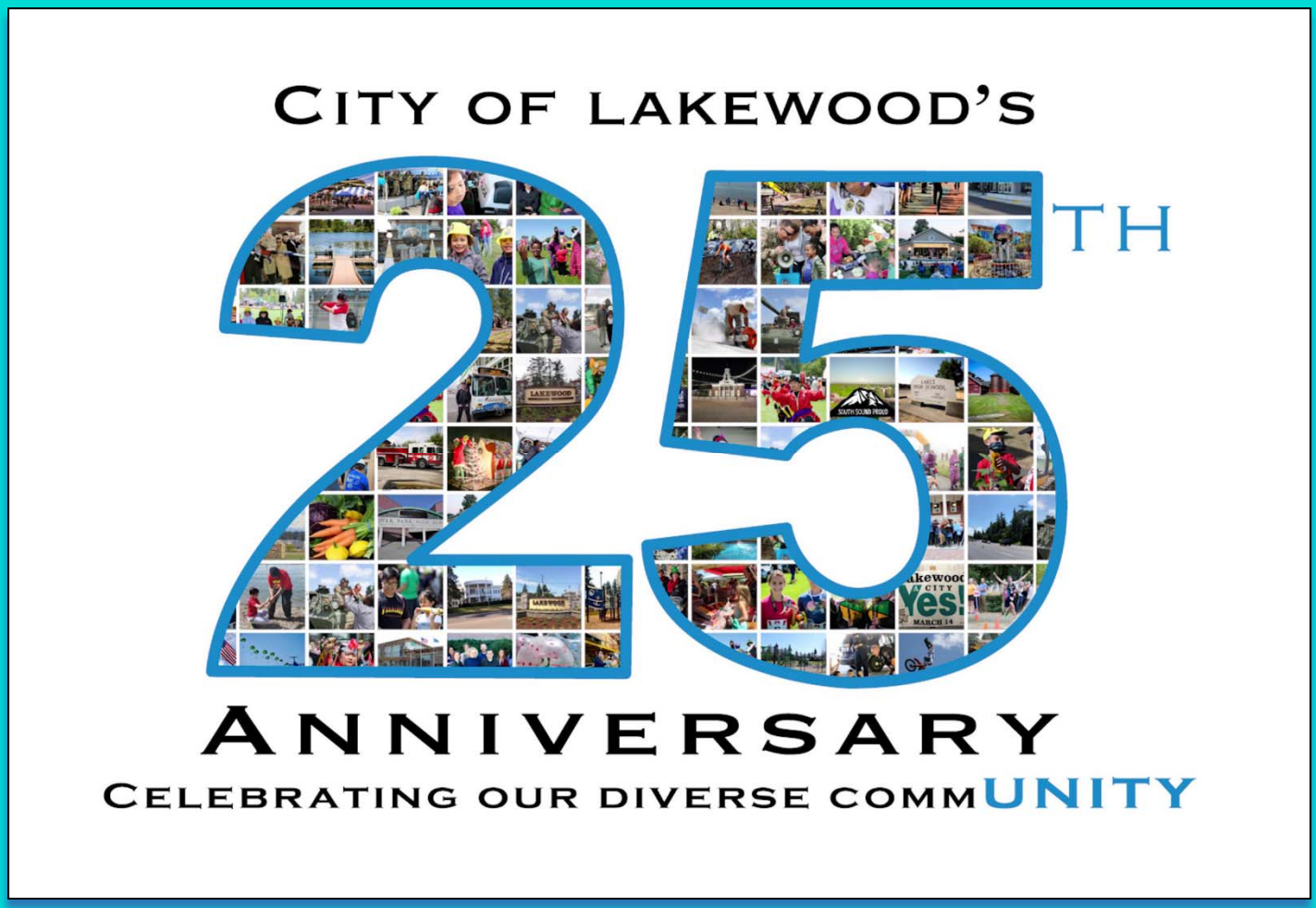
City of Lakewood, Washington

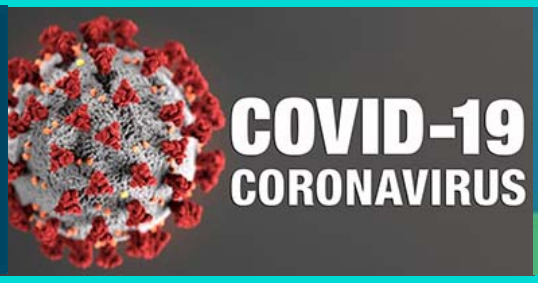
2021/2022 Adopted Biennial Budget

For the Biennium

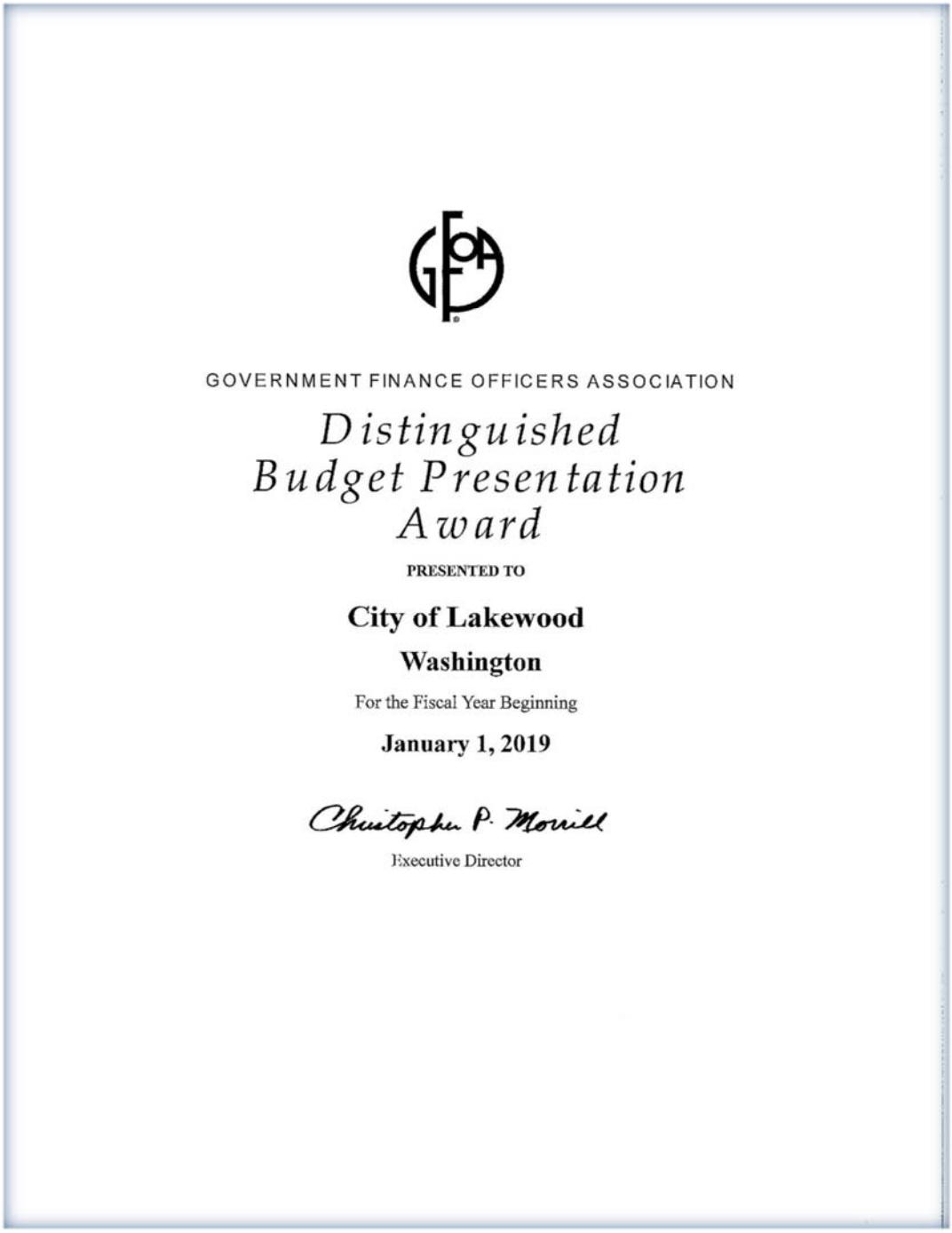
January 1, 2021 through December 31, 2022











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, 2019. 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.

TABLE OF CONTENTS

	Page
BUDGET MESSAGE	5
INTRODUCTORY	
City Officials	62
City Manager & Department Directors	63
City-Wide Organization Chart	64
Guiding Principles	65
City Council Vision 2026	66
City Council Goals & Objectives	67
City Council Committees, Boards and Commissions	75
Community Partnerships	88
Budget Process	89
Financial Policies	90
Basis of Accounting and Budgeting	100
City History	106
City Map	110
EXECUTIVE SUMMARY	
Beginning Balance, Revenue, Expenditure & Ending Fund Balance – All Funds	113
City-Wide Position Inventory by Department	115
Ending Fund Balance	116
Sources & Uses – All Funds	118
Sources of Funding – All Funds	121
Uses of Funding – All Fund	123
Sources – Consolidated General and Street Fund	124
Uses – Consolidated General and Street Fund	125
Consolidated General and Street Fund – Expenditures by Category	126
Summary of Debt Service Obligations	128
Six-Year Financial Forecast	131
OPERATING BUDGET	
City Council	195
City Manager	203
Administrative Services	213
Community & Economic Development	243
Parks, Recreation & Community Services	279
Public Works Engineering	315
Legal	333
Municipal Court	349
Police	361

TABLE OF CONTENTS (continued)

Page

BUDGET BY FUND – SECTION 4

001 - General 389
101 - Street 394
102 – Real Estate Excise Tax 396
103 - Transportation Benefit District 397
104 - Hotel/Motel Lodging Tax 398
105 - Property Abatement/Rental Housing Safety Program 399
106 - Public Art 400
180 - Narcotics Seizure 401
181 - Felony Seizure 402
182 - Federal Seizure 403
190 - Community Development Block Grant 404
191 - Neighborhood Stabilization Program 405
192 - South Sound Military Communities Partnership 406
195 - Public Safety Grant 407
201 - General Obligation Bond Debt Service 408
202 - Local Improvement District Debt Service 409
204 - Sewer Project Debt Service 410
251 - Local Improvement District Guaranty 411
301 - Parks Capital 412
302 - Transportation Capital 413
311 - Sewer Capital 414
401 - Surface Water Management 415
501 - Fleet and Equipment 417
502 - Property Management 418
503 - Information Technology 419
504 - Risk Management 420

CAPITAL BUDGET – SECTION 5

Parks 424
Transportation 433
Sewer 449
Surface Water Management 455
Property Management 463
Information Technology 471

APPENDIX – SECTION 6

Glossary of Budget Terms 483
Acronym List 491
Fee Schedule 497
Salary Schedule 517
Statistical Information 522

Budget Message

November 18, 2020

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

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

I am pleased to present to you the City's 2021/2022 Adopted Biennial Budget which serves as a financial roadmap for the City of Lakewood (City) totaling $91,493,247 in 2021 and $91,030,819 in 2022.

This policy document represents our continued commitment to prudent fiscal management, effective service delivery and providing our residents with the highest quality of life. It is a balanced budget and provides the highest level of service to the Lakewood community with the existing financial resources available due to the impact of the COVID-19 pandemic.

There is no doubt that these are unprecedented times for our economy, locally, regionally and nationally. The whole world has been negatively impacted by the COVID-19 pandemic. Economic activity continues to be uncertain across the country, the result of the prolonged shutdown of the economy. Currently, there is no end in sight for when the nation's faltering economy will fully open back up.

The result has been massive layoffs and furloughs, growing level of unemployment not experienced since the Great Depression in the 1930s, a huge slowdown in consumer spending, and uncertain financial markets. Cities and counties throughout the country are feeling the impact of the situation. Lakewood is no exception. How this saga will unfold this year and beyond (e.g., 2021, 2022, 2023) is still unclear. What is clear is that it is already showing to be very harmful to our local economy and the City's finances.

Even when the economy begins to improve it will be some time before our country will return to pre-March 2020 levels. While there are signs of recovery, our region is still in Phase 2 of the State's "Safe Start" phased-reopening plan. True economic recovery cannot begin until Phase 4, which may not occur until sometime later this year or 2021, at the earliest.

The difficulty for cities may just be beginning since local government finances tend to lag behind changing economic conditions by 18 months to several years. For this reason, the most acute effects of the economic downturn upon local governments may not be felt fully until 2021, and could continue into 2022 and 2023.

As we look into the future, we are beginning to focus on our recovery and what that will look like, specifically as it relates to City finances that in turn will impact service delivery. I want to stress two points on this subject to begin.

First, we are not going to jump to conclusions without having some type of understanding or empirical data on revenue collections to support our assumptions. Through the second quarter (Q2) of 2020, the

City experienced decreases in gambling tax, admissions tax, parks and recreation fees, motor vehicle fuel tax and hotel/motel lodging tax. Property tax is also lower than anticipated, however, the City will eventually receive this tax revenue. Surprisingly, sales tax was not hit as hard as first anticipated. We will also be relying on our experiences from post-September 11 (9/11/2001) and from the Great Recession (2007-2009) as well as other economic downturns going back 30 years, though we already know that this downturn is more severe.

Second, a key attribute of the City's financial successes in recent years have been the adopted comprehensive financial policies that provide a vital framework for governance and decision-making, especially in regards to issues that substantively impact the City's finances. These policies have served the City very well during our region's recent economic prosperity and they will continue to serve as the foundation for the City's recovery to a more sustainable financial future.

The 2019-2020 Biennial Budget adopted by the Lakewood City Council in November 2018 was prepared and finalized well before we knew of COVID-19. In this budget, the City made conservative assumptions for revenue growth in 2020. Due to this conservative approach, the City's 2019 finances ended in a much stronger position than originally projected. This, in turn, is helping the City bridge the financial gap projected for 2020, 2021 and 2022. This conservative approach as prescribed in the City's adopted financial policies will continue for 2021 and 2022.

General Fund revenues in 2020 are projected to decrease by $5.9 million or 13.9% as compared to 2019 revenue collections. In 2021 and 2022, revenues are projected to decrease $3.9 million or 9.5% and $2.2 million or 5.2%, respectively as compared to 2019 revenue collections.

To address the economic uncertainty as a result of the pandemic, the City took immediate action to accommodate potential losses in revenue. On March 3, 2020, I issued a directive in the form of action strategies to pause all general government expenditures to address the projected decrease in General Fund revenues. The March 3, 2020 directive will remain in place through 2020 and into 2021 until the economy improves to mitigate the downturn in our revenue collections caused by the impact of COVID-19. The following provides a brief overview of the March 3 directive continued into this budget:

- All current and future vacant positions (regular full-time, regular part-time, limited term, temporary, interns, seasonal) will not be filled for the foreseeable future. There may be exceptions given funding sources, legal mandates and/or reporting requirements;

- All discretionary spending (e.g., supplies, travel, training, overtime, equipment, temporary help, etc.) are on hold indefinitely. Only those expenditures related to basic services (e.g., employee compensation, mandated training & certifications, basic services such as street maintenance, park maintenance, public safety, code enforcement, code compliance, ROW maintenance, street sweeping; and community outreach and information) are to be advanced during this time;

- Anything not covered above will require approval in advance after review by the Assistant City Manager/Chief Financial Officer and myself;

- Fleet & equipment, information technology, and property management projects and replacement shall only include essential items as well as those items that will be completed by December 31, 2020. All other projects and purchases will be will be considered as part of the development of the Adopted 2021-2022 Biennial Budget dependent on the state of the economy;

- Transportation, parks and sewer improvement projects will continue as planned as these projects are funded with very limited general government funds; and

- Excess real estate excise taxes (REET) will be set aside to offset any decrease in REET collections and to ensure payment of debt service.

The implementation of these strategies is working. To date, the City has not had to reduce or eliminate programs or services nor has the City had to draw on its financial reserves. However, the City is expected to use unanticipated fund balances totaling $3.1 million from 2019 to help with projected operating revenue shortfalls in 2020 and 2021.

The Adopted 2021/2022 Biennial Budget does not reduce services even though operating revenues have declined. The development of the adopted budget focuses on life/health/safety service elements, legal mandates, and the Lakewood City Council goals and priorities. The overall budget is balanced and is not consistent with adopted financial policies. However, there are two reasons why this adopted budget focuses on a financial bridge to get us through 2021 and 2022, just as we are doing in 2020.

First, we must remember that the significant and devastating economic downturn was not caused by economic problems; it is the result of a global public health pandemic. The fact is that the economic fundamentals of our national, regional and local economy was very strong pre-pandemic and could recover more quickly that anyone could imagine or it could totally falter. Also, the multi-trillion CARES Act stimulus packages provided by Congress represents at least 10% of the total economic output of the annual US economy, which is a huge influx into the national economy.

Second, given the economy is expected to recover by 2022 or 2023, cutting or eliminating services now for perhaps a year or two is not very efficient since it will take time and resources to stand these services back up. More importantly, the action strategies in place are working, required reserves are not being impacted and in the event the economy worsens we have time to adjust accordingly.

A key attribute that places Lakewood in a position of strength to overcome challenges and orient ourselves to take advantage of future opportunities is our ability to make strategic decisions and investments for the betterment of the community. This adopted budget continues this approach by providing a path that supports the City's Vision Statement, City Council goals and funds the top-notch municipal services our community has come to expect.

Once adopted by the Lakewood City Council, the budget establishes the direction for all City programs and services for the coming biennium. This document serves as a synthesis of the Lakewood City Council's direction and employee recommendations on how to best accomplish the Lakewood 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 Lakewood City Council's most important roles.

The Lakewood Community

Upon incorporation in 1996, Lakewood became the second largest city in Pierce County and is the 20th largest in the State of Washington, covering over 19 square miles. In 2021, Lakewood will celebrate 25 years of cityhood. While still a fairly young city, the Lakewood community dates back over 9,000 years as the ancestral homeland of the Nisqually, Steilacoom and Puyallup Indian Tribes.

Currently, the population of Lakewood is 60,030. Lakewood is one of the most diverse cities in Washington State. While we are eagerly awaiting the results of the 2020 Census, the following tables provide a very high level snapshot of Lakewood's population based on the U.S. Census Bureau's 2018 American Communities Survey (ACS).

SEX	
Female	49.6%
Male	50.4%

AGE	
Under 5 years	7.2%
5 to 9 years	6.1%
10 to 14 years	4.9%
15 to 19 years	4.8%
20 to 24 years	8.3%
25 to 34 years	17.5%
35 to 44 years	11.4%
45 to 54 years	11.3%
55 to 59 years	6.0%
60 to 64 years	7.2%
65 to 74 years	8.5%
75 to 84 years	4.9%

HOUSING	
Total housing units	26,891
Occupied housing units %	91.2%
Vacant housing units %	8.8%
Owner-occupied %	44.4%
Renter-occupied %	55.6%
Average household size of owner-occupied unit	2.49
Average household size of renter-occupied unit	2.30

Disability Characteristics	
Percent with disability %	17.5%
With a hearing difficulty %	4.8%
With a vision difficulty %	3.6%
With a cognitive difficulty %	7.9%
With an ambulatory difficulty %	9.0%
With a self-care difficulty	4.0%
With an independent living difficulty	8.4%

RACE	
White	58.7%
Black or African American	12.5%
Asian	8.4%
Native Hawaiian and Other Pacific Islander	2.5%
American Indian and Alaska Native	1.8%
Some other race	5.4%
Two or more races	10.7%

HISPANIC or LATINO	
Hispanic or Latino (of any race)	16.4%
Not Hispanic or Latino (of any race)	83.6%

INCOME & POVERTY	
Median Household Income	$50,175
Below Poverty level %	17.4%

EDUCATIONAL ATTAINMENT (population 25 and older)	
Less than 9th grade	4.1%
9th to 12th grade, no diploma	6.8%
High school graduate (includes equivalency)	28.9%
Some college, no degree	26.2%
Associate's degree	12.3%
Bachelor's degree	14.1%
Graduate or professional degree	7.5%
High school graduate or higher	89.1%
Bachelor's degree or higher	21.7%

LANGUAGE SPOKEN AT HOME (population 5 years and over)	
Speak only English %	78.0%
Speak a language other than English %	22.0%

The City incorporated in large part because community members desired more local control, particularly on issues of public safety, land use, and parks and recreation. It was also about community identity and about improving Lakewood's image. It was about fiscal responsibility and keeping local taxes for local improvements and services. As an unincorporated area, Pierce County took in tax dollars from Lakewood residents and businesses at a much higher rate than what was returned to Lakewood in the form of improvements and services. This is true for many cities that incorporated in the 1990s in the state of Washington. As we look back at the past 25 years, the City has certainly delivered on the above promises of incorporation and then some.

Today, 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.

Since incorporation, crime is down almost 50%, to include a drop of 7% in 2019 and another 7.8% through the first half of 2020. Significant infrastructure improvements have been made to improve public safety. The City has made a concerted effort to improve its streets, sidewalks, and sewers. At the same time, it has also increased services, community events and other amenities that did not exist prior to cityhood. In addition, the City has worked tirelessly to address unsafe and unmaintained properties that went unabated for many years.

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. Lakewood's community is both residential and commercial. In 2020, there were 27,053 housing units in Lakewood, an increase of 0.8% over 2019. Of these units, 50.3% or 13,606 were single-family homes, 44.3% or 11,996 multi-family units, and 5.4% or 1,451 mobile homes and trailers.

Lakewood total employment, as of the end of 2019 is estimated at 33,757 (Chmura Economics/Jobs EQ), which is an increase of 12.8% between 2013 and 2019. The healthcare and construction industries have the largest increases, followed by transportation and warehousing, retail trade, and accommodations and food services. Many of Lakewood's residents are employed locally at JBLM or in neighboring jurisdictions, such as the cities of Tacoma, University Place, and Steilacoom, as well as unincorporated Pierce County. Lakewood is home to 2,500 businesses of which approximately 750 are homebased. In addition, another 2,000 or more companies are actively doing business in Lakewood year-around. Major employers in Lakewood include: Western State Hospital, St Clare Hospital/Franciscan, Clover Park School District, Pierce College, Pierce Transit, Aacres WA LLC, McClane Northwest, and Greater Lakes Mental Health. Major retailers and restaurants in Lakewood include Walmart, Ram Restaurant & Brewery, Lowe's Home Improvement, Kenworth Northwest, Target Corporation, and Safeway.

Incorporation was also about fiscal responsibility; keep taxes local for local services. As an unincorporated part of Pierce County and like many cities that incorporated in the 1990's, the County took in tax dollars from Lakewood at a much higher rate than it gave back in services. The outcome of incorporation is that local taxes remain in Lakewood and are allocated to prioritized services such as economic development, code enforcement, human services, housing, and capital improvement in response to the community's needs.

One of Lakewood's most amazing attributes, and a large reason for its success, is the tremendous sense of civic pride and engagement of community stakeholders evident by the high level of community

involvement and volunteerism that exists. Lakewood is strong because of the many residents, businesses, community partners and neighborhood groups that collaboratively work with the City to make improvements and proactively address prevalent issues.

Public safety, economic development to include housing, capital improvements, fiscal responsibility, and high-quality municipal services will continue as top priorities into the next biennium and beyond.

Economic Development

Summary: Opportunities for economic development, investment and business growth in Lakewood continued in 2019 and 2020. Economic development, job creation and access to quality housing remain top City priorities. As a result, Lakewood is a business-friendly climate that fosters entrepreneurial pursuits and allows businesses of all sizes to compete in the Puget Sound and global marketplaces. In 2019 and 2020, the number of businesses and jobs in Lakewood continued to increase. Likewise, private investment measured by new construction totaled almost $88 million in 2019 and $77 million through mid-September 2020. This level of investment is significantly higher than most years since the City incorporated in 1996. Much of this growth can be credited to the economic development and land use policies put in place by the Lakewood City Council.

Marketing and Community Image: The development of the *Build Your Better Here* imaging campaign (BYBH) was initiated and launched in 2019 and 2020, respectively. The result is tagline and anthem to hone Lakewood's message and create a strategic communications plan to continue our work to promote a positive image of Lakewood. In the past year, BYBH culminated with over 4 million digital impressions, 1.3 million video views, 41,932 clicks, 14,594 BYBH webpage landing views, and 1,995 Lakewood informational downloads. The BYBH spots have resulted in a great deal of positive feedback and new business opportunity inquires.

Focused Economic Development: There are three retail trade areas in Lakewood, including: Lakewood Downtown, which has an adopted subarea plan known as the Downtown Plan (adopted October 2018); 2.5 miles of Interstate 5 freeway frontage along Pacific Highway South, with an in-process Lakewood Station District subarea plan, set for adoption Spring, 2021 linked with the Lakewood Landing project; and a thriving International District, influenced by Korean, Vietnamese, Latino and other cultures. Lakewood's Regional Growth Center, as designated by the Puget Sound Regional Council, incorporates much of the Downtown, connecting to Pacific Highway and the area currently being contemplated for the Lakewood Station District Subarea Plan.

Awards: Lakewood was recognized by Governor Jay Inslee in earning a Smart Communities Award for its Lakewood Downtown Plan that was adopted by the Lakewood City Council in October 2018 after considerable community input and participation over a 15 month period. The award recognizes achievements by local leaders who promote smart growth planning and projects that contribute to thriving communities, a prosperous economy and sustainable infrastructure. The Downtown Plan was developed to reflect the aspirations of multi-generations, ethnicities, residents, businesses, and property owners. The Downtown Plan envisions a well-designed mixed-use place to live, work, and shop that includes a Downtown enriched with parks, accessible and traversable by multiple modes of travel, and offers a rich quality of life and strong economy. Lakewood's robust public outreach program was a key component in the adoption of the Plan.

Colonial Plaza: The success of the Downtown Plan was followed by the transformation of the Colonial Plaza, the area between Motor Avenue and Gravelly Lake Drive and Whitman Avenue, into a vibrant

festival street in 2019. This project, considered an economic catalyst project for the Downtown Plan, also included significant citizen involvement and participation. New improvements in Colonial Plaza include a striking plaza with beautiful landscaping, seating, artwork and various urban amenities that highlight Lakewood's rich history. The plaza fosters active pedestrian activity and serves a range of uses, including possible new retail, office, entertainment, dining, nightlife, and public open space. Again, Lakewood was recognized for its leadership and received a Platinum Award from the Tacoma-Pierce County Health Department for its efforts to create a healthy community.

Industrial and Manufacturing Development: Light industrial development, including manufacturing, distribution and warehousing are significant growth sectors for Lakewood. Over 65 businesses, employing 1,600 to 1,700 individuals, are located in the Lakewood Industrial Park, the fourth-largest private, for-profit employer in Pierce County and third-largest industrial business park in Washington State.

The Woodbrook Business Park, a 170-acre developing industrial park, is located in one of Lakewood's three Opportunity Zones. In 2018, the Panattoni Development Company opened a fully leased 476,000 square feet light manufacturing facility which is now occupied by Damco and GEODIS, both international logistics companies. These corporations have attracted another 2 million square feet in new development, including over 800,000 square feet at the location of the former Woodbrook Middle School which is being developed by the Black Creek Group as IPT Lakewood Logistics. The Benaroya Company is developing a 347,375 square foot facility in this area as well, and Vector Development Company is developing the 160,000 square foot American Lake Logistics Center at the corner of Woodbrook Drive and 146th Street SW. The Woodbrook Business Park has become an area of choice investment given the easy access on and off I-5 that will only be improved with the new $100 million interchange at North Thorne Lane that is under construction and scheduled for completion in 2021.

Along South Tacoma Way, the former swap meet property sold in 2019; the site was redeveloped by Davis Development into a 244,905 square foot distribution facility, the Star Lite Distribution Center. Our economic development team continues to work with Pierce County and several prospective developers, including Black Creek Group, Panattoni, and Barghausen, on a 605,250 square foot development at the Springbrook "Gravel Pit." Nearby, another group of developers (Vector Development and Panattoni) are investigating industrial expansion on a vacant parcel.

In the Springbrook neighborhood, the City also completed the construction of the 123rd Street road project that connects Bridgeport Way to 47th Avenue. This new road connects existing neighborhoods and promotes light industrial economic development opportunities. Other significant development activity in this area include Puget Sound Kidney Center, a new dialysis facility, the Wellstone at Bridgeport Apartment project, which has taken advantage of the City's multi-family tax incentive was completed in 2019. The City also secured funding from Pierce County to be able to acquire additional property to further expand Springbrook Park in 2021, and to address environmental issues regarding Clover Creek.

Pacific Highway: A multi-year, long term project, Lakewood Landing is a proposed mixed-use development opportunity located between Interstate 5 and Pacific Highway, and directly south of SR-512. 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 (TOD). This 30-acre redevelopment, within the Lakewood Station District subarea, is targeted for significant urban growth to include housing, retail, restaurants, and entertainment for residents and visitors. The City's leadership efforts began in 2014 and considerable progress has been made towards implementation:

1. A financial and marketing analysis has been completed;
2. A conceptual design of what could be developed on this site and has been recently updated to reflect current market conditions;
3. Partnerships have been established with WSDOT, and other underlying property owners;
4. A Phase 1 environmental review has been completed along with an appraisal of the property;
5. A commercial broker has been selected to work with the City, and, further, representing underlying property owners to assemble and develop a strategy to redevelop the area;
6. These same underlying property owners have agreed to list the property for development;
7. Developed a cost estimate to relocate the existing WSDOT maintenance facilities to another site elsewhere in Lakewood; and
8. Lastly, a legislative strategy to secure the funds needed to finance a new WSDOT facility.

Further to the south along Pacific Highway South, two new hotels are in the works with one, Woodspring Suites set to open by the end of 2020, and the second, Springhill Suites, a Marriott property, expected to break ground in 2020. A third, Comfort Inn recently opened. The Wellstone at the Bridgeport Apartments, currently utilizing the City's multi-family tax incentive (MTFE), was completed in 2019.

Tillicum: In the Tillicum neighborhood, the City played a role in the in the design of the new interchange improvements at Berkeley and North Thorne Lane. This project is a key regional transportation initiative. These two new interchanges plus highway road widening, were part of the $495 million I-5/JBLM corridor improvement project that was authorized by the State Legislature in 2015, which, in turn, was part of the Connecting Washington transportation investment package. This project, which began in the fall of 2018 is expected to be completed in 2021. Once completed, it will widen I-5 to four lanes and allow for a fifth lane in the future, as well as rebuilding three interchanges, including North Thorne Lane and Berkeley Avenue in Lakewood's Tillicum neighborhood. A separate connector road will also be constructed between Gravelly Lake Drive and North Thorne Lane to reduce congestion on I-5. The connector road is a "partner project" including the City, WSDOT, and Sound Transit. Work on the connector road is planned to begin in 2022.

The planning process to make significant improvements at Harry Todd Park has been completed. Originally, the improvements were proposed as a two phase approach given the improvements are financed primarily with funds from the state. However, the two phases have been combined into one project. Most design and permitting work was completed in 2019. Construction began in 2020 with completion anticipated in 2021. In addition, more sewer lines were constructed in the Tillicum neighborhood, as part of the North Thorne Lane Sewer Extension Project, providing sewer connections to Harry Todd Park.

Lakeview: The City was awarded a $100,000 grant from the Washington State Department of Commerce to develop a Lakewood Station District Subarea Plan, an area of the City that includes the Lakewood Landing project described above. The development of this plan is underway and is expected to be completed in the mid-to latter part of 2021. Key objectives include a form-based code similar to the Downtown Plan, a new street system, promotion of missing middle housing and a plan that encourages transit oriented development, mixed use development, increased density, retail, and multimodal transportation.

Opportunity Zones and I-5 Neighborhoods: The City continues to promote the Lakeview, Springbrook, Tillicum and Woodbrook neighborhoods as designated Opportunity Zones by the federal government in

2018. In total, the federal government designated over 8,000 Opportunity Zones nationwide. In Lakewood, there has been some interest from some developers in taking advantage of this federal law, which provides federal tax incentives to investors who fund businesses in underserved communities. These incentives, coupled with the infrastructure the City has built, including road improvements and sewer extensions, along with the redevelopment currently underway, could further help transform these areas by bringing more businesses, jobs and housing.

Housing: In 2019, 36 new single-family permits were issued with an average new home price value of $326,000. In addition, there are 43 plats in process with a total of 142 lots, which is a good sign given the build-out nature of the Lakewood community. This reflects positively on the zoning and land use policies that have been established by the Lakewood City Council in recent years. Our economic development team has also engaged directly with more than 15 major regional mixed use developers for Downtown development to include housing opportunities. Under the City's multi-family tax exemption (MFTE) program over 200 multifamily units were constructed or are under construction. In addition, given the importance of housing, the City invested a significant portion of its federal block grant monies it received from the U.S. Department of Housing and Urban Development, specifically Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME) funds, to support of Habitat for Humanity to construct low-income housing in the Tillicum neighborhood, the remodeling of older homes citywide, assisting with down payment assistance for first-time homeowners, and to provide low-interest sewer loans so property owners can connect to the sewer system. The City also actively supported condominium regulation reform before the State Legislature.

Libraries: Lakewood is partnering with the Pierce County Library System (PCLS) to build two new libraries, one in the Downtown and one in the Tillicum neighborhood. The City acquired property in the Tillicum neighborhood in early 2019 for a future library location. The PCLS and City evaluated several options for a site in the downtown area. PCLS conducted thorough community outreach in both Lakewood and the city of Sumner in 2019 to gauge the community's interest in new libraries in each respective area. The results show there is broad community interest for new libraries in Lakewood and the outreach did not identify any major concerns or issues. In late 2019, the PCLS created a community based process to develop conceptual plans and cost estimates for new these libraries in partnership with the Lakewood community. The City has reiterated its support for the new libraries to include a City community and/or senior activity center, as well as perhaps a performing arts center that could be operated by the Lakewood Playhouse, a 501(c)3 non-profit committed to the arts. The PCLS's was anticipated to complete this work in 2020 and bring this initiative to Lakewood voters for their consideration in August 2020 (primary), however, the impact of COVID-19 has temporarily suspended this process.

Public Transit: The community is served by the Pierce Transit and Sound Transit systems, which have transit stations adjacent to the I-5 corridor and the Lakewood Towne Center, along with a new transit station planned as part of Sound Transit 3 package in Tillicum, adjacent to JBLM. The City will once again request that the State Legislature allocate funds for a multimodal transportation assessment to consider practical solutions, such as an Amtrak Station in or near Lakewood; this would increase multimodal connectivity along the I-5 corridor between DuPont and Lakewood. The City is also working with Pierce Transit to bring a future Bus Rapid Transit (BRT) to Lakewood that would run along South Tacoma Way to Pacific Highway South and ultimately end in Tillicum and serve JBLM.

Sporting and Community Events: The City, Travel Tacoma Mt Rainier Tourism & Sports and MFG Cyclocross welcomed the 2019 US Cyclocross National Championship, a five day event in December 2019 at Fort Steilacoom Park that brought tourists from around the nation and world to our community. The National Championship was a great success with 2,000 participants and 10,000 spectators. Fort

Steilacoom Park is a nationally recognized venue for cyclocross, with decades of local, national, and international racing taking place over many different course variations.

Similarly, all other 2019 City sponsored events were very well received by the community as evident by the significant increase in attendance and participation. In 2019, City events included: MLK Day event, Father/Daughter Dance, Farmers Market, SummerFEST, Triathlon, Ray Evans Memorial Fishing Event, Parks Appreciation Day, Truck & Tractor Day, Veterans Day Ceremony, Christmas Tree Lighting Event, Jingle Bell Rock Run & Walk, and Holiday Parade & Festivities as well as enhancing our summer concert series at the Fort Steilacoom Park Pavilion. While most events and activities were cancelled in 2020 due to the COVID-19 pandemic, we expect a strong return in 2021. Notably, the Lakewood Farmers Market, considered an essential activity under the "Safe Start" Plan, did very well when it opened in mid-2020 at Fort Steilacoom Park.

As we look to the future, Lakewood's economy continues to grow even during a pandemic. The potential for Lakewood remains boundless given its strategic location along I-5 and SR 512, its position as host community to JBLM, and Lakewood City Council's pro-active and forward thinking commitment to economic development, job creation and access to quality housing. All of these factors make Lakewood a community of choice for businesses, residents, and visitors.

Human Services, Housing and Homeless Prevention

Since incorporation, the City has been proactive in addressing the human, social and housing service needs of the Lakewood community. Housing affordability, substance abuse issues, and the lack of state and federal funding for mental and behavioral health going back several decades has created significant challenges for communities throughout the nation, including Lakewood. The City has responded to these problems in a number of ways including collaborative partnerships and the contribution of funding to individuals and local service providers.

The City partners with multiple organizations within Lakewood to address homelessness and mental health, including: Living Access Support Alliance (LASA), Habitat for Humanity, Western State Hospital, Catholic Community Services, Greater Lakes Mental Health, St. Clare Hospital, and two methadone clinics, Tacoma Treatment Solutions and Northwest Integrated Health. The following table shows 15 key programs initiated by Lakewood to-date. The adopted 2021-2022 Biennial Budget sets aside $4,290,785 in support of a number of human services, housing and homeless prevention programs. Following this summary table is a detailed description of the programs offered by the City.

Description	Human Services, Housing & Homeless Prevention			
	2020 Estimate	2021 Proposed	2022 Proposed	Total
Human and Social Services (1% of General Fund)	$ 361,500	$ 380,000	$ 390,000	$ 770,000
Behavioral Health Contact Team (BHCT)	294,500	317,276	392,367	709,643
Mental Health Resource Coordinator	26,000	26,000	-	26,000
Veterans Treatment Court (VTC)	137,500	137,500	137,500	275,000
Community Development Block Grant (CDBG)				
Major Home Repair & Sewer Loan Program	506,863	376,750	400,000	776,750
Living Access Support Alliance (LASA)	-	89,250	30,000	119,250
Emergency Assistance for Displaced Residents	45,000	-	36,000	36,000
HOME Housing Services	10,000	10,000	10,000	20,000
Administration (20% Lakewood)	119,201	119,000	119,000	238,000
Subtotal CDBG	681,064	595,000	595,000	1,190,000
HOME Investment Partnerships Program				
Tenant-Based Rental Assistance (TBRA) Program	148,464	84,250	-	84,250
Homeowner Housing Rehabilitation	215,000	125,000	-	125,000
Affordable Housing Loan	150,000	-	-	-
Living Access Support Alliance (LASA)	-	60,750	270,000	330,750
Habitat for Humanity	640,000	75,000	-	75,000
Administration (10% Tacoma)	33,163	30,000	30,000	60,000
Subtotal HOME	1,186,627	375,000	300,000	675,000
			-	
Affordable Housing Sales Tax Credit Program	48,849	97,571	97,571	195,142
Rental Housing Safety Program (RHSP)	233,333	225,000	225,000	450,000
CARES Act				
Individual & Family Assistance	680,567	-	-	-
Small Business Assistance	739,500	-	-	-
Commercial Landlord Assistance	250,000	-	-	-
Vital Government Services	177,013	-	-	-
City of Lakewood COVID-19 Response	658,020	-	-	-
To be determined	180,050			
Subtotal CARES Act	2,685,150	-	-	-
CDBG CARES Act	807,337	-	-	-
Total	**$ 6,461,860**	**$ 2,153,347**	**$ 2,137,438**	**$ 4,290,785**

1. **Human Services:** 1% of City's General Fund finances totaling $770,000 is allocated in the upcoming biennium (2021-2022) to a number of non-profit agencies in support of human and social services. Over the last six biennium's (2009 through 2020), this funding has totaled $4,351,000 as outlined in the table below.

   The City's human services funding currently supports 18 non-profit organizations that provide 24 unique programs in support of five strategy areas:

   - Emotional supports and youth programs such as after-school programs, youth services, support for youth in school and Lakewood's Promise;
   - Access to food to include bulk food purchases and distribution for mobile services and food banks;
   - Access to health and behavioral health to include services for adults with disabilities, medical case management and donated care, dental care and therapy for survivors of sexual assault;

- Housing assistance to include emergency shelter, home repair, and homeless prevention services; and

- Other crisis stabilization services such as behavioral health intervention, legal and advocacy services for survivors of assault, domestic violence, and other crimes. The result of this collaborate investment and partnership with 18 non-profit agencies is that services and assistance is provided to over 30,000 individuals each year.

	Human Services Funding						
Year	2009/2010 Biennium	2011/2012 Biennium	2013/2014 Biennium	2015/2016 Biennium	2017/2018 Biennium	2019/2020 Biennium	TOTAL
Boys and Girls Club of Lakewood-Youth After School Program	$ 100,000	$ 40,000	$ 20,000	$ 24,000	$ 25,000	$ 40,000	$ 249,000
YWCA Pierce County-DV Shelter, Legal & Child Services	72,000	49,500	24,800	36,000	50,000	60,000	292,300
Lakewood's 5 Promises to Youth-Youth Services Coordination	20,000	52,000	52,000	43,000	43,000	50,000	260,000
Emergency Food Network-Food Distribution Program	30,000	45,000	40,000	43,000	50,000	50,000	258,000
Communities in Schools-After School Program	42,000	31,500	30,000	49,000	46,500	35,000	234,000
Greater Lakes Mental Health-Behavioral Health Team	32,000	-	-	63,000	50,000	50,000	195,000
Nourish Pierce County-Food Bank Program	-	18,000	30,000	33,500	50,000	40,000	171,500
Clover Park School District-Early Learning Consortium	100,000	40,000	30,000	-	-	-	170,000
Catholic Community Services-Emergency Housing	14,000	14,000	40,000	28,000	32,000	30,000	158,000
Community Health Care-Medical Care	27,000	46,000	15,000	24,000	5,000	40,000	157,000
Tacoma Rescue Mission-Family Shelter	40,000	20,000	40,000	24,000	30,000	-	154,000
Franciscan Health System-Children's Immunization	46,000	38,000	29,400	24,000	-	-	137,400
Pierce County AIDS Foundation-Case Management	25,000	27,000	24,000	22,500	18,000	20,000	136,500
Pierce College-Lakewood Computer Playhouse	-	40,000	40,000	28,000	28,000	-	136,000
LASA-Outreach Program Client Center	18,500	11,500	17,000	-	45,000	37,500	129,500
LASA-Housing for Homeless Families	39,000	41,500	30,000	12,000	-	-	122,500
Caring for Kids-Ready to Learn Fair & School Supplies	27,200	44,000	20,000	20,000	10,000	-	121,200
St. Leo's Food Connection-Mobile Food Program	14,000	19,000	24,800	18,000	10,000	32,000	117,800
Rebuilding Together South Sound	-	6,200	16,000	33,500	20,000	28,000	103,700
South Sound Outreach Services	-	-	20,000	39,500	40,000	-	99,500
Lindquist Dental-Children Dental Services	-	-	20,000	21,000	29,000	28,000	98,000
Rebuilding Hope; Sexual Assault Center	20,000	-	-	18,000	30,500	28,000	96,500
Oasis Youth Center	-	26,000	16,000	12,000	14,000	25,000	93,000
Tacoma Community House-Victims Legal Advocacy	-	-	-	24,000	24,000	37,500	85,500
Communities in Schools-Champions Mentor	21,500	26,000	26,000	-	-	-	73,500
St. Leo's Food Connection-Summer Meals Program	5,000	7,000	4,000	6,000	5,100	28,000	55,100
YMCA-Teen Late Night Program	-	-	-	15,000	20,000	16,000	51,000
Korean Woman's Association-We Are Family Home	20,000	20,000	10,000	-	-	-	50,000
Tillicum Community Center-Emergency Food Assistance	28,000	20,000	-	-	-	-	48,000
Good Samaritan Hospital-Caregiver Respite & Support	20,000	-	19,000	-	-	-	39,000
TACID-HELP & ACCESS Programs	12,000	15,000	8,500	-	-	-	35,500
Pierce County Community Connections	-	18,000	15,000	-	-	-	33,000
WWEE (Courage 360)-Reach Plus Employment Program	-	-	15,000	15,000	-	-	30,000
Beecher's Foundation-Pure Food Kids Project	-	-	-	-	25,000	-	25,000
Pierce County Project Access-Donated Care	-	-	-	-	-	25,000	25,000
Metropolitan Development Council-Family Support	-	17,500	-	6,000	-	-	23,500
TPCHD-Dental Services	-	21,000	-	-	-	-	21,000
Centerforce-Community Inclusion for Adults w/Disabilities	-	-	-	-	-	20,000	20,000
St. Leo's Food Connection-Backpack Program	-	-	5,000	6,000	4,500	-	15,500
Mary Bridge Hospital-Children's Grief & Loss Support	-	15,000	-	-	-	-	15,000
Community Health Care-Adult Dental Services	-	-	-	12,000	-	-	12,000
Lakewood Multicultural Coalition-Empowerment & Inclusion	-	-	-	-	-	3,000	3,000
Total	**$ 773,200**	**$ 768,700**	**$ 681,500**	**$ 700,000**	**$ 704,600**	**$ 723,000**	**$4,351,000**

2. **Behavioral Health Contact Team:** In February 2015, the City in partnership with Greater Lakes Mental Health created the Behavioral Health Contact Team (BHCT). This team consists of a mental health professional (MHP) and a dedicated police officer who are embedded with police patrol officers to serve as a resource for those who are homeless and/or suffering from addiction issues and/or mental or behavioral health issues.

This adopted budget includes funding for a second mental health professional (MPH) to begin in July 2021 increasing the size of the BHCT to three personnel to further assist police patrol as well as support the City's 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.

Since its inception in 2015 through September 2020, the BHCT has helped 3,093 people or an average of 546 per year find needed services. Some of the individuals helped by the BHCT avoid (re)entering the tragic cycle of jail and/or the hospital time to return to the same or similar circumstances.

	Behavioral Health Contact Team (BHCT)		
Year	Calls for Service	Referrals	Connections
2015	639	66	103
2016	594	111	75
2017	545	167	199
2018	465	228	102
2019	531	188	108
2020 (mid-Sep)	319	40	66
Total	**3,093**	**800**	**653**
Monthly Average	45	12	10
Annual Average	**546**	**141**	**115**

3. **Mental Health Resource Coordinator:** For the two-year period, 2018-2019, the City applied for and was awarded a grant totaling $82,089 from the Washington State Office of Public Defense (OPD) with a majority of the funds used to develop a pilot mental health resource coordinator position. The City was subsequently awarded another grant for 2020-2021 totaling $74,000.

The majority of these funds were used to develop a pilot mental health resource coordinator position with the balance allocated in support of continuing education for public defenders ($10,000), attorney-client communication and interpretative services ($2,000), and to supplement investigative and expert services ($10,000). The mental health resource coordinator, hired through the City's primary public defender, was available at Lakewood Municipal Court to help individuals with, or eligible for, public defense representation.

	Mental Health Resource Coordinator	
Description	2020	2021
Mental Health Resource Coordinator	$ 26,000	$ 26,000
Continuing Education	5,000	5,000
Interpretative Services	1,000	1,000
Investigative and Expert Services	5,000	5,000
Total	**$ 37,000**	**$ 37,000**

By providing a mental health resource coordinator, clients received a more holistic public defense and increased access to local social services. Additionally, because of this position, public defenders are able to spend more time defending their clients rather than attempting to address their pressing social service needs.

Currently, the mental health resource coordinator connects defendants with resources and provides on-site counseling. The impact of the mental health resource coordinator on the provision of their services has been incredible, with our public defender stating:

> "The OPD grant has been tremendously impactful on our little operation. The grant has allowed us to expand our level of client support and really become a full service public defense team… [Mental Health resource coordinator] has developed relationships with [social service] agencies to help move clients through the agencies, when they may not have been a priority without her help. These relationships have also helped our clients get more affordable resources. All of this is so important because our clients "life issues" are such an impediment satisfying their court obligations and an accelerant for future criminal behavior… We also use the social service position to aid the clients with satisfying their sentencing conditions. The public defenders have also specifically used [the Mental Health resource coordinator] at pretrial and review hearings."

4. **Veteran's Treatment Court:** Veteran's Treatment Court is a therapeutic court serving the cities of Lakewood, Steilacoom and DuPont that is for anyone who served in the armed forces with an open criminal charge and a nexus to a service-connected disability. Veteran's also have to meet the requirements of eligibility as a candidate per RCW 2.30.030. Having this therapeutic option available is important to the community and in helping meet the needs of local veterans. This optional program is a collaboration of multiple agencies, including:

   - Lakewood Municipal Court
   - The Veteran's Administration (VA)
   - Defense Counsel
   - The Lakewood Prosecutor's Office
   - Probation

   Many other community partners are also active. Working together these agencies established a viable option for a select group of justice-involved veterans whose needs are better met through treatment intervention rather than incarceration. Veteran's Treatment Court is a program that requires participants to live clean and sober while attending treatment and court regularly.

   The mission of Veteran's Treatment Court is to work collaboratively with community partners and resources to help veterans reintegrate into our community more effectively by connecting them with the services they have earned.

   Veteran's courts, like the Veteran's Treatment Court, have been shown to reduce recidivism and help participants make lifestyle changes that have a lasting impact on more than just the veteran. Through the program, participants are required to do volunteer work within the community. By doing volunteer work, veteran participants make community connections they may not otherwise make, and those connections help build a bond between the veteran participant and the community.

   In 2018, Lakewood Veteran's Treatment Court was awarded a $550,000 grant from U.S. Department of Justice Office of Justice Programs Bureau of Justice Assistance for 2019 to 2022 ($137,500 per year). The grant is being used to enhance Lakewood Veterans Treatment Court services. These funds are being used for Veteran's Treatment Court personnel training, including attendance at the National Association of Drug Court Professional and Justice for Vets conference, drug and alcohol tests (UAs), treatment costs for veteran court participants unable to receive treatment from the Department of Veterans Affairs, and transportation costs.

In 2019, Lakewood Veteran's Treatment Court had 9 program participants and 5 graduates. Through the second quarter of 2020, it has had 7 participants and 2 graduates. With the grant funds, the Veteran's Treatment Court can now accept up to 66 participants for the four-year grant period."

5. **Living Access Support Alliance Expansion:** The City is working with Living Access Support Alliance (LASA) to expand their facility, which opened in 2015. LASA is a local nonprofit that provides emergency housing, rapid rehousing and transitional housing in Lakewood, in addition to case management, and a range of other services to prevent homelessness.

   Demand for LASA's services surpasses their current capacity and is only expected to intensify due to the continuation of the COVID-19 pandemic. The City has provided funding to LASA as part of its 1% general fund allocation to human services and funding totaling $1.0 million for capital facility development. In addition, the City provided LASA a total of $426,390 to help local residents in need with rental-housing and utility assistance during the COVID-19 pandemic.

   The City is working with LASA to acquire additional property to expand their existing facilities as well as helping LASA develop a long range social services plan to help meet community needs. This budget proposal commits $150,000 in 2020 and up to $300,000 in 2021/2022 for a total of $450,000 to help LASA expand. The City is also requesting $500,000 from the state capital budget for LASA to accelerate this project and expand needed services in Lakewood.

6. **Habitat for Humanity Partnership:** The City continues to partner with Habitat for Humanity to build low-income housing in Lakewood that includes financial support from the City's Community Development Block Grant (CDBG) and HOME Investment Partnerships Program funds. Between 2001 and 2019, Habitat for Humanity has constructed 41 new homes for low income families in the Tillicum neighborhood.

   This adopted budget includes allocating HOME funds totaling $715,000 in the form of a development subsidy to provide down payment assistance to nine (9) low-income homebuyers to construct an additional nine new homes (four duplexes and a single-family home) dedicated for low-income families that will bring the total to 50 new homes for low-income families.

7. **CDBG and HOME Programs:** The City is part of the Continuum of Care with Pierce County and the city of Tacoma to qualify for Federal and Community Development Block Grant (CDBG) and HOME Investment Partnerships Program (HOME) dollars. Both are federal assistance programs provided by the U.S. Department of Housing and Urban Development (HUD). HOME provides funds in support of affordable housing, particularly housing for low- and very low-income individuals. HOME funds have been used for Habitat for Humanity to construct low income housing units in the Tillicum neighborhood.

   Until a couple of years ago, CDBG and HOME funding allocations were consistently decreasing annually. For comparison purposes, the City received CDBG funding totaling $913,000 in 2000 and $455,000 in 2017, a decrease of over 50% (and that does not take into account the relative value of money).

   However, the Lakewood City Council, in 2014, made it a federal priority to restore CDBG funding. This advocacy resulted in Congress restoring CDBG funding to 2008 levels and increased annual CDBG funds by about $150,000 to almost $600,000 and HOME Funds to over $331,000 in 2020.

