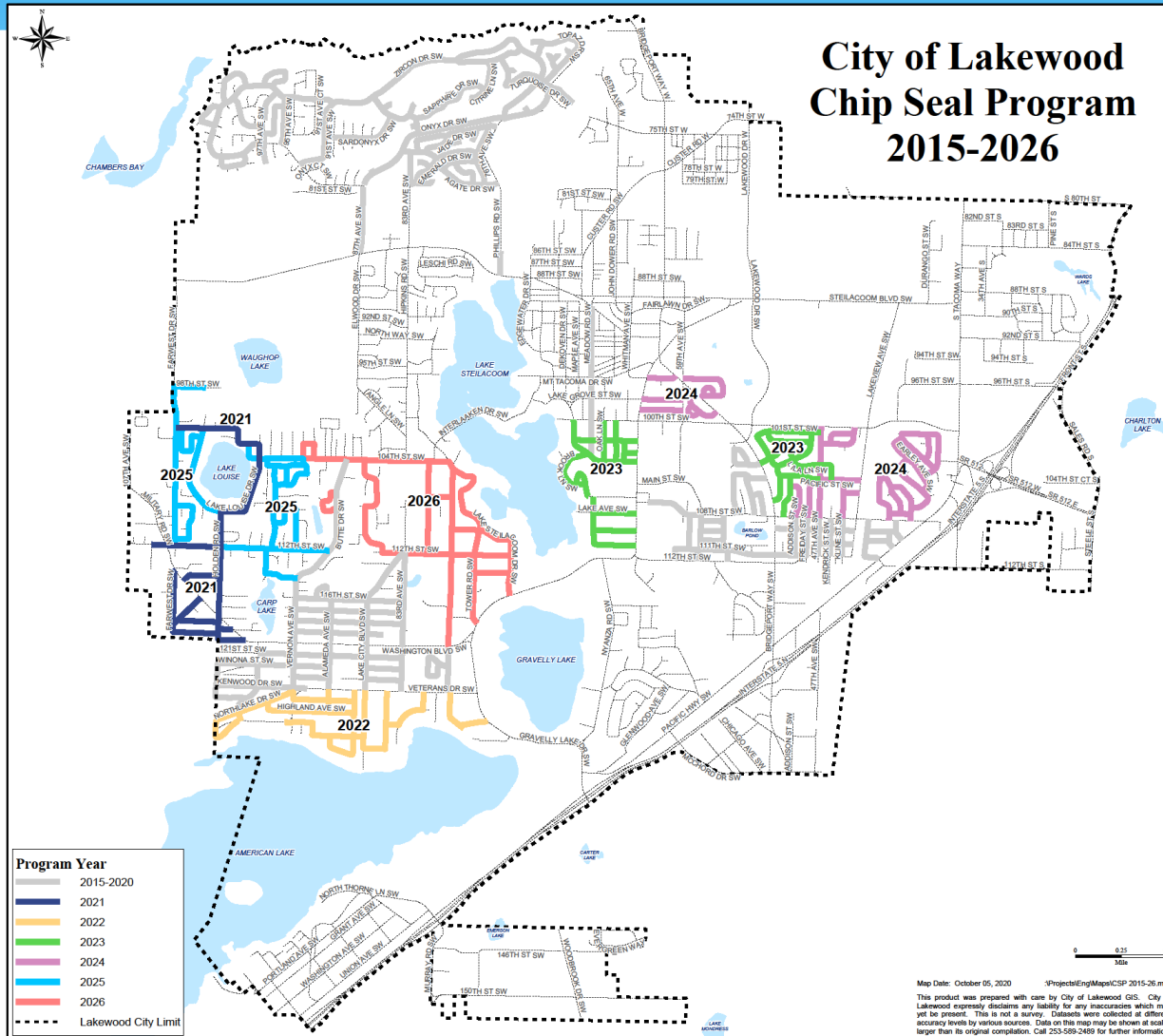
## \* Grant and state capital budget requests

Park Project	Grant Type	Grant Amount	Project Cost	Application Date	Notification Date
American Lake Park ADA Improvements	WWRP	\$ 500,000	\$ 1,500,000	Jun 2020	Apr 2021
American Lake Park ADA Improvements	ALEA	500,000	1,500,000	Jun 2020	Apr 2021
American Lake Park ADA Improvements	State Capital Budget	250,000	1,500,000	Jan 2021	Apr 2021
Fort Steilacoom Park Turf Infield Project	YAF	350,000	1,600,000	Jun 2020	Apr 2021
Wards Lake Park	WWRP	500,000	1,900,000	Jun 2020	Apr 2021
Wards Lake Park (Pump Track)	YAF	350,000	1,900,000	Jun 2020	Apr 2021
Wards Lake Park	State Capital Budget	250,000	1,900,000	Jan 2021	Apr 2021
Wards Lake Park	LWCF Legacy (state)	500,000	1,900,000	Jun 2020	Apr 2021
Wards Lake Park	LWCF Legacy (federal)	960,000	1,900,000	Jan 2020	Mar 2021
WWRP: Washington Wildlife and Recreation Program (state)					
ALEA: Aquatic Land Enhancement Fund (state)					
YAF: Youth Athletic Fund (state)					
LWCF Legacy: Land and Water Conservation Fund (state and federal)					