The City has been a CDBG entitlement City since 2000. The following table outlines Lakewood CDBG investments from 2000 through 2020. During that time, the City has invested approximately $4.6 million to construct road improvements, add sidewalks and install street lights in a large number of low-income neighborhoods throughout Lakewood. These improvements, particularly street lights, has resulted in much safer neighborhoods. The City has also invested almost $5.3 million in support of affordable and low-income housing such as home repairs, emergency assistance to help displaced individuals find housing, and down payment assistance.

	CDBG Expenditures by Investment Program					
Year	Infrastructure	Housing	Public Service	Economic Development	Administration	Section 108 Loan Repayment
2000	$ 537,860	$ 102,275	$ 34,031	$ -	$ 103,618	$ -
2001	250,287	126,612	60,023	-	153,429	-
2002	451,438	357,310	78,146	-	144,069	-
2003	399,609	350,529	76,295	-	161,200	-
2004	294,974	407,592	80,490	-	136,553	-
2005	86,156	359,033	68,336	-	130,880	-
2006	164,000	486,607	70,645	-	99,092	-
2007	-	427,346	66,380	-	96,940	-
2008	9,872	412,527	66,818	-	108,066	-
2009	20,000	433,021	64,920	-	127,986	-
2010	522,544	133,537	84,394	31,948	131,686	-
2011	185,482	268,585	86,188	-	123,854	-
2012	-	280,855	34,701	-	100,871	-
2013	284,852	301,829	3,545	13,230	98,881	-
2014	160,000	188,139	48,066	-	108,854	-
2015	320,000	85,806	-	-	98,363	-
2016	321,938	164,352	-	-	106,968	-
2017	266,003	89,040	-	-	96,106	49,311
2018	300,000	210,376	-	-	102,580	49,813
2019	-	73,386	-	-	33,292	384
Total	**$ 4,575,014**	**$ 5,258,755**	**$ 922,978**	**$ 45,178**	**$ 2,263,288**	**$ 99,508**

In June 2020, the Lakewood City Council adopted the 2020-2025 5-Year Consolidated Plan for the Community Development Block Grant (CDBG) and HOME Investment Partnership Act (HOME) Programs. The policy direction for the investment of these funds has focused on:

- Assisting low and moderate income homeowners maintain their homes through the City's Major Home Repair Program (195 residences);
- Providing down payment assistance loans (69 residences);
- Loans for Public Works Trust fund projects (21);
- Providing emergency and permanent housing assistance for low income families displaced through no fault of their own;
- Providing assistance to low income households to help them afford the housing costs of market-rate units through a newly created Tenant-Based Rental Assistance (TBRA) program; and
- Funds to support the acquisition, construction and/or rehabilitation of affordable housing for low-income rentals and/or to facilitate new homeownership opportunities to include a down payment assistance program (e.g., Habitat for Humanity).

This adopted budget incorporates this policy direction as outlined in the adopted 2020-2025 5-Year Consolidated Plan CDBG and HOME Programs.

8. **Affordable Housing Sales Tax Credit Program:** In March 2020, the Lakewood City Council adopted an ordinance authorizing a sales and use tax credit for affordable and supportive housing in accordance with SHB 1406 (codified as RCW 82.14.540) that was approved by the State Legislature in 2019. Beginning later this year (2020), the City will receive an estimated $97,571 per year for twenty years totaling an estimated $1,951,417. The direction from the Lakewood City Council, which is incorporated into this budget proposal, is to use the funds in conjunction with the City's CDBG Major Home Repair Program, CDBG Major Home Repair and Sewer Loan Program, and HOME Housing Rehabilitation Loan Program given that there is a high demand for home repair and rehabilitation loans in the City.

9. **Rental Housing Safety Program:** The health, livability, and prosperity of the City as a whole is deeply rooted in the collective spirit of the City's residents. As the Lakewood community continues to grow, the City seeks to ensure a more successful future for all of its residents. One of Lakewood's most pressing community development goals is to proactively achieve a greater quality of life for residents by ensuring healthy, accessible, sustainable, and responsible environments.

   Out of the 27,053 total housing units within the city, Lakewood has approximately 14,447 rental properties. While much of rental housing in Lakewood meets basic life and safety standards, *the troubling fact is: some do not.* Substandard housing disproportionately affects poor and working class families, seniors, and people who already suffer from chronic illnesses. These are some of the City's most vulnerable of residents. The Rental Housing Safety Program (RHSP) aims to reduce, and eventually eliminate, all substandard rental housing in Lakewood and by doing so, improve the lives of all of the City's residents.

   The City began the implementation of a RHSP in late 2017. 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 reside.

   The program, which is part of this adopted budget, 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.

   By addressing housing conditions proactively through the RHSP, and quickly identifying and addressing substandard conditions and code violations, this program is preserving Lakewood's existing housing stock versus the gentrification that is occurring in Seattle and elsewhere in the Puget Sound region. Lakewood has more rental housing units than similarly-sized suburban cities. In addition, much of is the rental housing stock is at an age that requires life cycle investments. The RHSP has identified that there are many rental units (not all) that are in need of maintenance.

   The list of registered properties and units in the following table is based on data as of September 14, 2020. The number of registered units and inspections are lower in 2020 as a result of COVID-19, and the limitation on property inspections. It is estimated that the total number of registered properties

will increase by the end of 2020 with corresponding increases in registered units, although 2020 numbers are likely to be less than in in 2019.

Description	Rental Housing Safety Program (RHSP)		
	Oct 2017 to Dec 2018	2019	2020
Rental Properties			
Registered properties	2,218	2,219	1,647
Initially failed properties	435	423	76
Failure percentage	20%	19%	5%
Rental Apartment Units			
Registered units	11,322	11,328	9,333
Initially failed units	1,361	1,009	191
Failure percentage	12%	9%	2%

To date, the implementation of this program has proven to be very successful and has exceeded expectations in its first three years of being operational. The results show that the quality of the rental housing stock in Lakewood is improving. Even with reduced registrations and inspections in 2020, the City is beginning to see a substantial decline in failed properties and rental units. The number of failed properties in 2017/18 was 20 percent, in 2019, it was 19 percent, and in 2020, it was five (5) percent.

This program was recognized by the Tacoma-Pierce County Health Department with a Healthy Communities Award in 2018 as well as by the Association of Washington Cities (AWC) with a Municipal Excellence Award in 2019.

10. **Affordable Housing Initiative (2060) and Homeless Housing Act (2163) Programs:** The City works collaboratively with Pierce County to allocate State 2060 and 2163 funds, which support affordable housing and homelessness programs.

    Both programs are administered through interlocal agreements (ILA) between Pierce County and its cities and towns, including Lakewood. These funds, which are collected countywide are distributed by an oversight committee composed of members from the cities of Tacoma and Lakewood, Pierce County and other city and town representatives.

    Current rules require that 50% of the funds, which totals a combined $10.8 million in 2020, be issued directly to Pierce County; the remaining 50% goes to urban areas, with the majority being distributed each year to the city of Tacoma. In accordance with the interlocal agreements, 16% of the funding is dedicated to the operations and maintenance of eligible homeless shelters. Also, both programs are subject to the review committee and steering committee process.

    This budget proposal recommends that the Community and Economic Development Department's Housing Division work proactively with eligible agencies, Living Access Support Alliance (LASA), Emergency Food Network (EFN), and other Pierce County non-profits to apply for and secure 2060 and 2163 funds for Lakewood projects. If successful, these monies would support affordable housing, homelessness, and related social service programs.

    The 2060 program was created by the State Legislature in 2002 via SHB 2060 (codified as RCW 36.22.178) an Affordable Housing Initiative that requires the Pierce County Auditor to collect a surcharge on certain recorded documents countywide, including within Lakewood. The funds generated from the document recording fee provide affordable housing opportunities for Pierce

County's very low-income (50% of median per HUD) households in a manner that is consistent with the RCW, and countywide affordable housing needs and policies. In 2018, state legislation increased the document recording surcharge from $10 to $13. The annual budget totals approximately $3.0 million.

The 2163 program was created by the State Legislature in 2005, the Homeless Housing Act via SHB 2163 (codified as RCW 36.22.179). The program is also funded with a surcharge on certain recorded documents countywide to include Lakewood, again collected by the Pierce County Auditor. The surcharge revenue must be used for planning, housing, and supportive services related to homelessness. In 2018, the State Legislature passed HB 1570, which increased the surcharge from $40 to $62 and made the surcharge permanent.

Eligible activities for this program can include rental and furnishing of dwelling units for the use of homeless persons; costs of developing affordable housing for homeless persons; services for formerly homeless individuals and families; operating subsidies for transitional housing or permanent housing serving formerly homeless families or individuals; services to prevent homelessness; temporary services to assist persons leaving state institutions and other state programs to prevent them from becoming or remaining homeless; outreach services for homeless individuals and families; and, the development and management of local homeless plans, including homeless census data collection, identification of goals, performance measures, strategies, costs, and evaluation of progress towards established goals. Funds are awarded to projects annually through a competitive Notice of Fund Availability (NOFA) process. The annual budget totals about $7.8 million.

11. **Lakewood Low Income and Subsidized Housing:** The City provides low-income and subsidized housing opportunities through a variety of federal, state, and Pierce County sponsored programs. In total, Lakewood provides extremely low-income, very low-income, and low-income housing for over 57 percent of all housing units. These high numbers of cost-burdened households reflect the fact housing is expensive in western Washington, and very few rental units are available at rent levels that are affordable for the lowest income households.

    Even with a tight housing market, Lakewood has numerous low-income options.

    - 26 mobile home parks comprising 1,451 manufactured units and trailers.
    - Habitat for Humanity programs which to-date have built 41 low-income residences in Tillicum.
    - Living Access Support Alliance (LASA) provides housing to 15 families in Lakewood.
    - Pierce County Housing Authority (PCHA) operates and manages four multifamily apartments totaling 269 units.
    - PCHA further offers a housing choice voucher program county-wide. On average, Section 8 Housing Choice vouchers pay Lakewood landlords $800 per month towards rent. The average voucher holder contributes $400 towards rent in Lakewood. The maximum amount a voucher would pay on behalf of a low-income tenant in Lakewood, Washington, for a two-bedroom apartment is between $1,267 and $1,549. There are 2,749 vouchers, and of this amount, about 550 are applied to rents in Lakewood.
    - A variety of agencies and private property owners operate subsidized low-income properties comprising 671 units.

    Combined with mobile home parks, subsidized housing totals 2,997 housing units, or about 11 percent of Lakewood's total housing stock.

12. **Housing Policies:** The Lakewood City Council has prioritized both economic development and housing development to create a city identity and to provide needed "missing middle" housing for current and future residents. Basically, missing middle housing includes many housing types, such as duplexes, fourplexes, cottage courts, and courtyard buildings that provide diverse and more affordable housing options supporting locally-serving retail and public transportation options.



In late 2018, the Lakewood City Council adopted the Lakewood Downtown Plan and accompanying development code and SEPA Planned Action, all of which were focused on solidifying a clear Downtown while encouraging well-designed, higher density housing and mixed use development that could take advantage of transit options within and near to the Downtown. The Planned Action provides a way by which development review is streamlined since individual projects consistent with the subarea plan do not have to undergo a SEPA analysis. The Lakewood Downtown Plan envisions 2,257 new housing units within the subarea plan boundaries by 2040.

Lakewood has also adopted updated Accessory Dwelling Unit (ADU) policies and development code requirements that provide for the easier creation of more attached and detached ADUs associated with a single-family housing unit, duplex, triplex, townhome, or other housing unit in multiple city zones, including R1-R4, MR1 & MR 2, MF1 & MF2, and TOC.

In 2020, the City worked with stakeholders and residents to draft a Lakewood Station District Subarea Plan, Development Code and SEPA Planned Action, which are scheduled for adoption in spring 2021. The Lakewood Station District is a multi-modal commuter hub and offers a mixture of intensive land uses and activities supportive of direct regional transportation access via the Lakewood Station, a Sound Transit facility, and I-5. The District Subarea Plan implements development standards to foster a high quality, pedestrian-oriented urban environment including incentives to encourage dense mix of commercial and medical office, regional and local retail, services and hospitality, and high-density residential uses offering ownership and rental housing opportunities, all supported by direct regional transportation access.

Residential densities would be up to 40 units per acres in the residential zone (MF3) and up to 54 units per acre in the mixed use zone (TOC). Residential development will target housing serving households at 65% to 110% of the area median income. Rowhouse residential development allows for compact residential development at an affordable price point. Ground-related units provide private and semiprivate outdoor space and the opportunity for zero-lot line platted development. This type of development provides homeownership opportunities and the chance to build wealth and equity for moderate income households in the subarea.

13. **Cohen Veterans Network:** The City in partnership with South Sound Military and Communities Partnership (SSMCP) and others worked with the Cohen Veterans Network who opened a clinic in Lakewood in March 2019 to serve the South Puget Sound region. This clinic is located at 6103 Mt Tacoma Drive. The Cohen Veterans Network is a private foundation established to provide veterans and their family members with free accessible mental health care in select cities across the country.

14. **SSMCP Housing Study:** The City has also been partnering with South Sound Military and Communities Partnership (SSMCP) in developing a Housing Study to improve the affordable housing options for service members and their families, which balances JBLM mission readiness goals with local community goals by:

    - Identifying and addressing opportunities and barriers to adequate off-installation housing affordable to the E1 to E5 service member;
    - Identifying and addressing mutually acceptable community strategies to increase housing supply;
    - Identifying incentives for landlords to consider service member housing needs; and
    - Providing resource tools to assist these service members in locating affordable, quality housing.

    A key challenge faced by service members and their families is finding available housing within a 30-minute drive given the structural supply limitations. The Housing Study has identified a number of recommendations that are currently underway for consideration and implementation in the upcoming biennium as part of SSMCP's work plan, including: expanding the military's rental partnership program (RPP); a collaboration between local real estate agencies and JBLM public affairs to share housing resources; advocate for housing legislation at both the state and federal levels of government; develop model comprehensive housing goals and policies for cities and counties; and incentivize and remove impediments for development of additional housing.

15. **Coronavirus Aid, Relief, and Economic Security (CARES) Act:** Following the declarations of emergency due to the COVID-19 pandemic, federal funds were made available to states and cities of a certain size under the Coronavirus Aid, Relief, and Economic Security Act ("CARES Act"). In May 2020, Governor Inslee announced that Washington would award $300 million of the state's CARES funding to local governments that did not receive direct distributions under the CARES Act. On August 31, 2020, the Governor announced an increase of $125 million awarded to local governments for a total of $420 million. Lakewood was awarded $1,790,100 of CARES Act funds in May 2020 and an additional $895,050 in August 2020, for a total of $2,685,150.

    For the first round of funding, the Lakewood City Council directed that eighty percent (80%) of the funds be allocated through grant programs to assist with:

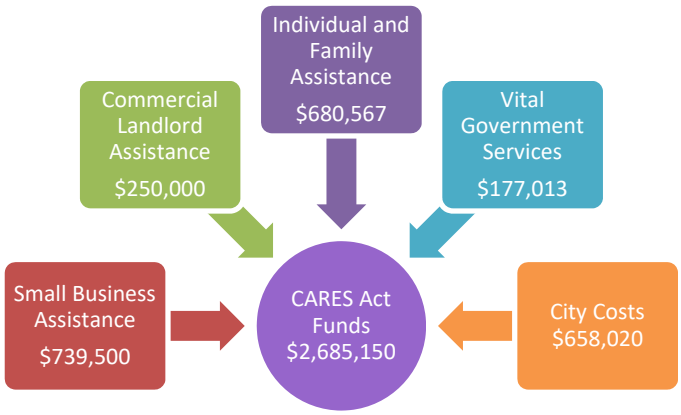
    - Individual and family economic resilience (including rental assistance and child care service provider assistance); and
    - Small business assistance (including both for-profit and non-profit businesses); and

    The remaining twenty percent (20%) of first round funds were allocated to:

    - Vital Government Services including public partners such as the fire district, public library system, and food banks as well as personal protective equipment (PPE), facilities improvements and information technology costs.

The Lakewood City Council subsequently directed that most of the second round of funds be allocated to a new commercial landlord assistance grant program as well as additional funding to small business assistance and child care service provider assistance grants. In addition, a small portion of the funds were allocated to cover some of the City's COVID-19 response costs.

The City's CARES Act grant programs were widely advertised and administered in multiple languages to ensure that Lakewood's businesses and resident could access them.



*$180,050 in CARES Act funding held in reserve until mid-November 2020 in order to identify and allocate to external needs, or if none, then for use in support of City COVID-19 response costs.

In April 2020, a special allocation of Community Development Block Grant COVID-19 (CDBG-CV) funds was awarded to the City totaling $350,611. In May, the Lakewood City Council designed these funds to finance a Small Business Emergency Services Program by providing zero-interest, deferred (forgivable) loans up to $10,000 to Lakewood businesses with 10 or fewer employees. The Lakewood City Council changed the program to a grant program in August. In September, the City was awarded an additional $456,726.

Over the City's relatively short history, it has taken important steps to address longstanding human service needs within the community. Significant investments in social services, housing, and infrastructure have already occurred. However, with over 17 percent of the population living below the poverty line, these kinds of investments will need to continue for years to come. The challenges are many. Lakewood will need to concentrate its efforts on increasing employment opportunities, sustaining, not cutting social services and basic safety nets, improving infrastructure including housing, and tackling concentrated poverty in some of Lakewood's neighborhoods. This commitment will continue and be amplified as part of the 2021-2022 biennium to include the addition of new human services initiatives.

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 fourth-largest employer in the State behind only The Boeing Company, Amazon and Microsoft.

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 20th and 21st centuries to include now the numerous and ongoing multiple deployments of service members and units from JBLM to all seven continents.

The City 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, the South Sound Military & Communities Partnership (SSMCP) was formed in 2011. The City continues to play a major leadership role in support of SSMCP and being a strong advocate for JBLM, Camp Murray, our service member and their families locally, regionally and nationally. SSMCP has created and maintains a solid reputation and relationship with JBLM leaders and is viewed as a trusted organization valued for its integrity and responsiveness.

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). In 2019, a historic cooperative agreement was reached with the US Army that acknowledges a commitment of up to $80 million from the Department of Defense towards resolving the North Clear Zone (NCZ) encroachment issues. SSMCP also continues to partner 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 coupled with advocacy in support of funding the State Defense Community Compatibility Account (DCCA) Program that could provide funding in support of City's JBLM North Access project, habitat preservation and conservation, and affordable housing strategies for service members and their families. And SSMCP has led the development of a housing study and recommendations to improve off-installation housing options (also called off-base) for active duty service members in communities neighboring JBLM to include Lakewood.

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 and subsequently updated in 2020 shows that JBLM has an economic impact on our region totaling over $12.1 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.

Lakewood Governance and Municipal Services

The City is an optional code city that operates a Council-Manager form of government. Code cities have home rule authority meaning they have broad authority in all matters of local concern; these cities have all power granted to any class of city and any not specifically denied by state statue.

The seven-member Lakewood City Council is elected by the citizens on a non-partisan basis. The City Council elects the Mayor and Deputy Mayor from among its members. The Lakewood City Council is responsible for the adoption of policies necessary for the operation and growth of the City. The City Manager, who serves as the chief executive officer, is responsible for implementing the policies and goals of the Lakewood City Council and provides leadership, coordination and development of City departments, while ensuring the delivery of quality service and serving the needs of the public. The City Manager is appointed by and reports to the Lakewood 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 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 Housing, CDBG & HOME, 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, human services and a wide range of community events.

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 and Pierce County Sheriff's Office 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 21st 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 Lakewood City Council.

The Lakewood City Council sets the vision for our City and adopts goals to reflect advancement towards that vision. The established vision and adopted Goals help guide decision-making at all levels of City government including serving as the policy direction for the City government for developing and implementing the City's Adopted 2021-2022 Biennial Budget.

Vision Statement

On October 19, 2015, the Lakewood City Council adopted the following Vision Statement (Resolution No. 2015-30) formalizing their vision of Lakewood 30-years after incorporation in 2026. This Vision Statement replaced an earlier Vision Statement that was created 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 current Vision Statement was informed by significant public input through online community surveys, meetings with community groups and a community interactive workshop. The Vision Statement addresses community attitudes concerning current and anticipated issues affecting the City leading up to 2026. The Vision Statement is the following:

CITY COUNCIL VISION 2026

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.

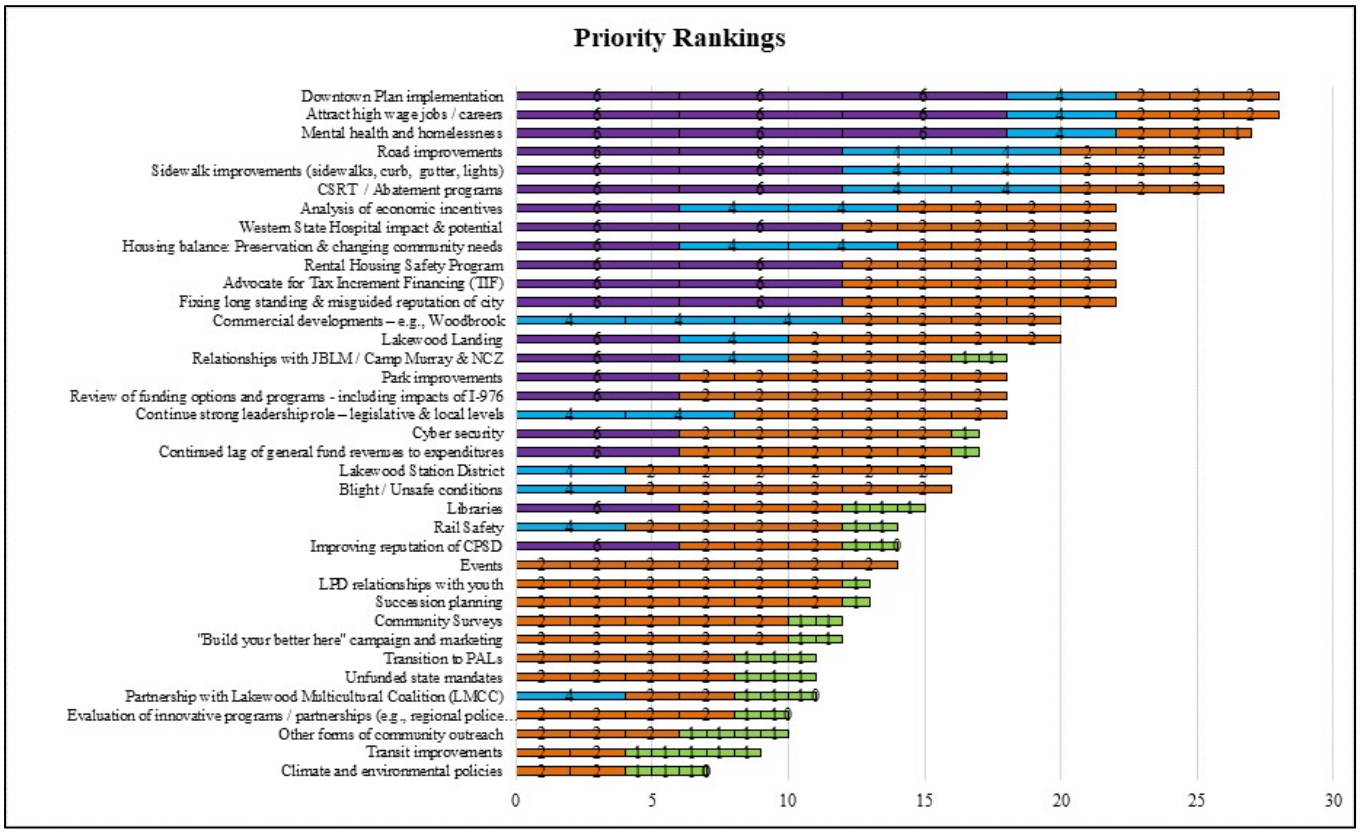
The City Council's VISION for Lakewood at its 30 Year Anniversary is a community:

- 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 Lakewood City Council developed and adopted a Strategic Plan 2018 – 2020 (Plan) that establishes Lakewood's goals and objectives during this time based on the priorities and values identified by the City's most important component: its people. The Plan is an invaluable tool to align and connect the Lakewood 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 Lakewood City Council held a goal setting retreat for the 2021-2022 biennium on March 7, 2020. This retreat occurred after the State of Washington declared a state of emergency for COVID-19 on February 29, 2020, but before a national state of emergency was declared on March 13, 2020, as well as a City state of emergency on March 16, 2020. Unfortunately, the City Council has not had the opportunity to reconvene a meeting to follow up on the March 7, 2020 retreat.



Similar to the adopted 2019-2020 Goals, the Lakewood City Council identified Economic Development as the most critical Lakewood City Council Goal area for 2021-2022, followed by Public Safety, Dependable Infrastructure, Transparency, and Fiscal responsibility. Also, the results of this retreat do not directly contemplate the impacts of COVID-19. In the future, the Lakewood City Council may want to further contemplate goals and objectives based on the significant fiscal impact this pandemic will have on the City.

While the Goals and Objectives outlined below have not yet been considered and adopted by the Lakewood City Council, they are included to serve as a foundation and policy guidance for the development of the 2021-2022 Adopted Biennial Budget.

The Lakewood City 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 help move the community forward. The Lakewood City Council acknowledges that city operations will be impacted by the continuation of the Coronavirus pandemic. The goals listed below are intended to provide guidance for the next biennium as the city continues to navigate and respond to the effects of the pandemic.

OPERATIONAL VALUES

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. Implement and continue to adjust the City's comprehensive economic development strategy to attract and preserve family and high wage jobs.
B. Review and develop prudent business incentives that enhance economic development.
C. Direct growth through sound planning. Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.

1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competiveness.

A. Implement catalyst projects that promote private investment, i.e., the Downtown Plan, Woodbrook Business Park, and "Lakewood Landing," and the Sounder Station District.
B. Improve underutilized commercial land, e.g., the WSDOT facility, revise of zoning regulations where appropriate, minimize nonconforming uses, and perform an analysis on Western State Hospital impact and possibilities.
C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

1.3 Enhance and diversify housing stock and improve multi-generational community assets.

A. Improve and expand programs and policies to increase homeownership, diversify housing stock, and preserve existing housing to meet community needs.
B. Continue to support youth and senior programming and expand community events.
C. Support and preserve historical, cultural, and environmental places of significance.

1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.
- A. Be a leader in local economic development, regional transportation and planning policies.
- B. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation.
- C. Expand partnerships with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
- D. 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 and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

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, utility systems.
- A. Identify future transportation and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.
- B. Expand neighborhood infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.
- C. Provide quality and diverse park and recreation system making strategic additions when prudent.
- D. Implement innovative technology solutions to enhance accessibility, operations, and City services.
- E. Partner with community members and stakeholders to identify and implement infrastructure solutions.

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

- A. Maintain infrastructure using best management practices 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 wayfaring signage.
- B. Showcase art, culture, and history to enhance sense of place.

2.4 Increase connectivity and accessibility.
- A. Leverage multimodal infrastructure and technologies to improve accessibility in the City and with neighboring communities.
- B. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the Non-Motorized Transportation Plan.

C. Proactively pursue transportation safety solutions, including rail safety improvements.

3. 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 on-going training and new technologies.
- B. Promote crime prevention through environmental design (CPTED) principals.
- C. Develop, practice, update, and implement emergency management plans.

3.2 Match perception of public safety with reality.
- A. Promote advancements and achievements in public safety and the overall safety of the community.
- B. Provide streamlined and innovative public safety resources for residents, businesses, and visitors.

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 safety initiatives.
- C. Support creative criminal justice and alternative diversion programs.
- D. Take a proactive role in legislative advocacy in matters that 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 youth and 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.

4. 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.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Monitor, refine, and respond to performance measures.

4.2 Evaluate revenues and expenditures and respond to changing service needs.
- A. Maintain and strategically use reserves in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. Develop balanced biennial budgets consistent with adopted financial policies.
- 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 and strategically plan for future City leadership needs.
B. Seek and promote diverse advisory groups.
C. Continue to maintain our "Well City" status.
D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when advantageous.
E. Continue to enhance cyber security measures to protect City systems.

5. 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. Enhance city's image through positive mixed media campaigns and 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 public infrastructure funding for streets, non-motorized pathways, and parks and public spaces.
E. Advocate for innovative solutions to lagging general fund growth, including: economic development programs to expand City revenues, such as including tax increment financing, and solutions to address unfunded mandates.

5.3 Strengthen connection with stakeholders, partners, and communities.

A. Maintain and improve online services, including: the website and social media platforms.
B. Implement surveys that measure community priorities, satisfaction, and specific projects.
C. Expand meaningful, two-way communication opportunities with community stakeholders and regional partner. Focus on inclusive engagement by conducting concentrated outreach to help engage hard-to-reach and vulnerable populations.
D. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
E. Support access to information on workforce development, healthcare, and local services.
F. Strengthen relationship with local school districts, colleges, and other public entities.

6. ROBUST COMMUNITY

GOAL: The City of Lakewood is a livable, healthy, resilient and inclusive community.

NOTE: All Economic Development, Dependable Infrastructure, Public Safety, Fiscal Responsibility, and Transparency goals and objectives support the continued advancement of a robust community in Lakewood.

Objectives:

6.1 Continue to improve the quality of life for all residents, businesses, and visitors.

A. Continue to partner with community-based organizations to support vulnerable residents and improve self-sufficiency.
B. Support and encourage the physical, emotional and mental health of those that live, work, and visit Lakewood.
C. Develop, partner, and implement innovative strategies that foster a more livable, healthy, equitable, and sustainable community.

6.2 Provide a diversity of amenities and events that attract residents, businesses, and visitors.

A. Celebrate, value and support the cultural diversity of the community through partnerships, public art, events and programs.
B. Develop and expand amenities and events that create a sense of place, promote dynamic user experiences, and have multipurpose uses.
C. Strengthen community connections and support civic engagement.

Organization of the Adopted 2021/2022 Biennial Budget

This budget message is intended to provide the Lakewood 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 department sections:

   - City Council
   - City Manager
   - Administrative Services
   - Community and Economic Development
   - Parks, Recreation and 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 Operations & Maintenance
   - Real Estate Excise Tax
   - Transportation Benefit District (TBD)
   - Hotel/Motel Lodging
   - Felony Seizure
   - Federal Seizure
   - Community Development Block Grant (CDBG)
   - Neighborhood Stabilization Program (NSP)

- Property Abatement & Rental Housing Safety Program
- Public Art
- Narcotics Seizure

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

Utility Fund
- Surface Water Management

- South Sound Military and Communities Partnership (SSMCP)
- Public Safety Grants

Capital Improvement Funds
- Parks Capital
- Transportation Capital
- Sewer Capital

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 glossary, acronym list, salary schedules, fee schedule and statistical information. A line-item budget detail by department is provided in a separate document which is available on the City's finance webpage.

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 Lakewood 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 Lakewood City Council and help the Lakewood City Council determine ways to get the best return on the community's investment for programs and infrastructure.

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 2021/2022 Adopted Biennial Budget amounts to $91,493,247 in 2021 and $91,030,819 in 2022. The General Government Budget totals $57,595,514 in 2021 and $59,210,116 in 2022. This budget also includes $17,303,834 and $13,223,830 in support of capital improvements in 2021 and 2022, respectively. The utility budget, which consists of surface water management totals $6,950,790 in 2021 and $9,446,791 in 2022 and includes both a maintenance operating component and a construction component. The internal service budget, which is comprised of fleet and equipment, property management, information technology and risk management totals $9,643,107 in 2021 and $9,150,081 in 2021.

	2020 Year-End	2021 Adopted	2022 Adopted
General Government Funds	$ 72,361,578	$ 57,595,514	$ 59,210,116
Capital Improvement Funds	35,219,411	17,303,834	13,223,830
Enterprise/Utility Fund	9,011,503	6,950,790	9,446,791
Internal Service Funds	11,713,737	9,643,107	9,150,081
Total	**$128,306,229**	**$ 91,493,247**	**$ 91,030,819**

General Government Funds

The 2021 and 2022 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 $57,595,415 in 2021 and $59,210,116 in 2022, respectively.

Where the Money Comes From

The City expects to receive $39,262,151 and $41,133,861 in General Government operating revenue (General and Street O & M Funds) in 2021 and 2022, respectively. This operating revenue is supplemented with available fund balances of $9,145,661 in 2021 and $8,757,134 in 2022 as well as other financing sources, including interfund transfers between different funds for a general government budget totaling $57,595,514 in 2021 and $59,210,116 in 2022.

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

GENERAL GOVERNMENT FUNDS	2020 Year-End	2021 Adopted	2022 Adopted
Beginning Fund Balances	$ 15,676,889	$ 9,145,661	$ 8,757,134
Operating Revenues			
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	129,201	136,967
Interfund	284,700	284,700	284,700
Total Operating Revenues	37,334,729	39,262,151	41,133,861
Other Financing Sources	19,349,960	9,187,704	9,319,118
Total Revenues & Sources	**$ 72,361,578**	**$ 57,595,514**	**$ 59,210,116**

Where the Money Goes

The 2021 and 2022 Operating Expenditure Budget (General and Street O & M Funds) amounts to $39,288,794 and $40,209,656, respectively. These expenditures are supplemented with ending fund balances of $8,757,134 in 2021 and $9,615,944 in 2022, 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 $57,595,514 in 2021 and $59,210,116 in 2022.

Public safety, which includes: police, jail, CSRT, dispatch services, animal control, and municipal court services, which includes the provision of court services to the Town of Steilacoom and City of DuPont, comprise the largest component of the Operating Budget, representing 67% 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/HOME and South Sound Military & Community Partnership (SSMCP) programs; Legal, which includes prosecuting attorney, City Clerk, and election services; Parks, Recreation & Community Services, including 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 communications and community and intergovernmental relations.

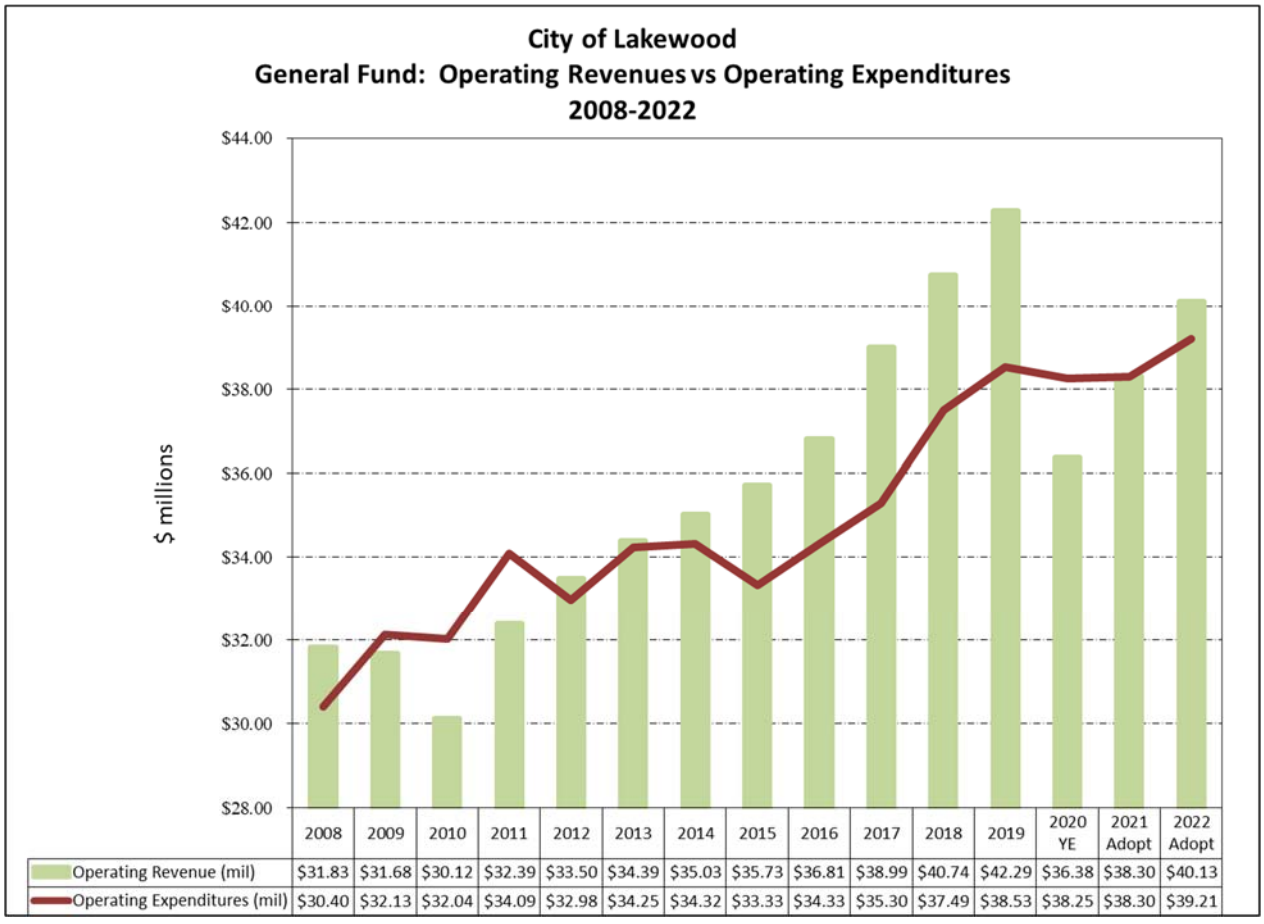
GENERAL GOVERNMENT FUNDS	2020 Year-End	2021 Adopted	2022 Adopted
Operating Expenditures			
City Council/City Manager	845,757	857,950	934,365
Municipal Court	2,012,264	1,990,524	2,009,514
Administrative Services	1,854,979	1,912,776	1,976,091
Non-Departmental	133,960	136,925	136,925
Legal	1,492,426	1,623,752	1,631,231
Community & Economic Development	2,325,604	2,519,917	2,666,418
Parks, Recreation & Community Services	2,769,801	2,930,295	2,998,234
Police	25,002,874	24,459,348	24,985,911
Interfund Transfers	391,307	501,349	497,994
Street O & M	2,379,819	2,327,385	2,383,029
Total Operating Expenditures	39,208,791	39,260,221	40,219,712
Operating Surplus/(Deficit)	*(1,874,062)*	*1,930*	*914,149*
Other Financing Uses	24,007,126	9,578,160	9,374,461
Ending Fund Balances			
Reserves:			
Contingency (2% of GF Oper Rev)	746,695	785,243	822,677
Reserves (5% of GF Oper Rev)	1,866,736	1,963,108	2,056,693
Strategic Reserve (5% of GF Oper Rev)	1,866,736	1,963,108	2,056,693
Subtotal Reserves	4,480,167	4,711,459	4,936,063
Designated/Reserved:			
Real Estate Excise Tax	540,095	261,900	195,000
Transportation Benefit District	640,000	1,475,000	1,670,000
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
Subtotal Designated/Reserved	3,378,030	3,952,980	4,679,881
Designated/Reserved (one-time)	1,287,464	92,697	-
Total Ending Fund Balances	$ 9,145,661	$ 8,757,134	$ 9,615,944
Total Expenditures and Uses	**$ 72,361,578**	**$ 57,595,514**	**$ 59,210,116**

Key Financial Highlights

The following highlights are included in the 2021-2022 Adopted Biennial Budget.

General Fund operating revenues are projected to grow 5.3% in 2021 and another 4.8% in 2022, after a significant decrease of 14.0% in 2020 brought on by the impact of COVID-19. General Fund operating expenditures are projected to increase 0.1% in 2021 followed by 2.4% 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 2.0% 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 2021 and 2022, though challenges still do exist as we look out beyond the biennium.

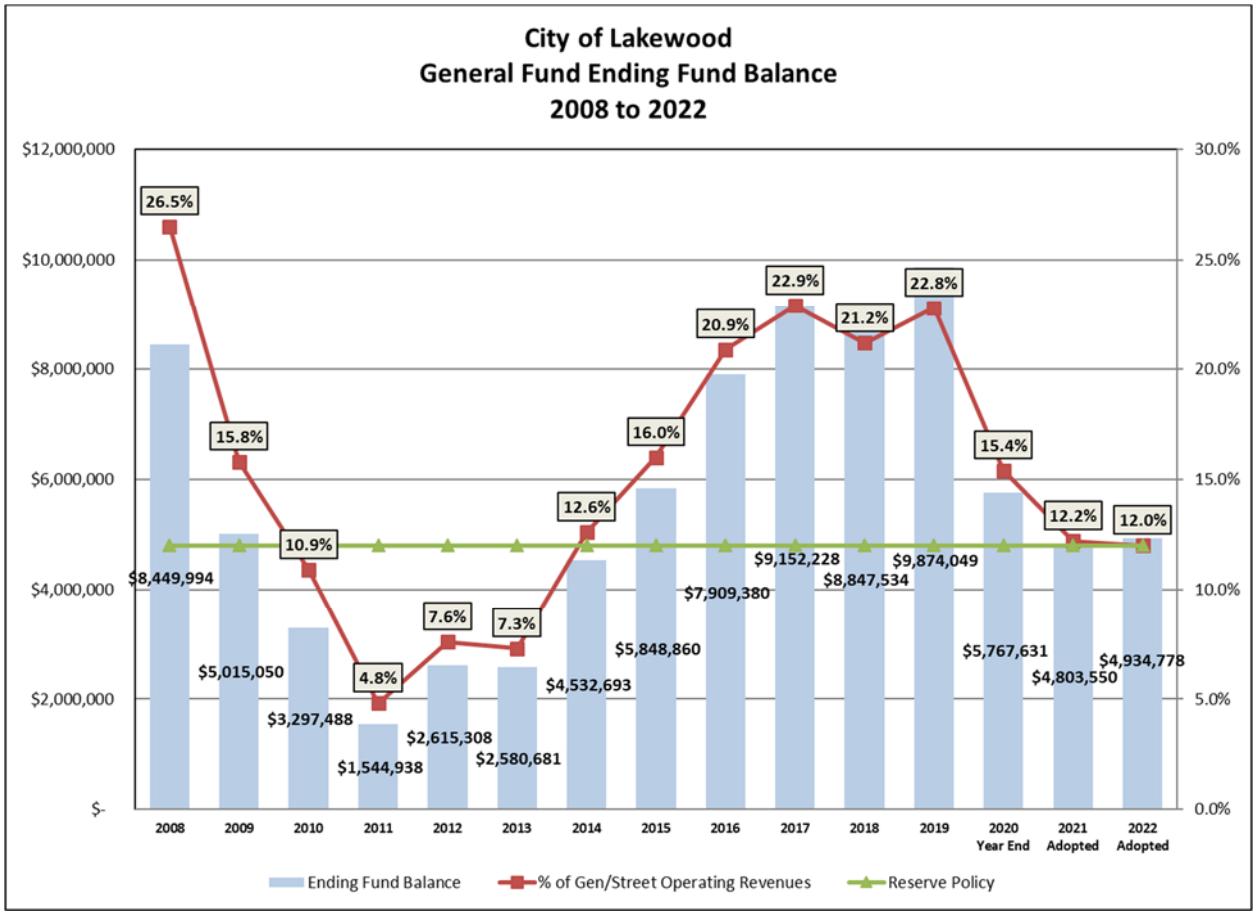
General Fund		
Year	Operating Revenue	Operating Expenditures
2009	-0.5%	5.7%
2010	-4.9%	-0.3%
2011	7.5%	6.4%
2012	3.4%	-3.2%
2013	2.7%	3.8%
2014	1.9%	0.2%
2015	2.0%	-2.9%
2016	3.0%	3.0%
2017	5.9%	2.8%
2018	4.5%	6.2%
2019	3.8%	2.8%
2020 Year End	-14.0%	-0.7%
Average ('09-'20)	**1.3%**	**2.0%**
2021 Adopted	5.3%	0.1%
2022 Adopted	4.8%	2.4%
Average ('09-'22)	**1.8%**	**1.9%**



The Lakewood 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 between 2018 and 2019 that increased ending fund balances. This may not be as likely in 2021 and perhaps 2022 due to the economic uncertainty brought about by the pandemic. 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 the following:

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;

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. Need in this area has increased due to City image and safety project, including the eight (8) new Lakewood gateways, updated traffic circles, beautification projects, including the new trees and planting strips along improved city streets and projects throughout the City;

- 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 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. The new CEO will be dedicated toward achieving voluntary compliance with outstanding code enforcement cases. This, in turn, will result in the City having to dispense less citations to gain involuntary compliance. This position will also help increase the identification of properties for the abatement process. This increase in abatement activity will drives the need for an additional building inspector to support both the RHSP and Abatement Program;

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;

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;

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;

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;

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;

- 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 25th 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; and

- Develop virtual programming options in support of youth, families, older adults and special events sponsored by the City.

Capital Improvement Funds

It is critical that adequate funding be dedicated to maintain aging infrastructure. The 2021 and 2022 capital budget, which includes parks, transportation, and sewers, amounts to $17,303,834 and $13,223,830, respectively. It is a reflection of an allocation of resources that have been identified as a high priority goal by the Lakewood 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 continues a General Fund contribution that totals $700,000 for 2021 and $432,965 for 2022 in support of transportation projects and provides another $80,000 for 2021 and $212,500 for 2022 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

Between 2015 and 2020, the City will have completed 31 park improvement projects totaling almost $12 million at a number of City parks to include Fort Steilacoom Park, Springbrook Park and Harry Todd Park. Park CIP projects are heavily supported by grants and other partnerships. Park improvement investments will continue in the 2021-2022 biennium.

Funding totaling $3,925,000 (includes grants and state capital budget requests totaling $3,810,000) is allocated in support of 7 park improvements projects plus project support for 2021 and 2022 as outlined in the following table.

	Adopted 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
	Total	**$ 570,000**	**$ 3,355,000**
** Funding contingent upon anticipated grants & state capital budget.			

Park projects include:

- Wards Lake Park Improvements: Wards Lake Park is located in the Northeast neighborhood area of Lakewood. Since incorporation, the City has utilized a variety of funding sources totaling approximately $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 will expand and improve critical wetland areas; provide new active play amenities, including a pump-track; develop a 3-acre fenced off-leash dog park; enhance upland forest and native oak-prairie habitat areas; create a 1 mile ADA accessible loop trail to include a bridge over the lake;

enhance pedestrian safety improvements at the main entry; and provide greater connectivity throughout the park.

- American Lake Park Improvements: American Lake Park is a 5.5 acre park with upland play spaces and viewing areas, 450 feet of fresh water shoreline and also includes a boat launch. This project will include ADA access to the waterfront, a new restroom building, group picnic shelter, viewpoint upgrades, and new entry sign.

- Oakbrook Park Improvements: This park is located in the northwest neighborhood area of Lakewood and is the only neighborhood park in this area. In 2019 the playground was replaced. In 2021, project improvements will include the addition of a small picnic shelter, fencing, picnic table pads and open space enhancements.

- Park Sign Replacement Program: This program is to replace and upgrade park entry signs with more modern signs at 11 City parks starting in 2021. Parks identified in 2021 are Fort Steilacoom Park (new Angle Lane entrance), Harry Todd Park and American Lake Park followed by Wards Lake Park, Active Park, Washington Park and Springbrook Park in 2022.

- Playground Replacement: This program moves forward the replacement of playgrounds that typically have a life span of 15-20 years as identified in the Legacy Plan. The playground identified for replacement in 2022 is at Primley Park.

- This budget also includes funds to support the replacement of playground equipment to include picnic tables, drinking fountains, benches and damaged playground pierce as well as funds in support of needed playground resurfacing, and funding to help support the number of projects being implemented.

The following is a list of grants and state capital budget requests totaling $4,160,000 million that have been applied for and requested to support the 2021-2022 parks capital improvement budget.

Park Project	Grant Type	Grant Amount	Project Cost	Application Date	Notification Date
American Lake Park ADA	WWRP	$ 500,000	$ 1,500,000	Jun 2020	Apr 2021
American Lake Park ADA	ALEA	500,000	1,500,000	Jun 2020	Apr 2021
American Lake Park ADA	State Capital Budget	250,000	1,500,000	Jan 2021	Apr 2021
Fort Steilacoom Park Turf Infield	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)

Transportation Capital Fund

Between 2015 and 2020, the City will have completed 59 transportation improvement projects totaling over $73 million including pavement preservation, pavement overlays, street and sidewalk improvements, traffic signals, neighborhood safety, and LED streetlights.

For the upcoming biennium, the City is expected to invest another $24.5 million. The following table illustrates this commitment. This budget includes funding in support of 11 transportation improvement projects plus project support totaling $15,732,002 for 2021 and $9,411,998 in 2022.

	Adopted 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	260,000
4	Chip Seal Program: Local Access Roads	380,000	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
	Total	**$15,732,002**	**$9,411,998**

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 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 (2021): The chip seal program will be south of 112th St. and west of Holden Rd. SW plus Lake Louise Dr. SW around the east side of Lake Louise to 101st St. SW and Farwest Dr. SW. There will be a portion of this work that will include roadway patching and crack sealing of Lake Louise in preparation of the road ahead of the chip seal application.

- Chip Seal Program (2022): The 2022 chip seal program will be south of Veterans Drive SW between project Northlake Drive SW and Gravelly Lake Drive SW. Some patching and crack sealing will be done ahead of the chip seal application.

- Overlay -- Pacific Highway South, 108th to SR 512: This project, which is 0.40 miles, will provide an asphalt overlay and upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.

- Streets -- South Tacoma Way, 88th to 80th St (Design): This project, which is 0.28 miles, is the design to provide for curb, gutter, sidewalks, bike lanes, continuous 2-way left turn lane, street lighting, signal upgrades, patching, overlay, and associated storm drainage improvements.

- JBLM North Access Project – Phase 1: The Gravelly Lake Drive between Washington Blvd and Nyanza component of the project, which totals 0.98 miles in length alone, 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 and two roundabouts at Nyanza and Veterans Drive. The Washington Blvd, Interlaaken to Gravelly Lake Drive Double Roundabouts part of the project, which totals 0.12 mile in length, provides for curb, gutter, sidewalks on both sides, associated storm drainage, asphalt overlay, installation of two roundabouts to replace the traffic signal on Washington Blvd and Gravelly Lake Drive and a new roundabout at Interlaaken and Washington Blvd. The total project length is 1.1 miles.

- JBLM North Access Project – Phase 2: This phase, which totals 1.61 miles, constructs curb, gutter, sidewalks (both sides), associated storm drainage, overlay, landscaping, bike lanes, and lighting along North Gate Road, Edgewood Drive, and Washington Blvd between Edgewood and Interlaaken. Also includes improvements along Vernon between Washington Blvd and Veterans Drive and the addition of six new roundabouts to include the elimination of two traffic signals at Edgewood and Vernon with roundabouts.

- Overlay -- 108th, 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.

- Streets & Sidewalks -- Steilacoom Blvd (Farwest to Weller) ROW Acquisition: This project is the ROW acquisition to add sidewalks and bike lanes from Farwest Drive to Weller Road. Improvements would include curb, gutter, sidewalks, bike lanes, right turn pocket, street lighting, drainage, and pavement patching and overlay.

- Sidewalks -- 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 street lighting, traffic signal upgrade, along with associated storm drainage improvements. Pavement rehabilitation, curb and gutter, and stormwater improvements between Phillips and Custer were completed in 2020.

This budget proposal does not include funding for which the City has applied for, though not yet received with the exception of $3.0 million in TIB funds in support of the JBLM North Access Project – Phase 1. The following is a list of those grants (e.g., safe routes to schools, safety, bicycle/pedestrian, transportation improvement board, state DCCA, Federal DCIP) totaling $26.8 million in support of 11 projects. Any grant awards and project 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
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 Drive 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
TOTAL		**$26,834,678**			

Sewer Capital Fund

The 2021 and 2022 sewer utility capital budget totals $760,000 and $95,000, respectively.

	Adopted 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
	Total	**$ 760,000**	**$ 95,000**

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.

- Maple Street Sewer Extension: This project will construct 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. 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.

- Rose Road & Forest Road Sewer Extension: This project will design (construction planned for 2023) the extension of existing sanitary sewer mains from the Portland Avenue/Rose Road intersection approximately 1,050 feet northwest to the 15400 block of Rose Road; from the 8900 block of Forest Road approximately 480 feet north and west to the intersection of Forest and Rose; and from Portland Avenue/Forest Road intersection approximately 720 feet to the 15200 block of Fern Street. Total new

sewer line footage is 2,250 feet. Once completed, this sewer extension will make sanitary sewer service available to 59 properties which consist of 46 residential properties and 13 multi-family properties.

Storm Water Utility Fund

The 2021 and 2022 Surface Water Management (SWM) Utility Fund amounts to $6,950,790 and $9,446,791, 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	2021	2022
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
	Total	**$ 1,829,886**	**$ 3,930,464**

Storm Water Utility capital projects include:

- 2022 Water Quality Improvements: This project will design (construction to follow in 2022) 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 84th Street and 34th 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.

- 112th St. Drainage Improvements: This project will reconstruct a storm drainage infiltration system (design in 2021 with construction in 2022) located in 112th Street between Arrowhead Road 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

- 2022 Drainage Pipe Repair Project: This project design the repair work needed on storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections in 2021.

- Clover Creek Flood Risk Reduction Study: This project will evaluate alternatives to reduce flood risks on Clover Creek in Lakewood from McChord Field on JBLM down to Lake Steilacoom. This project will build on hydraulic modeling work that was done in 2019 to determine flood risk for this section of Clover Creek.

- 2023 Drainage Pipe Repair Project: This project design the repair work needed on storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections in 2022.

- In addition, the City will continue with its support of the American Lake Management District that was formed in 2019. And as illustrated in the table above, the SWM Utility Fund also provides funding in support of transportation construction projects with a storm water element. This capital funding totals $1,575,000 in 2021 and $3,000,000 in 2022, which is consistent with SWM investments in recent years.

Initiative 976 "$30 Car Tab Initiative"

On September 15, 2014, the Lakewood City Council acting in their capacity as the Transportation Benefit District (TBD) Board adopted Ordinance #TBD-01, authorizing an annual $20 vehicle licensing fee for the TBD. The Lakewood City Council found this fee to be the best way to preserve, maintain, operate, construct, or reconstruct the City's transportation infrastructure and fund transportation improvements within the designated TBD consistent with existing state, regional or local transportation plans necessitated by existing or reasonably foreseeable congestion levels.

In November 2019, the voters of Washington State passed Initiative 976 (I-976), which repeals or lowers certain vehicle registration fees and taxes. The City's $20 vehicle licensing fee in support of transportation improvements in the City is included under I-976.

Prior to I-976, the vehicle licensing fee was generating $814,000 annually in support of needed improvements to the City's streets and roads. The projects funded with TBD revenues in 2020 and 2021 have been backfilled with one-time monies from the General Fund and real estate excise tax (REET).

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 Drive, Washington Blvd to Nyanza	-	327,400	-	-	-	327,400
Overlay: 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
Total	**$814,000**	**$814,000**	**$814,000**	**$814,000**	**$814,000**	**$4,070,000**

Since the November 2019 election, several major public agencies have challenged the I-976 claiming that how I-976 was presented to voters was unconstitutional and mislead voters. King County Superior Court judge ruled in favor of the main provision of the initiative. This ruling was then appealed to the Washington State Supreme Court. In October 2020, The Washington State Supreme Court ruled on the constitutionality of I-976 and struck down the initiative because it contained multiple subjects and a misleading ballot title.

Since the State Supreme Court finds that the voter-approved I-976 is unconstitutional, the Lakewood City Council has several options:

Option 1: Rescind the $20 vehicle license fee in Lakewood;

Option 2: Move forward with using the monies collected by the $20 vehicle licensing fee to continue investing in transportation infrastructure projects in Lakewood via pay-as-you-go; or

Option 3: Use the $20 vehicle license fee to leverage the issuance of bonds in support of transportation projects totaling approximately $11.3 million. These bonds would then be repaid over a period of 20 years. This option was presented to the Lakewood City Council at its September 28, 2019 retreat.

If the Lakewood City Council were to pursue Option 3, the following table lists the five transportation projects, totaling $16.5 million that are recommended as the next round of projects to be financed primarily using the $20 vehicle license fee.

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	4,270,000
Total	**$16,463,600**

Internal Service Funds

The 2021 and 2022 Internal Service Funds amounts to $9,643,107 and $9,150,081, 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 2021/2022 adopted budget. This budget also includes the acquisition of a Special Response Team (SRT) vehicle that is funded with seizure funds.

	Adopted Fleet & Equipment Acquisitions	2021	2022
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	240,000	-
	Subtotal Seizure Funds	240,000	-
	Total	**$ 1,448,000**	**$ 504,000**

This table outlines the projects that are included in the 2021/2022 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	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
	Total	**$ 230,000**	**$ 5,000**

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 resources to expand wireless access points throughout the City providing additional Wi-Fi services for public access. And the budget includes funds to expand video surveillance cameras to provide law enforcement visibility at locations such as parking lots, high crime areas and city parks. The budget also provides funds to ensure cyber-security systems are in place to include awareness training for city personnel.

A key information technology that was funded at part of the current 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	2021	2022
1	Expand Video Surveillance	$ -	$ 20,000
2	Server/Hardware Upgrades	30,000	6,000
3	Computer Replacement	138,750	138,750
	Total	**$ 168,750**	**$ 164,750**

City Personnel

City personnel costs comprise almost 75% of General Fund operating expenditures. The following table lists the underlying assumptions associated with City personnel compensation in the Adopted 2021/2022 Biennial Budget.

Employee Compensation Assumptions	2021	2022
Employee Salaries		
Non-represented employees (1)		
Salary range adjustment	2.0%	2.0%
Cost of living adjustment (COLA)	n/a	n/a
Step increase	n/a	n/a
Represented employees		
AFSCME (2)		
Cost of living adjustment (COLA)	2.5%	not settled
Step increase	2.0%	not settled
LMPG (Police Lieutenants) (3)		
Cost of living adjustment (COLA)	3.0%	3.0%
Step increase	Max step	Max step
LPIG (Police Officers, Detectives, Sergeants) (4)		
Cost of living adjustment (COLA)	not settled	not settled
Step increase	not settled	not settled
Teamsters (5)		
Cost of living adjustment (COLA)	2.5%	not settled
Merit	0.5%	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, 2-Year Collective Bargaining Agreement (2020 to 2021)
(3) LMPG, 3-Year Collective Bargaining Agreement (2020 to 2022)
(4) LPIG, 5-Year Collective Bargaining Agreement expires 12/31/2020, negotiations underway
(5) Teamsters, 3-Year Collective Bargaining Agreement (2019 to 2021)

The following table lists the number of regular full-time equivalents (FTEs) that were employed by the City between 2014 and 2020 and the number FTEs that are included as part of the Adopted 2021/2022 Biennial Budget.

Full-Time Equivalent								2021		2022	
Employees By Department	2014	2015	2016	2017	2018	2019	2020	Authorized	Funded	Authorized	Funded
General Government											
City Manager	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.50	3.50	3.50	3.50
Municipal Court*	16.00	12.50	12.50	11.00	10.00	10.50	10.50	9.70	9.70	9.50	9.50
Finance, Information Systems	20.85	16.00	16.00	16.00	16.00	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	9.50	9.50	9.50	9.50
Subtotal General Government	51.83	44.00	44.00	41.00	40.00	39.00	39.00	38.70	38.70	38.50	38.50
Community & Economic Development*	19.00	16.00	17.50	17.50	18.50	20.50	20.50	21.50	21.50	21.50	21.50
Parks, Recreation & Cultural Services	22.70	18.25	24.25	24.25	24.25	24.25	24.25	25.00	22.00	25.00	22.00
Police	121.00	116.00	116.00	116.00	116.00	115.00	115.00	114.00	110.00	114.00	110.00
Public Works Engineering*	27.90	26.00	20.50	20.50	20.50	20.50	17.50	17.50	17.50	17.50	17.50
Total	242.43	220.25	222.25	219.25	219.25	219.25	216.25	216.70	209.70	216.50	209.50

* There is one limited term position in 2021 and 2022 in support of Transportation Capital, two limited term positions in support of the RHSP/property abatement program, one limited-term position in support of development services, one limited-term position in support of Veterans Treatment Court and one limited-term position in support of Legal.

Between 2008 and 2014 the City averaged approximately 245 FTEs per year. In 2015, the impacts of the economic conditions required the City to transform into a leaner and more productive organization. This required downsizing City personnel and realign resource distributions. This work continues with the Adopted 2021/2022 Biennial Budget due to the impact of the COVID-19 pandemic. However, the delivery of top-notch services to the Lakewood community continues. For example, the City continues to use cross-functional teams from multiple departments to address and collaborate on service delivery enhancements and to collaboratively solve problems. This has proven to be very successful. Recent cross-functional team accomplishments include: the distribution of CARES Act monies, the development of the Legacy Plan, the development of the Lakewood Transit Subarea Plan, the continued success of the Rental Housing Safety Program, the continued pursuit of economic development initiatives, such as Lakewood Landing, and the City's County, State and Federal legislative priorities.

In the Adopted 2021/2022 Biennial Budget, in 2021, the number of FTEs funded will decrease by 6.55 positions from 216.25 FTEs in 2020 to 209.70 FTEs. The following table outlines the FTE changes.

Position Change: 2020 vs 2021 Adopted	FTE	Department	Group	Status
Positions Added				
Diversity, Equity & Inclusion Manager	0.50	CM	Non-Rep	Adopted
Code Enforcement Officer (CEO)	1.00	Police	AFSCME	Adopted
Building Inspector	1.00	CED	AFSCME	Adopted
Maintenance Assistant	0.75	PRCS	AFSCME	Adopted
Positions Reduced				
Court Compliance Officer (CCO)	(0.20)	Court	AFSCME	Adopted
Court Compliance Officer (CCO)	(0.20)	Court	AFSCME	Adopted
Court Clerk	(0.20)	Court	AFSCME	Adopted
Court Clerk	(0.20)	Court	AFSCME	Adopted
Positions Authorized/Not Funded				
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
Positions Eliminated				
Community Service Officer (CSO)	(2.00)	Police	Teamsters	Vacant
Total Change	**(6.55)**			

The following is a summary of the adopted FTE changes:

- 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;

- Two vacant Community Service Officer (CSO) positions will be replaced with a Code Enforcement Officer (CEO) for a total of three CEOs and a Building Inspector for a total of three Building Inspectors. These new positions will support CSRT, Rental Housing Safety Program (RHSP) and the City's Abatement Program. The new CEO will be dedicated toward achieving voluntary compliance with outstanding code enforcement cases. This, in turn, will result in the City having to dispense less citations to gain involuntary compliance. This position will also help increase the identification of properties for the abatement process. This increase in abatement activity will drives the need for an additional building inspector to support both the RHSP and Abatement Program;

- The addition of a 0.75 Maintenance Assistant is the reallocation of part-time seasonal temporary monies to support the street landscape division. Need in this area has increased due to City image and safety project, including the eight (8) new Lakewood gateways, updated traffic circles, beautification projects, including the new trees and planting strips along improved city streets and projects throughout the City;

- Reduction in Municipal Court personnel to reflect the decrease in work volume with the elimination of the court contract with the city of University Place beginning January 1, 2021;

- Two 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;

- Funding for 95 commissioned police officers. This leaves four (4) unfunded commissioned police officer positions for the coming biennium. The reduction would leave two vacant positions in the Traffic Unit and two 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; and

- Leaving one (1) maintenance worker position unfunded for the coming biennium.

In 2022, the number of employees funded will decrease by 0.20 FTE positions from 209.70 FTEs in 2021 to 209.50 FTEs in 2022. This change is due to the decrease in work volume with the elimination of the court contract with the city of University Place beginning January 1, 2021. The following table outlines the changes.

Position Change: 2021 vs 2022 Adopted	FTE	Department	Group	Status
Position Reduced				
Municipal Court Judge	(0.20)	Court	Non-Rep	Adopted
Total Change	**(0.20)**			

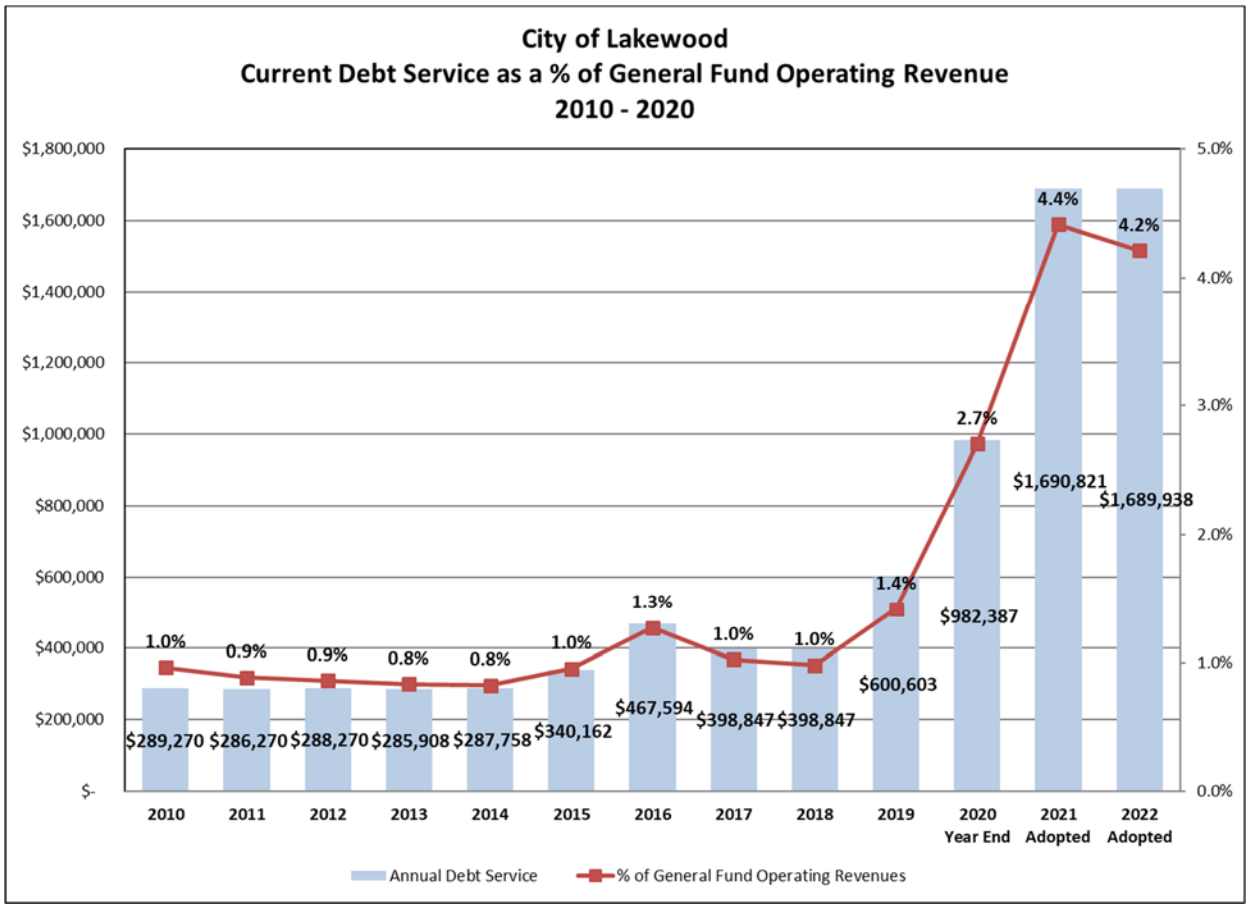
The result, as in previous years, is that our residents and businesses, those who we serve, will not see or experience any reductions in City services. The changes outlined above will allow the City to maintain fiscal integrity while increasing services in Lakewood City Council priority areas, specifically in the areas of: diversity, equity and inclusion, code enforcement, capital projects, while maintaining and building upon our investments in public safety, housing and economic development.

Debt Management

In April 2019, Standard & Poor's Ratings Services (S&P) assigned its AA long-term bond rating to the City's new 2019 bond issue and affirmed its AA long-term bond rating on the City's outstanding general obligation debt. S&P specifically noted the City received this rating due to its robust economy, good management practices, strong financial policies, strong budgetary performance, very strong budgetary flexibility, very strong liquidity, and very strong debt and contingent liability profile.

The issuance of the new rating combined with the affirmation of the existing AA long-term rating is an extraordinary achievement for the City. In 2014 S&P upgraded the City's rating from A to AA-. This was followed by an upgrade in 2018 to AA. Over a four-year period, the City's bond rating jumped three steps skipping A+ and going directly to AA. The AA bond means that the City will experience lower financing costs by attracting a broader range of investors. This is a very positive affirmation 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 59th Street roadway improvements, councilmanic general obligation bonds (GO bonds) issued in 2009 in support of constructing a new police station, LOCAL funding for the City's LED streetlight retrofit program, and GO bonds issued in 2019 in support of five major transportation capital improvement projects. Annual General Government supported debt service payments will total $1,690,821 in 2021 and $1,689,938 in 2022, which is 4.4% and 4.2% of general fund operating revenue, respectively.



The City does have other debt, specifically four outstanding Public Works Trust Fund loans (PWTFL) in support of sewer extensions into the Tillicum and Woodbrook neighborhoods that are financed with an assessment on all Lakewood sewer accounts. In addition, the City has three outstanding local improvement districts (LIDs) that were established to help finance street improvements. LID debt obligations are repaid through the collection of assessments from adjacent property owners. The following table provides an overview of the City's Outstanding Debt Service in the Adopted 2021/2022 Biennial Budget.

Outstanding Debt Service					
Description	**Issue Date**	**Amount Issued**	**2021**	**2022**	**Final Maturity**
59th Avenue	4/30/2005	$ 1,071,000	$ 77,000	$ 77,000	4/30/2024
Police Station-Refunding	4/19/2016	1,884,032	212,594	210,706	12/1/2028
LOCAL LED Streetlight Retrofit	3/24/2015	1,460,000	160,327	159,832	6/1/2027
Transportation Projects	5/8/2019	17,655,905	1,240,900	1,242,400	12/1/2041
Subtotal General Government		**22,070,937**	**1,690,821**	**1,689,938**	
LID's 1101/1103 (street improvements)	12/1/2006	2,824,704	109,833	950	12/1/2026
LID 1108 (street improvements)	1/1/2008	880,000	62,749	59,977	12/1/2027
LID 1109 (street improvements)	3/2/2020	922,757	96,338	94,686	3/1/2033
Subtotal LID's		**4,627,461**	**268,920**	**155,613**	
Sewers-PWTFL (PW-04-691-PRE-132)	7/7/2005	593,864	30,905	30,607	7/7/2024
Sewers-PWTFL (PW-06-962-022)	9/18/2006	5,000,000	303,317	301,844	9/18/2026
Sewers-PWTFL (PW-08-951-025)	3/1/2008	1,840,000	108,187	107,667	7/1/2028
Sewers-PWTFL (PW-12-851-025)	6/1/2012	500,000	37,677	37,500	6/1/2031
Subtotal Sewers-PWTFL		**7,933,864**	**480,086**	**477,618**	
Total Debt Service		**$ 34,632,262**	**$ 2,439,827**	**$ 2,323,169**	

The 2019-2020 Biennial Budget authorized new debt in the form of GO bonds totaling $17,600,000 (plus issuance costs) to finance five major transportation capital improvement projects. The bonds are being issued over a three year period from 2019 to 2021. The term of the GO bonds is 20 years. These GO bonds are being repaid with real estate excise tax (REET) funds.

Transportation Projects Debt Service					
Description	**Issue Date**	**Amount Issued**	**2021**	**2022**	**Final Maturity**
Transportation CIP (2019)	5/8/2019	$ 8,055,905	$ 540,900	$ 541,584	12/1/2039
Transportation CIP (2020)	12/1/2020	3,000,000	210,847	211,102	12/1/2040
Transportation CIP (2022)	2/1/2021	6,600,000	489,153	489,714	12/1/2041
Total Proposed Debt Service		**$ 17,655,905**	**$ 1,240,900**	**$ 1,242,400**	

Compensated Absences

While the City has specific 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, 2019, this unfunded liability totals $2,964,715.

	FTE	**Total Liability**
Non Rep	33.00	$ 428,358
AFSCME	86.25	602,564
LPMG	4.00	182,650
LPIG	93.00	1,727,578
Teamsters	4.00	23,565
Total	**220.25**	**$ 2,964,715**

Conclusion and Acknowledgements

This 2021-2022 Adopted Biennial Budget was prepared while responding to a major health pandemic not seen in over a century that in turn brought about rapidly changing economic conditions. The result is a budget that reflects the continuing effort by the Lakewood City Council to have the City focused on sound financial discipline and deliberate decision-making, even during these extraordinary circumstances.

This budget emphasizes health, safety, and welfare obligations based on legal mandates, ensures financial stability and integrity, as well as focuses implementation of Lakewood City Council goals to achieve the community's vision. This budget addresses the City's highest priorities for service and capital needs for 2021 and 2022 and will allow us to make significant advancement in our key goals. It also continues our commitment to our community partners in helping us fulfill our mission.

I wish to thank our Mayor and Lakewood 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 incredibly hardworking employees for their commitment to service, team work, integrity, and respect, as well as their innovation, creativity, and professionalism as they continue to deliver municipal services during such difficult times. Their efforts reflects the commitment they have for our residents, businesses, visitors, and each other.

We must also express our personal appreciation to Assistant City Manager/Chief Financial Officer Tho Kraus for her tremendous leadership and skill in coordinating the development of this budget and the members of the Administrative Services Department for their outstanding performance in gathering, analyzing, and presenting information clearly and accurately. Though budget development is always a demanding task, in less than two months Ms. Kraus transformed our budget development process to resolve the severe revenue shortfalls for 2020, 2021 and 2022, an extraordinary accomplishment.

I would also like to thank the many residents and community stakeholders 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 Lakewood City Council and provide the financial plan for another successful two years. This document serves as our 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

CITY OFFICIALS



DON ANDERSON
Mayor



JASON WHALEN
Deputy Mayor



MARY MOSS
Councilmember



MICHAEL D. BRANDSTETTER
Councilmember

VACANT
Councilmember



LINDA FARMER
Councilmember



PAUL BOCCHI
Councilmember

Position #	Councilmember	Took Office	Term Expires	Email
Position # 4	Don Anderson (Mayor)	2008	Dec. 31, 2023	danderson@cityoflakewood.us
Position # 3	Jason Whalen (Deputy Mayor	2010	Dec. 31, 2021	jwhalen@cityoflakewood.us
Position # 1	Mary Moss	2010	Dec. 31, 2021	mmoss@cityoflakewood.us
Position # 2	Michael D. Brandstetter	2010	Dec. 31, 2021	mbrandstetter@cityoflakewood.us
Position # 5	Vacant		Dec. 31, 2021	
Position # 6	Linda Farmer	2020	Dec. 31, 2023	lfarmer@cityoflakewood.us
Position # 7	Paul Bocchi	2012	Dec. 31, 2023	pbocchi@cityoflakewood.us

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

CITY MANAGER



John J. Caulfield
City Manager

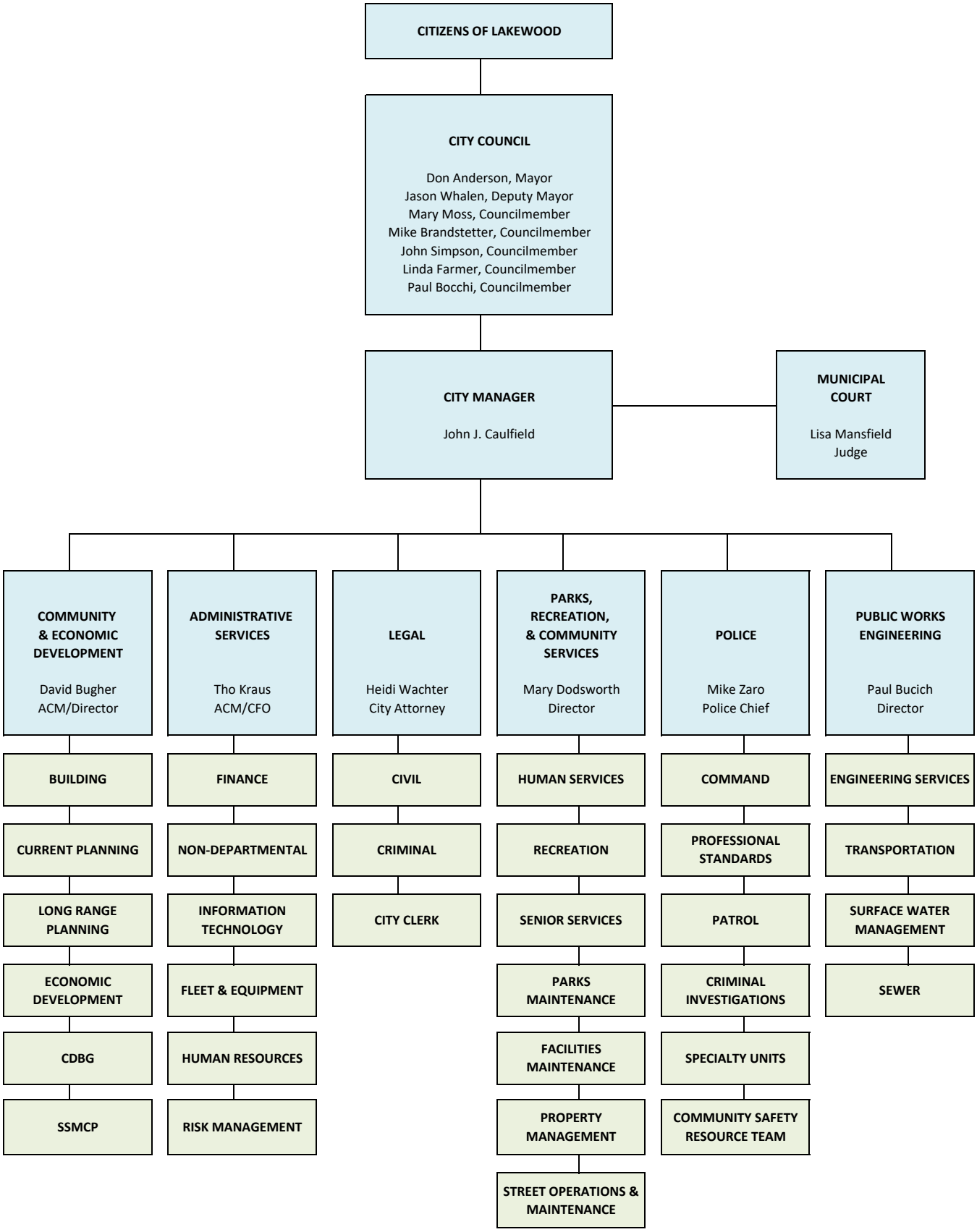
Appointed September 3, 2013

JCaulfield@cityoflakewood.us
(253) 983-7703

DEPARTMENT DIRECTORS

Position	Employee	Appointment
Assistant City Manager/Chief Financial Officer	Tho Kraus	10/7/2013
Assistant City Manager/Community & Economic Development Director	M. David Bugher	2/5/1996
City Attorney	Heidi Wachter	2/19/2002
Police Chief	Mike Zaro	10/16/2015
Municipal Court Judge	Lisa Mansfield	10/01/2020
Public Works Engineering Director	Paul Bucich	4/30/2018
Parks, Recreation & Community Services Director	Mary Dodsworth	2/16/1996

CITY-WIDE ORGANIZATION CHART



GUIDING PRINCIPLES

SERVICE

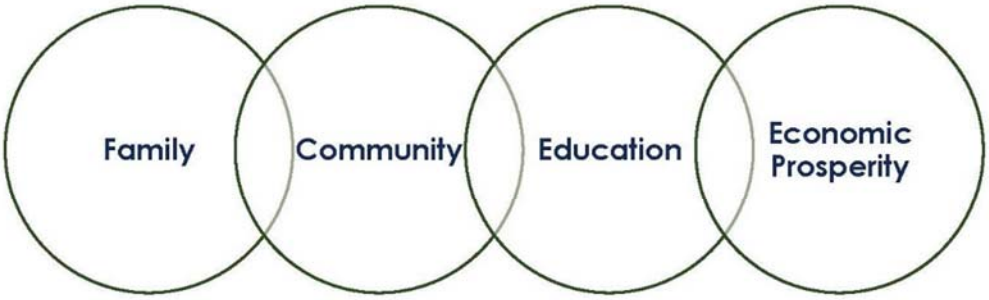
TEAMWORK

INTEGRITY

RESPECT

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 30TH 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 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 2021/2022 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.

LAKEWOOD CITY COUNCIL GOALS

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.*

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 2021-2022 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. The City Council acknowledges that city operations will be impacted by the continuation of the Coronavirus pandemic. The City Council's goals are intended to provide the organization with guidance and direction for the next biennium as the city continues to navigate and respond to the effects of the pandemic

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 performances 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

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. Implement and continue to adjust the City's comprehensive economic development strategy to attract and preserve family and high wage jobs.
B. Review and develop prudent business incentives that enhance economic development.
C. Direct growth through sound planning. Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.

1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competiveness.

A. Implement catalyst projects that promote private investment, i.e., the Downtown Plan, Woodbrook Business Park, and "Lakewood Landing," and the Sounder Station District.
B. Improve underutilized commercial land, e.g., the WSDOT facility, revise of zoning regulations where appropriate, minimize nonconforming uses, and perform an analysis on Western State Hospital impact and possibilities.
C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

1.3 Enhance and diversify housing stock and improve multi-generational community assets.

A. Improve and expand programs and policies to increase homeownership, diversify housing stock, and preserve existing housing to meet community needs.
B. Continue to support youth and senior programming and expand community events.
C. Support and preserve historical, cultural, and environmental places of significance.

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

A. Be a leader in local economic development, regional transportation and planning policies.
B. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation.
C. Expand partnerships with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
D. 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 and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

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 and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.
B. Expand neighborhood infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.
C. Provide quality and diverse park and recreation system making strategic additions when prudent.
D. Implement innovative technology solutions to enhance accessibility, operations, and City services.
E. Partner with community members and stakeholders to identify and implement infrastructure solutions.

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

A. Maintain infrastructure using best management practices 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 wayfaring signage.
B. Showcase art, culture, and history to enhance sense of place.

2.4 Increase connectivity and accessibility.

A. Leverage multimodal infrastructure and technologies to improve accessibility in the City and with neighboring communities.
B. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the Non-Motorized Transportation Plan.
C. Proactively pursue transportation safety solutions, including rail safety improvements.

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 on-going training and new technologies.
B. Promote crime prevention through environmental design (CPTED) principals.
C. Develop, practice, update, and implement emergency management plans.

3.2 Match perception of public safety with reality.

A. Promote advancements and achievements in public safety and the overall safety of the community.
B. Provide streamlined and innovative public safety resources for residents, businesses, and visitors.

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 safety initiatives.
C. Support creative criminal justice and alternative diversion programs.
D. Take a proactive role in legislative advocacy in matters that 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 youth and 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.

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.
B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
C. Monitor, refine, and respond to performance measures.

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

A. Maintain and strategically use reserves in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
B. Develop balanced biennial budgets consistent with adopted financial policies.
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 and strategically plan for future City leadership needs.
B. Seek and promote diverse advisory groups.
C. Continue to maintain our "Well City" status.
D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when advantageous.
E. Continue to enhance cyber security measures to protect City systems.

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. Enhance city's image through positive mixed media campaigns and 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 public infrastructure funding for streets, non-motorized pathways, and parks and public spaces.
E. Advocate for innovative solutions to lagging general fund growth, including: economic development programs to expand City revenues, such as including tax increment financing, and solutions to address unfunded mandates.

5.3 Strengthen connection with stakeholders, partners, and communities.

A. Maintain and improve online services, including: the website and social media platforms.
B. Implement surveys that measure community priorities, satisfaction, and specific projects.
C. Expand meaningful, two-way communication opportunities with community stakeholders and regional partner. Focus on inclusive engagement by conducting concentrated outreach to help engage hard-to-reach and vulnerable populations.
D. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
E. Support access to information on workforce development, healthcare, and local services.
F. Strengthen relationship with local school districts, colleges, and other public entities.

ROBUST COMMUNITY

GOAL: The City of Lakewood is a livable, healthy, resilient and inclusive community.

NOTE: All Economic Development, Dependable Infrastructure, Public Safety, Fiscal Responsibility, and Transparency goals and objectives support the continued advancement of a robust community in Lakewood.

Objectives:

6.1 Continue to improve the quality of life for all residents, businesses, and visitors.

A. Continue to partner with community-based organizations to support vulnerable residents and improve self-sufficiency.
B. Support and encourage the physical, emotional and mental health of those that live, work, and visit Lakewood.
C. Develop, partner, and implement innovative strategies that foster a more livable, healthy, equitable, and sustainable community.

6.2 Provide a diversity of amenities and events that attract residents, businesses, and visitors.

A. Celebrate, value and support the cultural diversity of the community through partnerships, public art, events and programs.
B. Develop and expand amenities and events that create a sense of place, promote dynamic user experiences, and have multipurpose uses.
C. Strengthen community connections and support civic engagement.

CITY COUNCIL COMITTEES, BOARDS AND COMMISSION

American Lake Management District No. 1 Advisory Committee

The purpose of the advisory committee is to represent the property owners of the LMD to the City Council, and:

(1) each spring discuss with the city the proposed annual work program consistent with the American Lake Integrated Aquatic Vegetation Management Plan (or its successors);

(2) provide input and suggestions to the city regarding the implementation of the district's annual work program;

(3) work with the city in the preparation of any educational materials related to American Lake and the LMD;

(4) each winter, review and provide input to the city on the preparation of an annual report to the Lakewood City Council regarding progress on the LMD work program and the health of the lake; and

(5) support an annual public meeting to brief LMD members on the contents of the annual report and related LMD activities.

Qualifications: Members of the advisory committee shall be selected from individuals who own property or represent government bodies that own property within the LMD. Intent of the selection process shall be to proportionally represent the various property types identified in the district assessment roll. No private property owners shall serve longer than two consecutive terms.

Compensation: None.

Membership: The advisory committee shall be made up of five regular members: three representing private property owners; one representing the Washington Military Department at Camp Murray; and one representing the city of Lakewood.

The committee shall also include one non-voting member representing the federal properties of Joint Base Lewis-McChord and American Lake Veterans Hospital.

Attendance: Individuals appointed are expected to attend meetings regularly. The City Council expects to be informed in the event any committee, board or commission member has three unexcused absences. The City Council may, in the event of three unexcused absences, dismiss the individual from service.

Term of Office: Each private property owner member shall be appointed for a term of three years. The initial terms shall be staggered so there is overlap in future years. To start, one position shall be for two years and two positions shall be for three years; all positions shall be three years thereafter.

Members:

Richard Martinez, private property owner representative
Mark Pfeiffer, private property owner representative
Peter Marsh, private property owner representative
Mary Dodsworth, city of Lakewood representative
Susan Vezeau, Washington Military Department representative
David Clouse, Federal Property owner representative

CITY COUNCIL COMITTEES, BOARDS AND COMMISSION (continued)

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.

Compensation: None

Current Members: David Boyd, Dennis Roden, Eileen Bisson

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

CITY COUNCIL COMITTEES, BOARDS AND COMMISSION (continued)

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 community and human services.
- Review needs assessments, gap analyses, and other data to determine citywide needs which will help develop strategic action plans.
- 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.

Quorum: A majority of the appointed members of the Board shall constitute a quorum for the transaction of business, and a majority vote of those present shall be necessary to carry any recommended actions.

Selection: Mayor, subject to confirmation by the City Council

Terms of office: Up to nine (9) members. The initial five (5) members shall be appointed for four (4) year terms and the remaining four (4) members shall be appointed for two (2) year terms.

Compensation: None

Current Members: Laurie Maus, John Mayfield, Edith Owen-Wallace, Elisapeta (Peka) Scanlan, Sarah Yamamoto

City Council Liaison: Councilmember Linda Farmer

Meeting Dates: As needed.

Attendance: Individuals appointed are expected to attend meetings regularly. The City Council expects to be informed in the event any Committee, Board or Commission member has three unexcused absences. The City Council, may in the event of three unexcused absences, dismiss the individual from service.

CITY COUNCIL COMITTEES, 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.

Compensation: None

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

Term of office: Three-year terms.

Attendance: Individuals appointed are expected to attend meetings regularly. The City Council expects to be informed in the event any Committee, Board or Commission member has three unexcused absences. The City Council, may in the event of three unexcused absences, dismiss the individual from service.

Expectations: Adhere to City of Lakewood's Code of Ethics, regular attendance at meetings, mutual respect among members, good listener, and flexible.

Current Members: Linda McDermott (Chair), Earl Borgert (Vice Chair), Adriana Bayer, Darryl Owens, Lani Neil, Paige Hansen, Patti Belle, Phillip Raschke, Susan Warner, Lua Pritchard

City Council Liaison: Deputy Mayor Jason Whalen

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

CITY COUNCIL COMITTEES, BOARDS AND COMMISSION (continued)

Lakewood's Promise Advisory Board

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 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.

Compensation: None

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.

Attendance: Individuals appointed are expected to attend meetings regularly. The City Council expects to be informed in the event any Committee, Board or Commission member has three unexcused absences. The City Council, may in the event of three unexcused absences, dismiss the individual from service.

Current Members: Ron Banner, Elise Bodell, Leanna Christian, Mary Dodsworth, Wanda Elder, Andie Gernon, Beverly Howe, Michele Johnson, Joyce Loveday, Ellie Wilson, Brandon Elliott, Sarah James, Hank (Youth Council representatives)

City Council Liaison: Councilmember Mary Moss

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

CITY COUNCIL COMITTEES, 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.

Compensation: None

Current Members: Bethene Campbell, William “Bill” Elder, Joan Cooley, Glen Spieth

City Council Liaison: TBD

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

CITY COUNCIL COMITTEES, 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.

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

Compensation: None

Current Members: Mayor Don Anderson; Jessica Christensen, Asuka Ludden, Chelene Potvin-Bird, Phillip Raschke, Jarnail Singh, Linda Smith

City Council Liaison: Mayor Don Anderson

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

CITY COUNCIL COMITTEES, 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.

Compensation: None

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

City Council Liaison: Councilmember Linda Farmer

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

CITY COUNCIL COMITTEES, 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.

CITY COUNCIL COMITTEES, BOARDS AND COMMISSION (continued)

Planning Commission (continued)

Transportation Issues:

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

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.

Compensation: None

Current Members: Don Daniels, Connie Coleman-Lacadie, Nancy Hudson-Echols, Ryan Pearson, James Guerrero, John Paul Wagemann, vacant position (currently recruiting to fill an unexpired term through December 15, 2021).

City Council Liaison: Councilmember Paul Bocchi

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

CITY COUNCIL COMITTEES, BOARDS AND COMMISSION (continued)

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.

Compensation: None

Current Members: Carroll Ray Dotson, Alan Hart, James Hairston, Mark Peila, Mark Terry, Ken Witkoe, Tod Wolf

City Council Liaison: Councilmember Mike Brandstetter

Meeting Dates: First Wednesday every other month at 5:15 p.m. at the Lakewood Police Station.

CITY COUNCIL COMITTEES, 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.

Compensation: None

Current Members: To be Determined – Salary Commission members are appointed for one salary review cycle.

Meeting Dates: Meeting dates are to be determined.

CITY COUNCIL COMITTEES, BOARDS AND COMMISSION (continued)

Youth Council

Under the direction of a designated City Councilmember the Youth Council is conveys to the Lakewood City Council issues having city-wide impact to youth. Members are responsible for a monthly report to City Council and may participate on a variety of city committees, study groups and task forces. Qualifications for becoming a Youth Council member is any combination equivalent to:

- 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.
- Attend a school in Lakewood or reside in Lakewood.

The Youth Council coordinates and runs Make-a-Difference Day for the city and organizes a Youth Summit. Members also participate in other city events, including:

- Truck & Tractor Day,
- Stuff the Bus with Caring for Kids,
- Christmas Tree Lighting
- Dr. Martin Luther King Jr., Celebration

Members also attend Youth Action Day at our capitol in Olympia and an annual Leadership Summit hosted by the Washington State Recreation and Parks Association.

Current Members: Abigail White, Adrianna Bahn, Andersen Han, Angel Lee, Angela Jimenez, Arianie Esperson, Brandon Elliot, Carly Sherman, Denish Shipps, Esteban Pangelinan, Gloria Arauja Ruiz, Hank Jones, Josepjine Kaiser, Kathleen Julca, Kayala Purdie, Kera Buckmaster, Micah Kim, Phoenix Schumacher, Sarah James, Sarah Wilton, Stephanie Sandoval Salazar, Triccie Elizaga, Yajaira Gonzalez

City Council Liaison: Councilmember Paul Bocchi

COMMUNITY PARTNERSHIPS

2nd Stryker Brigade Combat Team (JBLM Community Connector)
AARP
Alaska Gardens
American Lake Veterans Hospital
Association of Washington Cities
Boy and Girl Scouts of America
Bridgeport Place
Caring for Kids
Catholic Community Services
Centerforce
Christ Lutheran Church
City of DuPont
City of Tacoma
City of University Place
Clover Park Kiwanis
Clover Park Rotary
Clover Park School District
Clover Park Technical College
Coffee with the Mayor
Communities in Schools of Lakewood
Diabetes Association of Pierce County
Emergency Food Network
Federal Legislators (Senator Maria Cantwell, Senator Patty Murray, Congressman Denny Heck)
First Baptist Church of Lakewood
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 w/ 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 Dept. of Transportation (WSDOT)
Washington State Legislators (Senator Steve Conway, Senator Steve O'Ban, Rep. Christine Kilduff, Rep. Steve Kirby, Rep. Dick Muri, Rep. 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 2020:

Process Description	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Council sets 2021/2022 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 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 3rd biennium years of the plan.

- *Resource Plan.* Capital proposals should include a comprehensive resource plan. This plan should include the amount and type of resources required, and the funding and financing strategies to be employed. The specific fund and timing should be outlined. The plan should indicate resources needed to complete any given phase of a project in addition to the total project.

- *Expenditure Plan.* All proposals for the expenditure of capital funds shall be formulated and presented to the City Council within the framework of a general capital budget and, except in exceptional circumstances of an emergency nature, no consideration will be given to the commitment of any capital funds, including reserve funds, in isolation from a general review of all capital budget requirements.

- *Changes in Project Estimates.* Changes in project estimates for the comprehensive resource plan should be fully reported to the City Council for review and approval.

- *M&O Impact.* Project proposals should indicate the project's impact on the operating budget, including, but not limited to, long-term maintenance costs necessary to support the improvement.

- *Biennial Budget.* The biennial capital budget shall include only those projects which can reasonably be accomplished in the time frame indicated. The detail sheet for each budgeted capital project should include a projected schedule.

- *Carry Over.* Capital projects which are not encumbered or completed during the fiscal year will be re-budgeted or carried over to the next fiscal year except as reported to and subsequently approved by the City Council. All re-budgeted capital projects should be so noted in the adopted capital budget. Similarly, multi-year projects with unencumbered or unexpended funds will be carried over to the subsequent year(s).

- *Revenue Expectation.* Capital projects will not be budgeted unless there are reasonable expectations that revenues will be available to pay for them.

- *Negative Impact from Project.* If a proposed project will cause a direct negative impact on other publicly-owned facilities, improvements to the other facilities will be required as part of the new project and become a part of the new project's comprehensive costs.

Capital Improvement Plan

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

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

- *Timing.* The 6-Year Capital Improvement Plan shall be provided to the City Council in a timely manner to allow time for the City Council members to review the proposal with constituents before it is considered for adoption.

- *Public Meeting Notice.* The City Council study sessions on the Capital Improvement Plan shall be open to the public and advertised sufficiently in advance of the meetings to allow for the attendance of interested citizens.

- *Public Hearing.* Prior to the adoption of the Capital Improvement Plan, the City Council shall hold noticed public hearings to provide opportunities for citizens to express their opinions on the proposed plan.

- *Committee, Boards and Commission Review.* The appropriate committee, board and/or commission shall review the proposed Capital Improvement Plan and provide its comments on the Plan's contents before the City Council considers the Plan for adoption.

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

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

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

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

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

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

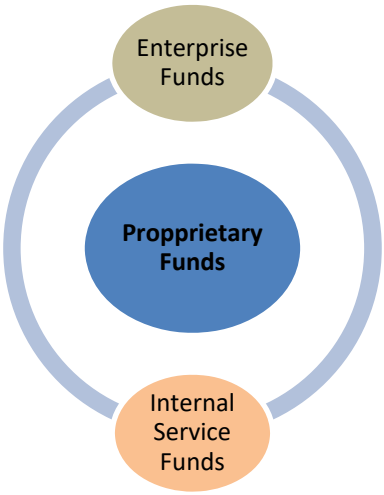
The state law prescribes a balanced budget where total expenditures and other uses not to exceed total resources (current revenue plus beginning fund balance). The City's budget policy further requires that "on-going expenditures" not to exceed "on-going revenues". Therefore, a balanced budget for Lakewood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



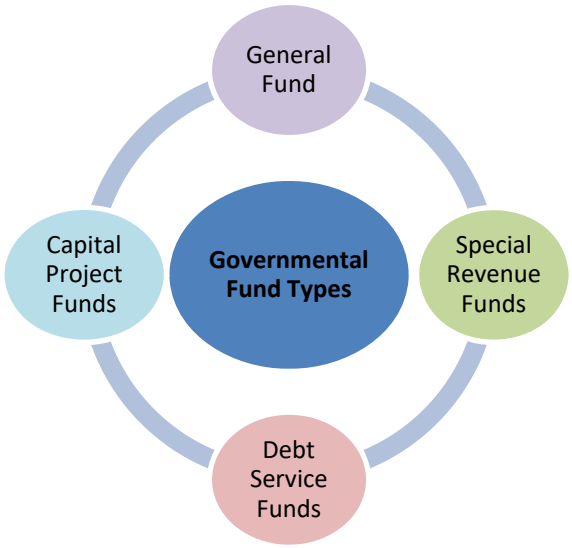
Key Difference – City Budget versus Private Business: In a private business, they are a plan which often times can be an aggressive plan that may or may not be achieved. In government, the expenditure side of the budget is called "appropriation", and is the legal authority to provide a given level of 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 if the next succeeding even-numbered year.

The City maintains 26 funds in the 2021/2022 biennial budget, which does not include the one fiduciary fund that is not a budgeted fund. Although not budgeted, the fiduciary fund is reported in the audited financial statements. The purpose and description of each budgeted fund can be found in the Budget by Fund Section of this document.

The City currently utilizes the following two fund types for budgetary purposes:

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.

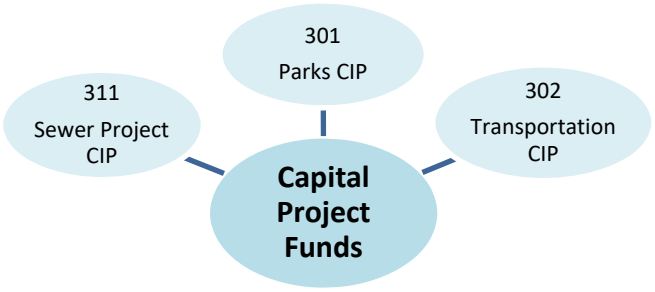
001
General Fund
Main Operating Fund

- 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.

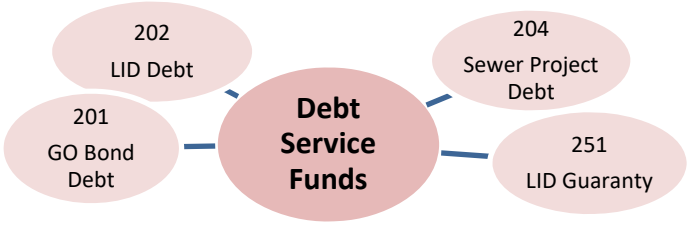
- ***Special Revenue Funds*** account for the proceeds of specific revenue sources (other than trust funds or for major capital projects) that are legally restricted to expenditures for specific purposes.



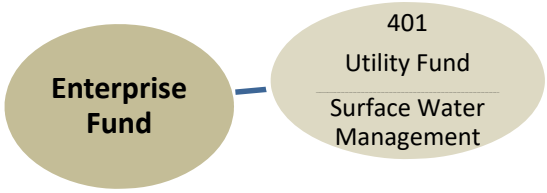
- ***Capital Project Funds*** account for the acquisition, construction or improvements of major capital facilities except for those financed by proprietary and trust funds. They also establish and cover multi-year expenditures of major capital projects and expenditures for General Government programs.



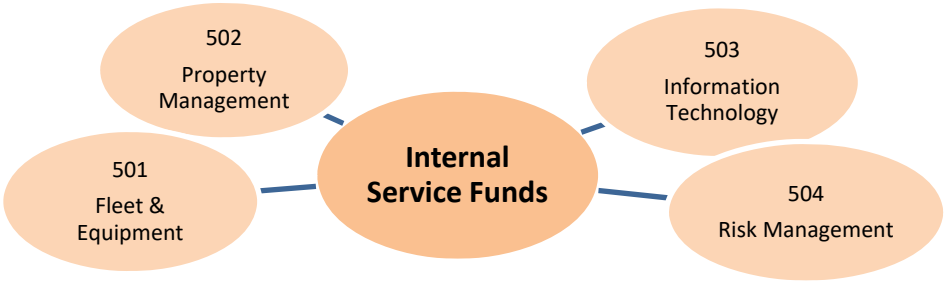
- ***Debt Service Funds*** account for the accumulation of resources for, and the payment of principal and interest on the City's bonds issued in support of governmental activities.



- ***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 Services	Comm & Econ Dev	Parks, Rec & Comm Services	Public Works Engineer	Legal	Muni-Court	Police
General Government Funds:									
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	X
201 GO Bond Debt Service			X						
202 LID Debt Service			X						
204 Sewer Project Debt Service			X						
251 LID Guaranty			X						
Capital Project Funds:									
301 Parks					X				
302 Transportation						X			
311 Sewer Project						X			
Enterprise Fund:									
401 Surface Water Management						X			
Internal Service Funds:									
501 Fleet & Equipment			X		X				X
502 Property Management					X				
503 Information Technology			X						
504 Risk Management			X						

Major & NonMajor Funds

Fund	Major Funds		NonMajor Funds	
	Governmental	Proprietary	Governmental	Proprietary
General Government Funds:				
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		X	
191 Neighborhood Stabilization Program			X	
192 SSMCP			X	
195 Public Safety Grants			X	
201 GO Bond Debt Service			X	
202 LID Debt Service	X		X	
204 Sewer Project Debt Service			X	
251 LID Guaranty			X	
Capital Project Funds:				
301 Parks			X	
302 Transportation	X			
311 Sewer Project			X	
Enterprise Fund:				
401 Surface Water Management		X		
Internal Service Funds:				
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 Richenbacker competed on the wooden track. Lakewood racing (1914 - 1924) was the largest this side of the Mississippi. The speedway was on the same circuit as the Indianapolis. The cover page of the 1997 budget document featured the historic picture of this famous race track. Being made of wood, the track was susceptible to fire. The grandstand was destroyed by fire and was never rebuilt.

In 1910, Lakewood, the "**Gateway to the Lakes**", was being promoted as a new proposed land development by the Lakes. 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 28th, 1996. The City Council is responsible for enacting ordinances and resolutions, establishing short and long term goals on behalf of the city guided. The City Council also establishes regulations that govern the City, appointing members to the various advisory boards and appointment of the City Manager. The City Manager is responsible for enforcement of laws and ordinances and appoints and supervises the Department Directors within the City organization.