# Budget Summary: Transportation Capital



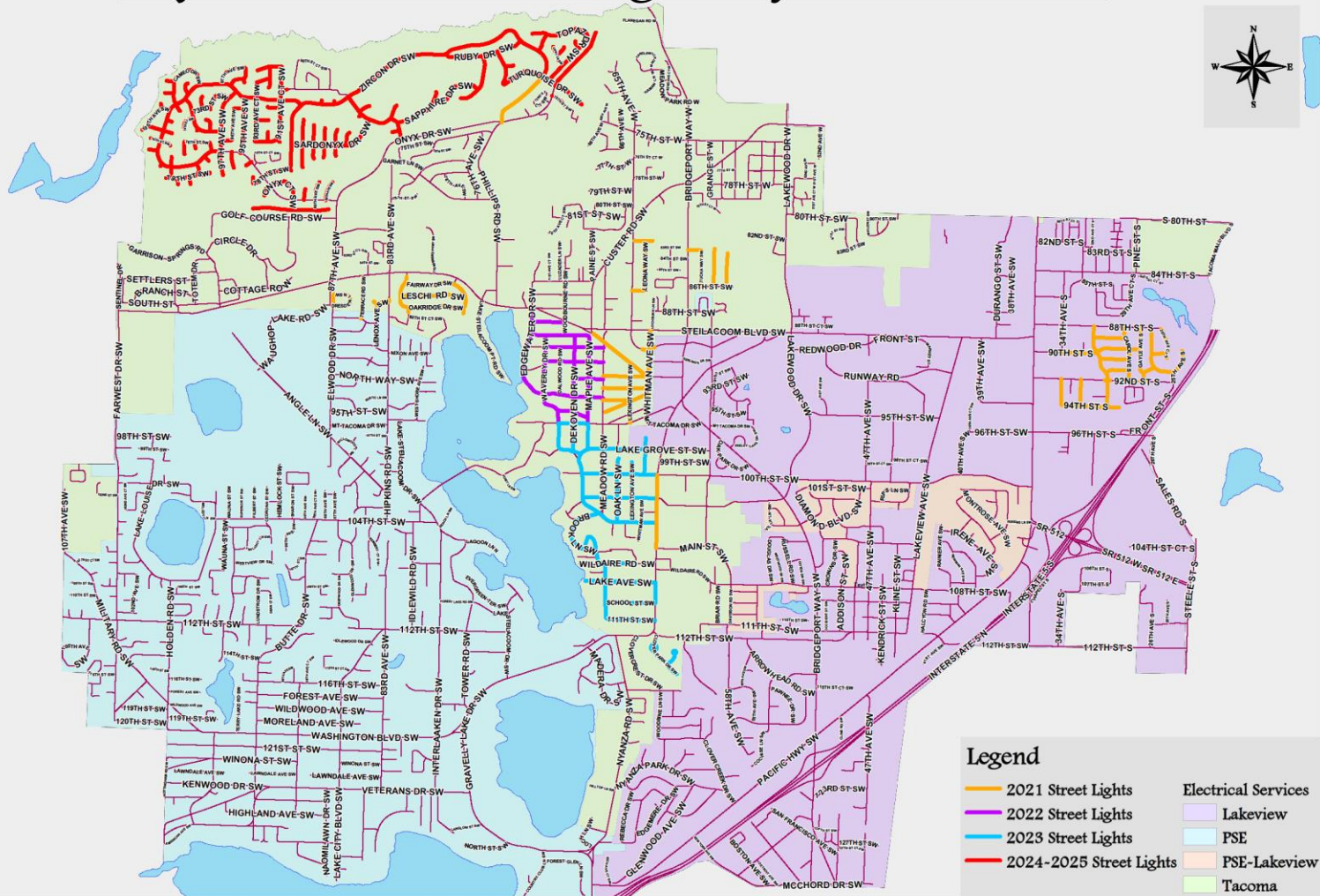
# Budget Summary: Transportation Capital