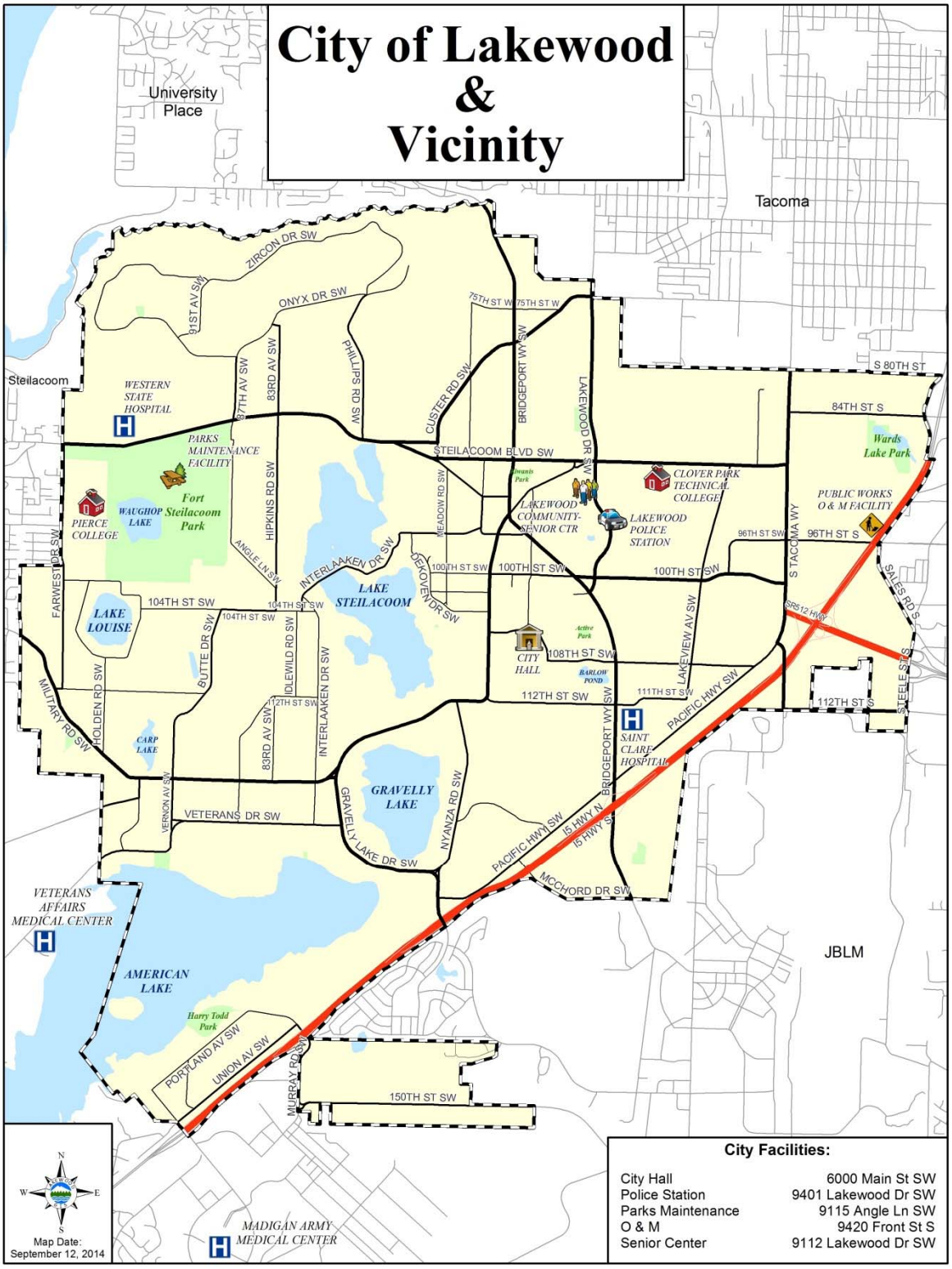
The area's maritime climate has a moderating influence both in the winter and in the summer. Temperatures recorded at the Sea-Tac Airport vary in the summer between the 60s - 80s degrees Fahrenheit and 20-50 degrees Fahrenheit in the winter with an average in the 40s. Precipitation ranges from 32 - 36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



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

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

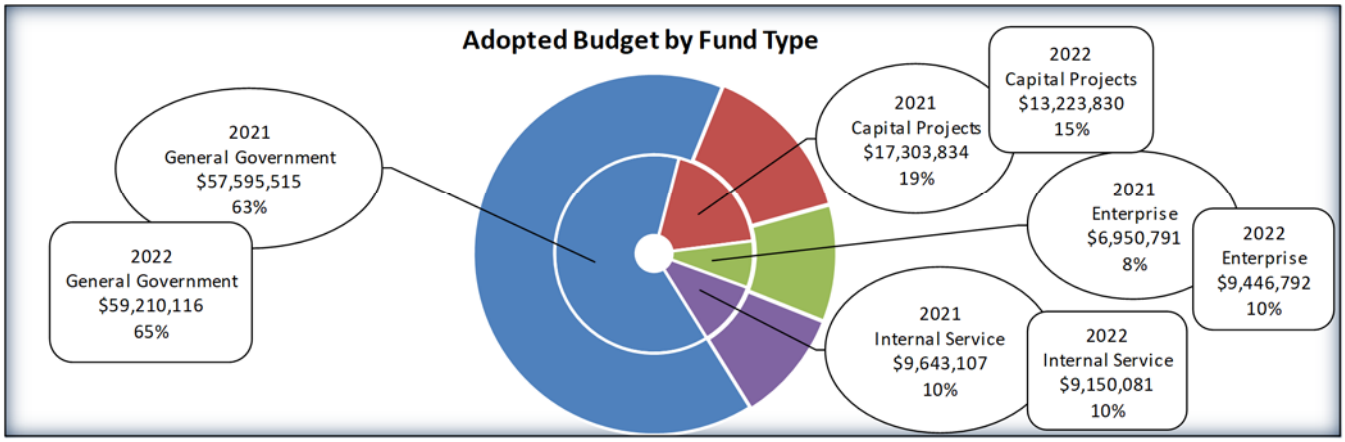
CITY MAP


City of Lakewood & Vicinity
University Place
Tacoma
Steilacoom
JBLM
WESTERN STATE HOSPITAL
PARKS MAINTENANCE FACILITY
Fort Steilacoom Park
WAUGHOP LAKE
PIERCE COLLEGE
LAKE LOUISE
LAKE STEILACOOM
CARP LAKE
GRAVELLY LAKE
AMERICAN LAKE
Harry Todd Park
Ward's Lake Park
CLOVER PARK TECHNICAL COLLEGE
LAKEWOOD COMMUNITY-SENIOR CTR
LAKEWOOD POLICE STATION
PUBLIC WORKS O & M FACILITY
CITY HALL
BARLOW POND
SAINT CLARE HOSPITAL
VETERANS AFFAIRS MEDICAL CENTER
MADIGAN ARMY MEDICAL CENTER
ZIRCON DR SW
ONYX DR SW
91ST AV SW
87TH AV SW
83RD AV SW
PHILLIPS RD SW
CUSTER RD SW
BRIDGEPORT WY SW
LAKEWOOD DR SW
75TH ST W
S 80TH ST
84TH ST S
STEILACOOM BLVD SW
MEADOW RD SW
HIPKINS RD SW
ANGLE LN SW
INTERLAAKEN DR SW
DEKOVEN DR SW
100TH ST SW
96TH ST S
S TACOMA WY
SR512 HWY
SALES RD S
FARWEST DR SW
104TH ST SW
BUTTE DR SW
IDLEWILD RD SW
INTERLAAKEN DR SW
LAKEVIEW AV SW
108TH ST SW
112TH ST SW
111TH ST SW
112TH ST S
STEELE ST S
PACIFIC HWY SW
BRIDGEPORT WY SW
MILITARY RD SW
HOLDEN RD SW
83RD AV SW
VERNON AV SW
VETERANS DR SW
GRAVELLY LAKE DR SW
NYANZA RD SW
I5 HWY N
I5 HWY S
MCCHORD DR SW
PORTLAND AV SW
UNION AV SW
MURRAY RD SW
150TH ST SW
Map Date: September 12, 2014
City Facilities:
City Hall 6000 Main St SW
Police Station 9401 Lakewood Dr SW
Parks Maintenance 9115 Angle Ln SW
O & M 9420 Front St S
Senior Center 9112 Lakewood Dr SW

EXECUTIVE SUMMARY

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BEGINNING BALANCE, REVENUE, EXPENDITURE & ENDING FUND BALANCE



Fund	2021 Adopted Beginning Fund Balance	2021 Adopted Revenue	2021 Adopted Expenditure	2021 Adopted Ending Fund Balance	2022 Adopted Beginning Fund Balance	2022 Adopted Revenue	2022 Adopted Expenditure	2022 Adopted Ending Fund Balance
General Government Funds:	**$ 9,145,661**	**$48,449,854**	**$48,838,381**	**$ 8,757,134**	**$ 8,757,134**	**$50,452,982**	**$49,594,172**	**$ 9,615,944**
001 General Fund	5,767,631	38,400,491	39,363,968	4,804,154	4,804,154	40,226,201	40,094,292	4,936,063
101 Street	-	2,343,813	2,343,813	-	-	2,398,483	2,398,483	-
102 Real Estate Excise Tax	540,095	1,800,000	2,078,195	261,900	261,900	1,800,000	1,866,900	195,000
103 Transportation Benefit District	640,000	835,000	-	1,475,000	1,475,000	835,000	640,000	1,670,000
104 Hotel/Motel Lodging Tax	1,247,353	800,000	672,250	1,375,103	1,375,103	1,000,000	800,000	1,575,103
105 Property Abatement/RHSP	-	470,000	470,000	-	-	409,500	409,500	-
106 Public Art	-	7,500	7,500	-	-	15,000	15,000	-
180 Narcotics Seizure	120,000	-	120,000	-	-	-	-	-
181 Felony Seizure	-	-	-	-	-	-	-	-
182 Federal Seizure	120,000	-	120,000	-	-	-	-	-
190 CDBG	-	595,000	595,000	-	-	595,000	595,000	-
191 Neighborhood Stabilization Prog	-	78,000	78,000	-	-	42,000	42,000	-
192 SSMCP	-	227,500	227,500	-	-	227,500	227,500	-
195 Public Safety Grants	-	132,328	132,328	-	-	132,328	132,328	-
201 GO Bond Debt Service	-	1,690,821	1,690,821	-	-	1,689,938	1,689,938	-
202 LID Debt Service	-	268,920	268,920	-	-	247,774	155,613	92,161
204 Sewer Project Debt	578,288	800,481	670,086	708,683	708,683	834,258	527,618	1,015,323
251 LID Guaranty	132,294	-	-	132,294	132,294	-	-	132,294
Capital Project Funds:	**$ 1,392,832**	**$15,911,002**	**$17,097,002**	**$ 206,832**	**$ 206,832**	**$13,016,998**	**$12,896,998**	**$ 326,832**
301 Parks	-	570,000	570,000	-	-	3,355,000	3,355,000	-
302 Transportation	927,246	14,986,002	15,732,002	181,246	181,246	9,411,998	9,411,998	181,246
311 Sewer Project	465,586	355,000	795,000	25,586	25,586	250,000	130,000	145,586
312 Sanitary Sewer Connection	-	-	-	-	-	-	-	-
Enterprise Fund:	**$ 1,500,405**	**$ 5,450,385**	**$ 5,069,475**	**$ 1,881,316**	**$ 1,881,316**	**$ 7,565,476**	**$ 7,600,625**	**$ 1,846,167**
401 Surface Water Management	1,500,405	5,450,385	5,069,475	1,881,316	1,881,316	7,565,476	7,600,625	1,846,167
Internal Service Funds:	**$ 4,535,425**	**$ 5,107,682**	**$ 5,821,682**	**$ 3,821,425**	**$ 3,821,425**	**$ 5,328,656**	**$ 5,418,900**	**$ 3,731,181**
501 Fleet & Equipment	3,940,779	755,720	1,239,720	3,456,779	3,456,779	755,720	1,007,720	3,204,779
502 Property Management	389,124	695,603	925,603	159,124	159,124	798,917	703,917	254,124
503 Information Technology	205,522	2,059,879	2,059,879	205,522	205,522	2,177,539	2,110,783	272,278
504 Risk Management	-	1,596,480	1,596,480	-	-	1,596,480	1,596,480	-
Grand Total - All Funds	**$16,574,323**	**$74,918,923**	**$76,826,540**	**$14,666,707**	**$14,666,707**	**$76,364,112**	**$75,510,695**	**$15,520,124**
			Total Budget	**$91,493,247**			**Total Budget**	**$91,030,819**

SUMMARY OF CHANGES IN THE PROPOSED BUDGET VERSUS THE ADOPTED BUDGET

The following is a list of additional items the City Council authorized as part of the 2021/2022 Adopted Biennial Budget:

(1) Add $3,000 per year on an ongoing basis to the Parks, Recreation and Community Services Department/Human Services Division in support of the Lakewood Multicultural Services Coalition.

(2) Add $5,000 on an ongoing basis beginning in 2022 to the Community and Economic Development Department/Economic Development Division in suppport of the Tacoma/Pierce County Economic Development Board.

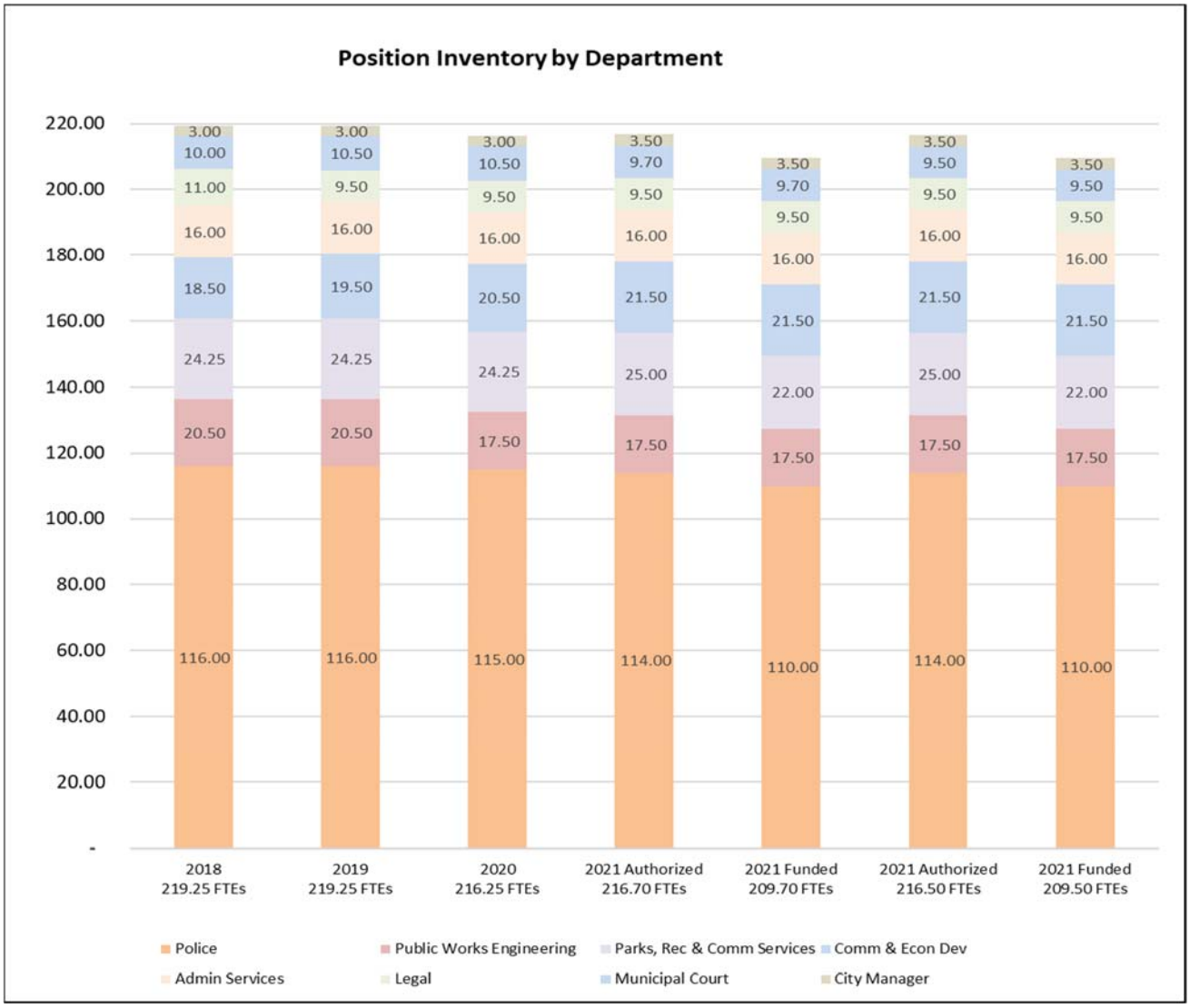
(3) Add $835,000 per year for Transportation Benefit District $20 vehicle license fee revenues and allocate $640,000 in 2022 to Transportation CIP in support of minor capital & major maintenance ($260,000) and chip seal program ($380,000). This change is due to the State Supreme Court declaring I-976 unconstitutional.

CITY-WIDE POSITION INVENTORY
By Department

Department	2018	2019	2020	2021		2022	
				Authorized	Funded	Authorized	Funded
City Manager	3.00	3.00	3.00	3.50	3.50	3.50	3.50
Administrative Services	16.00	16.00	16.00	16.00	16.00	16.00	16.00
Community & Economic Development*	18.50	19.50	20.50	21.50	21.50	21.50	21.50
Parks, Recreation & Community Services	24.25	24.25	24.25	25.00	22.00	25.00	22.00
Public Works Engineering*	20.50	20.50	17.50	17.50	17.50	17.50	17.50
Legal*	11.00	9.50	9.50	9.50	9.50	9.50	9.50
Municipal Court*	10.00	10.50	10.50	9.70	9.70	9.50	9.50
Police	116.00	116.00	115.00	114.00	110.00	114.00	110.00
Grand Total	**219.25**	**219.25**	**216.25**	**216.70**	**209.70**	**216.50**	**209.50**

* Includes the following limited term positions in the 2021 and 2022 adopted budget:

- One in support of transportation capital.
- Two in support of the RHSP/abatement program.
- One in support of development services.
- One in support of Veterans Treatment Court.
- One in support of legal.

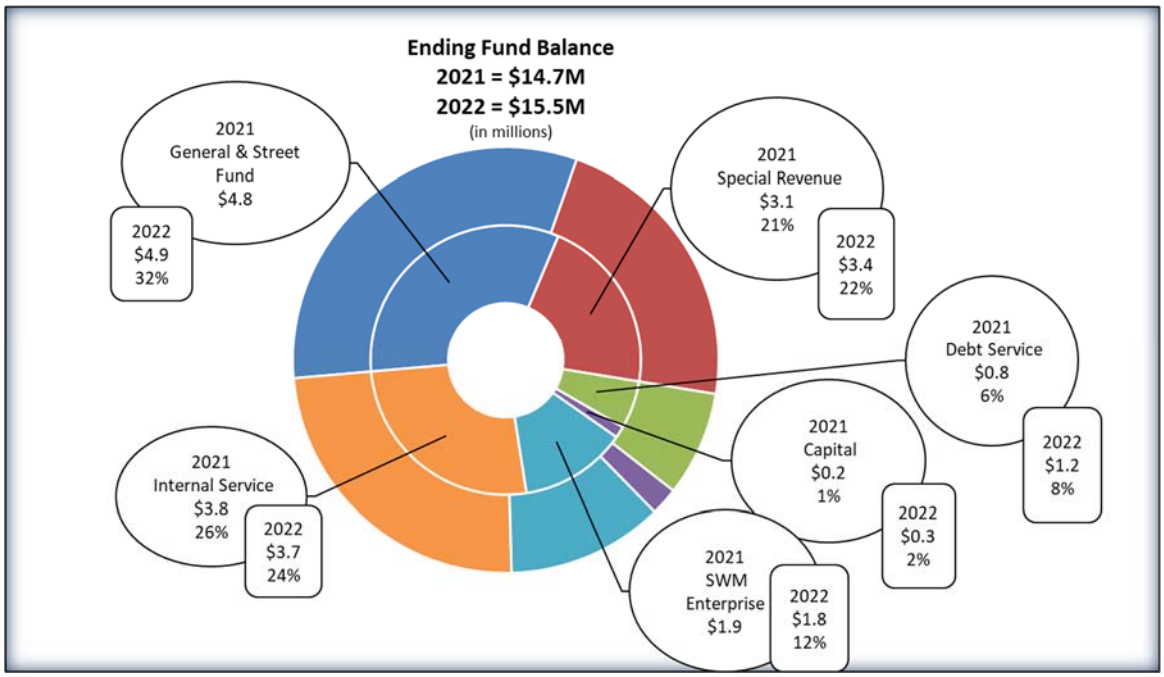


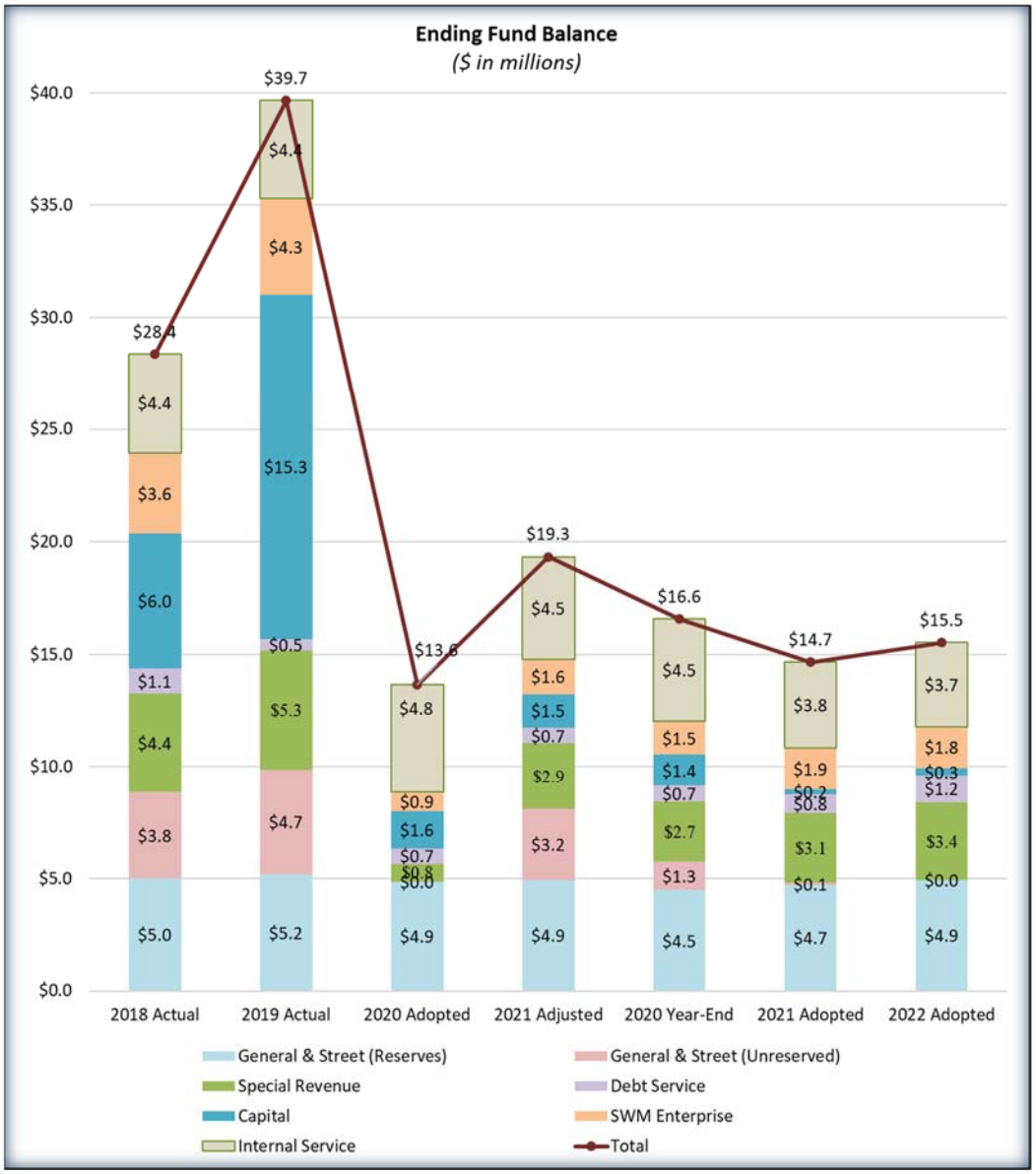
ENDING FUND BALANCE

Fund Balance	2018 Actual	2019 Actual	Original	2020 Adjusted	Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Total General/Street O&M Funds	**$ 8,847,534**	**$ 9,878,838**	**$ 4,867,170**	**$ 8,111,078**	**$ 5,767,631**	**$ 4,804,155**	**$ 4,936,062**	**$ (3,306,923)**	**-40.8%**
2% Contingency Reserves	835,282	865,799	811,195	821,256	746,695	785,243	822,677	(36,013)	-4.4%
5% General Fund Reserves	2,088,205	2,164,498	2,027,988	2,053,141	1,866,736	1,963,108	2,056,693	(90,033)	-4.4%
5% Strategic Reserves	2,088,205	2,164,498	2,027,988	2,053,141	1,866,736	1,963,108	2,056,693	(90,033)	-4.4%
Unreserved/(Shortfall)	3,835,843	4,684,042	-	3,183,539	1,287,465	92,697	-	(3,090,842)	-97.1%
Total Designated/Reserved	**$ 19,523,843**	**$ 29,776,034**	**$ 8,778,038**	**$ 11,219,108**	**$ 10,806,693**	**$ 9,862,552**	**$ 10,584,059**	**$ (1,356,556)**	**-12.1%**
Reserved for Operations:	**$ 7,997,400**	**$ 9,617,630**	**$ 1,690,413**	**$ 4,495,703**	**$ 4,167,853**	**$ 4,993,318**	**$ 5,286,268**	**$ 497,615**	**11.1%**
102 Real Estate Excise Tax	709,416	800,270	-	300,000	540,095	261,900	195,000	(38,100)	-12.7%
103 Transportation Benefit Distric	141,325	52,457	-	-	640,000	1,475,000	1,670,000	1,475,000	n/a
104 Hotel/Motel Lodging Tax	1,165,205	1,560,637	800,000	1,237,353	1,247,353	1,375,103	1,575,103	137,750	11.1%
105 Property Abatement/RHSP	468,879	605,817	-	-	-	-	-	-	n/a
106 Public Art	24,885	142,778	-	-	-	-	-	-	n/a
180 Narcotics Seizure	316,361	282,321	-	-	120,000	-	-	-	n/a
181 Felony Seizure	15,044	8,143	-	-	-	-	-	-	n/a
182 Federal Seizure	-	259,829	-	-	120,000	-	-	-	n/a
190 CDBG	1,393,781	1,403,224	-	1,403,224	-	-	-	(1,403,224)	-100.0%
191 Neighborhood Stabilization Pr	88,632	142,433	-	-	-	-	-	-	n/a
192 SSMCP	73,700	53,431	-	-	-	-	-	-	n/a
195 Public Safety Grant	-	-	-	-	-	-	-	-	n/a
401 Surface Water Management	3,600,172	4,306,290	890,413	1,555,126	1,500,405	1,881,315	1,846,165	326,189	21.0%
Debt Service:	**$ 1,137,866**	**$ 486,710**	**$ 668,822**	**$ 702,538**	**$ 710,582**	**$ 840,977**	**$ 1,239,778**	**$ 138,439**	**19.7%**
201 GO Bond Debt Service	-	-	-	-	-	-	-	-	n/a
202 LID Debt Service	67,726	35,097	-	-	-	-	92,161	-	n/a
204 Sewer Project Debt Service	940,452	319,319	541,775	570,244	578,288	708,683	1,015,323	138,439	24.3%
251 LID Guaranty	129,688	132,294	127,047	132,294	132,294	132,294	132,294	-	0.0%
Capital Projects:	**$ 5,969,660**	**$ 15,316,512**	**$ 1,647,899**	**$ 1,485,442**	**$ 1,392,833**	**$ 206,832**	**$ 326,832**	**$ (1,278,610)**	**-86.1%**
301 Parks Capital	1,492,525	2,716,555	-	14,621	-	-	-	(14,621)	-100.0%
302 Transportation Capital	3,543,426	11,354,137	877,270	1,005,235	927,247	181,246	181,246	(823,989)	-82.0%
311 Sewer Capital Project	118,225	1,245,820	770,629	465,586	465,586	25,586	145,586	(440,000)	-94.5%
312 Sanitary Sewer Connection CIP	815,484	-	-	-	-	-	-	-	n/a
Replacement Reserves:	**$ 4,418,917**	**$ 4,355,182**	**$ 4,770,904**	**$ 4,535,425**	**$ 4,535,425**	**$ 3,821,425**	**$ 3,731,181**	**$ (714,000)**	**-15.7%**
501 Fleet & Equipment	3,835,778	3,780,449	4,218,780	3,940,779	3,940,779	3,456,779	3,204,779	(484,000)	-12.3%
502 Property Management	493,139	436,057	353,436	389,124	389,124	159,124	254,124	(230,000)	-59.1%
503 Information Technology	90,000	138,676	198,688	205,522	205,522	205,522	272,278	-	0.0%
504 Risk Management	-	-	-	-	-	-	-	-	n/a
Total Ending Fund Balance	**$ 28,371,373**	**$ 39,654,874**	**$ 13,645,214**	**$ 19,330,186**	**$ 16,574,324**	**$ 14,666,707**	**$ 15,520,121**	**$ (4,663,479)**	**-24.1%**

Explanation of Variances (2021 Proposed Budget vs. 2020 Adjusted Budget):

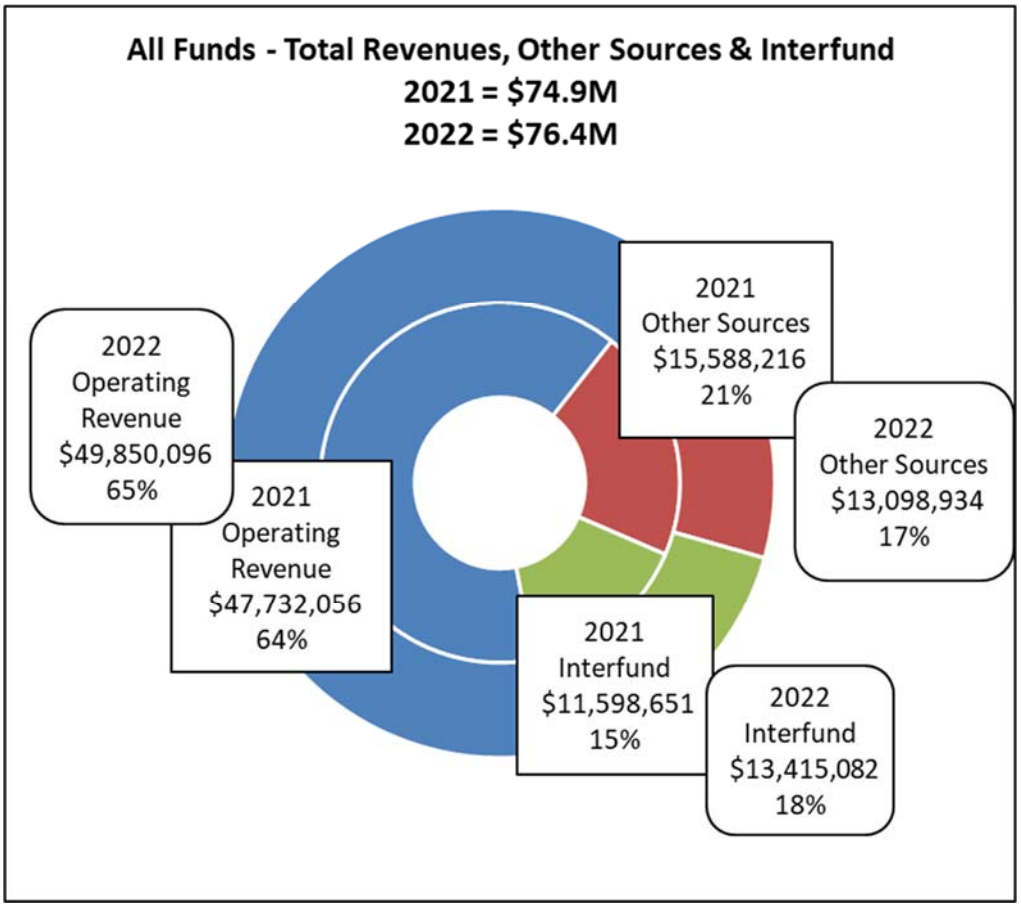
Fund 102 Real Estate Excise Tax decrease is due to transfer to capital project funds.
Fund 104 Transportation Benefit District increase is due to not allocating most of 2020 and all of 2021 revenues to transportation capital projects.
Fund 104 Hotel/Motel Lodging Tax increase is due to additional hotel/motel lodging tax funds anticipated.
Fund 190 CDBG decrease is due to CDBG loan programs available in 2020 whereas 2021 includes new funds only.
Fund 401 Surface Water Managemetn Fund increase is due to a combination of higher SWM fees revenues anticipated and capital project funding.
Fund 204 Sewer Debt Service increase is sewer revenues collected.
Fund 301 Parks Capital decrease is due to timing of project expenditures (the 2020 adjusted budget includes carryforward of unspent funds).
Fund 302 Transportation Capital increase is due to timing of project expenditures (the 2020 adjusted budget includes carryforward of unspent funds).
Fund 311 Sewer Capital Project decrease is due to capital expenditures (the 2020 adjusted budget includes carryforward of unspent funds)..
Fund 501 Fleet & Equipment decrease us due to use of relacement reserves for replacement of fleet and equipment.
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.

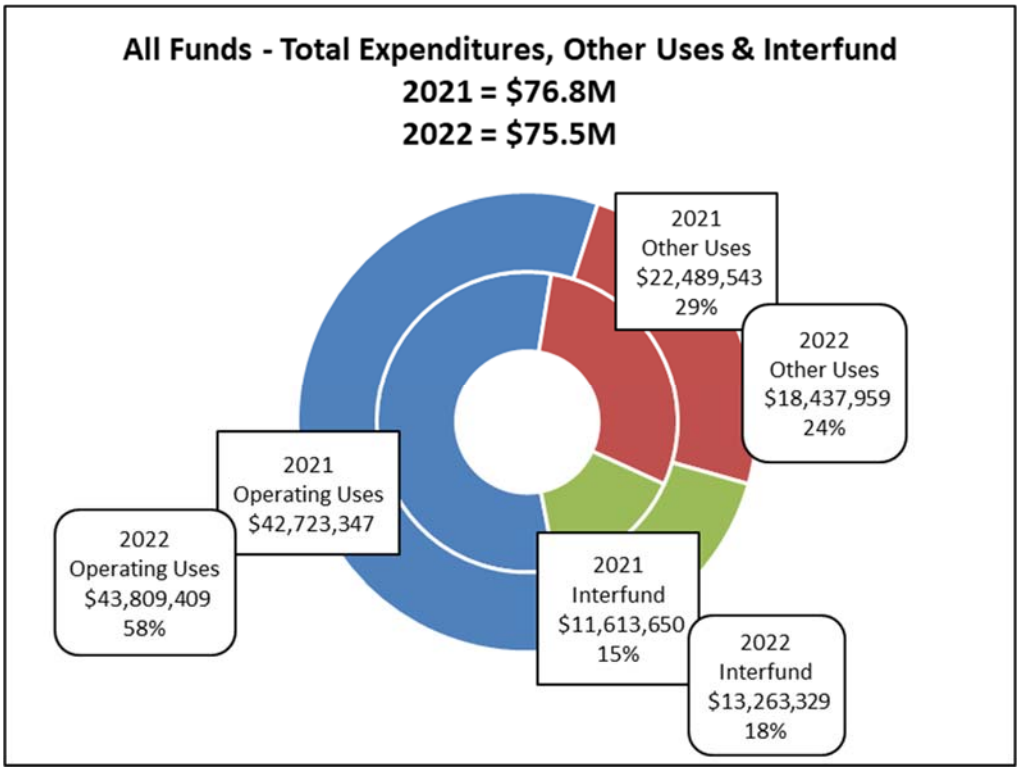

Ending Fund Balance
2021 = $14.7M
2022 = $15.5M
(in millions)
2021
General & Street
Fund
$4.8
2022
$4.9
32%
2021
Special Revenue
$3.1
21%
2022
$3.4
22%
2021
Debt Service
$0.8
6%
2022
$1.2
8%
2021
Capital
$0.2
1%
2022
$0.3
2%
2021
SWM
Enterprise
$1.9
2022
$1.8
12%
2021
Internal Service
$3.8
26%
2022
$3.7
24%

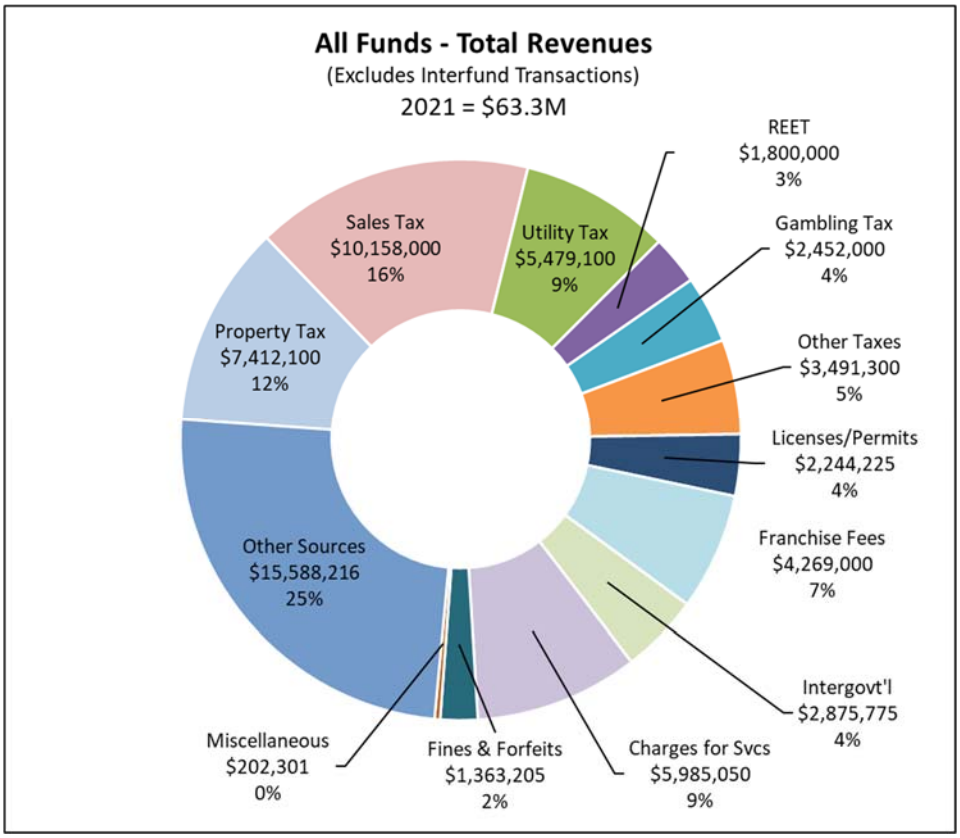

Ending Fund Balance
($ in millions)
$40.0
$35.0
$30.0
$25.0
$20.0
$15.0
$10.0
$5.0
$0.0
$28.4
$39.7
$13.6
$19.3
$16.6
$14.7
$15.5
2018 Actual
2019 Actual
2020 Adopted
2021 Adjusted
2020 Year-End
2021 Adopted
2022 Adopted
General & Street (Reserves)
General & Street (Unreserved)
Special Revenue
Debt Service
Capital
SWM Enterprise
Internal Service
Total

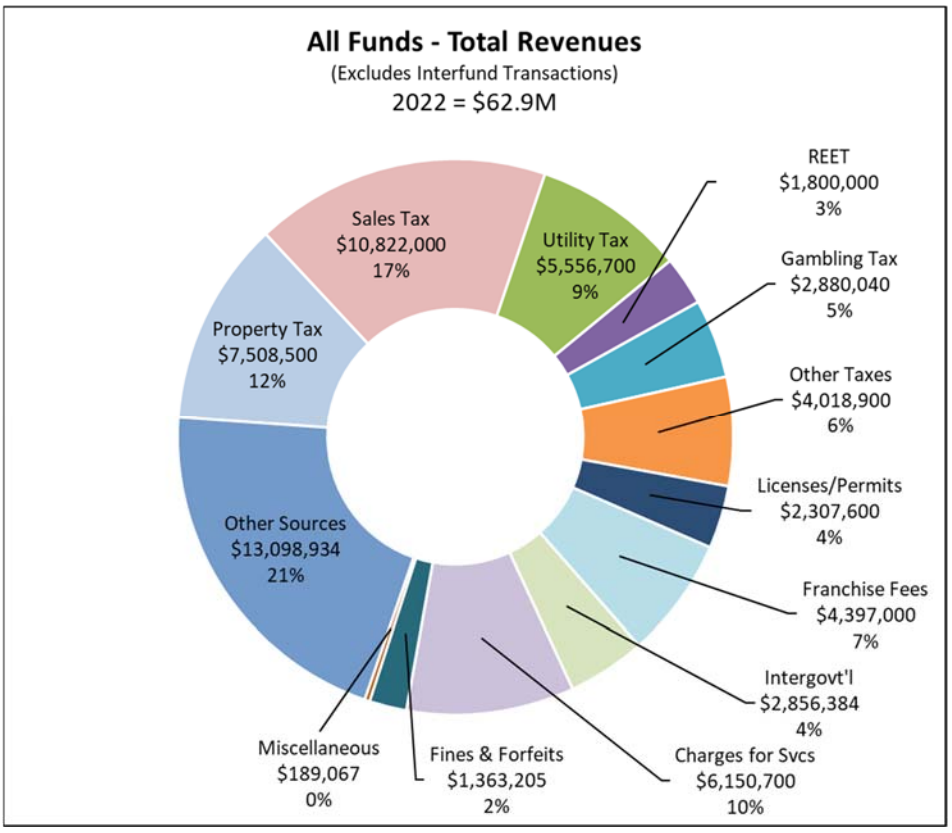
SOURCES & USES - ALL FUNDS

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
BEGINNING FUND BALANCE	$ 28,236,494	$ 28,371,373	$ 17,920,364	$ 39,641,333	$ 39,654,879	$ 16,574,323	$ 14,666,706	$ (23,067,010)	-58.2%
OPERATING REVENUE:									
Property Tax	6,910,944	7,159,443	7,202,400	7,400,000	7,278,600	7,412,100	7,508,500	$ 12,100	0.2%
Sales Tax	10,978,014	11,955,004	9,951,100	10,678,849	9,703,849	10,158,000	10,822,000	(520,849)	-4.9%
Utility Tax	5,408,728	5,575,351	5,745,800	5,415,800	5,370,000	5,479,100	5,556,700	63,300	1.2%
Real Estate Excise Tax	2,695,355	2,994,634	1,700,000	1,700,000	1,960,000	1,800,000	1,800,000	100,000	5.9%
Gambling Tax	3,181,655	3,099,813	2,801,000	2,801,000	1,302,050	2,452,000	2,880,040	(349,000)	-12.5%
Other Taxes	4,249,068	4,330,487	3,884,100	3,158,100	3,284,000	3,491,300	4,018,900	333,200	10.6%
Licenses & Permits	2,786,214	2,318,988	2,240,500	2,278,025	2,154,600	2,244,225	2,307,600	(33,800)	-1.5%
Franchise Fees	4,035,452	4,145,138	4,232,100	4,335,700	4,155,000	4,269,000	4,397,000	(66,700)	-1.5%
Intergovernmental	3,075,906	3,011,866	3,199,450	2,970,134	3,203,954	2,875,775	2,856,384	(94,359)	-3.2%
Charges for Services	4,409,247	6,296,624	5,610,100	5,735,100	5,549,700	5,985,050	6,150,700	249,950	4.4%
Fines & Forfeits	1,626,872	1,762,837	1,560,900	1,483,400	1,363,205	1,363,205	1,363,205	(120,195)	-8.1%
Miscellaneous	565,350	681,460	195,000	204,264	220,835	202,301	189,067	(1,963)	-1.0%
Total Operating Revenues	$ 49,922,805	$ 53,331,643	$ 48,322,450	$ 48,160,372	$ 45,545,793	$ 47,732,056	$ 49,850,096	$ (428,316)	-0.9%
CAPITAL AND OTHER SOURCES:									
Other Sources	12,976,286	16,525,105	13,160,414	27,200,975	27,202,182	15,588,216	13,098,934	(11,612,759)	-42.7%
Total Other Sources	$ 12,976,286	$ 16,525,105	$ 13,160,414	$ 27,200,975	$ 27,202,182	$ 15,588,216	$ 13,098,934	$ (11,612,759)	-42.7%
SUBTOTAL REVENUES	$ 62,899,091	$ 69,856,748	$ 61,482,864	$ 75,361,347	$ 72,747,975	$ 63,320,272	$ 62,949,030	$ (12,041,075)	-16.0%
INTERFUND TRANSACTIONS:									
Interfund Charges	5,975,853	5,165,363	4,711,046	4,804,846	4,720,111	4,723,932	4,954,906	(80,914)	-1.7%
Interfund Transfers	11,387,746	11,289,517	7,857,890	10,666,036	11,183,260	6,874,719	8,460,176	(3,791,317)	-35.5%
Total Rev/Other Sources/Interfund	$ 80,262,690	$ 86,311,629	$ 74,051,800	$ 90,832,229	$ 88,651,346	$ 74,918,923	$ 76,364,112	$ (15,913,306)	-17.5%
TOTAL SOURCES	**$ 108,499,184**	**$ 114,683,002**	**$ 91,972,164**	**$ 130,473,562**	**$ 128,306,225**	**$ 91,493,246**	**$ 91,030,818**	**$ (38,980,316)**	**-29.9%**
OPERATING EXPENDITURE:									
City Council	122,436	135,995	136,853	155,073	139,485	148,287	148,304	(6,786)	-4.4%
City Manager	706,432	722,760	716,460	735,971	706,272	709,663	786,061	(26,308)	-3.6%
Administrative Services	2,202,346	2,315,748	2,663,255	2,539,547	2,517,229	2,585,026	2,776,091	45,479	1.8%
Non-Departmental	127,456	121,530	133,960	133,960	133,960	136,925	136,925	2,965	2.2%
Comm & Economic Dev	2,454,588	2,599,279	2,552,600	3,337,385	3,309,070	2,989,917	3,075,918	(347,468)	-10.4%
Parks, Rec & Comm Svcs	4,521,847	4,736,702	4,556,230	4,780,592	4,515,606	4,668,142	4,755,718	(112,451)	-2.4%
Public Works	2,347,280	2,801,897	3,327,339	3,435,000	3,419,969	3,411,763	3,503,736	(23,237)	-0.7%
Legal	1,699,409	1,706,817	1,681,540	1,688,196	1,492,426	1,623,752	1,631,231	(64,444)	-3.8%
Municipal Court	2,050,968	1,958,515	2,158,419	2,165,074	2,012,264	1,990,524	2,009,514	(174,550)	-8.1%
Police	24,469,816	24,953,309	25,369,543	25,950,745	25,002,874	24,459,348	24,985,911	(1,491,397)	-5.7%
Total Operating Expenditures	$ 40,702,578	$ 42,052,553	$ 43,296,199	$ 44,921,544	$ 43,249,156	$ 42,723,347	$ 43,809,409	$ (2,198,197)	-4.9%
OTHER USES:									
Operating Grants/One-time Uses	7,059,992	6,825,880	2,496,948	18,396,313	19,558,701	3,621,714	2,846,792	(14,774,600)	-80.3%
Debt Service	1,079,636	1,377,441	1,936,710	2,262,389	1,693,289	2,565,827	2,824,169	303,438	13.4%
Capital Improvements	16,029,334	9,282,157	18,180,000	30,285,968	31,501,571	16,302,002	12,766,998	(13,983,966)	-46.2%
Total Other Uses	$ 24,168,962	$ 17,485,478	$ 22,613,658	$ 50,944,670	$ 52,753,561	$ 22,489,543	$ 18,437,959	$ (28,455,128)	-55.9%
SUBTOTAL EXPENDITURES	$ 64,871,541	$ 59,538,031	$ 65,909,857	$ 95,866,214	$ 96,002,717	$ 65,212,889	$ 62,247,368	$ (30,653,325)	-32.0%
INTERFUND TRANSACTIONS:									
Interfund Services	3,868,524	4,200,582	4,559,203	4,611,126	4,545,924	4,738,931	4,803,151	127,805	2.8%
Interfund Transfers	11,387,746	11,289,517	7,857,890	10,666,036	11,183,260	6,874,719	8,460,178	(3,791,317)	-35.5%
Total Interfund Transactions	$ 15,256,270	$ 15,490,099	$ 12,417,093	$ 15,277,162	$ 15,729,184	$ 11,613,650	$ 13,263,329	$ (3,663,512)	-24.0%
Total Exp/Other Uses/Interfund	$ 80,127,811	$ 75,028,130	$ 78,326,950	$ 111,143,376	$ 111,731,901	$ 76,826,539	$ 75,510,697	$ (34,316,837)	-30.9%
Changes in Fund Balance	$ 134,879	$ 11,283,498	$ (4,275,150)	$ (20,311,147)	$ (23,080,555)	$ (1,907,616)	$ 853,415	$ 18,403,531	-90.6%
ENDING FUND BALANCE:	$ 28,371,373	$ 39,654,874	$ 13,645,214	$ 19,330,186	$ 16,574,324	$ 14,666,707	$ 15,520,121	$ (4,663,479)	-24.1%
TOTAL USES	**$ 108,499,184**	**$ 114,683,002**	**$ 91,972,164**	**$ 130,473,562**	**$ 128,306,225**	**$ 91,493,246**	**$ 91,030,818**	**$ (38,980,316)**	**-29.9%**


All Funds - Total Revenues, Other Sources & Interfund
2021 = $74.9M
2022 = $76.4M
2022 Operating Revenue $49,850,096 65%
2021 Other Sources $15,588,216 21%
2022 Other Sources $13,098,934 17%
2021 Operating Revenue $47,732,056 64%
2021 Interfund $11,598,651 15%
2022 Interfund $13,415,082 18%

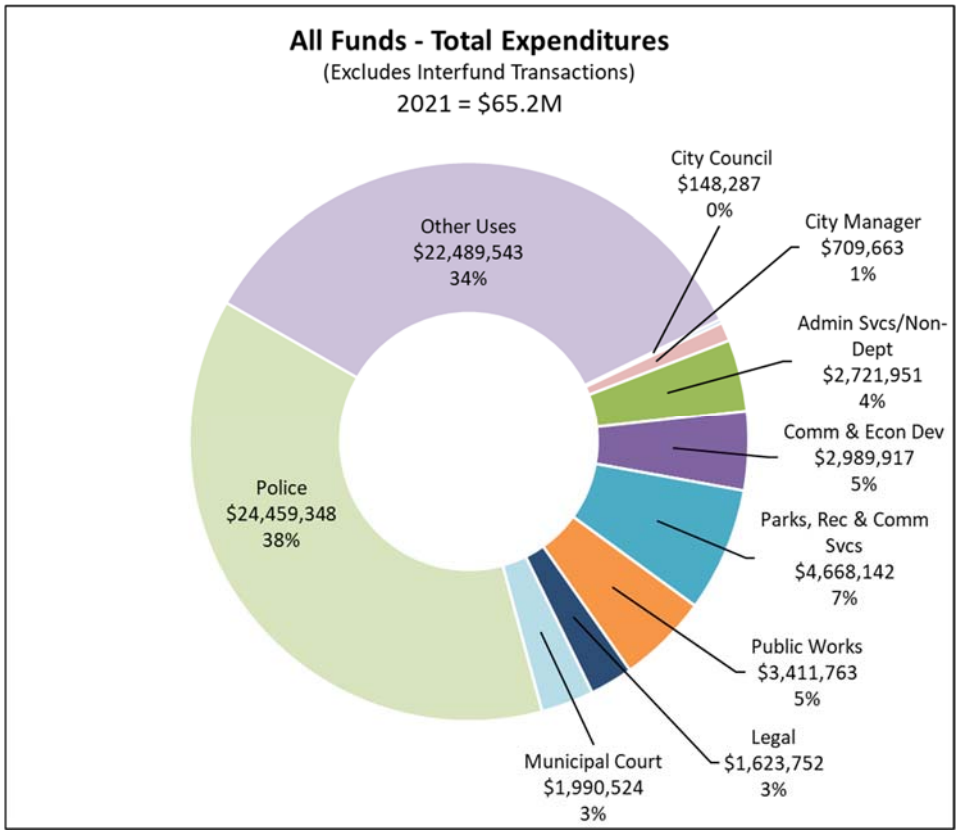

All Funds - Total Expenditures, Other Uses & Interfund
2021 = $76.8M
2022 = $75.5M
2021 Other Uses $22,489,543 29%
2022 Other Uses $18,437,959 24%
2021 Operating Uses $42,723,347
2022 Operating Uses $43,809,409 58%
2021 Interfund $11,613,650 15%
2022 Interfund $13,263,329 18%