# Budget Summary: Transportation Capital

## City of Lakewood Street Light Projects 2021-2025







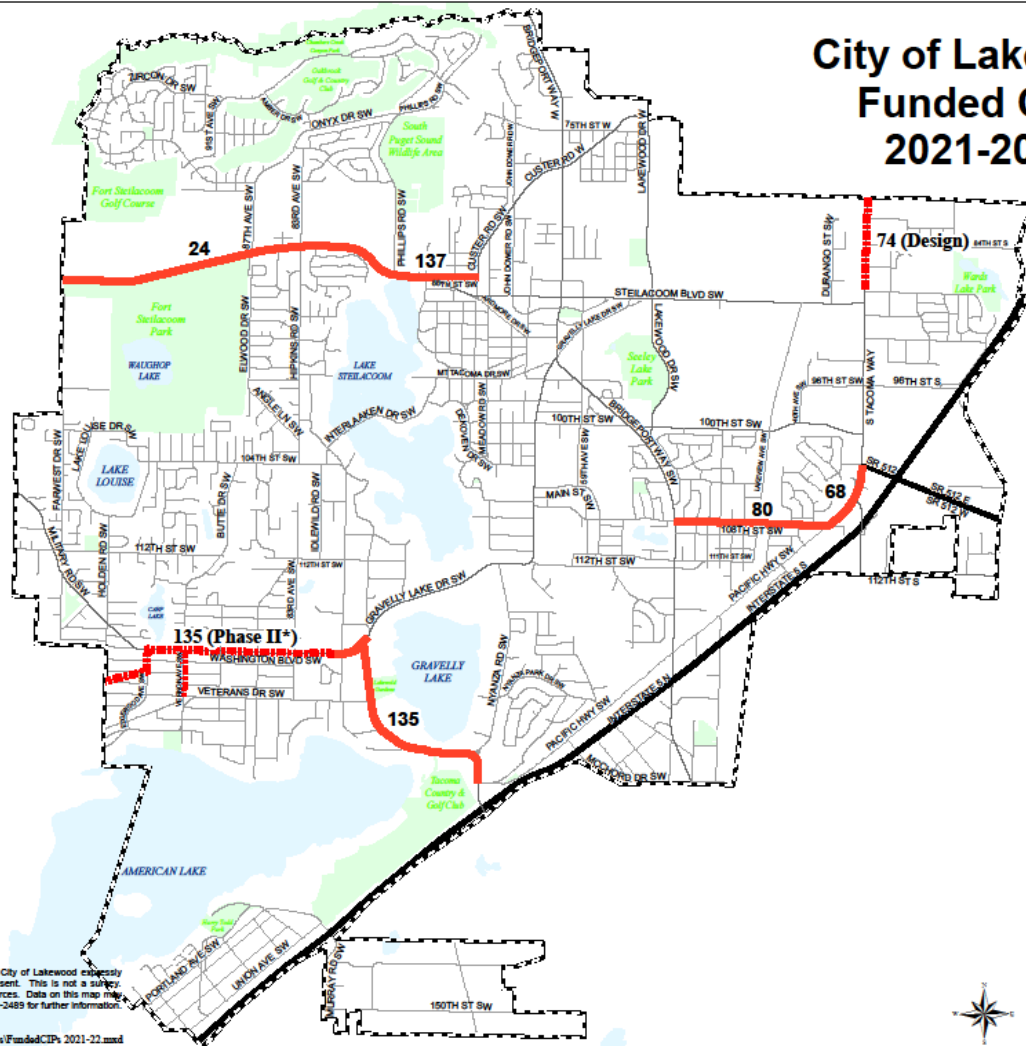
# Budget Summary: Transportation Capital

Proposed Transportation Projects		2021	2022
1	Streetlights: New LED Lights	\$ 175,000	\$ 175,000
2	Safety: Neighborhood Traffic Safety/Traffic Calming	27,000	27,000
3	Minor Capital & Major Maintenance	260,000	-
4	Chip Seal Program: Local Access Roads	380,000	-
5	Overlay: Pacific Highway South, 108th to SR 512	31,000	680,000
6	Streets: South Tacoma Way, 88th to 80th St (Design)	515,000	-
7	Streets : JBLM North Access Project -- Phase 1	9,351,002	-
8	Streets : JBLM North Access Project -- Phase 2	-	7,273,998
9	Overlay: 108th St, Bridgeport Way to Pacific Highway South	746,000	-
10	Streets & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisition	1,100,000	-
11	Sidewalks: Steilacoom Blvd/88th (Weller to Custer Road)	2,560,000	-
12	Personnel, Engineering & Professional Services	587,000	616,000
<b>Total</b>		<b>\$ 15,732,002</b>	<b>\$ 8,771,998</b>