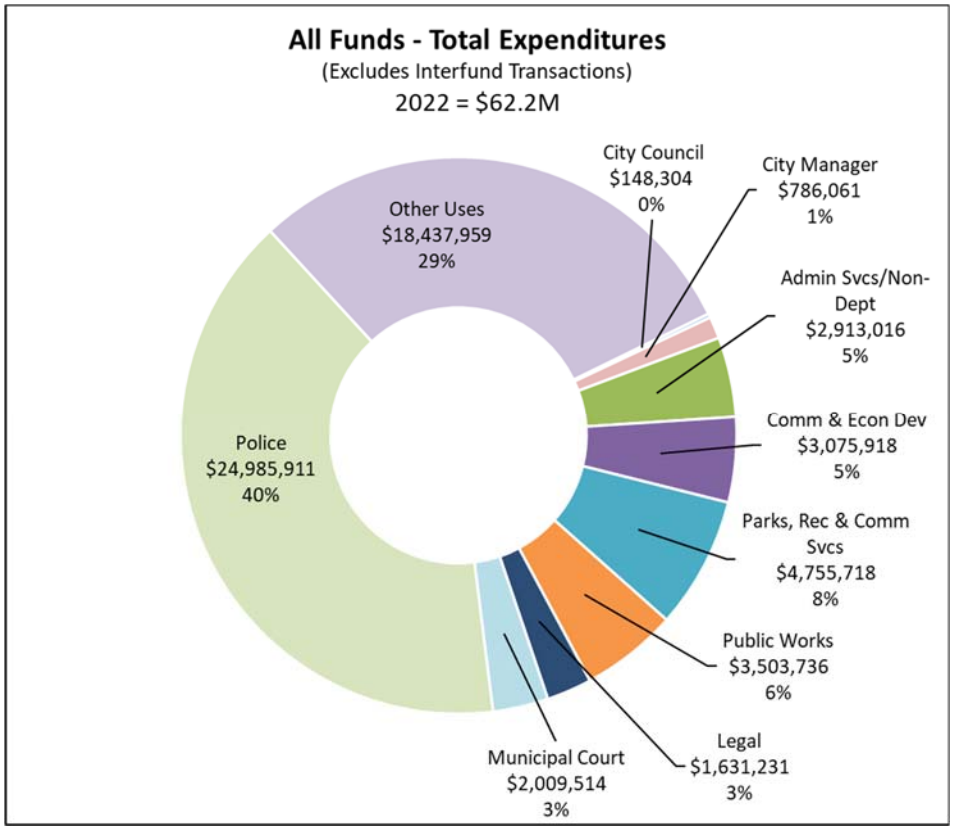

All Funds - Total Revenues
(Excludes Interfund Transactions)
2021 = $63.3M
REET
$1,800,000
3%
Gambling Tax
$2,452,000
4%
Other Taxes
$3,491,300
5%
Licenses/Permits
$2,244,225
4%
Franchise Fees
$4,269,000
7%
Intergovt'l
$2,875,775
4%
Charges for Svcs
$5,985,050
9%
Fines & Forfeits
$1,363,205
2%
Miscellaneous
$202,301
0%
Other Sources
$15,588,216
25%
Property Tax
$7,412,100
12%
Sales Tax
$10,158,000
16%
Utility Tax
$5,479,100
9%


All Funds - Total Revenues
(Excludes Interfund Transactions)
2022 = $62.9M
REET
$1,800,000
3%
Gambling Tax
$2,880,040
5%
Other Taxes
$4,018,900
6%
Licenses/Permits
$2,307,600
4%
Franchise Fees
$4,397,000
7%
Intergovt'l
$2,856,384
4%
Charges for Svcs
$6,150,700
10%
Fines & Forfeits
$1,363,205
2%
Miscellaneous
$189,067
0%
Other Sources
$13,098,934
21%
Property Tax
$7,508,500
12%
Sales Tax
$10,822,000
17%
Utility Tax
$5,556,700
9%

SOURCES OF FUNDING - ALL FUNDS

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
BEGINNING FUND BALANCE	$ 28,236,494	$ 28,371,373	$ 17,920,364	$ 39,641,333	$ 39,654,879	$ 16,574,323	$ 14,666,706	$ (23,067,010)	-58.2%
OPERATING REVENUE:									
Property Tax	6,910,944	7,159,443	7,202,400	7,400,000	7,278,600	7,412,100	7,508,500	$ 12,100	0.2%
Sales Tax	10,978,014	11,955,004	9,951,100	10,678,849	9,703,849	10,158,000	10,822,000	(520,849)	-4.9%
Utility Tax	5,408,728	5,575,351	5,745,800	5,415,800	5,370,000	5,479,100	5,556,700	63,300	1.2%
Real Estate Excise Tax	2,695,355	2,994,634	1,700,000	1,700,000	1,960,000	1,800,000	1,800,000	100,000	5.9%
Gambling Tax	3,181,655	3,099,813	2,801,000	2,801,000	1,302,050	2,452,000	2,880,040	(349,000)	-12.5%
Other Taxes	4,249,068	4,330,487	3,884,100	3,158,100	3,284,000	3,491,300	4,018,900	333,200	10.6%
Licenses & Permits	2,786,214	2,318,988	2,240,500	2,278,025	2,154,600	2,244,225	2,307,600	(33,800)	-1.5%
Franchise Fees	4,035,452	4,145,138	4,232,100	4,335,700	4,155,000	4,269,000	4,397,000	(66,700)	-1.5%
Intergovernmental	3,075,906	3,011,866	3,199,450	2,970,134	3,203,954	2,875,775	2,856,384	(94,359)	-3.2%
Charges for Services	4,409,247	6,296,624	5,610,100	5,735,100	5,549,700	5,985,050	6,150,700	249,950	4.4%
Fines & Forfeits	1,626,872	1,762,837	1,560,900	1,483,400	1,363,205	1,363,205	1,363,205	(120,195)	-8.1%
Miscellaneous	565,350	681,460	195,000	204,264	220,835	202,301	189,067	(1,963)	-1.0%
Total Operating Revenues	$ 49,922,805	$ 53,331,643	$ 48,322,450	$ 48,160,372	$ 45,545,793	$ 47,732,056	$ 49,850,096	$ (428,316)	-0.9%
CAPITAL AND OTHER SOURCES:									
Other Sources	12,976,286	16,525,105	13,160,414	27,200,975	27,202,182	15,588,216	13,098,934	(11,612,759)	-42.7%
Total Other Sources	$ 12,976,286	$ 16,525,105	$ 13,160,414	$ 27,200,975	$ 27,202,182	$ 15,588,216	$ 13,098,934	$ (11,612,759)	-42.7%
SUBTOTAL REVENUES	$ 62,899,091	$ 69,856,748	$ 61,482,864	$ 75,361,347	$ 72,747,975	$ 63,320,272	$ 62,949,030	$ (12,041,075)	-16.0%
INTERFUND TRANSACTIONS:									
Interfund Charges	5,975,853	5,165,363	4,711,046	4,804,846	4,720,111	4,723,932	4,954,906	(80,914)	-1.7%
Interfund Transfers	11,387,746	11,289,517	7,857,890	10,666,036	11,183,260	6,874,719	8,460,176	(3,791,317)	-35.5%
Total Rev/Other Sources/Interfund	$ 80,262,690	$ 86,311,629	$ 74,051,800	$ 90,832,229	$ 88,651,346	$ 74,918,923	$ 76,364,112	$ (15,913,306)	-17.5%
TOTAL SOURCES	**$ 108,499,184**	**$ 114,683,002**	**$ 91,972,164**	**$ 130,473,562**	**$ 128,306,225**	**$ 91,493,246**	**$ 91,030,818**	**$ (38,980,316)**	**-29.9%**

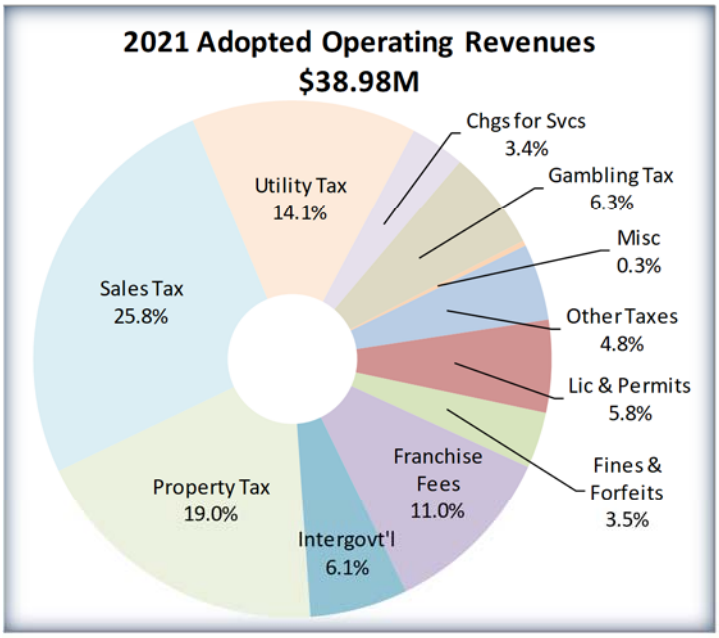

All Funds - Total Expenditures
(Excludes Interfund Transactions)
2021 = $65.2M
City Council
$148,287
0%
City Manager
$709,663
1%
Admin Svcs/Non-Dept
$2,721,951
4%
Comm & Econ Dev
$2,989,917
5%
Parks, Rec & Comm Svcs
$4,668,142
7%
Public Works
$3,411,763
5%
Legal
$1,623,752
3%
Municipal Court
$1,990,524
3%
Police
$24,459,348
38%
Other Uses
$22,489,543
34%

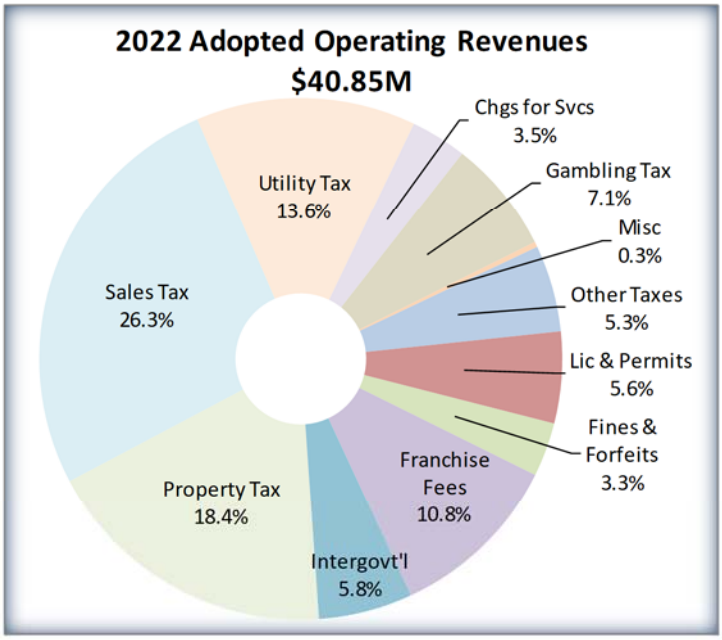

All Funds - Total Expenditures
(Excludes Interfund Transactions)
2022 = $62.2M
City Council
$148,304
0%
City Manager
$786,061
1%
Admin Svcs/Non-Dept
$2,913,016
5%
Comm & Econ Dev
$3,075,918
5%
Parks, Rec & Comm Svcs
$4,755,718
8%
Public Works
$3,503,736
6%
Legal
$1,631,231
3%
Municipal Court
$2,009,514
3%
Police
$24,985,911
40%
Other Uses
$18,437,959
29%

USES OF FUNDING - ALL FUNDS

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
OPERATING EXPENDITURE:									
City Council	$ 122,436	$ 135,995	$ 136,853	$ 155,073	$ 139,485	$ 148,287	$ 148,304	$ (6,786)	-4.4%
City Manager	706,432	722,760	716,460	735,971	706,272	709,663	786,061	(26,308)	-3.6%
Administrative Services	2,202,346	2,315,748	2,663,255	2,539,547	2,517,229	2,585,026	2,776,091	45,479	1.8%
Non-Departmental	127,456	121,530	133,960	133,960	133,960	136,925	136,925	2,965	2.2%
Comm & Economic Dev	2,454,588	2,599,279	2,552,600	3,337,385	3,309,070	2,989,917	3,075,918	(347,468)	-10.4%
Parks, Rec & Comm Svcs	4,521,847	4,736,702	4,556,230	4,780,592	4,515,606	4,668,142	4,755,718	(112,451)	-2.4%
Public Works	2,347,280	2,801,897	3,327,339	3,435,000	3,419,969	3,411,763	3,503,736	(23,237)	-0.7%
Legal	1,699,409	1,706,817	1,681,540	1,688,196	1,492,426	1,623,752	1,631,231	(64,444)	-3.8%
Municipal Court	2,050,968	1,958,515	2,158,419	2,165,074	2,012,264	1,990,524	2,009,514	(174,550)	-8.1%
Police	24,469,816	24,953,309	25,369,543	25,950,745	25,002,874	24,459,348	24,985,911	(1,491,397)	-5.7%
Total Operating Expenditures	$ 40,702,578	$ 42,052,553	$ 43,296,199	$ 44,921,544	$ 43,249,156	$ 42,723,347	$ 43,809,409	$ (2,198,197)	-4.9%
OTHER USES:	-	-							
Operating Grants/One-time Uses	7,059,992	6,825,880	2,496,948	18,396,313	19,558,701	3,621,714	2,846,792	(14,774,600)	-80.3%
Debt Service	1,079,636	1,377,441	1,936,710	2,262,389	1,693,289	2,565,827	2,824,169	303,438	13.4%
Capital Improvements	16,029,334	9,282,157	18,180,000	30,285,968	31,501,571	16,302,002	12,766,998	(13,983,966)	-46.2%
Total Other Uses	$ 24,168,962	$ 17,485,478	$ 22,613,658	$ 50,944,670	$ 52,753,561	$ 22,489,543	$ 18,437,959	$ (28,455,128)	-55.9%
SUBTOTAL EXPENDITURES	$ 64,871,541	$ 59,538,031	$ 65,909,857	$ 95,866,214	$ 96,002,717	$ 65,212,889	$ 62,247,368	$ (30,653,325)	-32.0%
INTERFUND TRANSACTIONS:	-	-							
Interfund Services	3,868,524	4,200,582	4,559,203	4,611,126	4,545,924	4,738,931	4,803,151	127,805	2.8%
Interfund Transfers	11,387,746	11,289,517	7,857,890	10,666,036	11,183,260	6,874,719	8,460,178	(3,791,317)	-35.5%
Total Interfund Transactions	$ 15,256,270	$ 15,490,099	$ 12,417,093	$ 15,277,162	$ 15,729,184	$ 11,613,650	$ 13,263,329	$ (3,663,512)	-24.0%
Total Exp/Other Uses/Interfund	$ 80,127,811	$ 75,028,130	$ 78,326,950	$ 111,143,376	$ 111,731,901	$ 76,826,539	$ 75,510,697	$ (34,316,837)	-30.9%
Changes in Fund Balance	$ 134,879	$ 11,283,498	$ (4,275,150)	$ (20,311,147)	$ (23,080,555)	$ (1,907,616)	$ 853,415	$ 18,403,531	-90.6%
ENDING FUND BALANCE:	$ 28,371,373	$ 39,654,874	$ 13,645,214	$ 19,330,186	$ 16,574,324	$ 14,666,707	$ 15,520,121	$ (4,663,479)	-24.1%
TOTAL USES	**$ 108,499,184**	**$ 114,683,002**	**$ 91,972,164**	**$ 130,473,562**	**$ 128,306,225**	**$ 91,493,246**	**$ 91,030,818**	**$ (38,980,316)**	**-29.9%**

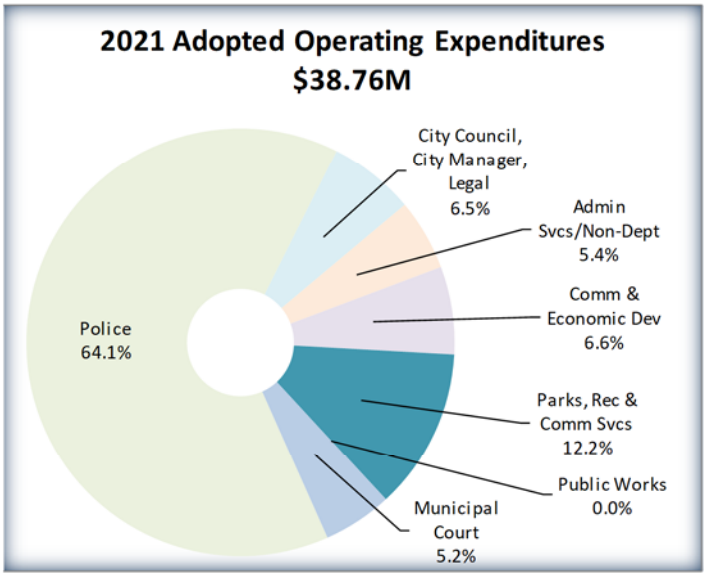
SOURCES - CONSOLIDATED GENERAL AND STREET FUND

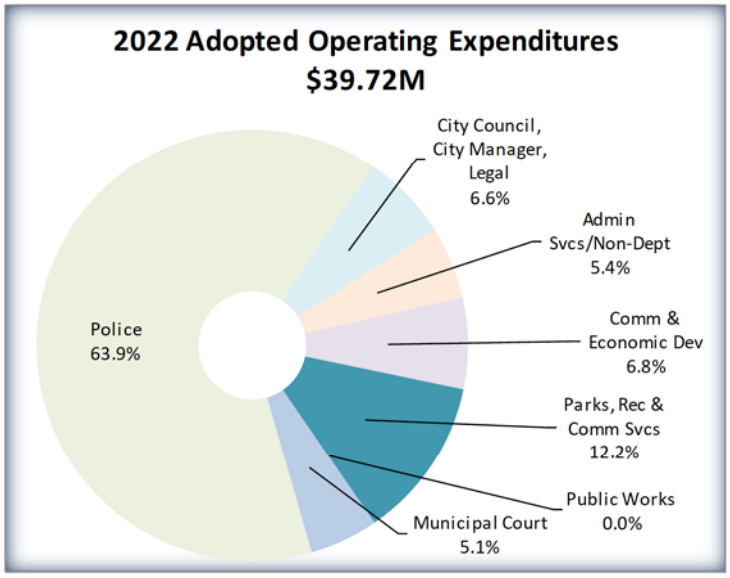




Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
BEGINNING FUND BALANCE	$ 9,163,532	$ 8,847,534	$ 5,256,028	$ 9,878,838	$ 9,878,838	$ 5,767,631	$ 4,804,155	$ (4,111,207)	-41.6%
OPERATING REVENUE:									
Property Tax	6,910,944	7,159,443	7,202,400	7,400,000	7,278,600	7,412,100	7,508,500	$ 12,100	0.2%
Sales Tax	10,978,014	11,955,004	9,951,100	10,630,000	9,655,000	10,060,000	10,724,000	(570,000)	-5.4%
Utility Tax	5,408,728	5,575,351	5,745,800	5,415,800	5,370,000	5,479,100	5,556,700	63,300	1.2%
Gambling Tax	3,181,655	3,099,813	2,801,000	2,801,000	1,302,050	2,452,000	2,880,040	(349,000)	-12.5%
Other Taxes	2,358,023	2,407,850	2,270,100	2,358,100	1,649,000	1,856,300	2,183,900	(501,800)	-21.3%
Licenses & Permits	2,786,214	2,318,988	2,240,500	2,278,025	2,154,600	2,244,225	2,307,600	(33,800)	-1.5%
Franchise Fees	4,035,452	4,145,138	4,232,100	4,335,700	4,155,000	4,269,000	4,397,000	(66,700)	-1.5%
Intergovernmental	2,568,226	2,514,059	2,694,750	2,465,434	2,708,534	2,380,770	2,376,949	(84,664)	-3.4%
Charges for Services	1,300,238	1,648,837	1,442,700	1,467,700	1,252,300	1,331,550	1,414,300	(136,150)	-9.3%
Fines & Forfeits	1,626,872	1,762,837	1,560,900	1,483,400	1,363,205	1,363,205	1,363,205	(120,195)	-8.1%
Miscellaneous	325,023	417,942	133,700	142,964	161,740	129,201	136,967	(13,763)	-9.6%
Total Operating Revenues	$ 41,479,389	$ 43,005,260	$ 40,275,050	$ 40,778,123	$ 37,050,029	$ 38,977,451	$ 40,849,161	$ (1,800,672)	-4.4%
CAPITAL AND OTHER SOURCES:									
Other Sources	424,191	544,624	143,250	722,963	600,223	100,250	100,250	(622,713)	-86.1%
Total Other Sources	$ 424,191	$ 544,624	$ 143,250	$ 722,963	$ 600,223	$ 100,250	$ 100,250	$ (622,713)	-86.1%
SUBTOTAL REVENUES	$ 41,903,580	$ 43,549,884	$ 40,418,300	$ 41,501,086	$ 37,650,252	$ 39,077,701	$ 40,949,411	$ (2,423,385)	-5.8%
INTERFUND TRANSACTIONS:									
Interfund Transfers	1,658,830	1,796,809	1,763,234	1,928,539	1,864,856	1,666,603	1,675,273	(261,936)	-13.6%
Total Rev/Other Sources/Interfund	$ 43,562,410	$ 45,346,694	$ 42,181,534	$ 43,429,625	$ 39,515,108	$ 40,744,304	$ 42,624,684	$ (2,685,321)	-6.2%
TOTAL SOURCES	**$ 52,725,942**	**$ 54,194,228**	**$ 47,437,562**	**$ 53,308,463**	**$ 49,393,946**	**$ 46,511,935**	**$ 47,428,839**	**$ (6,796,528)**	**-12.7%**

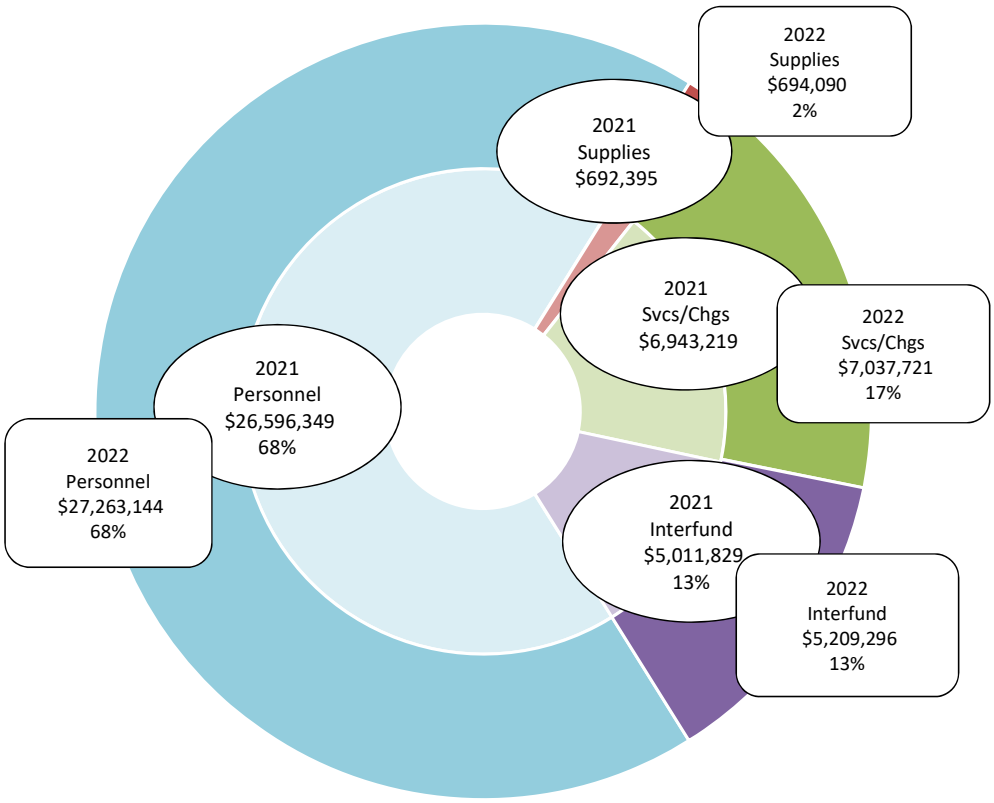
USES - CONSOLIDATED GENERAL AND STREET FUND





Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
OPERATING EXPENDITURE:									
City Council	$ 122,436	$ 135,995	$ 136,853	$ 155,073	$ 139,485	$ 148,287	$ 148,304	$ (6,786)	-4.4%
City Manager	706,432	722,760	716,460	735,971	706,272	709,663	786,061	(26,308)	-3.6%
Administrative Services	1,731,553	1,775,396	1,863,255	1,877,297	1,854,979	1,912,776	1,976,091	35,479	1.9%
Non-Departmental	127,456	121,530	133,960	133,960	133,960	136,925	136,925	2,965	2.2%
Comm & Economic Dev	2,073,063	2,266,964	2,223,800	2,353,919	2,325,604	2,519,917	2,666,418	165,998	7.1%
Parks, Rec & Comm Svcs	4,521,847	4,736,702	4,556,230	4,780,592	4,515,606	4,668,142	4,755,718	(112,451)	-2.4%
Public Works Engineering	531,305	559,547	642,392	649,044	634,013	589,539	625,545	(59,505)	-9.2%
Legal	1,699,409	1,706,817	1,681,540	1,688,196	1,492,426	1,623,752	1,631,231	(64,444)	-3.8%
Municipal Court	2,050,968	1,958,515	2,158,419	2,165,074	2,012,264	1,990,524	2,009,514	(174,550)	-8.1%
Police	24,469,816	24,953,309	25,369,543	25,950,745	25,002,874	24,459,348	24,985,911	(1,491,397)	-5.7%
Total Operating Expenditures	$ 38,034,285	$ 38,937,536	$ 39,482,452	$ 40,489,872	$ 38,817,484	$ 38,758,873	$ 39,721,718	$ (1,730,999)	-4.3%
OTHER USES:									
Operating Grants/One-time Uses	1,679,313	285,813	1,680,699	1,784,509	348,383	153,454	74,709	(1,631,056)	-91.4%
Total Other Uses	$ 1,679,313	$ 285,813	$ 1,680,699	$ 1,784,509	$ 348,383	$ 153,454	$ 74,709	$ (1,631,056)	-91.4%
SUBTOTAL EXPENDITURES	$ 39,713,599	$ 39,223,349	$ 41,163,151	$ 42,274,381	$ 39,165,867	$ 38,912,326	$ 39,796,428	$ (3,362,055)	-8.0%
INTERFUND TRANSACTIONS:									
Interfund Transfers	4,027,887	3,646,808	2,834,191	2,923,005	3,044,320	2,746,823	2,618,577	(176,182)	-6.0%
Total Interfund Transactions	$ 4,027,887	$ 3,646,808	$ 2,834,191	$ 2,923,005	$ 3,044,320	$ 2,746,823	$ 2,618,577	$ (176,182)	-6.0%
Total Exp/Other Uses/Interfund	$ 43,741,486	$ 42,870,157	$ 43,997,342	$ 45,197,386	$ 42,210,187	$ 41,659,149	$ 42,415,005	$ (3,538,237)	-7.8%
Changes in Fund Balance	$ (179,076)	$ 2,476,536	$ (1,815,808)	$ (1,767,761)	$ (2,695,079)	$ (914,845)	$ 209,680	$ 852,916	-48.2%
ENDING FUND BALANCE:	$ 8,984,456	$ 11,324,070	$ 3,440,220	$ 8,111,077	$ 7,183,759	$ 4,852,786	$ 5,013,835	$ (3,258,291)	-40.2%
TOTAL USES	**$ 52,725,942**	**$ 54,194,228**	**$ 47,437,562**	**$ 53,308,463**	**$ 49,393,946**	**$ 46,511,935**	**$ 47,428,839**	**$ (6,796,528)**	**-12.7%**

General & Street Fund
Operating Expenditures by Category
2021 = $39,243,792
2022 = $40,204,257



CONSOLIDATED GENERAL & STREET FUND - EXPENDITURES BY CATEGORY

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	$ 16,604,819	$ 16,675,621	$ 18,240,953	$ 18,439,048	$ 18,260,565	$ 17,476,149	$ 17,735,656	$ (962,899)	-5.2%
11.002/4	Overtime	1,266,641	1,372,678	711,217	717,217	713,385	712,810	712,810	(4,407)	-0.6%
11.008	Extra Duty Pay	689,922	755,681	775,000	775,000	775,000	775,000	775,000	-	0.0%
11.011	Temporary Help	174,456	174,175	316,960	313,210	257,730	245,200	255,200	(68,010)	-21.7%
21.xxx	Benefits	7,123,031	7,237,403	7,513,826	7,598,981	7,115,899	7,387,190	7,784,478	(211,791)	-2.8%
31.xxx	Other Operating Supplies	530,680	455,296	397,820	409,320	375,573	421,405	420,105	12,085	3.0%
31.030	Maintenance Supplies	84,767	46,606	139,000	154,000	134,000	124,000	124,000	(30,000)	-19.5%
32.xxc	Fuel	0	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	145,435	198,675	161,685	161,685	148,435	146,990	149,985	(14,695)	-9.1%
41.xxx	Professional Service	5,686,776	5,881,856	5,488,136	5,783,069	5,234,780	5,643,564	5,693,171	(139,505)	-2.4%
42.xxx	Communication	55,597	51,670	57,025	57,025	57,025	57,425	57,425	400	0.7%
43/49.003	Travel & Training	160,839	178,374	195,275	195,275	42,070	145,345	188,755	(49,930)	-25.6%
44.xxx	Taxes & Other Assess	38,354	40,890	47,765	47,765	54,165	56,630	56,760	8,865	18.6%
45.xxx	Operating Rental/Lease	5,067	72,625	73,225	73,225	73,225	74,455	75,635	1,230	1.7%
47.xxx	Utilities	494,271	525,383	509,610	570,057	554,260	555,060	555,060	(14,997)	-2.6%
48.xxx	Repairs & Maintenance	10,172	23,510	28,800	68,481	28,845	52,795	52,795	(15,686)	-22.9%
49.001	Membership Dues	83,569	85,457	92,600	92,600	89,315	94,000	94,000	1,400	1.5%
49.xxx	Other Charges & Services	139,999	251,144	270,185	280,837	214,398	263,945	264,120	(16,892)	-6.0%
597	Interfund Transfers	433,847	471,603	475,656	476,487	476,487	484,921	482,538	8,434	1.8%
9x.xxx	IS Charges - M&O	3,714,959	4,014,821	4,347,195	4,636,902	4,550,567	4,526,908	4,588,511	(109,994)	-2.4%
9x.xxx	IS Charges - Reserves	1,024,933	895,671	116,175	116,175	138,247	-	138,247	(116,175)	-100.0%
	Total Operating Expenditure	**$ 38,468,132**	**$ 39,409,137**	**$ 39,958,108**	**$ 40,966,359**	**$ 39,293,971**	**$ 39,243,792**	**$ 40,204,257**	**$ (1,722,567)**	**-4.2%**
Capital & One-time Funding:										
	City Council	4,218	-	-	-	-	-	-	-	n/a
	City Manager	9,817	25,796	2,217	17,830	17,830	17,131	2,005	(699)	-3.9%
	Administrative Services	21,309	32,136	11,371	42,702	42,702	8,190	7,705	(34,512)	-80.8%
	Community & Economic Dev	249,841	600,927	46,289	527,735	527,735	14,664	13,794	(513,071)	-97.2%
	Parks, Recreation & Comm Svcs	60,040	191,315	31,001	393,874	378,875	46,269	20,009	(347,605)	-88.3%
	Legal/Clerk	165,623	57,002	9,240	71,138	71,138	8,825	8,303	(62,313)	-87.6%
	Municipal Court	78,647	94,366	9,240	131,752	131,752	8,800	8,279	(122,952)	-93.3%
	Public Works	37,524	22,167	58,634	90,700	85,700	10,421	9,803	(80,279)	-88.5%
	Police	1,189,216	707,335	85,751	508,777	508,778	87,785	82,583	(420,992)	-82.7%
	Transfer Out - Abatement/RHSP	215,000	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%
	Transfer Out - Public Art	-	100,000	-	-	-	-	-	-	n/a
	Transfer Out - SSMCP	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%
	Transfer Out - Parks CIP	925,275	479,300	80,000	282,129	467,129	80,000	212,500	(202,129)	-71.6%
	Transfer Out - Transportation CIP	1,045,635	983,797	700,000	393,547	393,547	700,000	432,965	306,453	77.9%
	Transfer Out - Sewer CIP	-	-	-	27,000	27,000	-	-	(27,000)	-100.0%
	Total Other Uses	**$ 4,052,146**	**$ 3,394,141**	**$ 1,133,743**	**$ 2,587,185**	**$ 2,752,186**	**$ 1,082,085**	**$ 897,945**	**$ (1,505,099)**	**-58.2%**
	Total Uses	**$ 42,520,278**	**$ 42,803,278**	**$ 41,091,851**	**$ 43,553,544**	**$ 42,046,158**	**$ 40,325,877**	**$ 41,102,202**	**$ (3,227,666)**	**-7.4%**

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 $98.8M and an additional $74.6M 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 $546.2M. The table below shows the available debt capacity for the City of Lakewood at the end of 2020.

Computation of Limitation of Indebtedness
As of December 31, 2020

Description	General Purpose: Councilmanic (Limited GO)	General Purpose: Excess Levy (with a vote)	Excess Levy Open Space & Park (voted)	Excess Levy Utility Purposes (voted)	Total Debt Capacity
AV = $7,456,764,386 (A)					
1.50%	$ 111,851,466	$ (111,851,466)			$ -
2.50%		$ 186,419,110	$ 186,419,110	$ 186,419,110	$ 559,257,329
Add: Cash on Hand for Redemption (B)	$ -				$ -
Less: Bonds Outstanding	$ (13,007,424)	$ -	$ -	$ -	$ (13,007,424)
Remaining Debt Capacity	**$98,844,042**	**$74,567,644**	**$186,419,110**	**$186,419,110**	**$546,249,905**
General Capacity (C)		**$173,411,686**			

(A) Final Assessed Valuation for 2020 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.

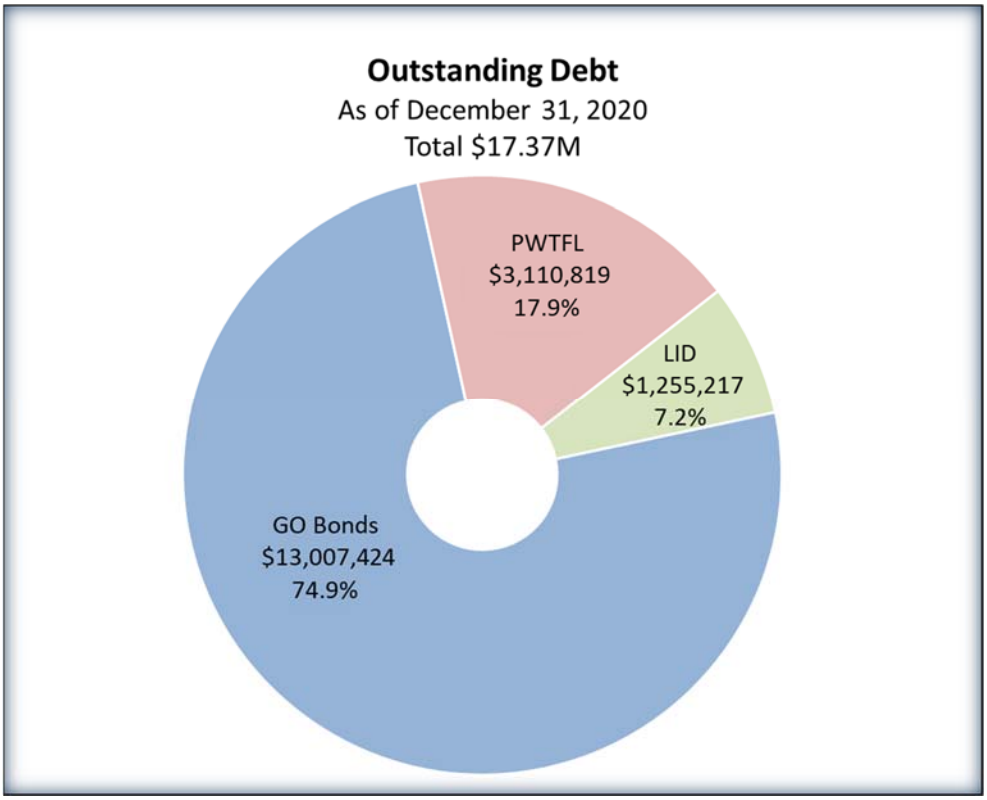
The following table summarizes the City's outstanding debt at the end of 2020.

Summary of Outstanding Debt
As of December 31, 2020

Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt	Average Annual Payment	Funding Source
2020 Limited Tax General Oblgiation Bonds (LTGO)	Transportation Projects	12/9/2020	12/1/2035	2.00%	$ 3,029,885	$ 3,029,885	$ 183,000	REET
2019 Limited Tax General Oblgiation Bonds (LTGO)	Transportation Projects	5/8/2019	12/1/2038	3.0 - 5%	$ 7,460,000	$ 7,200,000	$ 270,000	REET
2016 Limited Tax General Obligation Bonds (LTGO)	Refunding 2009 LTGO	4/19/2016	12/1/2028	1.40 - 2.41%	$ 1,884,032	$ 1,536,314	$ 210,000	General Fund
LOCAL Financing	LED Streetlight Retrofit	3/24/2015	12/1/2027	2.33%	$ 1,460,000	$ 960,000	$ 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	$ 281,225	$ 77,000	General Fund
				Subtotal	**$ 14,904,917**	**$ 13,007,424**	**$ 896,000**	
PWTFL 04-691-PRE-132	American Lake Gardens/ Tillicum Sewer	7/7/2005	7/7/2024	1.00%	$ 593,864	$ 118,861	$ 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	$ 1,766,892	$ 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	$ 832,209	$ 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	$ 392,857	$ 37,000	Assessments on all Lakewood Sewer Accounts
				Subtotal	**$ 7,933,864**	**$ 3,110,819**	**$ 477,000**	
Combined Local Improve District (CLID) 1101/1103	Street Improvements	12/1/2006	12/1/2026	3.75 - 4.65%	$ 2,824,704	$ 210,000	$ 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	$ 122,460	$ 56,000	Assessment on Single Business
Local Improvement District (LID) 1109	Street Improvements	3/2/2020	3/1/2033	2.76 - 3.47%	$ 922,757	$ 922,757	$ 71,000	Assessment on Single Business
				Subtotal	**$ 4,627,461**	**$ 1,255,217**	**$ 294,000**	
				Total	**$ 27,466,242**	**$ 17,373,460**	**$ 1,714,000**	

Projected Debt Service Requirements to Maturity
As of December 31, 2020

	GO Bonds		Promissory Note		LOCAL		PWTFL		LID		Total	
Year	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	627,174	359,021	66,483	10,517	120,000	38,900	463,938	16,148	127,031	41,808	1,404,626	466,394
2022	645,449	340,356	68,969	8,031	125,000	32,775	463,938	13,680	127,463	36,951	1,430,818	431,793
2023	670,117	319,316	71,549	5,451	130,000	26,400	463,938	11,212	80,935	31,990	1,416,538	394,368
2024	689,746	297,082	74,224	2,776	135,000	19,775	463,938	8,744	71,000	29,489	1,433,908	357,866
2025	714,482	273,762	-	-	145,000	12,775	434,223	6,275	71,000	27,515	1,364,704	320,328
2026	733,713	249,280	-	-	150,000	6,900	434,223	4,104	281,000	25,542	1,598,935	285,826
2027	762,978	223,767	-	-	155,000	2,325	139,740	1,933	71,000	13,817	1,128,719	241,842
2028	792,096	196,895	-	-	-	-	139,740	1,234	71,000	11,843	1,002,836	209,972
2029	605,190	168,659	-	-	-	-	35,714	536	71,000	9,869	711,904	179,064
2030	624,295	152,555	-	-	-	-	35,714	357	71,000	7,895	731,009	160,807
2031	638,480	135,919	-	-	-	-	35,714	179	71,000	5,921	745,194	142,019
2032	657,750	118,900	-	-	-	-	-	-	71,000	3,948	728,750	122,847
2033	672,105	101,345	-	-	-	-	-	-	71,000	1,974	743,105	103,318
2034	691,545	83,403	-	-	-	-	-	-	-	-	691,545	83,403
2035	711,080	64,922	-	-	-	-	-	-	-	-	711,080	64,922
2036	495,000	45,900	-	-	-	-	-	-	-	-	495,000	45,900
2037	510,000	31,050	-	-	-	-	-	-	-	-	510,000	31,050
2038	525,000	15,750	-	-	-	-	-	-	-	-	525,000	15,750
Total	**$ 11,766,199**	**$3,177,880**	**$ 281,225**	**$ 26,775**	**$ 960,000**	**$ 139,850**	**$ 3,110,819**	**$ 64,403**	**$ 1,255,428**	**$ 248,561**	**$17,373,672**	**$ 3,657,469**



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

Economic forecasts released by Washington State in Sept, 2020, expects US real GDP to decline 5.2% in 2020 followed by a 3.8% increase in 2021. The recovery is expected to be sustained in 2022 with a growth rate of 3.9% then gradually taper-off to an average of 2.6% per year from 2023-25. This forecast assumes that unemployment benefits will continue to be supplemented through the end of 2020 and that another round of stimulus will be granted before the fourth quarter of 2020. At the time of this writing, a new stimulus bill is still under congressional deliberation. The Puget Sound Economic Forecaster, in their Sept 2020 report, highlighted the paradox of having an economic recovery while the unemployment rate hovers around 10%. It is a unique and volatile economy that the country is in and forecast models become only good as their assumptions materialize. The risk is still high that a surge in COVID cases can lead to further lockdowns that would derail the recovery tempered only by the imminent deployment of a successful vaccine.

Washington State employment continued to improve in June and July, 2020 following the steep decline in April that marked the brunt of the economic impact of the COVID pandemic. Total nonfarm payroll employment rose 137,500 in June and July which was 63,000 more than expected in a June forecast. Employment in retail, private services and construction rose much faster than initially forecasted except for the airline and aerospace industries due to the disruption in air travel and the resultant decline in demand for aircraft world-wide. Boeing had already cut 6,300 jobs early this year and expects to cut 9,300 more by the end of 2020.

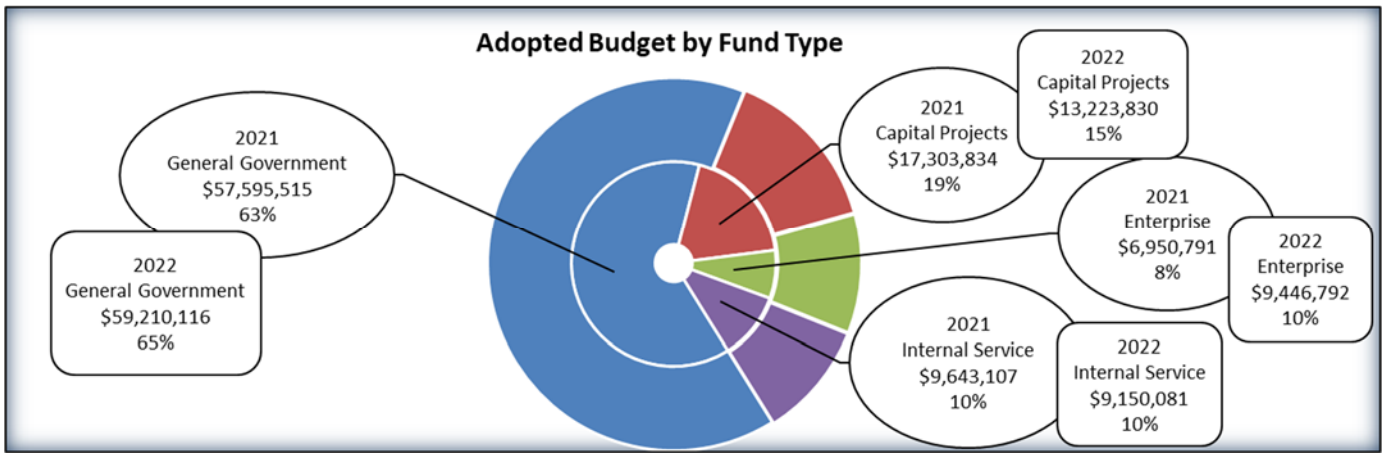
Washington's unemployment rate inched up to 10.3% in July from 10.0% in June. The July rate is down significantly from the 16.3% rate reached in April which was a historic 44-year high. The State expects a 4.9% decline in Washington unemployment this year compared to the 5.5% decrease in the June forecast. Above average growth is anticipated through the remainder of the forecast period as the economy recovers from the deep recession. The forecast for nominal personal income growth this year is 8.0%, up from 3.8% in a June forecast. The adverse effects of the recession on personal income this year are more than offset by substantial federal stimulus. The forecast for nominal personal income growth in 2021 through 2025 averages 3.0% per year down from the 3.5% rate expected in a June forecast. The effect of the recovery on growth in 2021-25 is expected to be offset by the eventual termination of the COVID-related federal support.

The Puget Sound Economic Forecaster (PSEF) expects economic trends in the Puget Sound area to be consistent with the state and federal in the third quarter of 2020. While jobs have rebounded across the board, the lower income jobs have lagged behind. On the other hand, spending activity is higher from the lower income groups as higher income earners curtail their non-essential activities due to the perceived health risks. Puget Sound area unemployment is expected to settle at 8.8% by the end of 2020, improve slightly to 7.7% in 2021 before normalizing to around 4.0-5.0% in 2022-2029, still higher than pre-COVID rates. Inflation levels are expected to be flat at 3.0% each year from 2021-2029. Taxable retail sales which had a dip in the second quarter of 2020, showed a sharp rise in the third quarter likely due to effects of the stimulus. It is expected to level-off in 2022-2029 when government intervention is gradually pulled back. In the housing sector, median home prices in the Tacoma-Lakewood region increased from $365,000 to $390,000 or 6.8% from Dec, 2019 to June, 2020 according to the S&P Case-Schiller index. This is consistent with the PSRF's observed trend of decreasing supply of available houses relative to demand in the region. Living in the suburbs has become more attractive due to relatively lower prices and other intangible reasons. Pierce County, however, showed a 4.0% decline in closings from last year.

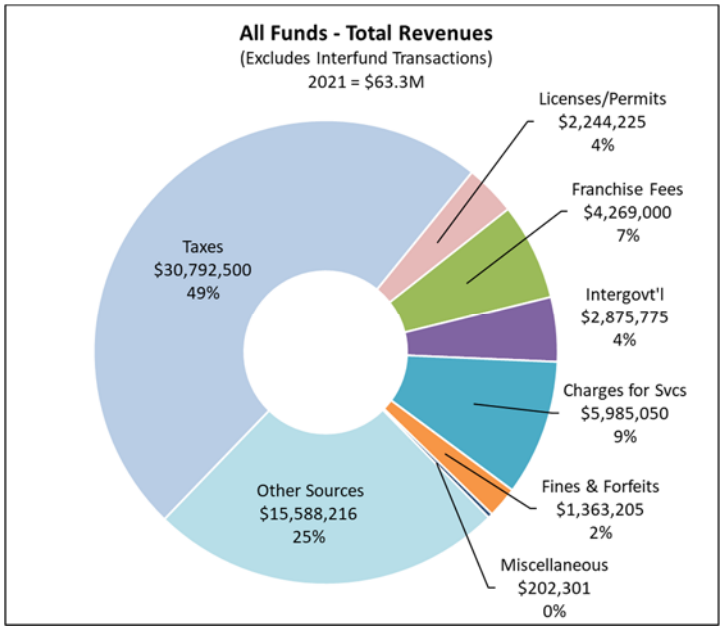
Overview of the Total Budget

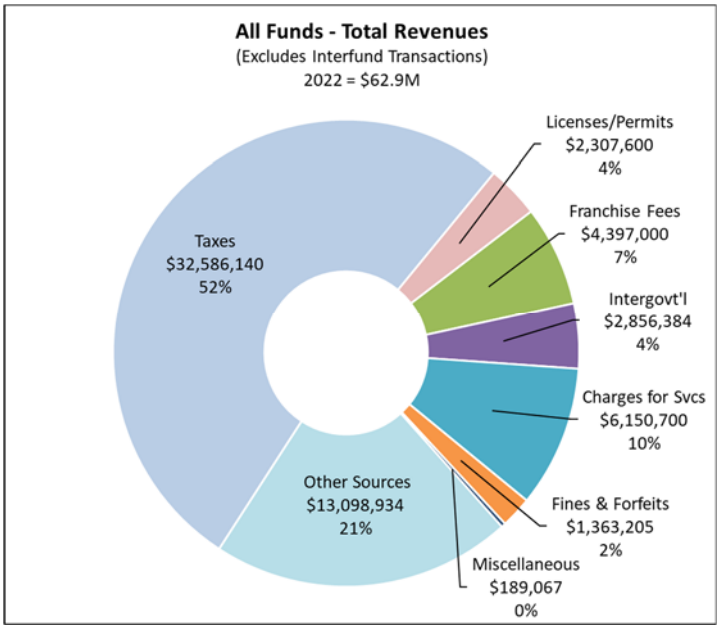
The City's budget for all funds including ending fund balance is $91.49M and $91.03M in 2021 and 2022, respectively. General Government Funds (includes General Fund, Special Revenue Funds and Debt Service Funds) account for 63% of the budget in 2021 and 65% in 2022, followed by Capital Projects of 19% in 2021 and 14% in 2022. In 2021, revenues and other sources total $74.92M and expenditures and other uses total $76.83M, resulting in a projected ending fund balance of $14.67M. In 2022, revenues and other sources total $76.36M and expenditures and other uses total $75.51M, resulting in a projected ending fund balance of $15.52M.

	2021 Adopted				2022 Adopted			
Fund	Beginning Fund Balance	Revenue	Expenditure	Ending Fund Balance	Beginning Fund Balance	Revenue	Expenditure	Ending Fund Balance
General Government Funds	$ 9,145,661	$ 48,449,854	$ 48,838,381	$ 8,757,134	$ 8,757,134	$ 50,452,982	$ 49,594,172	$ 9,615,944
Capital Project Funds	$ 1,392,832	$ 15,911,002	$ 17,097,002	$ 206,832	$ 206,832	$ 13,016,998	$ 12,896,998	$ 326,832
Enterprise Fund	$ 1,500,405	$ 5,450,385	$ 5,069,475	$ 1,881,316	$ 1,881,316	$ 7,565,476	$ 7,600,625	$ 1,846,167
Internal Service Funds	$ 4,535,425	$ 5,107,682	$ 5,821,682	$ 3,821,425	$ 3,821,425	$ 5,328,656	$ 5,418,900	$ 3,731,181
Total	**$ 16,574,323**	**$ 74,918,923**	**$ 76,826,540**	**$ 14,666,707**	**$ 14,666,707**	**$ 76,364,112**	**$ 75,510,695**	**$ 15,520,124**
			Total Budget	**$ 91,493,247**			**Total Budget**	**$ 91,030,819**

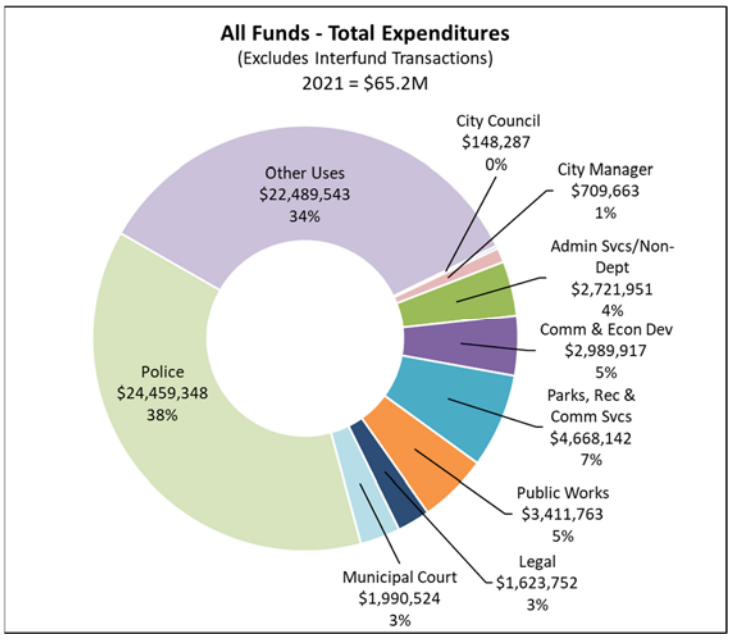


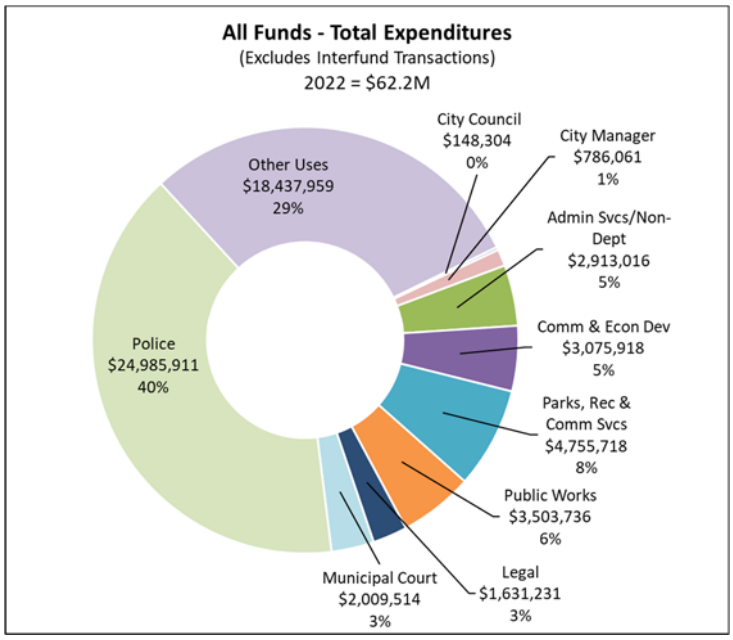
Total revenues, which excludes interfund transactions, total $63.3M in 2021 and $62.9M in 2022. Taxes account for 49% and 52% of total revenues in 2021 and 2022, respectively. The major sources of taxes are as follows: sales tax (16% in 2021 / 17% in 2022); property tax (12% in 2021 / 12% in 2022); and utility tax (9% in 2021 / 9% in 2022).