# Budget Summary: Transportation Capital



## City of Lakewood Funded CIPs 2021-2022





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\*Phase II unfunded

Map Date: October 05, 2020

Projects/Eng/Maps/FundedCIPs 2021-22.mxd



 Project Location  
 Lakewood City Limit



# Budget Summary: Transportation Capital

## \* Grant requests

Transportation Project	Grant Type	Grant Amount	Project Cost	Application Date	Notification Date
South Tacoma Way, 84th Street South to 80th Street South	Safety	\$ 2,137,700	\$ 2,507,000	Mar 2020	Oct 2021
100th Street SW, Lakeview Avenue SW to South Tacoma Way	Safety	3,764,700	4,374,000	Mar 2020	Oct 2021
Steilacoom Boulevard SW, 87th Ave SW to 83rd Ave SW/Hipkins Road SW	Safety	2,301,800	2,708,000	Mar 2020	Oct 2021
Pine St. Sidewalk & Pedestrian Crossing, connection Water Ditch Trail to Wards Lake Park, 84th Street S to 200' north of 83rd Street S	Bike/Ped	850,000	934,500	Jul 2020	Jan 2021
112th St. SW, Clover Park High School Sidewalk, Gravelly Lake Dr to Highland	SRTS	622,000	707,000	Jul 2020	Jan 2021
112th St SW, Lake Louise Elementary School Sidewalk, Farwest to Holden	SRTS	655,000	751,000	Jul 2020	Jan 2021
Farwest Dr Sidewalk & Bike Lane, Fill-in Lakes High School: 112th St SW to 125' south of 91st St CT SW	SRTS	875,000	1,015,000	Jul 2020	Jan 2021
100th Street SW, Lakeview Avenue SW to South Tacoma Way	TIB	2,813,000	3,516,000	Aug 2020	Nov 2020
Custer Road SW, Bridgeport Way SW to 75th Street W	TIB	2,432,280	3,040,450	Aug 2020	Nov 2020
JBLM North Access Project -- Phase 1	TIB	3,000,000	7,600,000	Aug 2020	Nov 2020
JBLM North Access Project -- Phase 2	State DCCA	1,920,000	9,025,000	Feb 2020	Apr 2021
JBLM North Access Project -- Phase 2	Federal DCIP	5,463,198	9,025,000	Jun 2021	Sep 2021
<b>TOTAL</b>		<b>\$26,834,678</b>			



# Budget Summary: Transportation Capital

## \* Impact of I-976

TBD \$20 Vehicle License Fee Projects	2020	2021	2022	2023	2024	Total
Chip Seal Program: Local Access Roads	\$ 360,000	\$ 380,000	\$ 380,000	\$ 390,000	\$ 390,000	\$1,900,000
Traffic Signal: Durango St/Steilacoom Blvd	-	-	-	-	424,000	424,000
Overlay: Pacific Highway S, 108th to SR 512	-	4,600	94,400	-	-	99,000
Non-Motorized Trail: Gravelly Lake Dr, Washington Blvd to Nyanza	-	327,400	-	-	-	327,400
Overaly: 108th St, Bridgeport to Pacific Highway S	454,000	102,000	-	-	-	556,000
Overlay & Sidewalk Fill-In: Custer Rd, John Dower to 500' West to Bridgeport	-	-	339,600	424,000	-	763,600
<b>Total</b>	<b>\$ 814,000</b>	<b>\$ 814,000</b>	<b>\$ 814,000</b>	<b>\$ 814,000</b>	<b>\$ 814,000</b>	<b>\$4,070,000</b>

## \* 5 large transportation projects

TBD \$20 Vehicle License Fee Projects	Total
Street & Sidewalks: Custer Road SW: Bridgeport Way to Lakewood Drive SW (East City Limits/74th St)	\$ 3,900,000
Overlay & Sidewalk Fill-In: Custer Rd, John Dower to 500' West to Bridgeport	763,600
Non-Motorized Trail: Nyanza from Gravelly Lake Drive to 112th	4,530,000
Street & Sidewalks: Clover Park High School - 112th Sidewalks: Gravelly Lake Dr to Bridgeport Way	3,000,000
Street & Sidewalks: 100th St, East Side of Lakeview to West Side of South Tacoma Way with Signal at 40th	4,270,000
<b>Total</b>	<b>\$ 16,463,600</b>

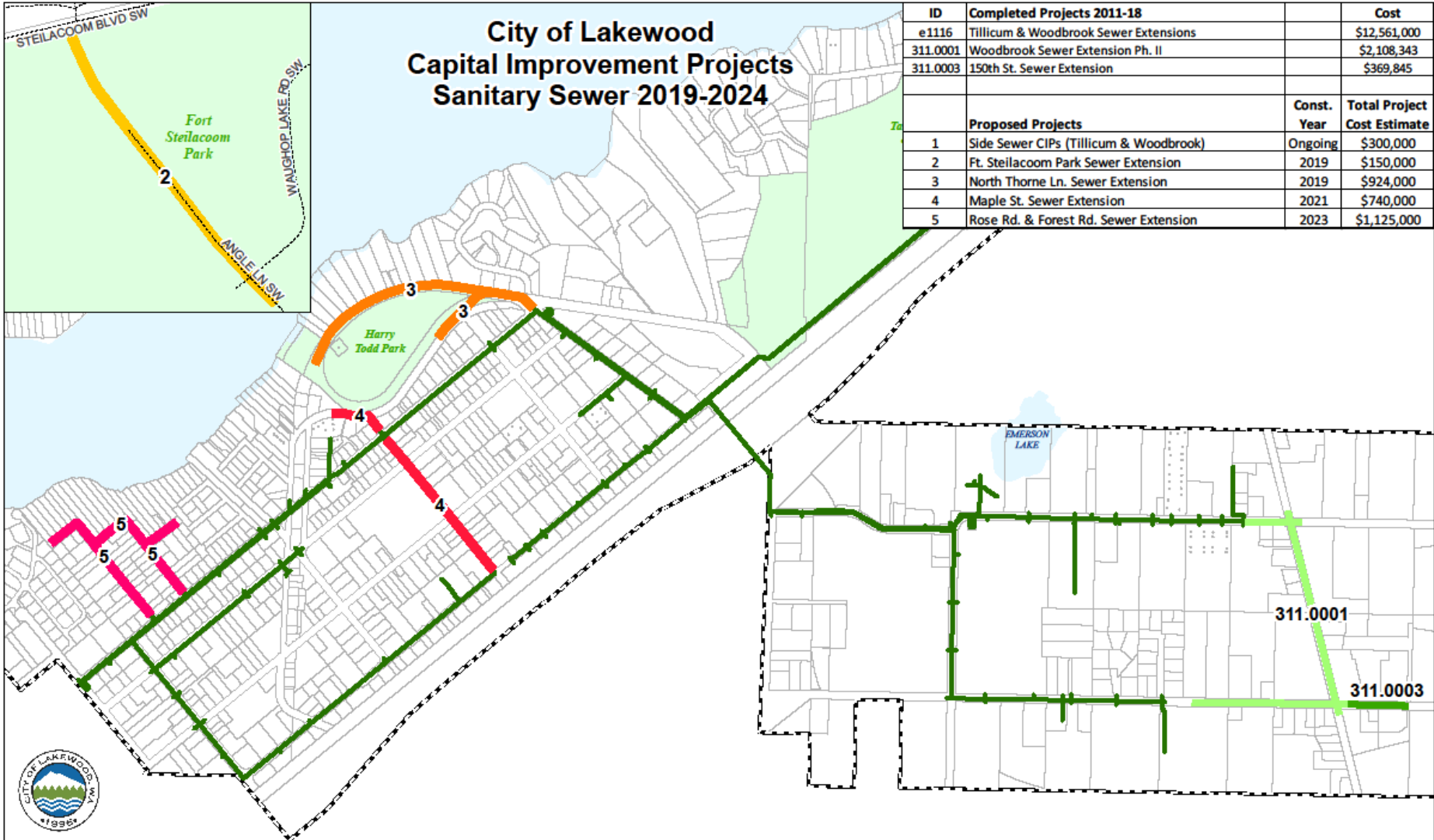


# Budget Summary: Sewer Capital

Proposed Sewer Utility Projects		2021	2022
1	Side Sewer Capital	\$ 50,000	\$ 50,000
2	Maple St. Sewer Extension	710,000	-
3	Rose Road & Forest Road Sewer Extension	-	45,000
<b>Total</b>		<b>\$ 760,000</b>	<b>\$ 95,000</b>

# City of Lakewood Capital Improvement Projects Sanitary Sewer 2019-2024

ID	Completed Projects 2011-18	Cost	
e1116	Tillicum & Woodbrook Sewer Extensions	\$12,561,000	
311.0001	Woodbrook Sewer Extension Ph. II	\$2,108,343	
311.0003	150th St. Sewer Extension	\$369,845	
Proposed Projects		Const. Year	Total Project Cost Estimate
1	Side Sewer CIPs (Tillicum & Woodbrook)	Ongoing	\$300,000
2	Ft. Steilacoom Park Sewer Extension	2019	\$150,000
3	North Thorne Ln. Sewer Extension	2019	\$924,000
4	Maple St. Sewer Extension	2021	\$740,000
5	Rose Rd. & Forest Rd. Sewer Extension	2023	\$1,125,000