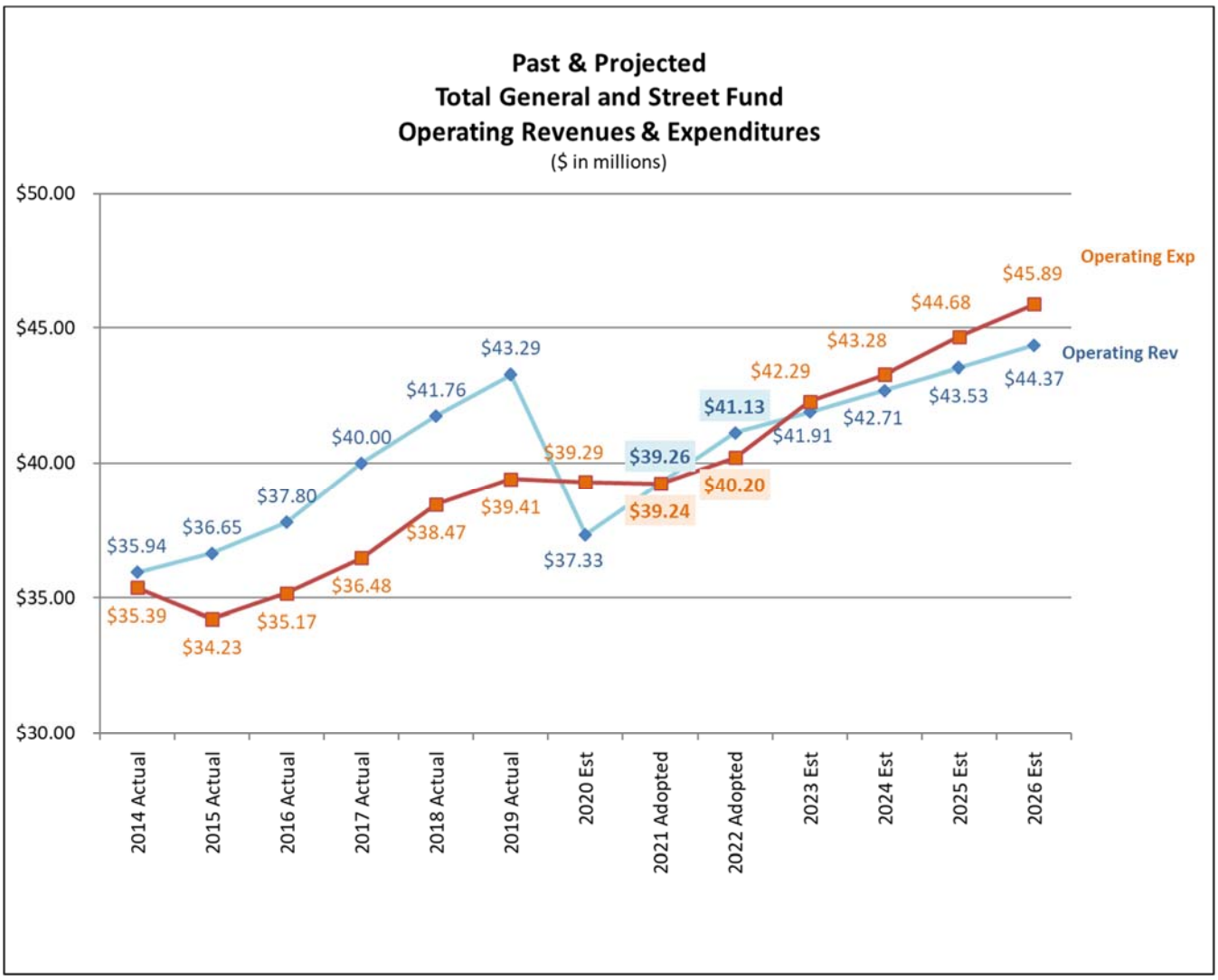
Total expenditures, which excludes interfund transactions, total $65.2M in 2021 and $62.2M in 2022.





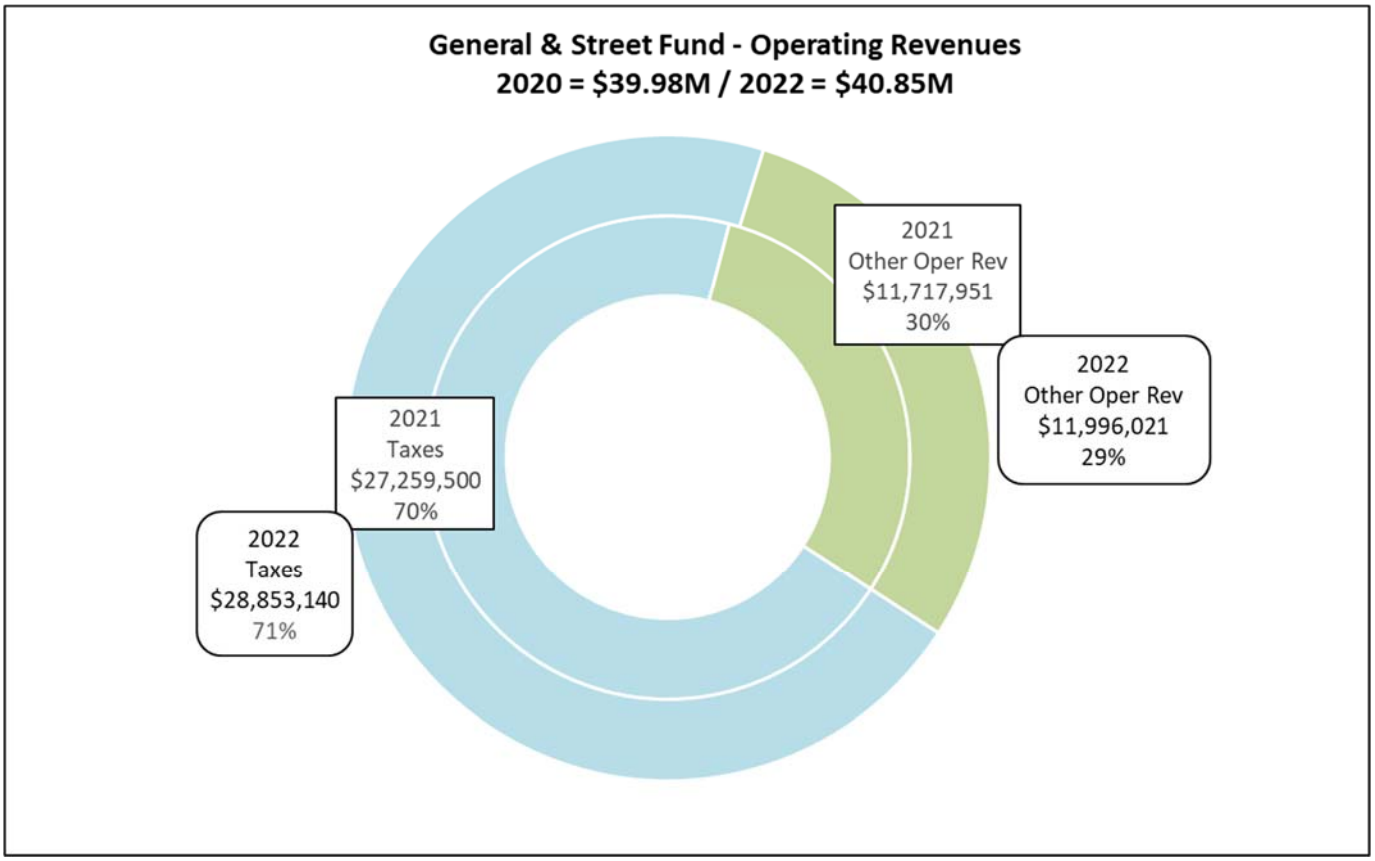
General and Street Fund Operations

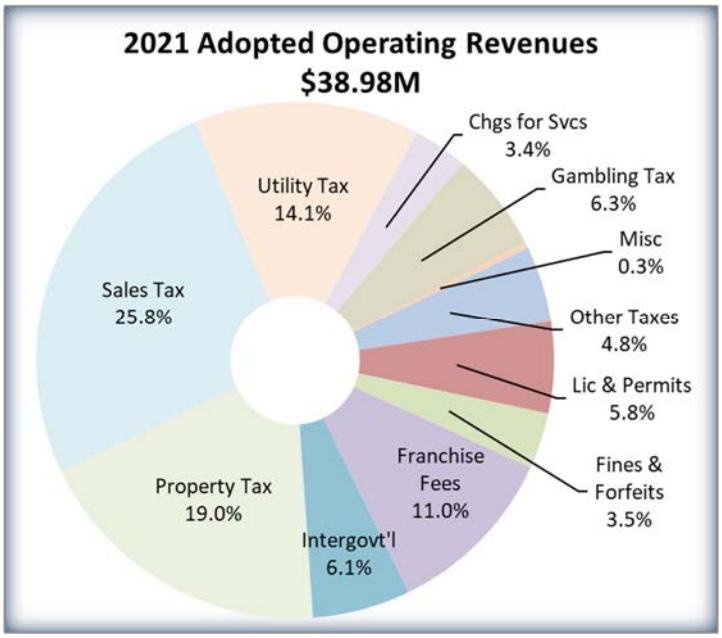
Operating revenues, including General/Street Fund interfund transfers, total $39.26M in 2021 and $41.13M in 2022. The 2021 estimate is a decrease of 4% compared to the 2020 adjusted budget due to the COVID-19 pandemic. Operating expenditures total $39.24M in 2021 and $41.13 in 2022. The 2021 estimate is a decrease of 4% compared to the 2020 adjusted budget due to reductions in the number of positions authorized, yet unfunded for the biennium. Details of these unfunded positions are included in the operating budget and budget message. The 2022 operating expenditure budget is increase of $960K or 2% compared to the 2021.

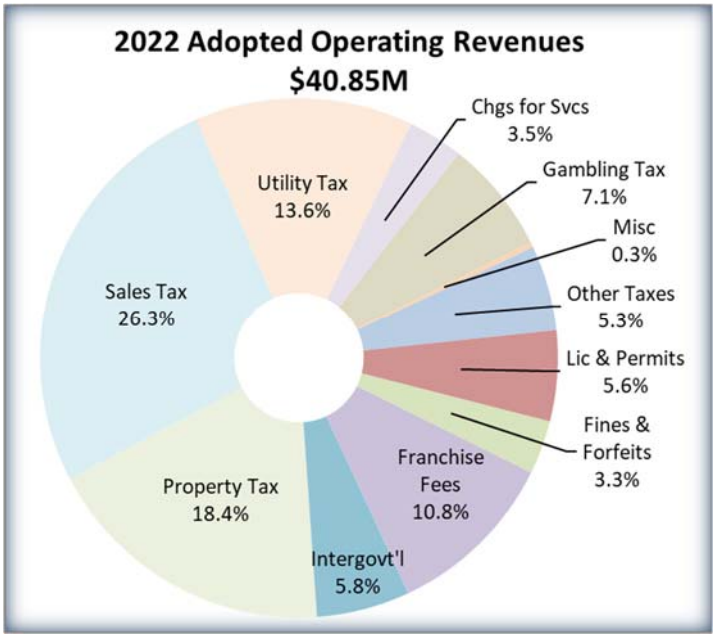


Of all the funds, the General and Street Funds are two funds counting for general city services that are supported primarily by taxes. Taxes, which includes sales tax, property tax, utility tax, and other taxes such as gambling tax, admissions tax, parks sales tax, natural gas tax and criminal justice sales tax, account for 70% and 70% of total revenues in 2021 and 2022, respectively.

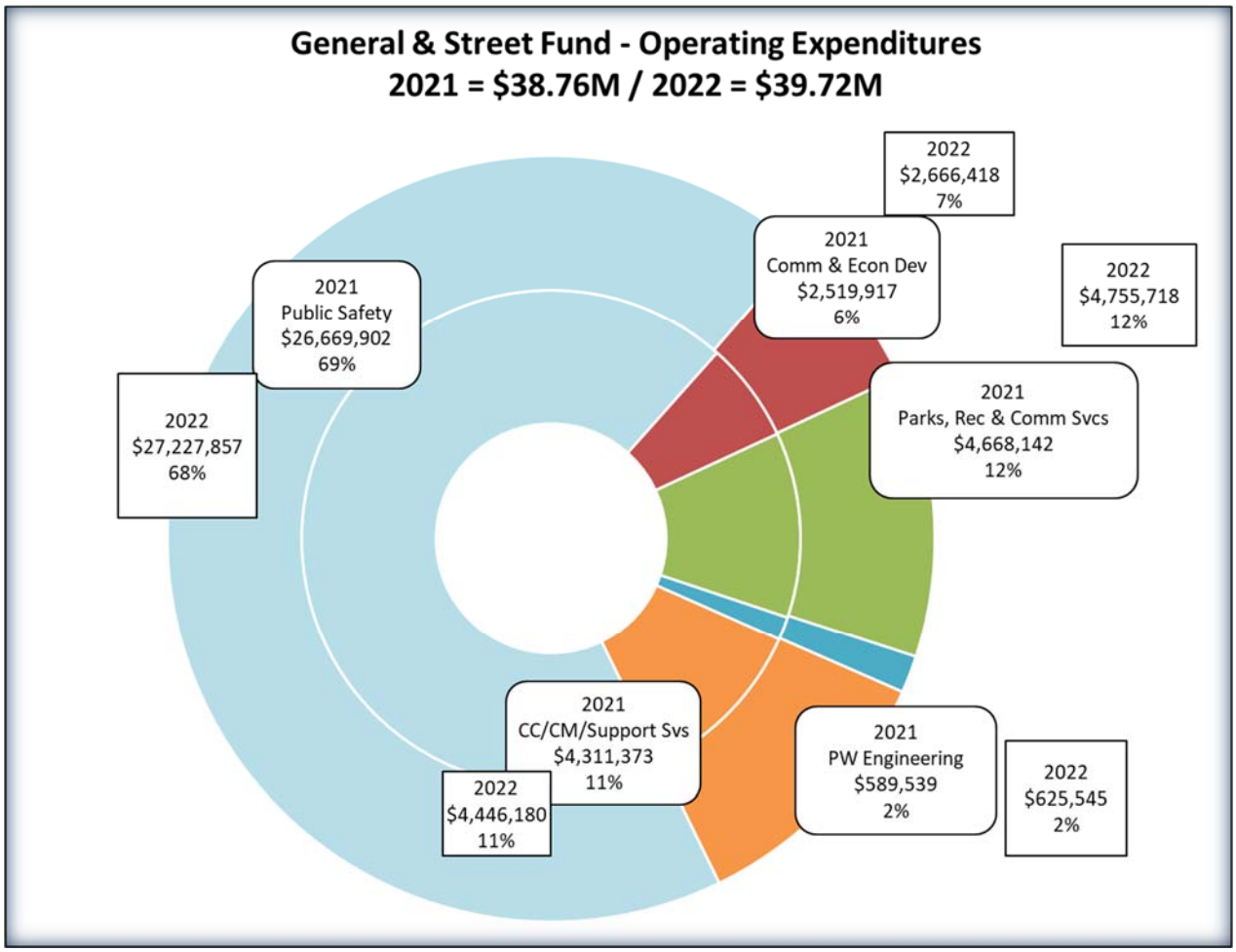
Operating revenues (excludes other sources and interfund transactions) total $38.98M in 2021 and $40.85M in 2022. Taxes account for 70% of operating revenues in 2021 and 71% in 2022. The major sources of taxes are as follows: sales tax (26% in 2021 / 26% in 2022); property tax (19% in 2021 / 18% in 2022); and utility tax (14% in 2021 / 14% in 2022). 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.

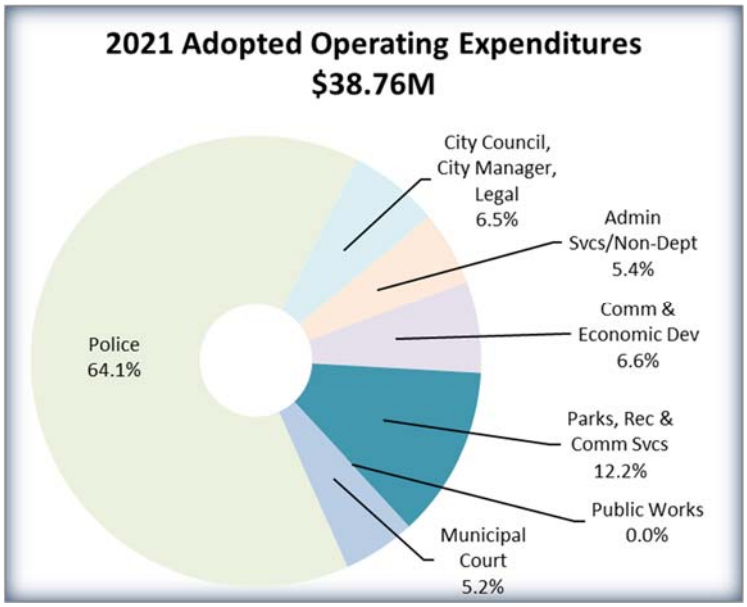


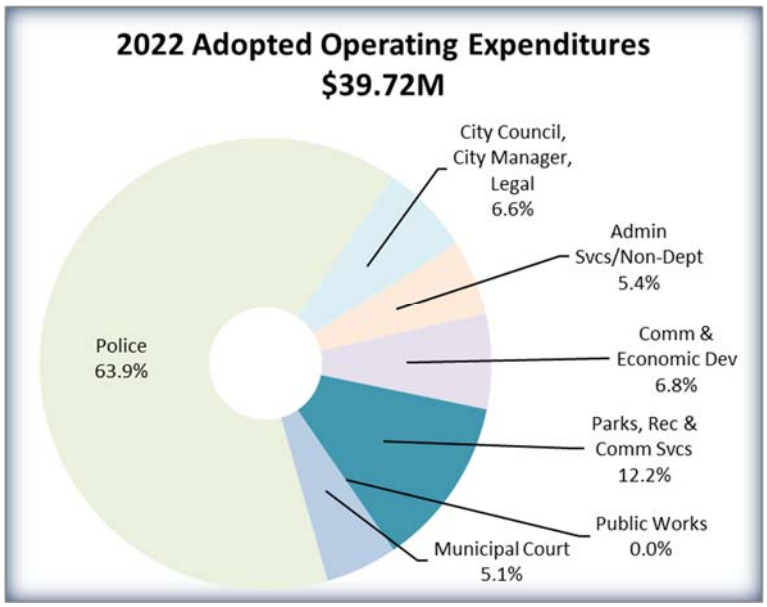




Operating expenditures (excludes other uses and interfund transactions) total $38.76M in 2021 and $39.72M in 2022. Public Safety, which includes Municipal Court and Criminal Prosecution, accounts for 69% of the General/Street Fund operating expenditure budget in 2021 and 68% in 2022.







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 retails sales tax is also assessed on some services such as repairs and construction. Revenues are accounted for in the General Fund.

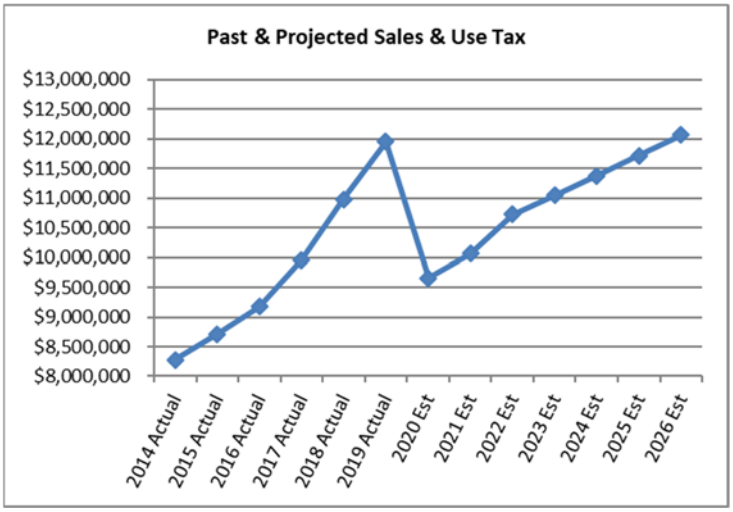
The City of Lakewood receives 1% of the 9.9% sales tax rate. Of the 1%, Lakewood receives 0.84% (Pierce County receives 15% of the 1% and the State receives 1% of the 1% leaving 84% (.84%) to the City of Lakewood.

Each sales tax dollar that is collected in the City is distributed as follows:



Agency	Rate
State of Washington	6.50%
City of Lakewood	***1.00%***
Criminal Justice Sales Tax	0.10%
Pierce Transit	0.60%
Sound Transit	1.40%
Pierce County Juvenile Facilities	0.10%
Zoo-Park Fee	0.10%
South Sound 911	0.10%
Total Tax on Sales & Use	**9.90%**

Year	Sales & Use Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
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 Actual	$ 10,978,014	26.3%	$ 1,019,491	10.2%
2019 Actual	$ 11,955,004	27.6%	$ 976,990	8.9%
2020 Est	$ 9,655,000	25.9%	$ (2,300,004)	-19.2%
2021 Est	$ 10,060,000	25.6%	$ 405,000	4.2%
2022 Est	$ 10,724,000	26.1%	$ 664,000	6.6%
2023 Est	$ 11,045,700	26.4%	$ 321,700	3.0%
2024 Est	$ 11,377,100	26.6%	$ 331,400	3.0%
2025 Est	$ 11,718,400	26.9%	$ 341,300	3.0%
2026 Est	$ 12,070,000	27.2%	$ 351,600	3.0%
Average 6 Year Change (2014 - 2019)				5.1%



Sales Tax Revenue by Category

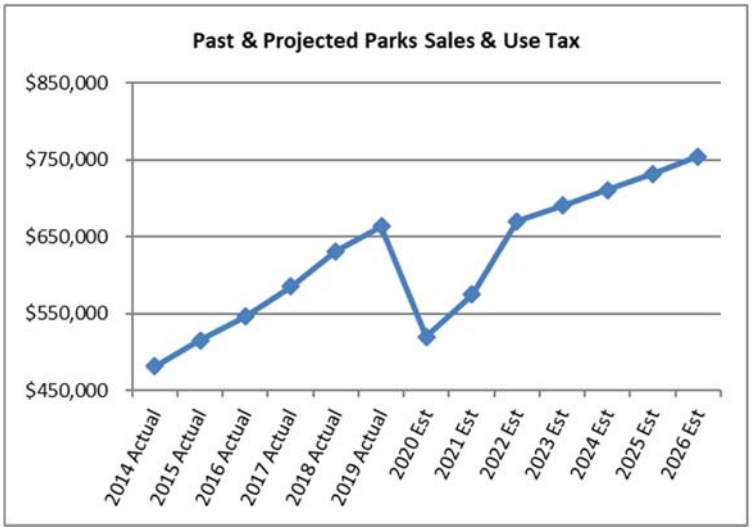
($ in thousands)

Category	2010	2011	2012	2013	2014	2016	2017	2018	2019
Retail Trade	$ 3,586	$ 3,719	$ 4,016	$ 3,938	$ 3,925	$ 4,224	$ 4,599	$ 5,013	$ 5,348
Services	1,830	1,872	1,819	1,924	1,998	2,397	2,397	2,650	2,759
Construction	963	714	903	1,030	884	913	1,175	1,502	1,977
Wholesale Trade	382	312	317	342	466	396	496	467	556
Information	364	364	364	387	424	504	500	484	478
Finance, Insurance & Real Estate	234	230	239	277	280	400	386	408	466
Manufacturing	113	136	132	136	157	217	199	222	175
Government	57	55	66	59	71	68	112	171	124
Other	35	45	40	46	68	59	95	61	70
Total	**$ 7,564**	**$ 7,447**	**$ 7,896**	**$ 8,139**	**$ 8,273**	**$ 9,179**	**$ 9,959**	**$ 10,978**	**$ 11,954**

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.

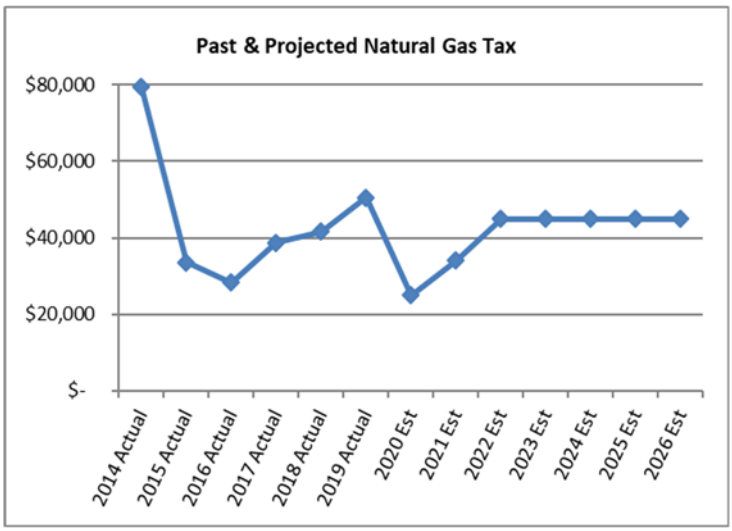
Year	Parks Sales & Use Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2014 Actual	$ 481,690	1.3%	$ 23,317	5.1%
2015 Actual	$ 515,202	1.4%	$ 33,513	7.0%
2016 Actual	$ 546,303	1.4%	$ 31,100	6.0%
2017 Actual	$ 585,089	1.5%	$ 38,786	7.1%
2018 Actual	$ 631,395	1.5%	$ 46,306	7.9%
2019 Actual	$ 663,655	1.5%	$ 32,260	5.1%
2020 Est	$ 520,000	1.4%	$ (143,655)	-21.6%
2021 Est	$ 575,000	1.5%	$ 55,000	10.6%
2022 Est	$ 670,000	1.6%	$ 95,000	16.5%
2023 Est	$ 690,100	1.6%	$ 20,100	3.0%
2024 Est	$ 710,800	1.7%	$ 20,700	3.0%
2025 Est	$ 732,100	1.7%	$ 21,300	3.0%
2026 Est	$ 754,100	1.7%	$ 22,000	3.0%
Average 6 Year Change (2014 - 2019)				4.6%



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 receipted into the General Fund and used for general purposes.

Year	Natural Gas Use Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
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 Actual	$ 41,558	0.1%	$ 2,842	7.3%
2019 Actual	$ 50,477	0.1%	$ 8,919	21.5%
2020 Est	$ 25,000	0.1%	$ (25,477)	-50.5%
2021 Est	$ 34,000	0.1%	$ 9,000	36.0%
2022 Est	$ 45,000	0.1%	$ 11,000	32.4%
2023 Est	$ 45,000	0.1%	$ -	0.0%
2024 Est	$ 45,000	0.1%	$ -	0.0%
2025 Est	$ 45,000	0.1%	$ -	0.0%
2026 Est	$ 45,000	0.1%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				-9.5%



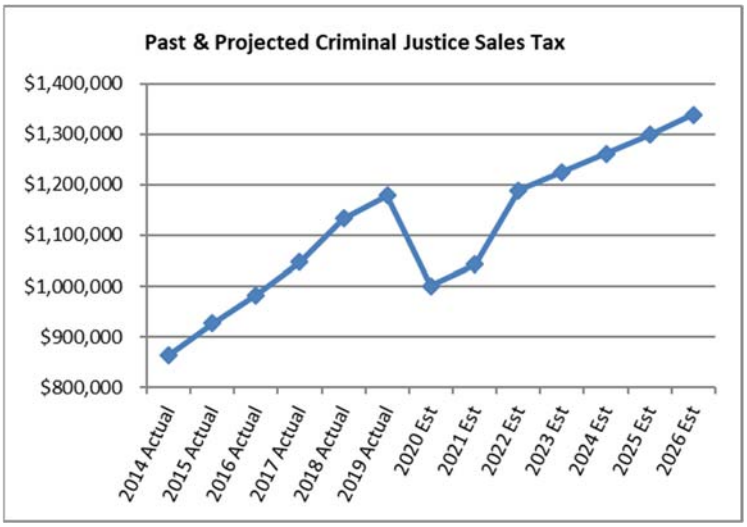
Criminal Justice Sales Tax (RCW 82.14.340)

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.

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.

Year	Criminal Justice Sales Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
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%	$ 64,570	6.6%
2018 Actual	$ 1,133,354	2.7%	$ 86,279	8.2%
2019 Actual	$ 1,179,058	2.7%	$ 45,704	4.0%
2020 Est	$ 1,000,000	2.7%	$ (179,058)	-15.2%
2021 Est	$ 1,043,000	2.7%	$ 43,000	4.3%
2022 Est	$ 1,188,900	2.9%	$ 145,900	14.0%
2023 Est	$ 1,224,600	2.9%	$ 35,700	3.0%
2024 Est	$ 1,261,300	3.0%	$ 36,700	3.0%
2025 Est	$ 1,299,100	3.0%	$ 37,800	3.0%
2026 Est	$ 1,338,100	3.0%	$ 39,000	3.0%
Average 6 Year Change (2014 - 2019)				4.5%



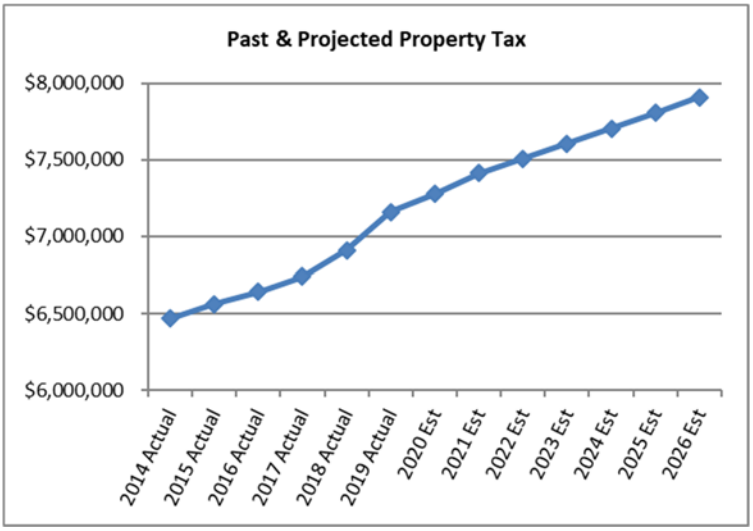
Property Tax (RCW 84.52)

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

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

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

Year	Property Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
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%	$ 99,555	1.5%
2018 Actual	$ 6,910,944	16.5%	$ 169,337	2.5%
2019 Actual	$ 7,159,443	16.5%	$ 248,499	3.6%
2020 Est	$ 7,278,600	19.5%	$ 119,157	1.7%
2021 Est	$ 7,412,100	18.9%	$ 133,500	1.8%
2022 Est	$ 7,508,500	18.3%	$ 96,400	1.3%
2023 Est	$ 7,606,100	18.2%	$ 97,600	1.3%
2024 Est	$ 7,705,000	18.0%	$ 98,900	1.3%
2025 Est	$ 7,805,200	17.9%	$ 100,200	1.3%
2026 Est	$ 7,906,700	17.8%	$ 101,500	1.3%
Average 6 Year Change (2014 - 2019)				1.6%



Gambling Excise Tax (RCW 9.46)

Gambling activities are regulated by the state, with the Washington State Gambling Commission regulating and licensing most gambling activities under chapter 9.46 RCW. Cities and towns are limited in their authority to regulate gambling, but they may prohibit any or all gambling activities for which licenses are required.

Cities are authorized, without voter-approval, to assess gambling excise tax on gambling proceeds. A comparison of the City's rate versus the maximum rate authorized under Washington State law is provided below.

Gambling Activity	Maximum Tax Rate Authorized by State Law	Tax Rate Imposed by City
Amusement Games	Actual cost of enforcement, not to exceed 2% of net receipts *	2% of net receipts
Bingo	5% of net receipts *	5% of net receipts
Punch boards and pull-tabs *by charitable or nonprofit organizations*	10% of net receipts	Punch boards 3% of gross receipts Pulltabs 5% of gross receipts
Punch boards and pull-tabs *By commercial stimulant operators*	5% of gross receipts or 10% of net receipts	Punch boards 3% of gross receipts Pulltabs 5% of gross receipts
Raffles	5% of net receipts **	n/a
Social Card Games	20% of gross receipts	11% of gross receipts

** For amusement and bingo games, charitable or nonprofit organizations with no paid operating or management personnel and combined net receipts of $5,000 or less are exempt from taxation.*

*** For raffles conducted by a bona fide charitable or nonprofit organization, the first $10,000 of net receipts are exempt from taxation.*

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 (approximately 94%) and the remainder comes primarily from punchboards and pull-tabs. Gambling taxes are due by the 15th day of the month following the month in which the tax is accrued and are accounted for in the General Fund.

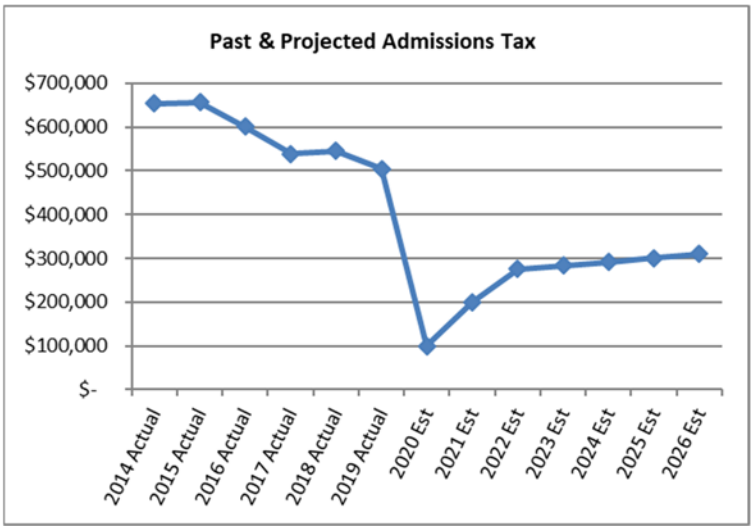
Year	Gambling Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2014 Actual	$ 2,482,403	6.9%	$ 48,352	2.0%
2015 Actual	$ 2,771,934	7.6%	$ 289,531	11.7%
2016 Actual	$ 2,711,471	7.2%	$ (60,463)	-2.2%
2017 Actual	$ 2,800,955	7.0%	$ 89,484	3.3%
2018 Actual	$ 3,181,655	7.6%	$ 380,700	13.6%
2019 Actual	$ 3,099,813	7.2%	$ (81,843)	-2.6%
2020 Est	$ 1,302,050	3.5%	$ (1,797,763)	-58.0%
2021 Est	$ 2,452,000	6.2%	$ 1,149,950	88.3%
2022 Est	$ 2,880,040	7.0%	$ 428,040	17.5%
2023 Est	$ 2,880,000	6.9%	$ (40)	0.0%
2024 Est	$ 2,880,000	6.7%	$ -	0.0%
2025 Est	$ 2,880,000	6.6%	$ -	0.0%
2026 Est	$ 2,880,000	6.5%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				3.3%



Admissions Tax (RCW 35.21.280)

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

Year	Admissions Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
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 Actual	$ 545,816	1.3%	$ 6,677	1.2%
2019 Actual	$ 504,879	1.2%	$ (40,937)	-7.5%
2020 Est	$ 100,000	0.3%	$ (404,879)	-80.2%
2021 Est	$ 200,000	0.5%	$ 100,000	100.0%
2022 Est	$ 275,000	0.7%	$ 75,000	37.5%
2023 Est	$ 283,300	0.7%	$ 8,300	3.0%
2024 Est	$ 291,800	0.7%	$ 8,500	3.0%
2025 Est	$ 300,600	0.7%	$ 8,800	3.0%
2026 Est	$ 309,600	0.7%	$ 9,000	3.0%
Average 6 Year Change (2014 - 2019)				-4.9%

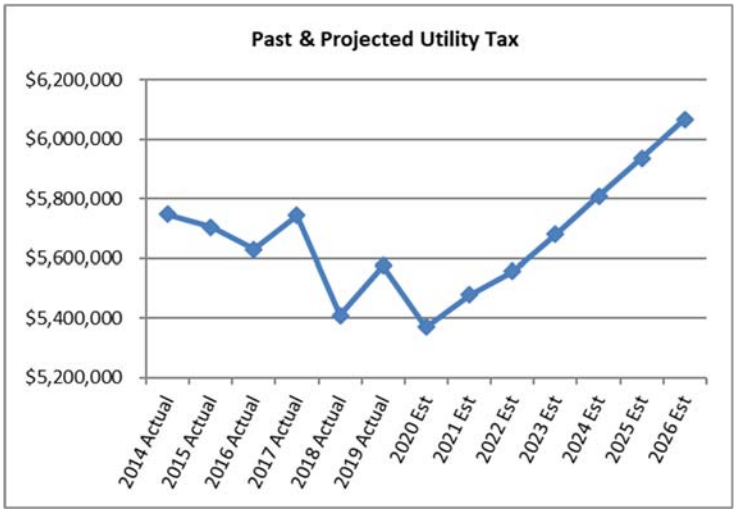


Utility Tax (RCW 35.21.870)

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

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

Year	Utility Tax	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
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 Actual	$ 5,408,728	13.0%	$ (335,332)	-5.8%
2019 Actual	$ 5,575,351	12.9%	$ 166,623	3.1%
2020 Est	$ 5,370,000	14.4%	$ (205,351)	-3.7%
2021 Est	$ 5,479,100	14.0%	$ 109,100	2.0%
2022 Est	$ 5,556,700	13.5%	$ 77,600	1.4%
2023 Est	$ 5,680,800	13.6%	$ 124,100	2.2%
2024 Est	$ 5,809,400	13.6%	$ 128,600	2.3%
2025 Est	$ 5,935,600	13.6%	$ 126,200	2.2%
2026 Est	$ 6,066,400	13.7%	$ 130,800	2.2%
Average 6 Year Change (2014 - 2019)				-0.5%



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

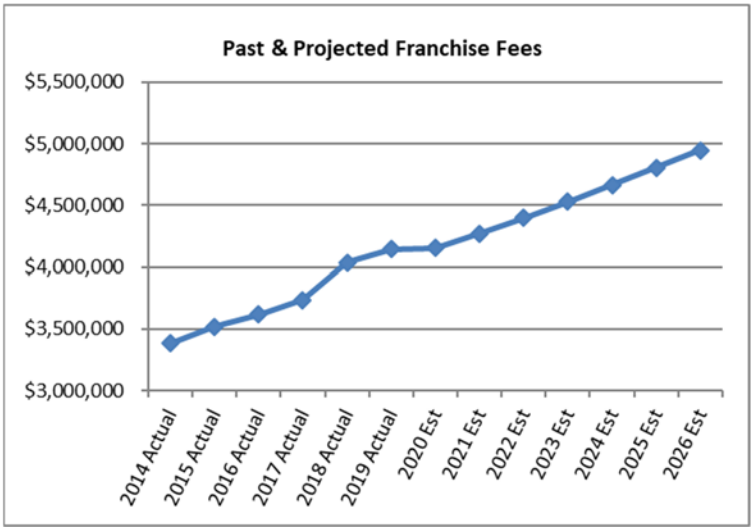
Franchise Fees

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.

Utility	Contract Expiration	Utility Tax	Franchise Fee	Non-Compete Fee
Comcast Phone	11/2/25	6.00%	-	-
Comcast Cable	12/4/25	6.00%	5.00%	-
Integra Communications	7/27/24	6.00%	-	-
Lakeview Light & Power	12/23/22	5.00%	-	-
Lakewood Water District	12/22/26	-	-	6.00%
Pierce County Sanitary Sewer	3/13/31	-	-	6.00%
Puget Sound Energy	1/20/26	5.00%	-	-
Rainier Connect (formerly Click!)	5/7/24	6.00%	5.00%	-
TPU Light	6/1/25	-	-	6.00%
TPU Water	11/23/21	-	-	8.00%
Waste Connections	12/31/25	6.00%	4.00%	-
Small Cell Wireless Franchise Fee Rate varies, based on admin costs. - AT&T	6/8/2025	-	-	-

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

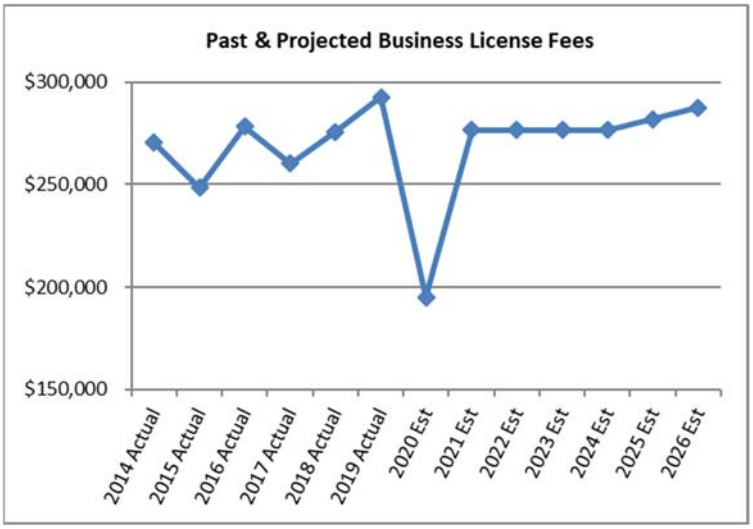
Year	Franchise Fees	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2014 Actual	$ 3,382,845	9.4%	$ 225,215	7.1%
2015 Actual	$ 3,520,594	9.6%	$ 137,749	4.1%
2016 Actual	$ 3,616,442	9.6%	$ 95,848	2.7%
2017 Actual	$ 3,733,390	9.3%	$ 116,948	3.2%
2018 Actual	$ 4,035,453	9.7%	$ 302,063	8.1%
2019 Actual	$ 4,145,138	9.6%	$ 109,685	2.7%
2020 Est	$ 4,155,000	11.1%	$ 9,862	0.2%
2021 Est	$ 4,269,000	10.9%	$ 114,000	2.7%
2022 Est	$ 4,397,000	10.7%	$ 128,000	3.0%
2023 Est	$ 4,528,900	10.8%	$ 131,900	3.0%
2024 Est	$ 4,664,800	10.9%	$ 135,900	3.0%
2025 Est	$ 4,804,800	11.0%	$ 140,000	3.0%
2026 Est	$ 4,948,900	11.2%	$ 144,100	3.0%
Average 6 Year Change (2014 - 2019)				3.1%



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.

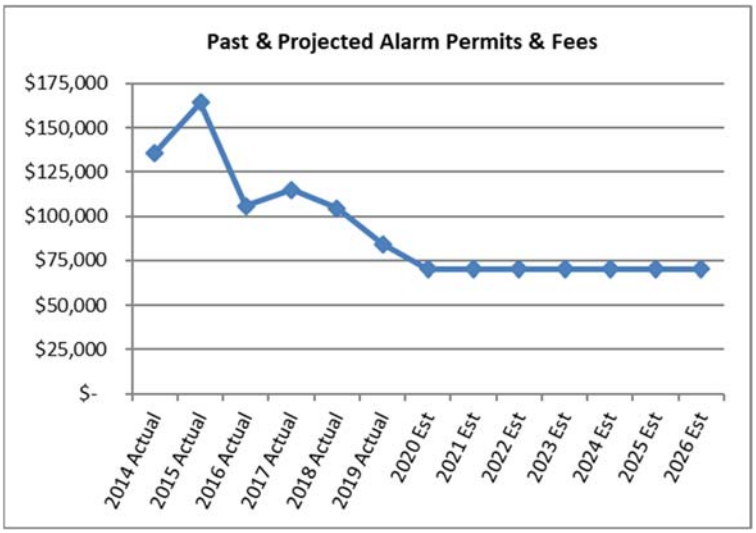
Year	Business License Fees	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2014 Actual	$ 270,375	0.8%	$ (8,695)	-3.1%
2015 Actual	$ 248,339	0.7%	$ (22,036)	-8.2%
2016 Actual	$ 278,260	0.7%	$ 29,921	12.0%
2017 Actual	$ 260,064	0.7%	$ (18,196)	-6.5%
2018 Actual	$ 275,552	0.7%	$ 15,488	6.0%
2019 Actual	$ 292,489	0.7%	$ 16,937	6.1%
2020 Est	$ 195,000	0.5%	$ (97,489)	-33.3%
2021 Est	$ 276,525	0.7%	$ 81,525	41.8%
2022 Est	$ 276,500	0.7%	$ (25)	0.0%
2023 Est	$ 276,500	0.7%	$ -	0.0%
2024 Est	$ 276,500	0.6%	$ -	0.0%
2025 Est	$ 282,000	0.6%	$ 5,500	2.0%
2026 Est	$ 287,600	0.6%	$ 5,600	2.0%
Average 6 Year Change (2014 - 2019)				1.3%



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.

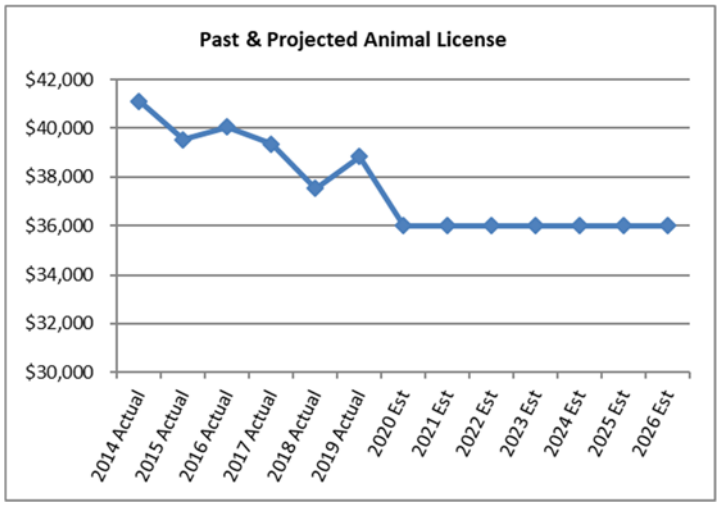
Year	Alarm Permits & Fees	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2014 Actual	$ 135,883	0.4%	$ (21,859)	-13.9%
2015 Actual	$ 164,363	0.4%	$ 28,480	21.0%
2016 Actual	$ 105,865	0.3%	$ (58,498)	-35.6%
2017 Actual	$ 114,819	0.3%	$ 8,954	8.5%
2018 Actual	$ 104,411	0.3%	$ (10,408)	-9.1%
2019 Actual	$ 84,348	0.2%	$ (20,063)	-19.2%
2020 Est	$ 70,000	0.2%	$ (14,348)	-17.0%
2021 Est	$ 70,000	0.2%	$ -	0.0%
2022 Est	$ 70,000	0.2%	$ -	0.0%
2023 Est	$ 70,000	0.2%	$ -	0.0%
2024 Est	$ 70,000	0.2%	$ -	0.0%
2025 Est	$ 70,000	0.2%	$ -	0.0%
2026 Est	$ 70,000	0.2%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				-10.2%



Animal License

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

Year	Animal License	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
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 Actual	$ 37,525	0.1%	$ (1,826)	-4.6%
2019 Actual	$ 38,838	0.1%	$ 1,312	3.5%
2020 Est	$ 36,000	0.1%	$ (2,837)	-7.3%
2021 Est	$ 36,000	0.1%	$ -	0.0%
2022 Est	$ 36,000	0.1%	$ -	0.0%
2023 Est	$ 36,000	0.1%	$ -	0.0%
2024 Est	$ 36,000	0.1%	$ -	0.0%
2025 Est	$ 36,000	0.1%	$ -	0.0%
2026 Est	$ 36,000	0.1%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				-1.0%



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 and multi-modal which also provides a funding source for transportation capital projects

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 justices 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 30th 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.

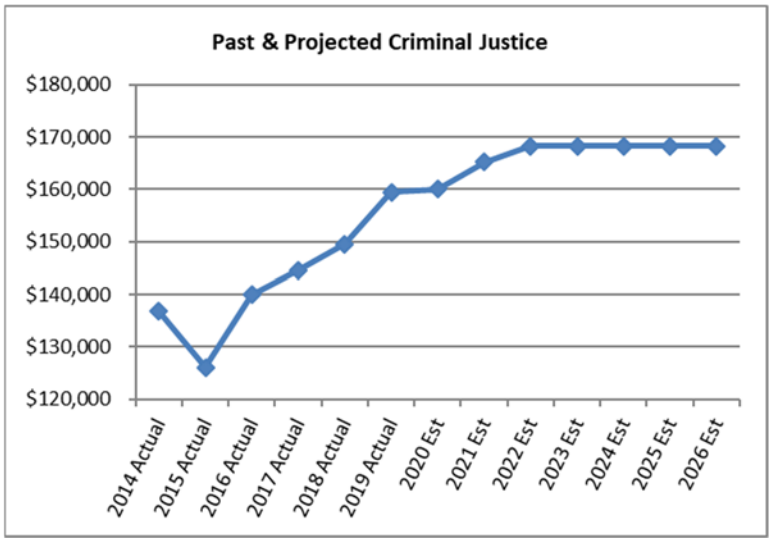
Cities and towns eligible for a "Violent Crime" distribution must have a three-year average violent crime in excess of 150% of the statewide three-year average violent crime as reported annually by the Washington Association of Sheriffs and Police Chiefs.

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 grown 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 $	Chg Over Prior Year %
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	$ 144,553	0.4%	$ 4,594	3.3%
2018 Actual	$ 149,562	0.4%	$ 5,009	3.5%
2019 Actual	$ 159,438	0.4%	$ 9,876	6.6%
2020 Est	$ 160,000	0.4%	$ 562	0.4%
2021 Est	$ 165,235	0.4%	$ 5,235	3.3%
2022 Est	$ 168,235	0.4%	$ 3,000	1.8%
2023 Est	$ 168,235	0.4%	$ -	0.0%
2024 Est	$ 168,235	0.4%	$ -	0.0%
2025 Est	$ 168,235	0.4%	$ -	0.0%
2026 Est	$ 168,235	0.4%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				2.4%



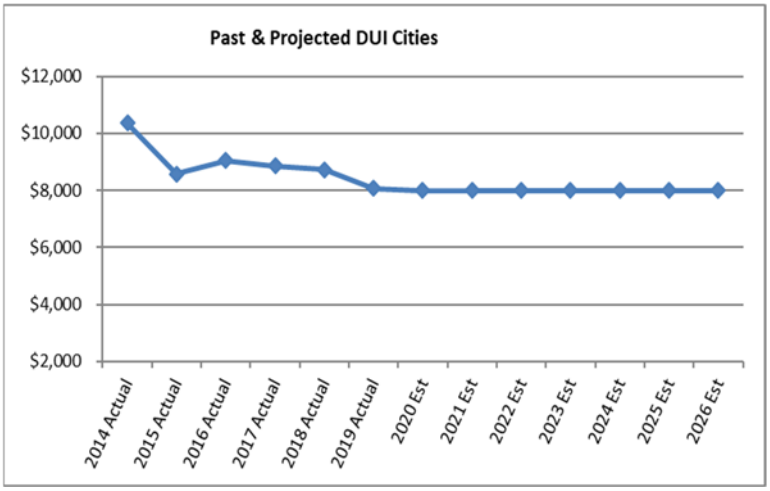
DUI Assistance (RCW 46.68.260)

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 $	Chg Over Prior Year %
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 Actual	$ 8,731	0.0%	$ (129)	-1.5%
2019 Actual	$ 8,069	0.0%	$ (662)	-7.6%
2020 Est	$ 8,000	0.0%	$ (69)	-0.9%
2021 Est	$ 8,000	0.0%	$ -	0.0%
2022 Est	$ 8,000	0.0%	$ -	0.0%
2023 Est	$ 8,000	0.0%	$ -	0.0%
2024 Est	$ 8,000	0.0%	$ -	0.0%
2025 Est	$ 8,000	0.0%	$ -	0.0%
2026 Est	$ 8,000	0.0%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				-4.7%



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.

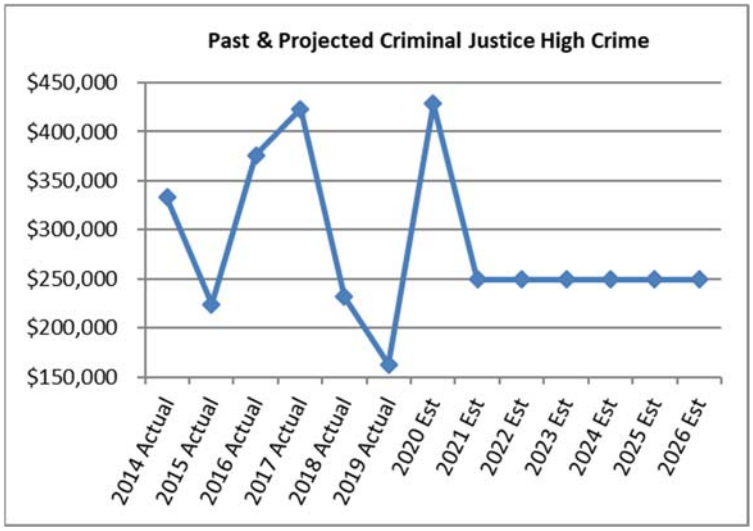
Cities have to re-qualify for the distribution each year based on the above criteria. The determination is made in July of each year for distribution in the four quarters of the state fiscal year (July 1st – June 30th).

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.

Year	Criminal Justice High Crime	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
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 Actual	$ 231,905	0.6%	$ (191,150)	-45.2%
2019 Actual	$ 162,777	0.4%	$ (69,128)	-29.8%
2020 Est	$ 428,400	1.1%	$ 265,623	163.2%
2021 Est	$ 249,450	0.6%	$ (178,950)	-41.8%
2022 Est	$ 249,500	0.6%	$ 50	0.0%
2023 Est	$ 249,500	0.6%	$ -	0.0%
2024 Est	$ 249,500	0.6%	$ -	0.0%
2025 Est	$ 249,500	0.6%	$ -	0.0%
2026 Est	$ 249,500	0.6%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				-17.4%



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.

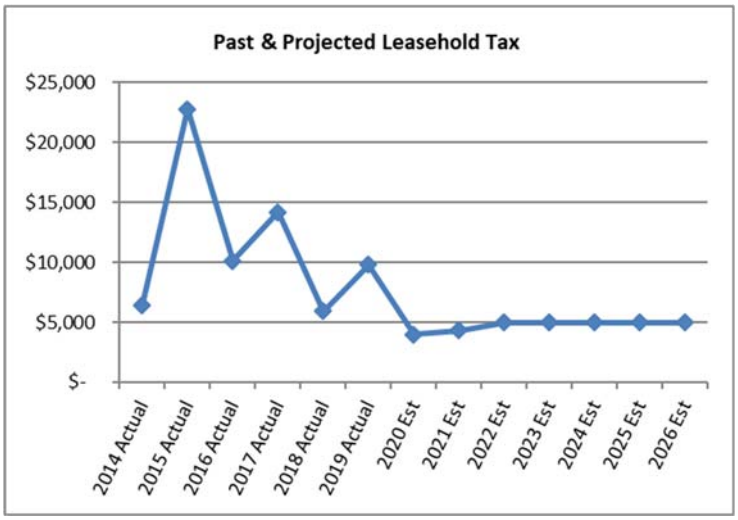
The purpose of the leasehold excise tax is "in lieu" of property tax. The distribution to taxing districts provides revenue that would otherwise be generated by the property tax. Funds may be used for any lawful purpose of the local taxing district. Local taxing districts in counties and cities that 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 $	Chg Over Prior Year %
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 Actual	$ 5,901	0.0%	$ (8,268)	-58.4%
2019 Actual	$ 9,779	0.0%	$ 3,878	65.7%
2020 Est	$ 4,000	0.0%	$ (5,779)	-59.1%
2021 Est	$ 4,300	0.0%	$ 300	7.5%
2022 Est	$ 5,000	0.0%	$ 700	16.3%
2023 Est	$ 5,000	0.0%	$ -	0.0%
2024 Est	$ 5,000	0.0%	$ -	0.0%
2025 Est	$ 5,000	0.0%	$ -	0.0%
2026 Est	$ 5,000	0.0%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				5.7%



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.

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.

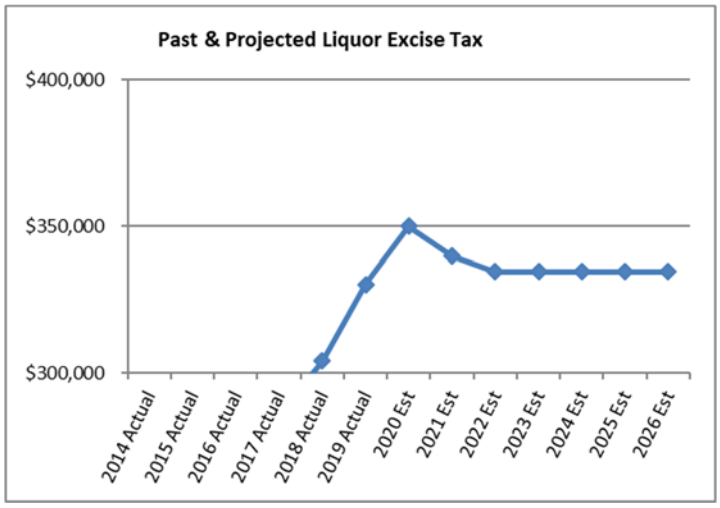
Liquor Excise Tax

(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.

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 $	Chg Over Prior Year %
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 Actual	$ 304,078	0.7%	$ 17,693	6.2%
2019 Actual	$ 330,276	0.8%	$ 26,198	8.6%
2020 Est	$ 350,000	0.9%	$ 19,724	6.0%
2021 Est	$ 339,770	0.9%	$ (10,230)	-2.9%
2022 Est	$ 334,600	0.8%	$ (5,170)	-1.5%
2023 Est	$ 334,600	0.8%	$ -	0.0%
2024 Est	$ 334,600	0.8%	$ -	0.0%
2025 Est	$ 334,600	0.8%	$ -	0.0%
2026 Est	$ 334,600	0.8%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				11.6%



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.

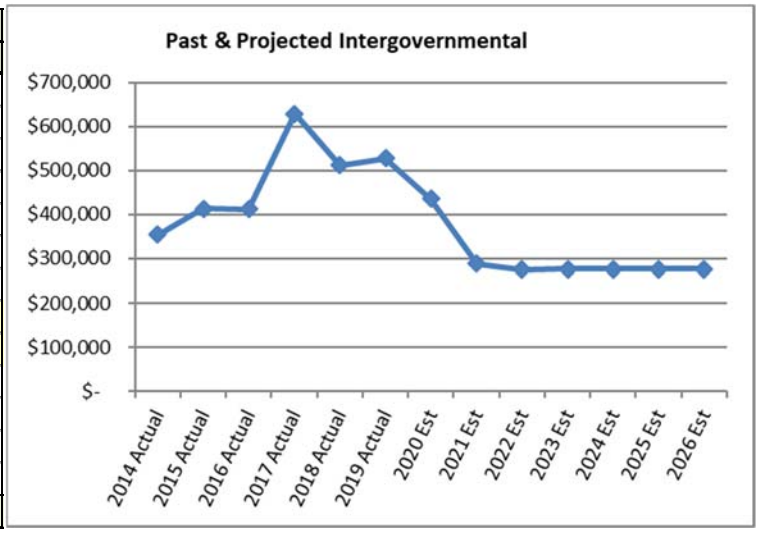
Year	Liquor Board Profits	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2014 Actual	$ 518,105	1.4%	$ (5,593)	-1.1%
2015 Actual	$ 511,368	1.4%	$ (6,737)	-1.3%
2016 Actual	$ 503,074	1.3%	$ (8,294)	-1.6%
2017 Actual	$ 496,441	1.2%	$ (6,633)	-1.3%
2018 Actual	$ 491,189	1.2%	$ (5,252)	-1.1%
2019 Actual	$ 483,806	1.1%	$ (7,383)	-1.5%
2020 Est	$ 484,000	1.3%	$ 194	0.0%
2021 Est	$ 474,240	1.2%	$ (9,760)	-2.0%
2022 Est	$ 485,930	1.2%	$ 11,690	2.5%
2023 Est	$ 486,000	1.2%	$ 70	0.0%
2024 Est	$ 486,000	1.1%	$ -	0.0%
2025 Est	$ 486,000	1.1%	$ -	0.0%
2026 Est	$ 486,000	1.1%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				-1.2%



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 (eliminate contract beginning in 2020), Town of Steilacoom and City of DuPont (beginning in 2015) and parks revenue from Pierce County. These revenues are deposited in the General Fund.

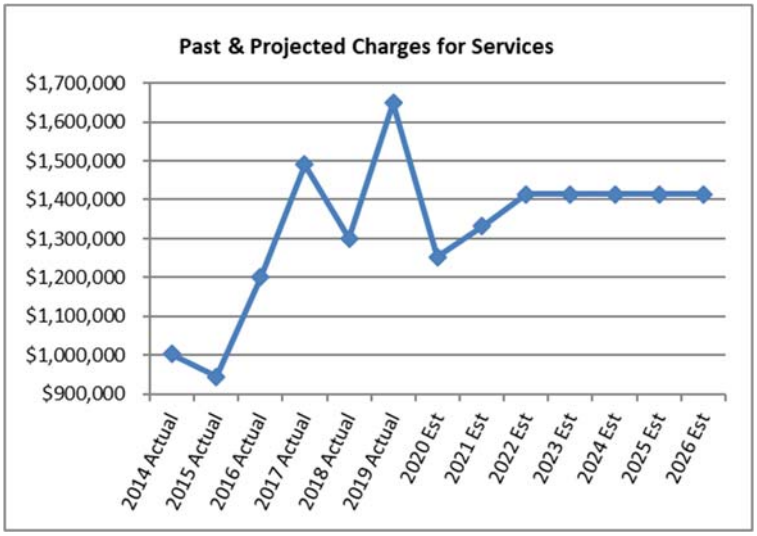
Year	Intergovt'l	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2014 Actual	$ 353,747	1.0%	$ (6,816)	-1.9%
2015 Actual	$ 413,554	1.1%	$ 59,807	16.9%
2016 Actual	$ 412,866	1.1%	$ (688)	-0.2%
2017 Actual	$ 629,769	1.6%	$ 216,903	52.5%
2018 Actual	$ 512,739	1.2%	$ (117,030)	-18.6%
2019 Actual	$ 528,086	1.2%	$ 15,347	3.0%
2020 Est	$ 436,134	1.2%	$ (91,952)	-17.4%
2021 Est	$ 288,665	0.7%	$ (147,469)	-33.8%
2022 Est	$ 275,274	0.7%	$ (13,391)	-4.6%
2023 Est	$ 276,188	0.7%	$ 914	0.3%
2024 Est	$ 277,124	0.6%	$ 936	0.3%
2025 Est	$ 277,124	0.6%	$ -	0.0%
2026 Est	$ 277,124	0.6%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				5.5%



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.

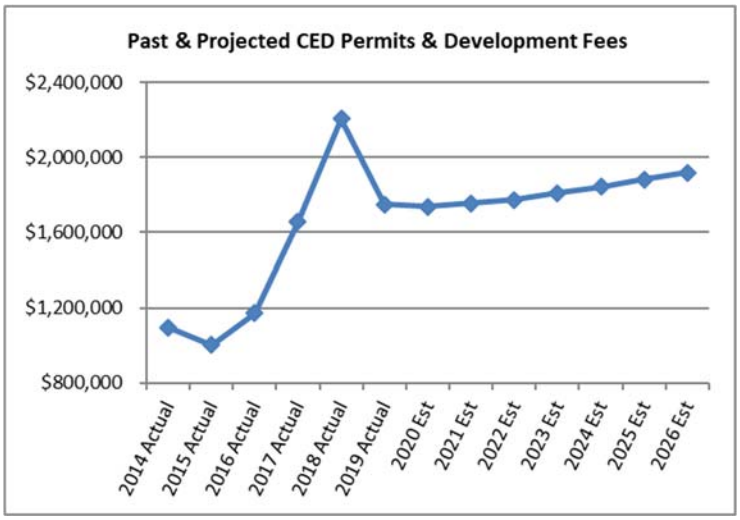
Year	Charges for Services	% of G/S Oper Rev	Chg Over Prior Year $	Chg Over Prior Year %
2014 Actual	$ 1,003,355	2.8%	$ (42,412)	-4.1%
2015 Actual	$ 944,539	2.6%	$ (58,816)	-5.9%
2016 Actual	$ 1,199,813	3.2%	$ 255,275	27.0%
2017 Actual	$ 1,490,792	3.7%	$ 290,979	24.3%
2018 Actual	$ 1,300,239	3.1%	$ (190,553)	-12.8%
2019 Actual	$ 1,648,838	3.8%	$ 348,599	26.8%
2020 Est	$ 1,252,300	3.4%	$ (396,538)	-24.0%
2021 Est	$ 1,331,550	3.4%	$ 79,250	6.3%
2022 Est	$ 1,414,300	3.4%	$ 82,750	6.2%
2023 Est	$ 1,414,300	3.4%	$ -	0.0%
2024 Est	$ 1,414,300	3.3%	$ -	0.0%
2025 Est	$ 1,414,300	3.3%	$ -	0.0%
2026 Est	$ 1,414,300	3.2%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				6.5%



Permit & Development Fees

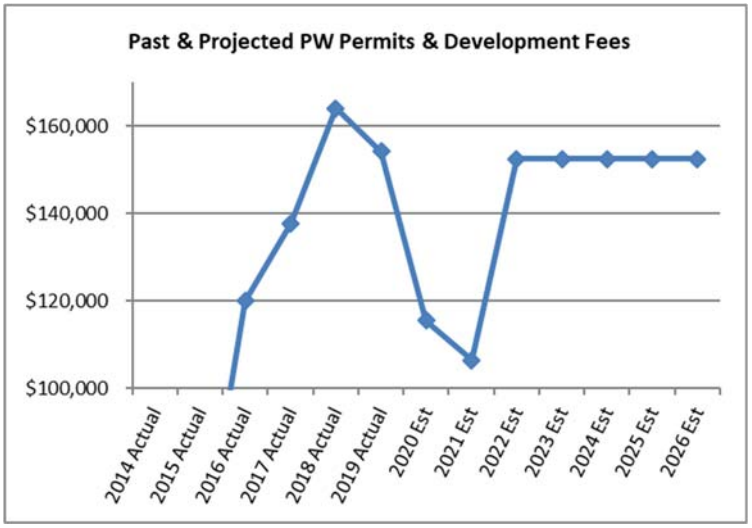
Community & Economic Development permits & fees include plan review, building, plumbing, mechanical, and land use fees. All fees are payable at the time of application. Application fees are deposited into the General Fund and are used to offset building and planning related service costs. The International 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 $	Chg Over Prior Year %
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 Actual	$ 2,204,665	5.3%	$ 548,496	33.1%
2019 Actual	$ 1,749,026	4.0%	$ (455,639)	-20.7%
2020 Est	$ 1,738,000	4.7%	$ (11,026)	-0.6%
2021 Est	$ 1,755,200	4.5%	$ 17,200	1.0%
2022 Est	$ 1,772,600	4.3%	$ 17,400	1.0%
2023 Est	$ 1,808,100	4.3%	$ 35,500	2.0%
2024 Est	$ 1,844,200	4.3%	$ 36,100	2.0%
2025 Est	$ 1,881,100	4.3%	$ 36,900	2.0%
2026 Est	$ 1,918,700	4.3%	$ 37,600	2.0%
Average 6 Year Change (2014 - 2019)				6.2%



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 $	Chg Over Prior Year %
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%	$ 17,731	14.8%
2018 Actual	$ 164,062	0.4%	$ 26,287	19.1%
2019 Actual	$ 154,287	0.4%	$ (9,775)	-6.0%
2020 Est	$ 115,600	0.3%	$ (38,687)	-25.1%
2021 Est	$ 106,500	0.3%	$ (9,100)	-7.9%
2022 Est	$ 152,500	0.4%	$ 46,000	43.2%
2023 Est	$ 152,500	0.4%	$ -	0.0%
2024 Est	$ 152,500	0.4%	$ -	0.0%
2025 Est	$ 152,500	0.4%	$ -	0.0%
2026 Est	$ 152,500	0.3%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				7.4%

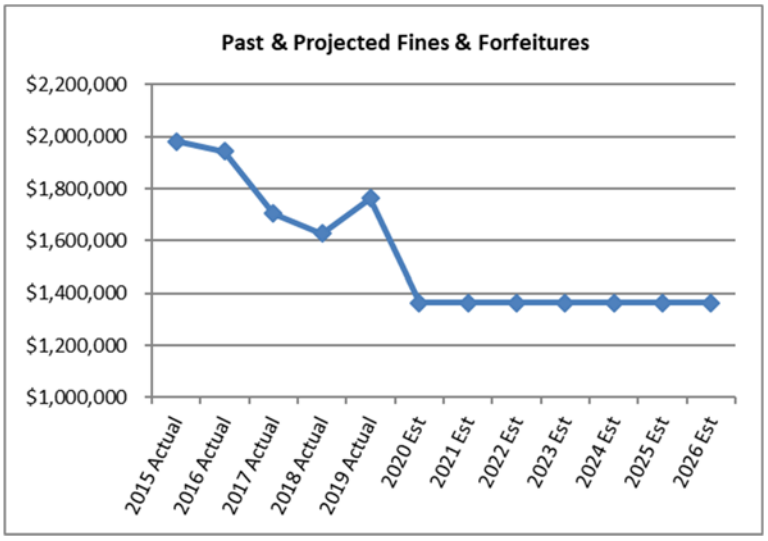


Fines & Forfeitures

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 $	Chg Over Prior Year %
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%	$ (238,224)	-12.3%
2018 Actual	$ 1,626,871	3.9%	$ (77,968)	-4.6%
2019 Actual	$ 1,762,837	4.1%	$ 135,966	8.4%
2020 Est	$ 1,363,205	3.7%	$ (399,632)	-22.7%
2021 Est	$ 1,363,205	3.5%	$ -	0.0%
2022 Est	$ 1,363,205	3.3%	$ -	0.0%
2023 Est	$ 1,363,205	3.3%	$ -	0.0%
2024 Est	$ 1,363,205	3.2%	$ -	0.0%
2025 Est	$ 1,363,205	3.1%	$ -	0.0%
2026 Est	$ 1,363,205	3.1%	$ -	0.0%
Average 6 Year Change (2014 - 2019)				-3.1%



Other Funds

Real Estate Excise Tax (REET)

Prior to January 1, 2020, the State of Washington levied a flat 1.28% real estate excise tax (REET) upon all sales of real estate under chapter 82.45 RCW. Beginning January 1, 2020 the state implemented a graduated tax scale based on the selling price of the property as follows:

- 1.1% on the portion that is $500,000 and less;
- 1.28% on the portion that is greater than $500,000 and less than $1.5 million;
- 2.75% on the portion that is greater than $1.5 million and less than or equal to $3.0 million; and
- 3.0% on the portion that is greater than $3.0 million.

The selling price thresholds listed above will be reviewed and adjusted every fourth year beginning July 1, 2022 based on the growth of the Consumer Price Index (CPI) for shelter of 5.0%, whichever is less, rounded to the nearest $1,000. If the CPI growth is negative, the thresholds will remain unchanged.

Note- This graduated scale applies only to the state portion of real estate excise tax. The locally imposed REET remains unchanged and is described later on in this section.

A portion of the State's REET proceeds are deposited into the public works assistance account for loans and grants to local government for public work projects; the city-county assistance account for distribution to qualifying cities and counties; and the education legacy trust account for the support of common schools, expanding higher education, and other educational improvement efforts.

The tax is due at the time of sale and is collected by the county when the documents of sale are presented for recording. Real estate excise taxes are typically the responsibility of the seller of the property, not the buyer, although the buyer is liable if the tax is not paid. However, sometimes the buyer pays some or all of the tax as part of the negotiated sale agreement.

Transactions that are exempt from REET include (WAC 458-61A):

- Gifts;
- Inheritance of devise'
- Community property, dissolution of marriage or domestic partnership, legal separation, decree of invalidity;
- Tenants in common and joint tenants;
- Governmental transfers*;
- Condemnation proceedings;
- Bankruptcy;
- Transfers pursuant to deeds of trusts, foreclosure proceedings, executions of judgment, deeds in lieu of foreclosure, and contract forfeiture;
- Rescission of sale;
- Irrevocable trusts;
- Mere change in identity or form – family corporations and partnerships;
- Transfers where gain is not recognized under the Internal Revenue Code;
- IRS "tax deferred" exchange;
- Nominee;
- Clearing or exiting title, and additions to title;
- Mortgage insurers;
- Rerecord;
- Low income housing; and
- Developmentally disabled person-Housing-Transfers and Improvements.

* The transfer from a governmental is not subject to the tax. However, transfers to a governmental entity is generally subject to the tax, unless otherwise exempted (condemnation not subject to tax). Transfers to a governmental entity for a public purpose in connection with the development of real property by a developer when the transfer is required for plat approval are not subject to the real estate excise tax (example – a developer who deeds property to the city for streets and utilities).

Additionally, chapter 82.46 RCW authorizes cities and towns to impose local real estate excise taxes on top of the state rate. The tax is calculated based on the full selling price, including the amount of any liens, mortgages and other debts given to secure the purchase. However, the way the City can levy and the way it can use the revenue depends on the City's population and whether or not it is planning under the Growth Management Act (GMA).

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, for cities that voluntarily chooses to plan under GMA, the tax must be approved by a majority of the voters.

The City of Lakewood is planning under the Growth Management Act (GMA) and enacted both the first ¼% and second ¼% tax, for a total of 0.50%.

The Pierce County Treasurer collects the real estate excise tax and remits to the City on a monthly basis. 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.

Use of REET revenues applicable to the City of Lakewood is described below.

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. RCW 82.46.010(6) defines "capital projects":

> P*ublic 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.*

Other options for uses which the City has not implemented include:

- Housing relocation assistance as defined within RCW 59.18.440 and 59.18.450, which in summary provides assistance to low-income tenants under specific circumstances defined by statute and local ordinance.

- A portion of the proceeds may be used for maintenance of capital facilities, with additional reporting requirements.

REET 1 funds may not be used for developing or updating a capital facilities plan (CFP) of capital improvement plan (CIP), but they can be used for design, engineering, surveys, etc. associated with a specific qualifying projected listed in the CFP or CIP.

REET 2 RCW 82.46.035:

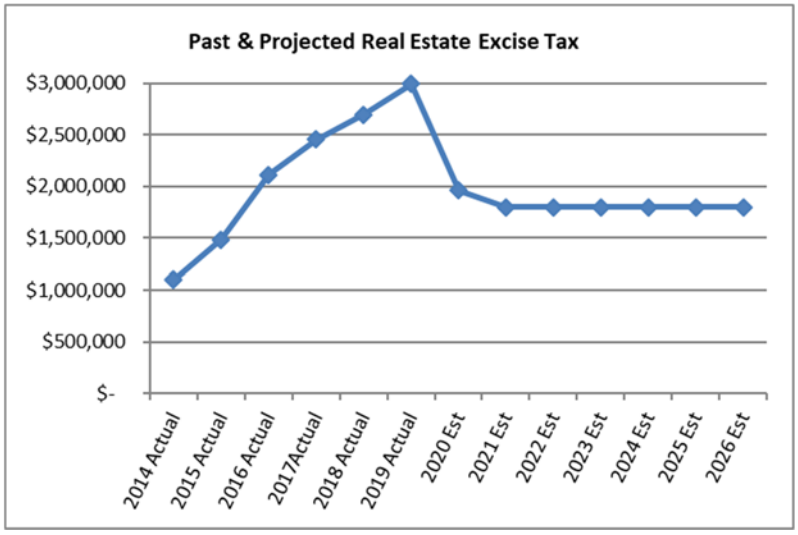
The second quarter percent of the real estate excise tax (authorized in 1990) provides funding for cities and counties to finance capital improvements required to occur concurrently with growth under the Growth Management Act. RCW 82.46.035(a) defined "capital project" as:

> *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.*

REET 2 is more restrictive than REET 1. REET 2 funds are specifically directed to transportation; water, storm, and sewer systems; and parks capital projects. Parks land "acquisition" is not an allowed use of REET 2 but "acquisition" remains and allowed use for transportation, water, storm, and sewer systems. REET 2 is not an allowed use for public facilities such as law enforcement, administration, and courts which are authorized under REET 1.

REET 2 funds may not be used for developing or updating a capital facilities plan (CFP) of capital improvement plan (CIP), but they can be used for design, engineering, surveys, etc. associated with a specific qualifying projected listed in the CFP or CIP.

Year	REET	Chg Over Prior Year $	Chg Over Prior Year %
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%
2017Actual	$ 2,452,778	$ 338,090	16.0%
2018 Actual	$ 2,695,355	$ 242,577	9.9%
2019 Actual	$ 2,994,634	$ 299,279	11.1%
2020 Est	$ 1,960,000	$ (1,034,634)	-34.5%
2021 Est	$ 1,800,000	$ (160,000)	-8.2%
2022 Est	$ 1,800,000	$ -	0.0%
2023 Est	$ 1,800,000	$ -	0.0%
2024 Est	$ 1,800,000	$ -	0.0%
2025 Est	$ 1,800,000	$ -	0.0%
2026 Est	$ 1,800,000	$ -	0.0%
Average 6 Year Change (2014 - 2019)			10.5%



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	Major Transactions - 2020		
	Exempt	Taxable	Total	Parcels	Description	Sales Price	Net Tax
Jan	60	67	127	142	Apartment Complex 14405 to 14417 Untion Ave SW	$1,198,400	$5,932
					Crest Apartments 3276 South 92nd St	$1,199,000	$5,935
					Washington Oaks Apartments 15308 Washington Ave SW	$1,700,000	$8,415
					Carlyle Apartments 12721 47th Ave SW	$1,700,000	$8,415
					Clover Creek Apartments 12502 Addison St SW	$1,750,000	$8,663
					Eden Plaza 9312 South Tacoma Way	$3,280,000	$16,236
					Steilacoom Square 3865 Steilacoom Blvd SW	$4,612,500	$22,832
Feb	42	70	112	124	Auto Repair Services 4046 100th St SW	$1,400,000	$6,930
					Entertainment Bars 8920 South Tacoma Way	$1,890,000	$9,356
					Single Family Residence 7708 Walnut Street SW	$2,000,000	$9,900
					Gas Station Mini Mart 15408 Union Ave SW	$2,500,000	$12,375
					Western Inn 9920 South Tacoma Way	$7,170,000	$35,492
Mar	53	82	135	143	Single Family Residence 12746 Gravelly Lake Drive SW	$1,625,000	$8,044
					Malibu Apts 4120 109th St SW	$2,093,000	$10,360
					Grand Cedars Apts 5226 to 5230 Chicago Ave SW	$2,820,000	$13,959
					Amber Court Apts 12809 Lincoln Ave SW	$3,080,000	$15,246
Apr	38	73	111	174	Land & Land Improvements 5400 Chicago Ave SW	$2,472,600	$12,239
					Single Family Residences 124xx - 125xx Springbrook Lane	$7,417,400	$36,716
May	40	72	112	118	Vincent Apartments 3313 to 3317 92nd St South	$1,200,000	$5,940
					Single Family Residence 11702 Madera Drive SW	$1,236,000	$6,118
					Single Family Residence 8904 Frances Folsom St SW	$1,403,000	$6,945
Jun	43	100	143	153	Vacant Undeveloped Land 8109 North Thorne Lane SW	$1,000,000	$4,950
					Single Family Residence 8911 North Thorne Lane SW	$1,010,000	$5,000
					Medical Office 5605 100th St SW STE A-D	$1,100,000	$5,445
					Islander Apts 10417 to 10423 112th St SW	$1,175,000	$5,816
					Apt 5810 to 5816 77th St West	$1,300,000	$6,435
					Single Family Residence 11507 Gravelly Lake Drive SW	$1,872,500	$9,269
					Residential 6922 & 6918 146th St SW and 14714, 14704, 14601 Woodbrook Dr SW	$2,514,998	$12,449
Jul	59	103	162	174	Single Family Residence 11420 Gravelly Lake Drive SW	$1,150,000	$5,693
					Single Family Residence 8925 Lake Steilacoom Point Road SW	$1,225,000	$6,064
					Vacant Industrial Land 7301 150th Street SW	$1,300,000	$6,435
					Apt Condo High Rise 13140 Country Club Drive SW Unit 303	$1,300,000	$6,435
					Auto Parking XXX 36th Ave Court SW	$2,500,000	$12,375
					Bell Garden Apartments 8810 John Dower Road SW	$2,644,000	$13,088
					Vacant Undeveloped Residential Land XXX Moreland Ave SW	$2,700,000	$13,365
					Boral Roofing 10920 Steele St S	$6,100,000	$30,195
Aug	41	95	136	138	Single Family Residence 9705 Lake Seilacoom Drive SW	$1,000,000	$4,950
					Single Family Residence 15 Lagoon Ln N	$1,150,000	$5,693
					Single Family Residence 8812 Frances Folsom St SW	$1,334,000	$6,603
					Single Family Residence 7308 Norh St S	$1,650,000	$8,168
Total YTD Aug	**376**	**662**	**1,038**	**1,166**		**$87,772,398**	**$434,473**

Month	Transaction Type			# of	Major Transactions - 2019		
	Exempt	Taxable	Total	Parcels	Description	Sales Price	Net Tax
Jan	60	90	150	159	Commercia/Retail 5221 100th St SW	$1,850,000	$9,158
					Commercial/Retail (Custer Square) 4102 to 7406 Custer Rd W	$2,550,000	$12,623
					Apartment Complex 12802 True Lane SW	$5,293,600	$26,203
Feb	39	54	93	98	Single Family Residence 6718 76th St W	$1,050,000	$5,198
Mar	61	90	151	198	Universal Tires & Wheels 9210 South Tacoma Way	$1,000,000	$4,950
					Single Family Residence 14 Country Club Drive SW	$1,650,000	$8,168
					General Warehousing 3401 96th St South	$27,200,000	$134,640
Apr	65	101	166	178	Single Family Residence 8921 North Thorne Lane SW	$1,100,000	$5,445
					Commercial Retail Trade 10506 Bridgeport Way SW	$1,200,000	$5,940
					Apartment Complex 5314 San Francisco Ave SW	$1,877,500	$9,294
					Beaumont Apartments 8609 82nd St SW	$46,393,200	$229,646
May	58	107	165	196	Single Family Residence 25 Forest Glen Ln SW	$1,175,000	$5,816
					Commercial Land & Improvements 11329 Pacific Hwy SW	$1,600,000	$7,920
					Commercial Land & Improvements 9530 Front St South	$5,000,000	$24,750
					Commercial Land & Improvements 9522 to 9537 Gravelly Lake Drive	$7,865,000	$38,932
Jun	51	116	167	185	Single Family Residence 11901 Greendale Drive SW	$1,072,500	$5,309
					RV Storage Yard XXX Steilacoom Blvd SW	$1,200,000	$5,940
					General Warehousing Storage/Farmers Coffee 9412 Front St S	$1,225,000	$6,064
					Walgreens 9505 Bridgeport Way SW	$4,327,714	$21,422
					Bridgeport Professional/Medical Svcs Bldg 7424 Bridgeport Wy	$7,250,000	$35,888
					Star Lite Market Place 8327 S Tacoma Way	$11,700,000	$57,915
Jul	53	99	152	167	Single Family Residence 11914 Nyanza Rd SW	$1,200,000	$5,940
Aug	54	101	155	170	No major transactions ($1M+)	n/a	n/a
Sep	53	106	159	189	76 Union Gas Station Mini Mart 7718 Bridgeport Way West	$1,500,000	$7,425
					Tillicum Manor Mobile Park 23 Spaces 2 Duplexes 15317 WA Ave SW	$1,618,000	$8,009
					Single Family Residence 7 Country Club Drive West	$1,795,000	$8,885
					Commercial General Merchandise Retail Trade 10408 South Tac Way	$2,425,000	$12,004
					Commerical 9314 to 9316 Bridgeport Way SW	$2,500,000	$12,375
					Commercial Lakewood Square 6010 Mt Tacoma Drive SW	$4,466,000	$22,107
Oct	55	109	164	181	Single Family Residence 12404 Gravelly Lake Drive SW	$1,140,000	$5,643
					Lake Center Apt 5925 99th St SW	$1,150,000	$5,693
					Les Schwab xxx Durango St SW	$1,218,000	$6,029
					Klauser Building 3625 Perkins Ln	$1,450,000	$7,178
					Single Family Residence 12753 Gravelly Lake Drive SW	$1,775,000	$8,786
					Mt Tahoma Square Phase One 9505 South Tacoma Wy	$2,100,000	$10,395
					Butler House 4901 115th St Ct SW	$3,197,100	$15,826
					Macau Casino Restaurant 9811 South Tacoma Wy	$6,000,000	$29,700
					CVS Pharmacy 9332 to 9400 Bridgeport Way SW	$8,505,300	$42,101
Nov	42	83	125	136	Meadow Park Trlr Ct & Computer Repair 7416 Custer Road W	$1,000,000	$4,950
					Professional Office Building 9881 Bridgeport Way LLC	$1,120,000	$5,544
					New Construction Multi Family Apts 15001 Woodbrook Dr SW	$1,350,000	$6,683
					Single Family Residence 12718 Gravelly Lake Dr SW	$1,940,000	$9,603
					Single Family Residence 23 Country Dr SW	$2,000,000	$9,900
					Dutch Brothers Coffee 6229 Lake Grove St W	$2,095,000	$10,370
Dec	69	91	160		Single Family Residence 57 Country Club Road SW	$1,002,000	$4,960
					Single Family Residence 10502 Brook Lane SW	$1,021,000	$5,054
					Single Family Residence 7117 Interlaaken Drive SW	$1,450,000	$7,178
					Freeport Apts 10211 47th Ave SW	$1,751,500	$8,670
					Medical Office 11203 Bridgeport Way SW	$2,160,000	$10,692
					Single Family Residence 6820 150th St SW	$5,000,000	$24,750
					Oakridge Condos 8008 83rd Ave SW	$20,169,600	$99,840
					Royal Oaks Apts 8008 to 8248 Bridgeport Way SW	$25,154,000	$124,512
Total Annual	**660**	**1,147**	**1,807**	**1,857**		**$242,832,014**	**$1,202,019**

Month	Transaction Type			# of	Major Transactions - 2018		
	Exempt	Taxable	Total	Parcels	Description	Sales Price	Net Tax
Jan	46	81	127	178	Eastwood Apartments 5302 to 5306 Chicago Av SW	$4,649,600	$23,016
					Vacant Land Undeveloped 7901 116th St Ct SW (Multiple)	$4,320,000	$21,384
					Commercial Vacant Land 12623 Bridgeport Way SW	$4,000,000	$19,800
					South Tacoma Retail Plaza (Restaurant) 8722 South Tacoma Way	$1,840,000	$9,108
					Gas Station Mini Mart 3701 Steilacoom Blvd SW	$1,500,000	$7,425
					General Merchandise Retail Trade 8813 Edgewater Drive	$1,400,000	$6,930
					Single Family Residence 13015 Naomilawn Dr SW	$1,365,000	$6,757
					Duplex 12601 Bridgeport Way SW	$1,252,500	$6,200
					Single Family Residence 128 Country Club Cir CW	$1,030,000	$5,099
Feb	63	91	154	162	Commercial Vacant Land 10640 Pacific Highway SW	$4,550,000	$22,523
					Los Robles Apts 12712 Lincoln Ave SW	$1,747,700	$8,651
					Park Place Apts 12602 TO 12618 Lincoln Ave SW	$1,597,600	$7,908
					Single Family Residence 44 Country Club Drive SW	$1,500,000	$7,425
Mar	59	95	154	160	Single Family Residence 7235 Interlaaken Drive SW	$1,235,000	$6,113
					Single Family Residence 22 Loch Lane SW	$1,175,000	$5,816
					Professional Office Building 9881 Bridgeport Way SW	$1,160,000	$5,742
					Used Car Lots Only Retail 9001 South Tacoma Way	$1,075,000	$5,321
Apr	53	104	157	164	Lakewood You Store It 12611 Pacific Highway SW	$6,951,500	$34,410
					Bridgeport Apartments 4910 to 4918 108th St SW	$3,217,600	$15,927
					Tudor Haus Apartments 5506 to 5510 Chicago Ave SW	$2,230,000	$11,039
					Biltmore Hotel 12701 Pacific Highway SW	$2,140,000	$10,593
					Single Family Residence 12505 Gravelly Lake Drive SW	$2,100,000	$10,395
					Whispering Firs Apartments 5501 Chicago Ave SW	$1,820,000	$9,009
May	69	114	183	213	Single Family Residence 30 Country Club Dr SW	$1,050,000	$5,198
					General Warehousing Storge 10604 30th Ave S	$1,085,000	$5,371
					Lakewood Gardens 2 Apts 10901 to 10923 Addison St SW	$1,100,000	$5,445
					Oaklyn Manor Apts 7920 Washington Blvd SW	$1,324,900	$6,558
					Commercial Vacant Land 11023 Bridgeport Way SW	$2,400,000	$11,880
Jun	46	95	141	155	Single Family Residence 11420 Gravelly Lake Dr SW	$1,200,000	$5,940
					Villa Plaza Apartment 5634 Main St SW	$1,150,000	$5,693
					Single Family Residence 71 West Shore Ave SW	$1,125,000	$5,569
					Office Space 10025 Lakewood Drive SW	$1,100,000	$5,445
Jul	46	126	172	205	Sandman Apartments 10102 Sales Road S	$6,815,700	$33,738
					Gas Station/Mini Mart 10801 Bridgeport Way SW	$2,090,000	$10,346
					Single Family Residence 13120 Country Club Dr SW Unit 102	$1,275,000	$6,311
Aug	50	101	151	155	The James Apts 4828 123rd St SW	$18,050,000	$89,348
					Clover Meadows Apts 12517 47th Ave SW	$2,350,000	$11,633
					Lochburn Villa Apts 8814 Lochburn Lane SW	$1,848,200	$9,149
					Single Family Residence 12771 Gravelly Lake Drive SW	$1,295,000	$6,410
					Ivars Seafood 10114 South Tacoma Way	$1,175,000	$5,816
Sep	35	89	124	130	Sylvan Park Multi Family Apts 3407 to 3411 92nd St S	$1,615,000	$7,994
					Autozone Parts & Accessories 8308 Berkeley St SW	$1,600,000	$7,920
					Single Family Residence 13120 Country Club Dr SW Unit 401	$1,375,000	$6,806
					Single Family Residence 12111 Gravelly Lake Dr SW	$1,340,000	$6,633
					Single Family Residence 12116 Nyanza Rd SW	$1,150,000	$5,693
Oct	47	114	161	172	Commercial Land & Improvements 9802 South Tacoma Way	$1,991,500	$9,858
					Vacant Undeveloped Residential Land 11456 Gravelly Lake Drive SW	$1,599,000	$7,915
					Flett Creek Professional Building 6210 75th St W	$1,550,000	$7,673
					Single Family Residence 12723 Gavelly Lake Drive SW	$1,152,000	$5,702
					Dairy Queen 10104 South Tacoma Way	$1,100,000	$5,445
					Single Family Residence 7920 Interlaaken Drive SW	$1,025,000	$5,074
Nov	55	83	138	145	Springtree Apts 12702 to 12714 49th Ave SW	$8,825,000	$43,684
					Sizzler Restaurant 10204 South Tacoma Way	$2,050,000	$10,148
					South Tacoma Business Park 8811 South Tacoma Way	$1,875,000	$9,281
					Single Family Residence 11320 Gravelly Lake Drive SW	$1,588,000	$7,861
					Vincent Apts 3313 to 3317 92nd St S	$1,000,000	$4,950
Dec	50	91	141	155	General Warehousing Storage @ 14801 Spring St SW New Constr	$65,575,000	$324,596
					Lakewood Cinema Plaza Pad "H" @ 2302 South 84th St	$5,900,000	$29,205
					Stanley Estates Apartments @ 12310 Interlaaken Drive SW	$3,696,375	$18,297
					Vacant Industrial Land @ 6922 146th St	$1,650,000	$8,168
					Single Family Dwelling @ 10807 Greendale Drive SW	$1,500,000	$7,425
Total Annual	**619**	**1,184**	**1,803**	**1,994**		**$209,447,175**	**$1,036,764**

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

Month	Transaction Type			# of	Major Transactions - 2016		
	Exempt	Taxable	Total	Parcels	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 Leafe 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
Total Annual	**744**	**1,020**	**1,764**	**1,928**		**$188,016,726**	**$930,689**

Month	Transaction Type			# of	Major Transactions - 2015		
	Exempt	Taxable	Total	Parcels	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
Total Annual	**726**	**911**	**1,637**	**1,802**		**$103,197,153**	**$511,354**

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

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

In 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. The Transportation Benefit District authority automatically expires on 12:01 am on July 16, 2032, unless dissolved sooner.

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.

On May 6, 2019, the Lakewood TBD adopted Ordinance # 708, authorizing two additional eligible projects and identified completed TBD projects as follows (to be updated in early 2021, see discussion in following section):

Completed Projects

- Steilacoom Boulevard – Lakewood Drive to West of South Tacoma Way
- Lakewood Drive – 100th to Steilacoom Boulevard
- Main Street – Gravelly Lake Drive to 108th St
- 59th – Main Street to 100th
- 108th – Bridgeport to Pacific Highway
- 108th – Main Street to Bridgeport

Current Eligible Projects

- Pacific Highway – 108th to SR 512
- 100th – Lakeview to South Tacoma Way
- New LED Street Lights
- Signal Projects
- Minor Capital Projects
- Neighborhood Traffic Safety
- Personnel, Engineering, Professional Services
- Chip Seal Program – Local Access Roads
- Lakewood Drive – Flett Creek to North City Limits
- 59th – 100th to Bridgeport
- Custer – Steilacoom to John Dower
- 88th – Steilacoom to Custer
- 100th – 59th to Lakeview
- Non-Motorized Trail: Gravelly Lake Drive – Washington Blvd to Nyanza Road SW (added 5/6/2019)
- Overlay & Sidewalk Fill-In: Custer Road – John Dower to 500' West of Bridgeport Way (added 5/6/2019)

The $20 vehicle license fee is estimated to generate $835,000 annually. This revenue source along with General Fund contributions, real estate excise tax, motor vehicle fuel tax and grants will provide funding for needed improvements to city streets and roads.

Initiative I-976 / Supreme Court Decision / City Next Steps

In November 2019, voters approved I-976 (known as the "$30 car tab initiative") effective December 5, 2019. The initiative makes significant changes to many other aspects of the State's transportation system, including repeal of the authority for transportation benefit districts to impose fees.

The initiative would: Limit motor vehicle license fees to $30 per year; repeal or reduce certain motor vehicle weight fees; repeal the authority for TBDs to impose vehicle license fees; reduce electric vehicle fees to $30 per year; repeal the 0.3% tax on motor vehicle retail sales; require local motor vehicle excise taxes (MVETs) to be calculated using the Kelley Blue Book base value of the vehicle; conditionally repeal the Sound Transit 0.8% MVET; and require the retirement or refinancing of Sound Transit-related bonds.

There would also be reductions in many of the state accounts associated with transportation funding, including the Multimodal Transportation Account (including state grants and local programs funded by these resources), the Motor Vehicle Account, State Patrol Highway Account, and the Transportation Partnership Account. In addition to the $835,000/year from the $20

VLF, the City receives multimodal funding and motor vehicle excise tax of approximately $82,000/year and $1,285,000/year, respectively, which could be impacted if reductions occur as the state level.

The Transportation Benefit District authority automatically expires on 12:01 am on July 16, 2032, unless dissolved sooner. The City did not anticipate dissolving the TBD earlier than this date since Ordinance 550 authorizes the City to establish TBDs within the boundaries of the City of Lakewood. I-976 affects the $20 VLF (car tabs) option but does not eliminate other funding options, such as a voter-approved sales tax.

The State Department of Licensing (DOL) is responsible for collecting vehicle licensing fees and taxes. Once collected, DOL sends the revenue to the Washington State Treasurer. The Treasurer distributes funds to the City. In 2020 through September, the City deposited the revenues in a liability account pending the outcome of I-976. DOL was responsible for taking necessary and appropriate action to refund any collected fees or taxes and communicate accordingly with customers pending instructions from the court as the case moved forward.

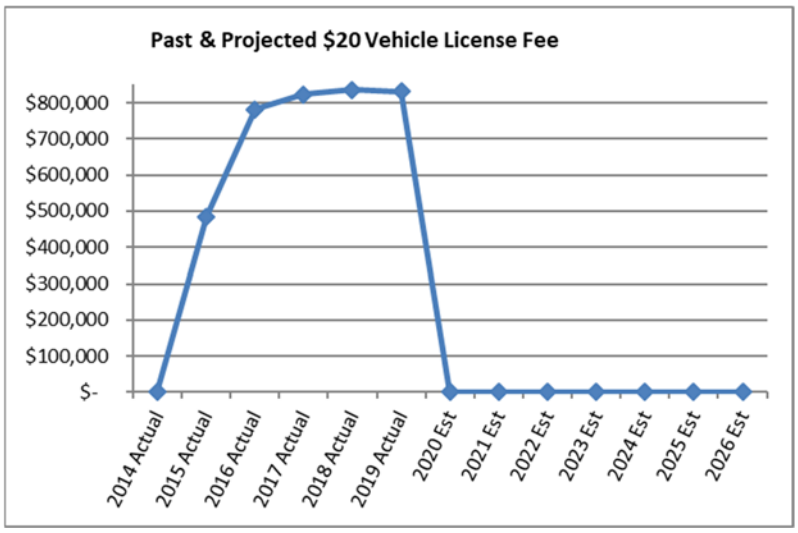
In July 2020, State Supreme Court heard oral arguments about the constitutionality of the initiative to lower the cost of car tabs that voters passed last year. The injunction on I-976 remained in place until the Washington State Supreme Court can rule on appeal. On April 29, the Washington State Supreme Court accepted expedited direct review and granted the motion to stay the injunction pending the appeal. This meant that the injunction preventing I-976 from taking effect would stay in place until the Supreme Court's decision on the appeal.

In October 2020, the Washington State Supreme Court ruled on the constitutionality of I-976 and struck down the initiative because it contained multiple subjects and a misleading ballot title. Now that the court has ruled, the 2020 vehicle license fees that the City has been receiving from the State Department of Licensing (DOL) is recognized as revenue.

Since the State Supreme Court finds that the voter-approved I-976 is unconstitutional, the Lakewood City Council has several options to consider, including: rescind the $20 vehicle license fee in Lakewood; move forward with using the monies collected by the $20 vehicle licensing fee to continue investing in transportation infrastructure projects in Lakewood via pay-as-you-go; or use the $20 vehicle license fee to leverage the issuance of bonds in support of transportation projects totaling approximately $11.3 million. These bonds would then be repaid over a period of 20 years. This option was presented to the Lakewood City Council at its September 28, 2019 retreat.

The City will update the list of eligible and completed TBD funded projects following City Council discussion in early 2021.

Year	$20 Vehicle License Fee	Chg Over Prior Year $	Chg Over Prior Year %
2014 Actual	$ -	$ -	n/a
2015 Actual	$ 484,016	$ 484,016	n/a
2016 Actual	$ 781,318	$ 297,302	61.4%
2017 Actual	$ 822,762	$ 41,444	5.3%
2018 Actual	$ 835,710	$ 12,948	1.6%
2019 Actual	$ 830,684	$ (5,026)	-0.6%
2020 Est	$ 835,000	$ 4,316	n/a
2021 Est	$ 835,000	$ -	n/a
2022 Est	$ 835,000	$ -	n/a
2023 Est	$ 835,000	$ -	n/a
2024 Est	$ 835,000	$ -	n/a
2025 Est	$ 835,000	$ -	n/a
2026 Est	$ 835,000	$ -	n/a
Average 6 Year Change (2014 - 2019)			16.7%



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.

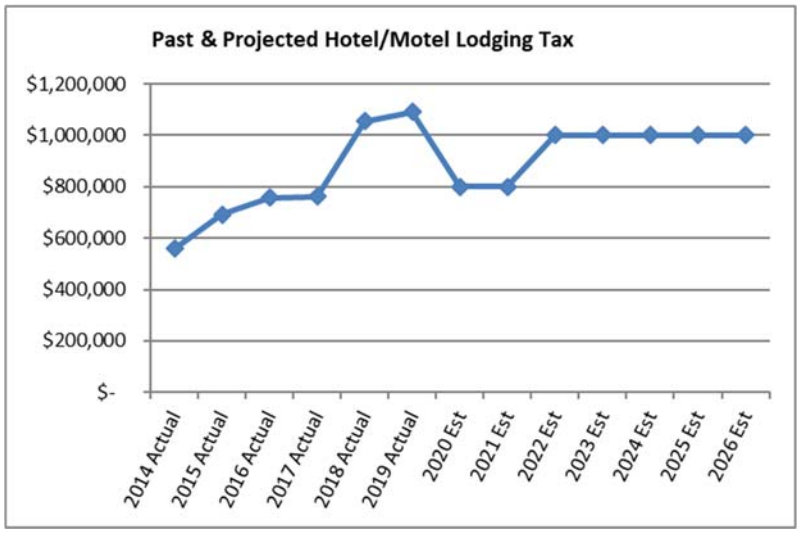
Transient Rental Income Tax (RCW 67.28.180)

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 $	Chg Over Prior Year %
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	$ 762,199	$ 4,835	0.6%
2018 Actual	$ 1,055,335	$ 293,136	38.5%
2019 Actual	$ 1,091,953	$ 36,618	3.5%
2020 Est	$ 800,000	$ (291,953)	-26.7%
2021 Est	$ 800,000	$ -	0.0%
2022 Est	$ 1,000,000	$ 200,000	25.0%
2023 Est	$ 1,000,000	$ -	0.0%
2024 Est	$ 1,000,000	$ -	0.0%
2025 Est	$ 1,000,000	$ -	0.0%
2026 Est	$ 1,000,000	$ -	0.0%
Average 6 Year Change (2014 - 2019)			8.1%



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.

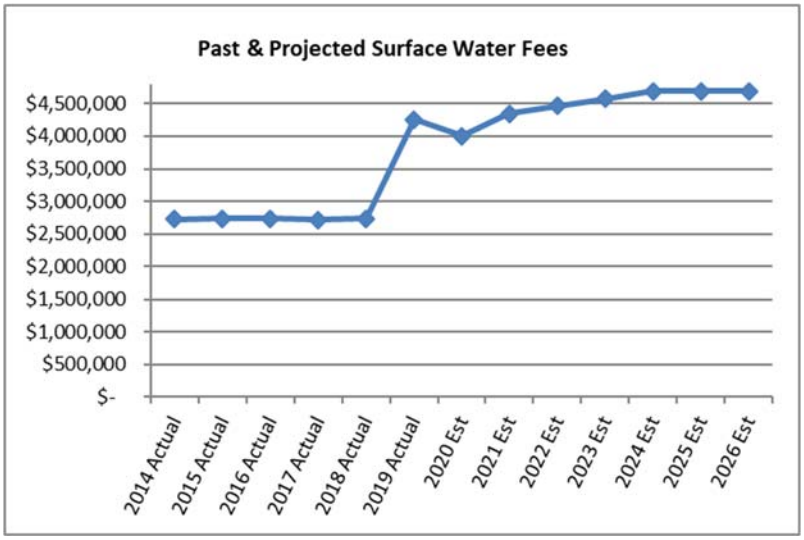
All entities receiving lodging tax distributions must provide information to their respective local government on their use of these funds as required by RCW 67.28.1816. This includes local governments that directly use lodging tax funds for municipal purposes. Local governments will then, in turn, report 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.

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. The remaining one-half of the annual service charge is due and payable on October 30th.

Year	Surface Water Fees	Chg Over Prior Year $	Chg Over Prior Year %
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 Actual	$ 2,735,663	$ 19,964	0.7%
2019 Actual	$ 4,256,773	$ 1,521,110	55.6%
2020 Est	$ 4,004,100	$ (252,673)	-5.9%
2021 Est	$ 4,351,500	$ 347,400	8.7%
2022 Est	$ 4,466,400	$ 114,900	2.6%
2023 Est	$ 4,578,100	$ 111,700	2.5%
2024 Est	$ 4,692,500	$ 114,400	2.5%
2025 Est	$ 4,692,500	$ -	0.0%
2026 Est	$ 4,692,500	$ -	0.0%
Average 6 Year Change (2014 - 2019)			6.0%



Financial Reports and Other Information

Budget

In addition to the required mid-biennial review/modification, 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://cityoflakewood.us/finance/biennial-budget/ A hard copy of the budget is available for viewing by contacting the Assistant City Manager/Chief Financial Officer.

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 through its 2019/2020 Biennial Budget and the 2021/2022 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 provides detailed information on the City's General and Street Operations & Maintenance funds as these are the City's two primary operating funds and also provides a great wealth of information on all other funds, including an income statement for all other funds. Reporting includes but not limited to: 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; cost recovery for parks and recreation and development services; ending fund balance and cash balance; grants; capital projects; and debt service & other liabilities. Additionally, performance measures and other statistical information such as building permit activity, mylakewood311 activity and fines and forfeitures. 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 continue to evolve.