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Map Date: September 20, 2018

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### Legend

- e1116 Sewer Line
- Lakewood City Limit



# Budget Summary: Storm Water Capital

<b>Proposed Storm Water Utility Projects</b>		<b>2021</b>	<b>2022</b>
1	2022 Water Quality Improvements	\$ 25,000	\$ 200,000
2	112th St. Drainage Improvements	40,000	350,000
3	2022 Drainage Pipe Repair Project	35,000	315,000
4	Clover Creek Flood Risk Reduction Study	125,000	-
5	2023 Drainage Pipe Repair Project	-	35,000
Subtotal Storm Water Utility Projects		225,000	900,000
6	American Lake Management District	29,886	30,464
7	Transfer Out -- Transportation CIP	1,575,000	3,000,000
<b>Total</b>		<b>\$ 1,829,886</b>	<b>\$ 3,930,464</b>

# Budget Summary: Fleet & Equipment

<b>Proposed Fleet &amp; Equipment Acquisitions</b>		<b>2021</b>	<b>2022</b>
1	Replace police vehicles (4)	\$ 162,000	\$ -
2	Replace police vehicles (4)	-	140,000
3	Replace O&M vehicle (6)	322,000	-
4	Replace O&M vehicle (1)	-	45,000
5	Replace O&M equipment (2)	-	67,000
Subtotal Fleet & Equipment		484,000	252,000
6	Special Response Team (SRT) Vehicle (funded with seizure funds)	240,000	-
Subtotal Seizure Funds		240,000	-
<b>Total</b>		<b>\$ 1,448,000</b>	<b>\$ 504,000</b>





# Budget Summary: Property Management

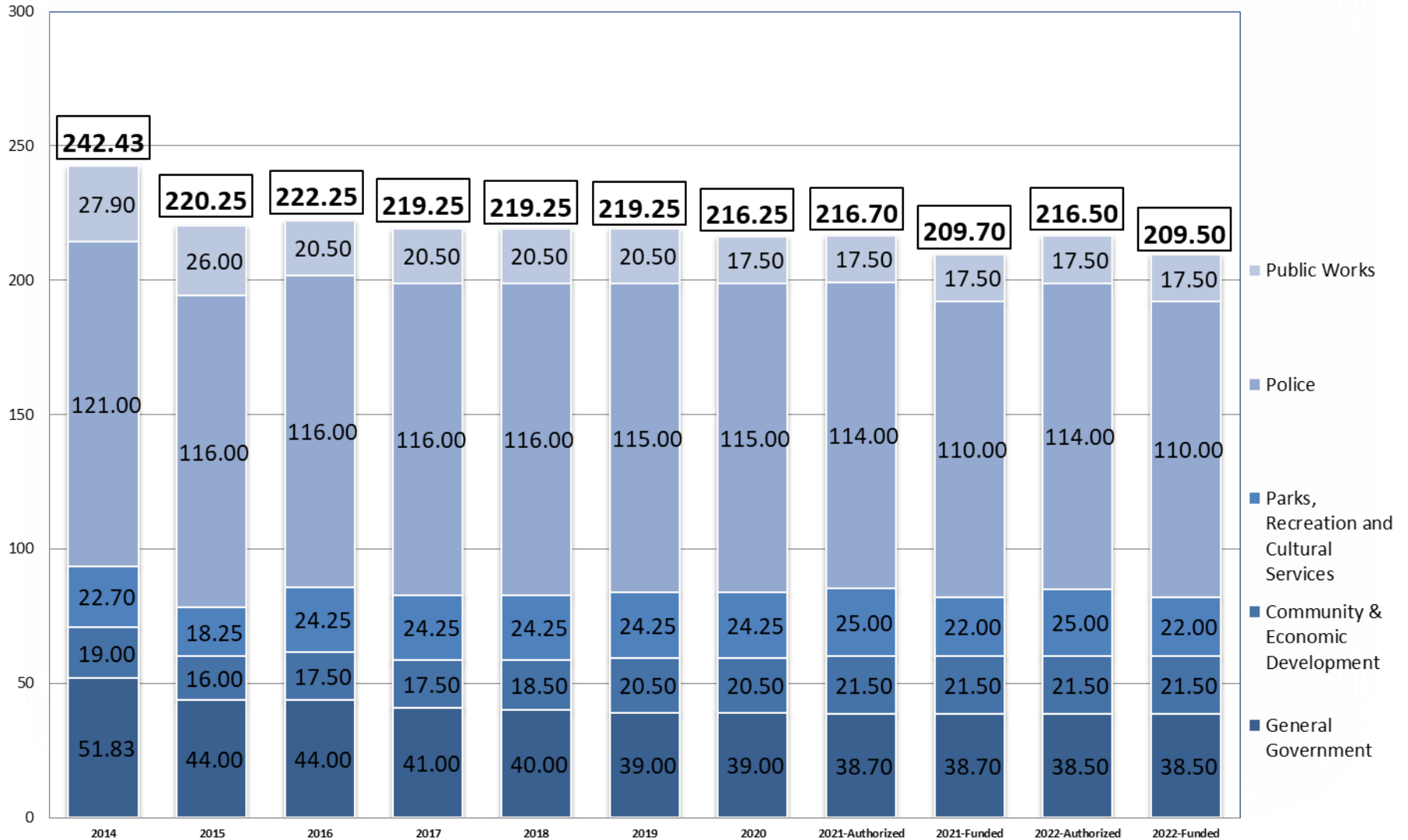
Proposed Property Management Projects		2021	2022
1	Police Station: Firearms Range Equipment	\$ 45,000	\$ -
2	Police Station: Parking Lot Improvements	20,000	-
3	O&M Facility @ Front Street: Paving of Wash-down Station & Perimeter Areas	10,000	-
4	O&M Facility @ Front Street: New Fuel Tank/Installation/Remove fuel tank at FSP	150,000	-
5	City Buildings & Facilities: City Parking Lot Improvement Program	5,000	5,000
<b>Total</b>		<b>\$ 230,000</b>	<b>\$ 5,000</b>



# Budget Summary: Information Technology

Proposed Information Technology Investments		2021	2022
1	Expand Video Surveillance	\$ -	\$ 20,000
2	Server/Hardware Upgrades	30,000	6,000
3	Computer Replacement	138,750	138,750
<b>Total</b>		<b>\$ 168,750</b>	<b>\$ 164,750</b>

# City of Lakewood Employee Position Trends 2014 to 2022



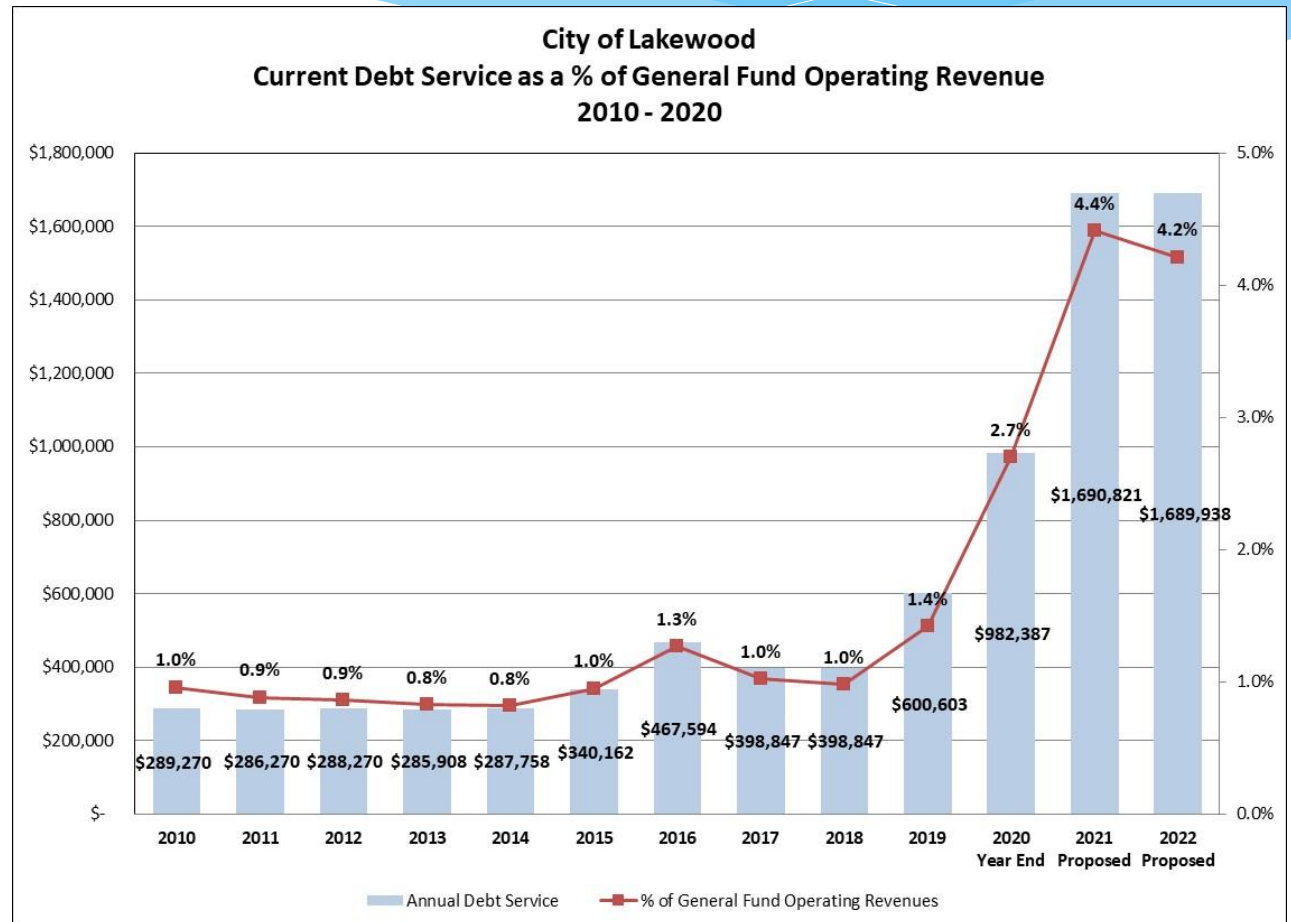
# Organizational Realignment

Position Change: 2020 vs 2021 Proposed	FTE	Department	Group	Status
<b>Positions Added</b>				
Diversity, Equity & Inclusion Manager	0.50	CM	Non-Rep	Proposed
Code Enforcement Officer (CEO)	1.00	Police	AFSCME	Proposed
Building Inspector	1.00	CED	AFSCME	Proposed
Maintenance Assistant	0.75	PRCS	AFSCME	Proposed
<b>Positions Reduced</b>				
Court Compliance Officer (CCO)	(0.20)	Court	AFSCME	Proposed
Court Compliance Officer (CCO)	(0.20)	Court	AFSCME	Proposed
Court Clerk	(0.20)	Court	AFSCME	Proposed
Court Clerk	(0.20)	Court	AFSCME	Proposed
<b>Positions Authorized/Not Funded</b>				
Traffic Signal Technicians	(2.00)	PRCS	AFSCME	Vacant
Police Officers: Traffic Unit	(2.00)	Police	LPIG	Vacant
Police Officers: Special Operations Unit	(2.00)	Police	LPIG	Vacant
Maintenance Worker	(1.00)	PRCS	AFSCME	Vacant
<b>Positions Eliminated</b>				
Community Service Officer (CSO)	(2.00)	Police	Teamsters	Vacant
<b>Total Change</b>	<b>(6.55)</b>			

Position Change: 2021 vs 2022 Proposed	FTE	Department	Group	Status
<b>Position Reduced</b>				
Municipal Court Judge	(0.20)	Court	Non-Rep	Proposed
<b>Total Change</b>	<b>(0.20)</b>			

# Debt Management

- \* S&P Rating: 'AA'
- \* Low debt: 4.4% and 4.2% of general fund operating revenue in 2021 and 2022, respectively



# Conclusion

- \* Balanced operating budget
- \* Sound underlying financial assumptions & policies in place
- \* Consistent with adopted financial policies
- \* Not using one-time funds for ongoing operations
- \* Operating expenditures do not exceed operating revenues
- \* Reserves requirements are achieved
- \* Provides for financial stability
- \* Targets prudent investment opportunities
- \* Preserves the City's excellent credit rating

# Next Steps

- October 5                      Presentation of 2021-2022 Proposed Biennial Budget  
Review 2021 Property Tax Levy
- October 7                      Department Presentations  
City Council; City Manager; Community & Economic  
Development; Parks, Recreation & Community  
Services; and Legal.
- October 14                     Department Presentations  
Police; Public Works Engineering; Municipal Court;  
and Administrative Services.
- October 26                     Review of 2020 year-end budget adjustments

# Next Steps (cont'd)

- November 2
- Public Hearing on 2021-2022 Proposed Biennial Budget
  - Public Hearing on 2021 Property Tax Ordinance
  - Public Hearing on 2020 year-end budget adjustments
- November 9
- Review of 2021-2022 Proposed Biennial Budget
  - Review of 2021 human services funding recommendations
  - Review of 2021 lodging tax funding recommendations
  - Review of 2021 fee schedule amendments
- November 16
- Adoption of 2021-2022 Biennial Budget
  - Adoption of 2021 Property Tax Levy Ordinance
  - Adoption of 2020 year-end budget adjustments
  - Adoption of 2021 human services funding
  - Adoption of 2021 lodging tax funding
  - Adoption of 2021 fee schedule amendments



# Q & A

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