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

Audit

Under state law, all county and local government entities are required to undergo an annual audited performed by the State Washington State Auditor's Office (SAO). Audit report types vary depending on program and purpose.

Audits currently applicable to the City of Lakewood are:

- Accountability Audits – Access whether public funds and assets are protected and accounted for, and that government agencies are following laws and regulations.

- Financial Audits – Give assurance that state and local government financial reports are accurate and complete.
- Federal Audits – Verify federal money is spent according to the laws that govern each federal program.
- Comprehensive Annual Financial Reports (CAFRS) – Provide assurance about supplemental financial information in addition to the financial audit of state government.

https://sao.wa.gov/reports-data/audit-reports/

Additionally, the State Auditor's Office conducts three types of investigations – citizen hotline, fraud program, and whistleblower program - that begin information reported by citizens or employees of state or local governments.

- Citizen Hotline – Any citizen – whether a government employee or not – is welcome to send suggestions to improve government efficiency, praise a job well done, or report suspected waste, fraud, or abuse of government resources. SAO will follow-up, evaluate the matter, and take any appropriate action.
- Fraud – State law requires that all state agencies and local governments notify SA as soon as they suspect a fraud or loss has taken place. SAO audit teams perform investigations and provide guidance to state agencies and local governments. SAO reports the results of the investigations, make recommendations for improved operations and help recover public funds when appropriate.
- Whistleblower – This program is only for state government employees who suspect improper government action. Special conditions apply, both to the information reported and to the protection of the whistleblower.

https://sao.wa.gov/report-a-concern/how-to-report-a-concern/
https://sao.wa.gov/report-a-concern/how-to-report-a-concern/fraud-program/
https://sao.wa.gov/report-a-concern/how-to-report-a-concern/whistleblower-program/
https://sao.wa.gov/reports-data/search-whistleblower-and-fraud-reports/

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 this award through FY2018 and FY2019 CAFR has been submitted and is currently under review.

https://cityoflakewood.us/finance/financial-reports/

Popular Annual Financial Report (PAFR)

The Popular Annual Financial Report (PAFR) is a supplementary financial report designed to meet needs of interested parties who are either unable or unwilling to use the more detailed financial information provided in a traditional CAFR. The 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. Beginning with the FY2016 (the City's first year of publication of this report), the City submitted and achieved the GFOA award. The City continues to participate in this program and has earned the award through FY2018 and FY2019 PAFR has been submitted and is currently under review.

https://cityoflakewood.us/finance/financial-reports/

City Council Goals, Strategic Plan & Vision Statement

In 2018, the Lakewood City Council developed and adopted a Strategic Plan 2018 – 2020 (Plan) that establishes Lakewood's goals and objectives during this time based on the priorities and values identified by the City's most important component: its people. The Plan is an invaluable tool to align and connect the Lakewood 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. The Lakewood City Council held a goal setting retreat for the 2021-2022 biennium on March 7, 2020. This retreat occurred after the State of Washington declared a state of emergency for COVID-19 on February 29, 2020, but before a national state of emergency was declared on March 13, 2020, as well as a City state of emergency on March 16, 2020. Unfortunately, the City Council has not had the opportunity to reconvene a meeting to follow up on the March 7, 2020 retreat. Similar to the adopted 2019-2020 Goals, the Lakewood City Council identified Economic Development as the most critical Lakewood City Council Goal area for 2021-2022, followed by Public Safety, Dependable Infrastructure, Transparency, and Fiscal responsibility. Also, the results of this retreat do not directly contemplate the impacts of COVID-19. While the Goals and Objectives outlined below have not yet been considered and adopted by the Lakewood City Council, they are included to serve as a foundation and policy guidance for the development of the 2021-2022 Adopted Biennial Budget. The Lakewood City 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 help move the community forward. The Lakewood City Council acknowledges that city operations will be impacted by the continuation of the Coronavirus pandemic. The goals listed below are intended to provide guidance for the next biennium as the city continues to navigate and respond to the effects of the pandemic.

City Council Goals, Strategic Plan & Vision Statement | City of Lakewood

MyLakewood311

Did you know Lakewood has its own free mobile app? All you need to know about the city is at your fingertips. Updates on road projects and detours around the city and other city announcements can be found under the "Public Announcements" header. Contact the city using the "submit a new request" button and select from the appropriate category. The app allows you to track city staff's response to your request and follow it through the process. Please only submit one request per item – submitting multiple requests for the same item slows the review process. Note: This app is not monitored 24/7. If you are reporting an emergency that needs immediate assistance please call 911. Download it now in the iTunes App Store or on Google Play. Don't want to use the app? You can still report an issue using the city's **online ticket submission form** or by calling City Hall at 253-589-2489.

MyLakewood311 | City of Lakewood

Lakewood Dashboard

The future of the City of Lakewood depends on the planning choices made now. Everyday City personnel work hard to ensure that Lakewood is a great place to live, work, and play – and importantly a great place where individuals can be engaged and dynamically shape the City's future. The link provides a look at how the City is performing and what future steps the City will be taking to pursue a dynamic future.

https://cityoflakewood.us/lakewood-dashboard/

Social Media & Other Ways to Connect with the City of Lakewood

Facebook

City of Lakewood, Washington - Municipal Government - Home | Facebook
Lakewood WA Police Department - Home | Facebook
City of Lakewood, WA Parks and Recreation - Home | Facebook
Lakewood Senior Activity Center - Home | Facebook

Sign up to receive notification of: City Manager's Weekly Bulletins; City Council agendas and meeting schedules; Lakewood Connections and recreation brochures; public notices; parks events; Coffee with the Mayor; bids, RFP's, RFQ's; and major capital improvement project updates such as JBLM North Access Improvement Project.

Email Notifications | City of Lakewood

Council Meetings - Virtually attend City Council meeting by watching them live on the City's YouTube channel.

City of Lakewood - YouTube

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
(001) GENERAL FUND											
REVENUES:											
Taxes	**$28,837,365**	**$30,197,457**	**$27,970,400**	**$28,604,900**	**$25,254,650**	**$27,259,500**	**$28,853,140**	**$29,460,600**	**$30,085,400**	**$30,721,000**	**$31,374,900**
Property Tax	6,910,944	7,159,443	7,202,400	7,400,000	7,278,600	7,412,100	7,508,500	7,606,100	7,705,000	7,805,200	7,906,700
Local Sales & Use Tax	10,978,014	11,955,004	9,951,100	10,630,000	9,655,000	10,060,000	10,724,000	11,045,700	11,377,100	11,718,400	12,070,000
Sales/Parks	631,395	663,655	620,900	650,900	520,000	575,000	670,000	690,100	710,800	732,100	754,100
Brokered Natural Gas Use Tax	41,558	50,477	30,000	40,000	25,000	34,000	45,000	45,000	45,000	45,000	45,000
Criminal Justice Sales Tax	1,133,354	1,179,058	1,111,200	1,166,200	1,000,000	1,043,000	1,188,900	1,224,600	1,261,300	1,299,100	1,338,100
Admissions Tax	545,816	504,879	496,000	496,000	100,000	200,000	275,000	283,300	291,800	300,600	309,600
Utility Tax	5,408,728	5,575,351	5,745,800	5,415,800	5,370,000	5,479,100	5,556,700	5,680,800	5,809,400	5,935,600	6,066,400
Leasehold Tax	5,901	9,779	12,000	5,000	4,000	4,300	5,000	5,000	5,000	5,000	5,000
Gambling Tax	3,181,655	3,099,813	2,801,000	2,801,000	1,302,050	2,452,000	2,880,040	2,880,000	2,880,000	2,880,000	2,880,000
Franchise Fees	**4,035,453**	**4,145,138**	**4,232,100**	**4,335,700**	**4,155,000**	**4,269,000**	**4,397,000**	**4,528,900**	**4,664,800**	**4,804,800**	**4,948,900**
Cable, Water, Sewer, Solid Waste	2,945,276	3,021,837	3,049,000	3,172,600	2,941,000	3,029,000	3,119,800	3,213,400	3,309,800	3,409,100	3,511,300
Tacoma Power	1,090,176	1,123,301	1,183,100	1,163,100	1,204,000	1,240,000	1,277,200	1,315,500	1,355,000	1,395,700	1,437,600
Small Cell	-	-	-	-	10,000	-	-	-	-	-	-
Development Service Fees	**2,204,665**	**1,749,026**	**1,744,000**	**1,744,000**	**1,738,000**	**1,755,200**	**1,772,600**	**1,808,100**	**1,844,200**	**1,881,100**	**1,918,700**
Building Permits	897,791	690,016	728,300	728,300	728,300	735,600	743,000	757,900	773,100	788,600	804,400
Other Building Permit Fees	492,983	315,885	316,400	316,400	294,800	297,700	300,600	306,700	312,900	319,300	325,800
Plan Review/Plan Check Fees	625,754	603,498	575,200	575,200	575,700	581,400	587,200	598,900	610,800	622,900	635,300
Other Zoning/Development Fees	188,137	139,627	124,100	124,100	139,200	140,500	141,800	144,600	147,400	150,300	153,200
Licenses & Permits	**417,487**	**415,674**	**384,000**	**421,525**	**301,000**	**382,525**	**382,500**	**382,500**	**382,500**	**388,000**	**393,600**
Business License	275,552	292,489	314,000	276,525	195,000	276,525	276,500	276,500	276,500	282,000	287,600
Alarm Permits & Fees	104,411	84,348	30,000	105,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Animal Licenses	37,525	38,838	40,000	40,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
State Shared Revenues	**1,195,471**	**1,144,373**	**1,255,900**	**1,178,900**	**1,430,400**	**1,236,695**	**1,246,265**	**1,246,335**	**1,246,335**	**1,246,335**	**1,246,335**
Sales Tax Mitigation	10,006	-	-	-	-	-	-	-	-	-	-
Criminal Justice	158,293	167,506	154,000	154,000	168,000	173,235	176,235	176,235	176,235	176,235	176,235
Criminal Justice High Crime	231,905	162,777	318,800	241,800	428,400	249,450	249,500	249,500	249,500	249,500	249,500
Liquor Excise Tax	304,078	330,276	291,700	291,700	350,000	339,770	334,600	334,600	334,600	334,600	334,600
Liquor Board Profits	491,189	483,806	491,400	491,400	484,000	474,240	485,930	486,000	486,000	486,000	486,000
Marijuana Enforcement/Excise Tax	1	8	-	-	-	-	-	-	-	-	-
Intergovernmental	**512,739**	**528,086**	**576,450**	**424,134**	**436,134**	**288,665**	**275,274**	**276,188**	**277,124**	**277,124**	**277,124**
Police FBI & Other Misc	12,640	14,080	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Police-Animal Svcs-Steilacoom	13,740	18,012	14,380	16,368	16,368	16,601	16,843	17,094	17,354	17,354	17,354
Police-Animal Svcs-Dupont	29,533	33,252	29,770	33,877	33,877	34,514	35,164	35,827	36,503	36,503	36,503
Police-South Sound 911 Background Check	19,593	32,640	3,000	3,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Muni Court-University Place Contract	285,396	153,321	294,000	251,187	251,187	20,000	-	-	-	-	-
Muni Court-Town of Steilacoom Contract	111,537	155,276	114,900	72,137	72,137	103,000	106,090	106,090	106,090	106,090	106,090
Muni Court-City of Dupont	40,301	121,505	108,400	35,565	35,565	87,550	90,177	90,177	90,177	90,177	90,177

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
(001) GENERAL FUND-continued											
Charges for Services & Fees	**1,300,239**	**1,648,838**	**1,442,700**	**1,467,700**	**1,252,300**	**1,331,550**	**1,414,300**	**1,414,300**	**1,414,300**	**1,414,300**	**1,414,300**
Parks & Recreation Fees	250,101	279,541	288,700	313,700	113,000	191,250	274,000	274,000	274,000	274,000	274,000
Police - Various Contracts	15,507	23,643	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Police - Towing Impound Fees	10,300	6,300	12,000	12,000	-	1,000	1,000	1,000	1,000	1,000	1,000
Police - Extra Duty	655,726	978,470	775,000	775,000	775,000	775,000	775,000	775,000	775,000	775,000	775,000
Police - Western State Hospital Comm Policing	366,750	355,500	355,500	355,500	355,500	355,500	355,500	355,500	355,500	355,500	355,500
Other	1,855	5,384	4,500	4,500	1,800	1,800	1,800	1,800	1,800	1,800	1,800
Fines & Forfeitures	**1,626,872**	**1,762,837**	**1,560,900**	**1,483,400**	**1,363,205**	**1,363,205**	**1,363,205**	**1,363,205**	**1,363,205**	**1,363,205**	**1,363,205**
Municipal Court	798,411	812,773	860,900	783,400	663,205	663,205	663,205	663,205	663,205	663,205	663,205
Photo Infraction	828,460	950,064	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000	700,000
Miscellaneous/Interest/Other	**325,024**	**417,942**	**133,700**	**142,964**	**161,740**	**129,201**	**136,967**	**136,900**	**136,900**	**136,900**	**136,900**
Interest Earnings	130,742	160,388	68,000	68,000	68,000	67,930	67,930	67,900	67,900	67,900	67,900
Penalties & Interest - Taxes	77,122	167,569	15,200	15,200	24,000	7,500	7,500	7,500	7,500	7,500	7,500
Miscellaneous/Other	117,160	89,985	50,500	59,764	69,740	53,771	61,537	61,500	61,500	61,500	61,500
Interfund Transfers	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**
Transfers In - Fund 401 SWM	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700
Subtotal Operating Revenues	**$40,740,015**	**$42,294,072**	**$39,584,850**	**$40,087,923**	**$36,377,129**	**$38,300,241**	**$40,125,951**	**$40,901,728**	**$41,699,464**	**$42,517,464**	**$43,358,664**
% Revenue Change over Prior Year	**4.5%**	**3.8%**	**-6.4%**	**-5.2%**	**-14.0%**	**5.3%**	**4.8%**	**1.9%**	**2.0%**	**2.0%**	**2.0%**
EXPENDITURES:											
City Council	**122,436**	**135,995**	**136,853**	**155,073**	**139,485**	**148,287**	**148,304**	**152,800**	**157,400**	**162,100**	**166,900**
Legislative	122,436	133,874	133,403	151,623	139,485	144,837	144,854	149,200	153,700	158,300	163,000
Sister City	-	2,121	3,450	3,450	-	3,450	3,450	3,600	3,700	3,800	3,900
City Manager	**706,432**	**722,760**	**716,460**	**735,971**	**706,272**	**709,663**	**786,061**	**809,600**	**833,900**	**859,000**	**884,800**
Executive	559,533	567,347	563,586	583,097	574,865	590,908	636,216	655,300	675,000	695,300	716,200
Communications	146,899	155,413	152,874	152,874	131,407	118,755	149,845	154,300	158,900	163,700	168,600
Municipal Court	**2,050,968**	**1,958,515**	**2,158,419**	**2,165,074**	**2,012,264**	**1,990,524**	**2,009,514**	**2,069,800**	**2,131,900**	**2,195,800**	**2,261,700**
Judicial Services	1,092,375	1,065,824	1,099,223	1,105,878	1,046,211	1,076,121	1,072,115	1,104,300	1,137,400	1,171,500	1,206,600
Professional Services	652,000	591,672	658,400	658,400	590,900	572,000	588,000	605,600	623,800	642,500	661,800
Probation & Detention	306,592	301,019	400,796	400,796	375,153	342,403	349,399	359,900	370,700	381,800	393,300
Administrative Services	**1,731,553**	**1,775,396**	**1,863,255**	**1,877,297**	**1,854,979**	**1,912,776**	**1,976,091**	**2,035,300**	**2,096,400**	**2,159,300**	**2,224,100**
Finance	1,166,248	1,193,231	1,254,474	1,259,386	1,264,624	1,286,323	1,323,537	1,363,200	1,404,100	1,446,200	1,489,600
Human Resources	565,305	582,165	608,781	617,911	590,355	626,453	652,555	672,100	692,300	713,100	734,500
Legal	**1,699,409**	**1,706,817**	**1,681,540**	**1,688,196**	**1,492,426**	**1,623,752**	**1,631,231**	**1,756,800**	**1,736,400**	**1,880,600**	**1,855,700**
Civil Legal Services	1,087,523	1,124,353	950,693	956,017	965,740	1,024,671	1,069,919	1,102,000	1,135,100	1,169,200	1,204,300
Criminal Prosecution Services	240,632	232,724	351,722	351,722	200,298	220,030	232,432	239,400	246,600	254,000	261,600
City Clerk	287,036	204,178	289,125	290,457	236,388	224,050	238,880	246,000	253,400	261,000	268,800
Election	84,219	145,562	90,000	90,000	90,000	155,000	90,000	169,400	101,300	196,400	121,000

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
(001) GENERAL FUND-continued											
Community & Economic Development	**2,073,063**	**2,266,964**	**2,223,800**	**2,353,919**	**2,325,604**	**2,519,917**	**2,666,418**	**2,741,200**	**2,823,100**	**2,908,300**	**2,995,600**
Current Planning	659,093	718,158	721,574	740,369	732,230	775,895	806,399	830,600	855,500	881,200	907,600
Long Range Planning	192,837	218,809	217,368	226,765	225,991	240,978	254,760	262,400	270,300	278,400	286,800
Building	1,035,962	1,146,618	1,093,347	1,192,142	1,175,650	1,303,025	1,387,786	1,429,400	1,472,300	1,516,500	1,562,000
Eonomic Development	185,169	183,379	191,511	194,643	191,733	200,020	217,474	218,800	225,000	232,200	239,200
Parks, Recreation & Community Services	**2,718,160**	**2,903,440**	**2,821,605**	**2,986,335**	**2,769,801**	**2,930,295**	**2,998,234**	**3,088,100**	**3,180,800**	**3,276,300**	**3,374,600**
Human Services	418,594	403,779	436,099	436,099	428,413	482,039	493,607	508,400	523,700	539,400	555,600
Administration	301,174	329,201	316,462	319,656	318,763	312,761	323,442	333,100	343,100	353,400	364,000
Recreation	405,448	467,173	422,141	472,141	372,675	479,387	488,877	503,500	518,600	534,200	550,200
Senior Services	236,627	246,535	241,021	241,021	221,314	243,300	247,197	254,600	262,200	270,100	278,200
Parks Facilities	500,484	544,466	504,716	522,457	429,972	444,964	453,027	466,600	480,600	495,000	509,900
Fort Steilacoom Park	672,444	733,560	675,795	710,600	805,377	789,993	811,231	835,600	860,700	886,500	913,100
Street Landscape Maintenance	183,388	178,727	225,371	284,360	193,286	177,850	180,853	186,300	191,900	197,700	203,600
Police	**24,469,816**	**24,953,309**	**25,369,543**	**25,950,745**	**25,002,874**	**24,459,348**	**24,985,911**	**25,700,400**	**26,436,500**	**27,194,700**	**27,975,400**
Command	4,596,657	4,084,467	3,882,300	4,073,975	3,963,124	3,840,266	4,046,127	4,167,500	4,292,500	4,421,300	4,553,900
Jail Service	633,754	811,899	700,000	950,000	600,000	700,000	700,000	721,000	742,600	764,900	787,800
Dispatch Services/SS911	2,118,919	2,069,771	2,068,490	2,048,930	2,048,930	1,995,290	1,995,290	2,055,100	2,116,800	2,180,300	2,245,700
Investigations	3,385,410	3,935,607	4,717,513	4,744,668	4,582,234	4,326,224	4,399,550	4,531,500	4,667,400	4,807,400	4,951,600
Patrol	7,764,555	7,730,510	7,999,003	8,026,158	7,856,709	7,743,477	7,902,057	8,139,100	8,383,300	8,634,800	8,893,800
Special Units	913,301	373,704	110,850	110,857	132,077	268,573	270,533	278,600	287,000	295,600	304,500
SWAT/Special Response Team	124,032	148,476	118,176	118,176	79,037	70,730	70,730	72,900	75,100	77,400	79,700
Neighborhood Policing Unit (Formerly Crime Preventio	1,114,361	1,195,099	1,371,776	1,398,931	1,377,544	1,328,064	1,353,865	1,394,500	1,436,300	1,479,400	1,523,800
Contracted Services (Extra Duty, offset by Revenue)	951,870	1,033,057	775,000	775,000	868,596	775,000	775,000	775,000	775,000	775,000	775,000
Community Safety Resource Team (CSRT)	421,180	403,968	389,286	393,609	407,732	478,116	484,226	498,800	513,800	529,200	545,100
Training	286,671	843,556	799,837	826,992	742,295	812,777	833,722	858,700	884,500	911,000	938,300
Traffic Policing	869,386	928,309	1,313,271	1,317,593	1,245,060	955,384	967,924	997,000	1,026,900	1,057,700	1,089,400
Property Room	249,181	276,447	281,262	281,262	282,550	314,888	321,692	331,300	341,200	351,400	361,900
Reimbursements	301,055	356,392	109,905	114,227	131,534	64,650	64,650	66,600	68,600	70,700	72,800
Emergency Management	72,620	51,141	38,040	38,040	38,040	39,640	39,640	40,800	42,000	43,300	44,600
Animal Control	280,958	324,810	304,834	342,327	347,412	356,269	370,905	382,000	393,500	405,300	417,500
Road & Street/Camera Enforcement	385,906	386,095	390,000	390,000	300,000	390,000	390,000	390,000	390,000	390,000	390,000
Non-Departmental	**127,456**	**121,530**	**133,960**	**133,960**	**133,960**	**136,925**	**136,925**	**993,806**	**1,054,006**	**1,027,406**	**1,064,906**
Citywide	127,456	121,530	133,960	133,960	133,960	136,925	136,925	141,000	145,200	149,600	154,100
IT 6-Year Strategic Plan & Fleet/Equip Reserves	-	-	-	-	-	-	-	852,806	908,806	877,806	910,806
Interfund Transfers	**1,791,977**	**1,983,711**	**1,877,774**	**1,877,210**	**1,813,525**	**1,866,823**	**1,873,112**	**1,932,168**	**2,001,543**	**2,005,406**	**2,078,881**
Transfer to Fund 101 Street O&M	1,358,130	1,512,108	1,402,118	1,400,723	1,337,038	1,381,902	1,390,574	1,450,187	1,523,787	1,599,487	1,677,587
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	398,847	436,603	440,656	441,487	441,487	449,921	447,538	446,981	442,756	370,919	366,294
Subtotal Operating Expenditures	**37,491,270**	**$38,528,437**	**$38,983,209**	**$39,923,781**	**$38,251,191**	**38,298,311**	**$39,211,802**	**$41,279,974**	**$42,451,949**	**$43,668,912**	**$44,882,587**
% Expenditure Change over Prior Year	**6.2%**	**2.8%**	**1.2%**	**3.6%**	**-0.7%**	**0.1%**	**2.4%**	**5.3%**	**2.8%**	**2.9%**	**2.8%**
Operating Income (Loss)	**3,248,745**	**3,765,635**	**601,641**	**164,142**	**(1,874,062)**	**1,930**	**914,149**	**(378,246)**	**(752,485)**	**(1,151,448)**	**(1,523,923)**
As a % of Operating Expenditures	**8.7%**	**9.8%**	**1.5%**	**0.4%**	**-4.9%**	**0.0%**	**2.3%**	**-0.9%**	**-1.8%**	**-2.6%**	**-3.4%**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
(001) GENERAL FUND-continued											
OTHER FINANCING SOURCES:											
Grants, Donations/Contrib, 1-Time	**423,455**	**544,035**	**140,750**	**720,463**	**600,223**	**100,250**	**100,250**	**100,250**	**100,250**	**100,250**	**100,250**
Contibutions/Donations/Other	171,941	97,102	140,750	140,750	20,510	100,250	100,250	100,250	100,250	100,250	100,250
Grants	251,514	446,933	-	579,713	579,713	-	-	-	-	-	-
Transfers In	**16,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Transfer In - Fund 501 Fleet & Equipment	16,000	-	-	-	-	-	-	-	-	-	-
Subtotal Other Financing Sources	**$439,455**	**$544,035**	**$140,750**	**$720,463**	**$600,223**	**$100,250**	**$100,250**	**$100,250**	**$100,250**	**$100,250**	**$100,250**
OTHER FINANCING USES:											
Capital & Other 1-Time	**1,756,983**	**1,620,058**	**174,826**	**1,601,784**	**1,601,784**	**185,657**	**137,026**	**233,750**	**238,750**	**213,750**	**148,750**
Municipal Court	78,647	94,366	9,240	131,752	131,752	8,800	8,279	-	-	-	-
City Council	4,218	-	-	-	-	-	-	-	-	-	-
City Manager	9,817	25,796	2,217	17,830	17,830	17,131	2,005	-	-	-	-
Administrative Services	21,310	32,136	11,371	42,702	42,702	8,190	7,704	-	-	-	-
IT 6-Year Strategic Plan & I/S Chgs to be Alloc	-	-	-	-	-	-	-	233,750	238,750	213,750	148,750
Legal/Clerk	165,623	57,002	9,240	71,138	71,138	8,825	8,302	-	-	-	-
Community & Economic Development	249,841	600,928	46,289	527,735	527,735	14,664	13,795	-	-	-	-
Parks, Recreation & Community Services	38,310	102,495	10,718	301,849	301,849	40,262	14,358	-	-	-	-
Police	1,189,217	707,335	85,751	508,778	508,778	87,785	82,583	-	-	-	-
Interfund Transfers	**2,235,910**	**1,663,097**	**956,417**	**1,045,795**	**1,230,795**	**880,000**	**745,465**	**895,000**	**895,000**	**895,000**	**710,000**
Transfer Out - Fund 101 Street	-	-	76,417	243,119	243,119	-	-	-	-	-	-
Transfer Out - Fund 105 Prop Abatement/RHSP	215,000	50,000	50,000	50,000	50,000	50,000	50,000	-	-	-	-
Transfer Out - Fund 106 Public Art	-	100,000	-	-	-	-	-	65,000	65,000	65,000	65,000
Transfer Out - Fund 192 SSMCP	50,000	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	925,275	479,300	80,000	282,129	467,129	80,000	212,500	80,000	80,000	80,000	80,000
Transfer Out - Fund 302 Transportation CIP	1,045,635	983,797	700,000	393,547	393,547	700,000	432,965	700,000	700,000	700,000	515,000
Transfer Out - Fund 311 Sewer		-	-	27,000	27,000	-	-				
Subtotal Other Financing Uses	**$3,992,893**	**$3,283,155**	**$1,131,243**	**$2,647,577**	**$2,832,579**	**$1,065,657**	**$882,491**	**$1,128,750**	**$1,133,750**	**$1,108,750**	**$858,750**
Total Revenues and Other Sources	**$41,179,470**	**$42,838,107**	**$39,725,600**	**$40,808,386**	**$36,977,352**	**$38,400,491**	**$40,226,201**	**$41,001,978**	**$41,799,714**	**$42,617,714**	**$43,458,914**
Total Expenditures and other Uses	**$41,484,163**	**$41,811,592**	**$40,114,458**	**$42,571,358**	**$41,083,770**	**$39,363,968**	**$40,094,292**	**$42,408,724**	**$43,585,699**	**$44,777,662**	**$45,741,337**
Beginning Fund Balance:	**$9,152,227**	**$8,847,534**	**$5,256,028**	**$9,874,049**	**$9,874,049**	**$5,767,631**	**$4,804,154**	**$4,936,063**	**$3,529,317**	**$1,743,332**	**($416,616)**
Ending Fund Balance:	**$8,847,534**	**$9,874,049**	**$4,867,170**	**$8,111,077**	**$5,767,631**	**$4,804,154**	**$4,936,063**	**$3,529,317**	**$1,743,332**	**($416,616)**	**($2,699,039)**
Ending Fund Balance as a % of Gen/Street Operating Rev	21.2%	22.8%	12.0%	19.8%	15.4%	12.2%	12.0%	8.4%	4.1%	-1.0%	-6.1%
Reserve - Total Target 12% of Gen/Street Operating Rev	$5,011,691	$5,194,795	$4,867,170	$4,927,539	$4,480,167	$4,711,458	$4,936,063	$5,029,157	$5,124,885	$5,223,045	$5,323,989
2% Contingency Reserves	$835,282	$865,799	$811,195	$821,256	$746,695	$785,243	$822,677	$838,193	$854,147	$870,507	$887,331
5% General Fund Reserves	$2,088,205	$2,164,498	$2,027,988	$2,053,141	$1,866,736	$1,963,108	$2,056,693	$2,095,482	$2,135,369	$2,176,269	$2,218,329
5% Strategic Reserves	$2,088,205	$2,164,498	$2,027,988	$2,053,141	$1,866,736	$1,963,108	$2,056,693	$2,095,482	$2,135,369	$2,176,269	$2,218,329
Unreserved / (12% Adopted Reserves Shortfall):	$3,835,843	$4,679,253	$0	$3,183,539	$1,287,464	$92,697	($0)	($1,499,839)	($3,381,553)	($5,639,661)	($8,023,028)

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 101 STREET OPERATIONS & MAINTENANCE											
REVENUES:											
Permits	$164,062	$154,287	$111,500	$111,500	$114,600	$106,500	$152,500	$152,500	$152,500	$152,500	$152,500
Engineering Review Fees	-	-	1,000	1,000	1,000	-	-	-	-	-	-
Motor Vehicle Fuel Tax	860,015	841,601	862,400	862,400	842,000	855,410	855,410	855,410	855,410	855,410	855,410
Subtotal Operating Revenues	**$ 1,024,077**	**$ 995,888**	**$ 974,900**	**$ 974,900**	**$ 957,600**	**$ 961,910**	**$ 1,007,910**	**$ 1,007,910**	**$ 1,007,910**	**$ 1,007,910**	**$ 1,007,910**
EXPENDITURES:											
Street Lighting	327,973	367,112	397,484	413,431	337,210	337,210	337,210	347,300	357,700	368,400	379,500
Traffic Control Devices	410,756	386,439	413,844	421,344	420,220	430,523	431,508	444,500	457,800	471,500	485,600
Snow & Ice Response	33,840	5,446	30,500	45,500	45,500	45,500	45,500	46,900	48,300	49,700	51,200
Road & Street Preservation	1,562,423	1,633,811	1,535,189	1,563,027	1,576,889	1,514,152	1,568,811	1,615,900	1,664,400	1,714,300	1,765,700
I/S Charges to be Allocated	-	-	-	-	-	-	-	3,497	3,497	3,497	3,497
Subtotal Operating Expenditures	**$2,334,992**	**$2,392,808**	**$2,377,017**	**$2,443,302**	**$2,379,819**	**$2,327,385**	**2,383,029**	**2,458,097**	**$2,531,697**	**$2,607,397**	**$2,685,497**
OPERATING INCOME (LOSS)	**($1,310,915)**	**($1,396,920)**	**($1,402,117)**	**($1,468,402)**	**($1,422,219)**	**($1,365,475)**	**($1,375,119)**	**($1,450,187)**	**($1,523,787)**	**($1,599,487)**	**($1,677,587)**
OTHER FINANCING SOURCES:											
Donations/Contributions	200	-	-	-	-	-	-	-	-	-	-
Judgments, Settlements/Miscellaneous	536	589	-	-	-	-	-	-	-	-	-
Permits Deposits for Professional Services	-	-	2,500	2,500	-	-	-	-	-	-	-
Transfer In From General Fund	1,358,130	1,512,108	1,478,535	1,643,842	1,580,157	1,381,902	1,390,574	1,450,187	1,523,787	1,599,487	1,677,587
Subtotal Other Financing Sources	**$1,358,866**	**$1,512,697**	**$1,481,035**	**$1,646,342**	**$1,580,157**	**1,381,902**	**$1,390,574**	**$1,450,187**	**$1,523,787**	**$1,599,487**	**$1,677,587**
OTHER FINANCING USES:											
Grants/Other	5,551	-	-	-	-	-	-	-	-	-	-
Building, Vehicles, Equipment	53,704	110,987	63,917	167,727	162,727	16,428	15,454	-	-	-	-
Construction - Traffic Control	-	-	15,000	15,000	-	-	-	-	-	-	-
Subtotal Other Financing Uses	**$59,256**	**$110,987**	**$78,917**	**$182,727**	**$162,727**	**$16,428**	**$15,454**	**$0**	**$0**	**$0**	**$0**
Total Revenues and Other Sources	**$2,382,943**	**$2,508,585**	**$2,455,935**	**$2,621,242**	**$2,537,757**	**$2,343,812**	**$2,398,483**	**$2,458,097**	**$2,531,697**	**$2,607,397**	**$2,685,497**
Total Expenditures and other Uses	**$2,394,248**	**$2,503,796**	**$2,455,934**	**$2,626,028**	**$2,542,545**	**$2,343,812**	**$2,398,483**	**$2,458,097**	**$2,531,697**	**$2,607,397**	**$2,685,497**
Beginning Fund Balance:	**$11,305**	**$0**	**$0**	**$4,789**	**$4,789**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance:	**$0**	**$4,789**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 102 REAL ESTATE EXCISE TAX											
REVENUES:											
Real Estate Excise Tax	$2,695,355	$2,994,634	$1,700,000	$1,700,000	$1,960,000	$1,800,000	$1,800,000	$1,800,000	$1,800,000	$1,800,000	$1,800,000
Interest Earnings	14,061	7,380	-	-	2,795	-	-	-	-	-	-
Transfer In - Fund 301 Parks CIP		-	-	100,000	100,000	-	-				
Total Revenue	**$2,709,416**	**$3,002,014**	**$1,700,000**	**$1,800,000**	**$2,062,795**	**$1,800,000**	**$1,800,000**	**$1,800,000**	**$1,800,000**	**$1,800,000**	**$1,800,000**
EXPENDITURES:											
Transfer Out - Fund 201 GO Bond Debt Service	-	164,000	810,000	1,110,000	540,900	1,240,900	1,242,400	1,242,400	1,242,400	1,242,400	1,242,400
Transfer Out - Fund 301 Parks CIP	358,525	1,443,130	-	519,589	519,589	158,000	624,500	-	-	-	-
Transfer Out - Fund 302 Transportation CIP	2,592,298	1,304,031	890,000	670,681	1,262,481	679,295	-	337,565	369,565	431,565	467,565
Total Expenditures	**$2,950,823**	**$2,911,161**	**$1,700,000**	**$2,300,270**	**$2,322,970**	**$2,078,195**	**$1,866,900**	**$1,579,965**	**$1,611,965**	**$1,673,965**	**$1,709,965**
Beginning Fund Balance:	**$950,823**	**$709,416**	**$0**	**$800,269**	**$800,269**	**$540,095**	**$261,900**	**$195,000**	**$415,035**	**$603,070**	**$729,105**
Ending Fund Balance:	**$709,416**	**$800,270**	**$0**	**$300,000**	**$540,095**	**$261,900**	**$195,000**	**$415,035**	**$603,070**	**$729,105**	**$819,140**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 103 LAKEWOOD TRANSPORTATION BENEFIT DISTRICT											
REVENUES:											
$20 Vehicle License Fee (Net State Admin Fee)	$835,710	$830,684	$814,000	$835,000	$835,000	$835,000	$835,000	$835,000	$835,000	$835,000	$835,000
Interest Earnings	3,906	3,447	-	-	-	-	-	-	-	-	-
Total Revenue	**$839,617**	**$834,131**	**$814,000**	**$835,000**	**$835,000**	**835,000**	**$835,000**	**$835,000**	**$835,000**	**$835,000**	**$835,000**
EXPENDITURES:											
Transfer to Fund 302 Transportation Capital	841,797	923,000	814,000	52,457	247,457	-	640,000	-	-	-	-
Total Expenditures	**$841,797**	**$923,000**	**$814,000**	**$52,457**	**$247,457**	**$0**	**$640,000**	**$0**	**$0**	**$0**	**$0**
Beginning Fund Balance:	**$143,506**	**$141,325**	**$0**	**$52,457**	**$52,457**	**$640,000**	**$1,475,000**	**$1,670,000**	**$2,505,000**	**$3,340,000**	**$4,175,000**
Ending Fund Balance:	**$141,325**	**$52,457**	**$0**	**$835,000**	**$640,000**	**$1,475,000**	**$1,670,000**	**$2,505,000**	**$3,340,000**	**$4,175,000**	**$5,010,000**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 104 HOTEL/MOTEL LODGING TAX											
REVENUES:											
Special Hotel/Motel Lodging Tax (5%)	$767,251	$774,671	$571,429	$571,429	$571,429	$571,429	$714,286	$714,286	$714,286	$714,286	$714,286
Transient Rental income Tax (2%)	288,084	317,282	228,571	228,571	228,571	228,571	285,714	285,714	285,714	285,714	285,714
Interest Earnings	22,883	22,666	-	-	10,000	-	-	-	-	-	-
Total Revenues	**$1,078,218**	**$1,114,619**	**$800,000**	**$800,000**	**$810,000**	**$800,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**
EXPENDITURES:											
Lodging Tax Programs	470,793	540,352	800,000	662,250	662,250	672,250	800,000	1,000,000	1,000,000	1,000,000	1,000,000
Lodging Tax Programs - Parks CIP	955,461	178,836	-	461,034	461,034	-	-	-	-	-	-
Total Expenditures	**$1,426,254**	**$719,189**	**$800,000**	**$1,123,284**	**$1,123,284**	**$672,250**	**$800,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**	**$1,000,000**
Beginning Fund Balance:	**$1,513,240**	**$1,165,206**	**$800,000**	**$1,560,637**	**$1,560,637**	**$1,247,353**	**$1,375,103**	**$1,575,103**	**$1,575,103**	**$1,575,103**	**$1,575,103**
Ending Fund Balance	**$1,165,206**	**$1,560,637**	**$800,000**	**$1,237,353**	**$1,247,353**	**$1,375,103**	**$1,575,103**	**$1,575,103**	**$1,575,103**	**$1,575,103**	**$1,575,103**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 105 PROPERTY ABATEMENT/RENTAL HOUSING SAFETY PROGRAM/AFFORDABLE HOUSING											
REVENUES:											
Abatement Program:	**$542,897**	**$238,946**	**$130,500**	**$130,500**	**$130,500**	**$147,000**	**$86,500**	**$77,500**	**$140,000**	**$450,000**	**$285,000**
Abatement Charges	257,467	138,739	60,000	60,000	60,000	77,000	45,000	37,000	75,000	350,000	200,000
Interest Earnings	35,430	36,581	10,500	10,500	10,500	35,000	6,500	5,500	30,000	65,000	50,000
Judgments & Settlements/Other Misc	-	3,625	-	-	-	-	-	-	-	-	-
Transfer In - Fund 001 General	250,000	60,000	60,000	60,000	60,000	35,000	35,000	35,000	35,000	35,000	35,000
Rental Housing Safety Program:	**59,911**	**230,307**	**198,300**	**198,300**	**198,300**	**225,000**	**225,000**	**150,800**	**150,800**	**150,800**	**150,800**
Transfer In - Fund 001 General	-	25,000	25,000	25,000	25,000	50,000	50,000	-	-	-	-
Rental Housing Safety Program Fees	59,911	205,307	173,300	173,300	173,300	175,000	175,000	150,800	150,800	150,800	150,800
1406 Affordable Housing Program	**-**	**-**	**-**	**48,849**	**48,849**	**98,000**	**98,000**	**98,000**	**98,000**	**98,000**	**98,000**
Sales Tax	-	-	-	48,849	48,849	98,000	98,000	98,000	98,000	98,000	98,000
Total Revenues	**$602,808**	**$469,253**	**$328,800**	**$377,649**	**$377,649**	**$470,000**	**$409,500**	**$326,300**	**$388,800**	**$698,800**	**$533,800**
EXPENDITURES:											
Abatement	221,716	132,474	130,500	701,284	701,284	147,000	86,500	77,500	140,000	450,000	285,000
Rental Housing Safety Program	159,809	199,841	198,300	233,333	233,333	225,000	225,000	150,800	150,800	150,800	150,800
1406 Affordable Housing Program	-	-	-	48,849	48,849	98,000	98,000	98,000	98,000	98,000	98,000
Total Expenditures	**$381,525**	**$332,315**	**$328,800**	**$983,466**	**$983,466**	**$470,000**	**$409,500**	**$326,300**	**$388,800**	**$698,800**	**$533,800**
Beginning Fund Balance:	**$247,597**	**$468,879**	**$0**	**$605,817**	**$605,817**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance:	**$468,879**	**$605,817**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Abatement Program	$464,312	$570,784	$0	$0	$0	$0	$0	$0	$0	$0	$0
Rental Housing Safety Program	$4,567	$35,033	$0	$0	$0	$0	$0	$0	$0	$0	$0
1406 Affordable Housing Program	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 106 PUBLIC ART											
REVENUES:											
Interest Earnings	$348	$893	$0	$0	$0	$0	$0	$0	$0	$0	$0
Facility Rentals	24,000	21,000	15,000	15,000	-	7,500	15,000	15,000	15,000	15,000	15,000
Transfer In - Fund 001 General	-	100,000	-	-	-	-	-	65,000	65,000	65,000	65,000
Total Revenues	**$24,348**	**$121,893**	**$15,000**	**$15,000**	**$0**	**$7,500**	**$15,000**	**$80,000**	**$80,000**	**$80,000**	**$80,000**
EXPENDITURES:											
Arts Commission Programs	610	-	2,000	4,000	4,000	2,000	2,000	2,000	2,000	2,000	2,000
Public Art	18,450	4,000	13,000	153,778	138,778	5,500	13,000	78,000	78,000	78,000	78,000
Total Expenditures	**$19,061**	**$4,000**	**$15,000**	**$157,778**	**$142,778**	**$7,500**	**$15,000**	**$80,000**	**$80,000**	**$80,000**	**$80,000**
Beginning Fund Balance:	**$19,597**	**$24,885**	**$0**	**$142,778**	**$142,778**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance:	**$24,885**	**$142,778**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 180 NARCOTICS SEIZURE											
REVENUES:											
Forfeitures	$172,938	$123,275	$70,000	$70,000	$18,000	$0	$0	$0	$0	$0	$0
Law Enforcement Contracts	27,557	38,171	-	-	12,000	-	-	-	-	-	-
Interest Earnings	4,712	6,098	-	-	-	-	-	-	-	-	-
Total Revenues	**$205,207**	**$167,544**	**$70,000**	**$70,000**	**$30,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES:											
Investigations /Predictive Policing	154,707	201,584	70,000	352,319	192,321	-	-	-	-	-	-
Capital Purchases	18,901	-	-	-	-	120,000	-	-	-	-	-
Total Expenditures	**$173,608**	**$201,584**	**$70,000**	**$352,319**	**$192,321**	**$120,000**	**$0**	**$0**	**$0**	**$0**	**$0**
Beginning Fund Balance:	**$284,762**	**$316,361**	**$0**	**$282,321**	**$282,321**	**$120,000**	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance:	**$316,361**	**$282,321**	**$0**	**$0**	**$120,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 181 FELONY SEIZURE											
REVENUES:											
Forfeitures/Misc/Interest	$30,841	$14,121	$0	$0	$37,000	$0	$0	$0	$0	$0	$0
Total Revenues	**$30,841**	**$14,121**	**$0**	**$0**	**$37,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES:											
Investigations/Predictive Policing	61,160	21,022	-	8,143	45,143	-	-	-	-	-	-
Total Expenditures	**$61,160**	**$21,022**	**$0**	**$8,143**	**$45,143**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Beginning Fund Balance:	**$45,363**	**$15,044**	**$0**	**$8,143**	**$8,143**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance:	**$15,044**	**$8,143**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 182 FEDERAL SEIZURE											
REVENUES:											
Forfeitures	$736	$264,203	$39,600	$39,600	$65,000	$0	$0	$0	$0	$0	$0
Total Revenues	**$736**	**$264,203**	**$39,600**	**$39,600**	**$65,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES:											
Crime Prevention	3,096	4,374	39,600	199,429	204,831	-	-	-	-	-	-
Capital	-	-	-	100,000	-	120,000	-	-	-	-	-
Total Expenditures	**$3,096**	**$4,374**	**$39,600**	**$299,429**	**$204,831**	**$120,000**	**$0**	**$0**	**$0**	**$0**	**$0**
Beginning Fund Balance:	**$2,360**	**$0**	**$0**	**$259,829**	**$259,829**	**$120,000**	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance:	**$0**	**$259,829**	**$0**	**$0**	**$120,000**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 190 CDBG											
REVENUES:											
Grants	$548,832	$843,178	$560,000	$2,825,006	$2,825,006	$595,000	$595,000	$595,000	$595,000	$595,000	$595,000
Interest Earnings	-	6	-	-	-	-	-	-	-	-	-
Miscellaneous/Contributions	-	1,309	-	-	-	-	-	-	-	-	-
Total Revenues	**$548,832**	**$844,493**	**$560,000**	**$2,825,006**	**$2,825,006**	**$595,000**	**$595,000**	**$595,000**	**$595,000**	**$595,000**	**$595,000**
EXPENDITURES:											
Grants	433,771	348,605	310,000	2,657,732	4,060,956	595,000	595,000	595,000	595,000	595,000	595,000
Transfer Out - Fund 302 Transportation	112,997	486,445	250,000	167,274	167,274	-	-	-	-	-	-
Total Expenditures	**$546,768**	**$835,050**	**$560,000**	**$2,825,006**	**$4,228,230**	**$595,000**	**$595,000**	**$595,000**	**$595,000**	**$595,000**	**$595,000**
Beginning Fund Balance:	**$1,391,718**	**$1,393,781**	**$0**	**$1,403,224**	**$1,403,224**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance:	**$1,393,781**	**$1,403,224**	**$0**	**$1,403,224**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 191 NEIGHBORHOOD STABLILIZATION PROGRAM											
REVENUES:											
Grant-NSP 1	$0	$55,697	$0	$64,016	$64,016	$0	$0	$0	$0	$0	$0
Grant-NSP 3	-	-	-	-	57,505	-	-	-	-	-	-
Abatement Charges	36,982	-	20,700	-	43,740	63,000	37,000	25,000	40,000	75,000	85,000
Abatement Interest	4,721	1,766	4,000	10,000	14,000	15,000	5,000	3,000	5,500	8,000	9,000
Total Revenues	**$41,703**	**$57,462**	**$24,700**	**$74,016**	**$179,261**	**$78,000**	**$42,000**	**$28,000**	**$45,500**	**$83,000**	**$94,000**
EXPENDITURES:											
Grant-NSP 1	58,540	3,662	24,700	216,450	264,190	78,000	42,000	28,000	45,500	83,000	94,000
Grant-NSP 3	-	-	-	-	57,505	-	-	-	-	-	-
Total Expenditures	**$58,540**	**$3,662**	**$24,700**	**$216,450**	**$321,695**	**$78,000**	**$42,000**	**$28,000**	**$45,500**	**$83,000**	**$94,000**
Beginning Fund Balance:	**$105,469**	**$88,632**	**$0**	**$142,433**	**$142,433**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance:	**$88,632**	**$142,433**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 192 SSMCP (SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP)											
REVENUES:											
Grants	$1,464,107	$241,825	$0	$7,304,317	$7,304,317	$0	$0	$0	$0	$0	$0
Partner Participation	182,510	182,400	227,100	180,850	180,850	177,500	177,500	177,500	177,500	177,500	177,500
Misc/Other	336	1	-	-	-	-	-	-	-	-	-
Transfer In From Fund 001 General	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Revenues	**$1,696,953**	**$474,227**	**$277,100**	**$7,535,167**	**$7,535,167**	**$227,500**	**$227,500**	**$227,500**	**$227,500**	**$227,500**	**$227,500**
EXPENDITURES:											
OEA/SSMCP	1,717,761	494,496	277,100	7,588,599	7,588,599	227,500	227,500	227,500	227,500	227,500	227,500
Transfer To Fund 001 General											
Total Expenditures	**$1,717,761**	**$494,496**	**$277,100**	**$7,588,599**	**$7,588,599**	**$227,500**	**$227,500**	**$227,500**	**$227,500**	**$227,500**	**$227,500**
Beginning Fund Balance:	**$94,508**	**$73,700**	**$0**	**$53,431**	**$53,431**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance:	**$73,700**	**$53,431**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 195 PUBLIC SAFETY GRANTS											
REVENUES:											
Grants	$133,427	$317,474	$130,037	$440,538	$440,538	$132,328	$132,328	$0	$0	$0	$0
Total Revenues	**$133,427**	**$317,474**	**$130,037**	**$440,538**	**$440,538**	**$132,328**	**$132,328**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES:											
Grants	133,427	317,473	130,037	440,538	440,538	132,328	132,328	-	-	-	-
Total Expenditures	**$133,427**	**$317,473**	**$130,037**	**$440,538**	**$440,538**	**$132,328**	**$132,328**	**$0**	**$0**	**$0**	**$0**
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**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 201 GENERAL OBLIGATION BOND DEBT SERVICE											
REVENUES:											
Transfer-In From Fund 001 General	$398,847	$436,603	$440,656	$441,487	$441,487	$449,921	$447,538	$446,981	$442,756	$370,919	$366,294
Transfer-In From Fund 102 REET	-	164,000	810,000	1,110,000	540,900	1,240,900	1,242,400	1,242,400	1,242,400	1,242,400	1,242,400
Total Revenues	**$398,847**	**$600,603**	**$1,250,656**	**$1,551,487**	**$982,387**	**$1,690,821**	**$1,689,938**	**$1,689,381**	**$1,685,156**	**$1,613,319**	**$1,608,694**
EXPENDITURES:											
59th Avenue	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	77,000	-	-
Police Station - 2009/2016 LTGO	166,697	210,181	209,006	209,006	209,006	212,594	210,706	213,581	210,981	213,144	209,394
LOCAL LED Streetlight	155,150	155,025	154,650	154,650	155,481	160,327	159,832	156,400	154,775	157,775	156,900
Transportation Bond - 2019 LTGO	-	158,396	810,000	1,110,831	540,900	1,240,900	1,242,400	1,242,400	1,242,400	1,242,400	1,242,400
Total Expenditures	**$398,847**	**$600,603**	**$1,250,656**	**$1,551,487**	**$982,387**	**$1,690,821**	**$1,689,938**	**$1,689,381**	**$1,685,156**	**$1,613,319**	**$1,608,694**
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**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE											
REVENUES:											
Interest	$541	$1,876	$0	$0	$0	$0	$0	$0	$0	$0	$0
Assessments	255,548	201,429	203,500	175,521	175,521	268,920	247,774	238,731	221,505	145,327	91,294
LID 1109 Bond Proceeds for Admin Fees (Fund 302)	-	-	-	17,730	17,730	-	-	-	-	-	-
Total Revenues	**$256,089**	**$203,305**	**$203,500**	**$193,251**	**$193,251**	**$268,920**	**$247,774**	**$238,731**	**$221,505**	**$145,327**	**$91,294**
EXPENDITURES:											
LID 1101/1103	122,233	167,641	128,100	145,097	145,097	109,833	950	9,751	9,751	9,751	219,751
LID 1108	71,065	68,293	75,400	65,521	65,521	62,749	59,977	10,462	-	-	-
LID 1109	-	-	-	17,730	17,730	96,338	94,686	92,712	90,738	88,764	86,790
Total Expenditures	**193,298**	**235,934**	**203,500**	**228,348**	**228,348**	**268,920**	**155,613**	**112,925**	**100,489**	**98,515**	**306,541**
Beginning Fund Balance:	**$4,935**	**$67,726**	**$0**	**$35,097**	**$35,097**	**$0**	**$0**	**$92,161**	**$217,967**	**$338,983**	**$385,795**
Ending Fund Balance:	**$67,726**	**$35,097**	**$0**	**$0**	**$0**	**$0**	**$92,161**	**$217,967**	**$338,983**	**$385,795**	**$170,548**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 204 SEWER PROJECT DEBT SERVICE											
REVENUES:											
Sewer Charges (4.75% Sewer Surcharge)	$673,891	$822,295	$765,000	$765,000	$765,000	$785,000	$805,000	$825,000	$845,000	$865,000	$885,000
Interest Earnings/Other	15,110	20,829	23,477	23,477	23,477	6,600	9,200	5,200	1,300	1,300	1,300
Sanitary Side Sewer Connect Home Loan Repay	14,434	7,767	-	-	8,044	8,881	20,058	20,058	21,457	12,230	12,039
Total Revenues	**$703,436**	**$850,891**	**$788,477**	**$788,477**	**$796,521**	**$800,481**	**$834,258**	**$850,258**	**$867,757**	**$878,530**	**$898,339**
EXPENDITURES:											
Principal & Interest	487,491	485,023	482,554	482,554	482,554	480,086	477,618	475,150	472,682	440,498	438,327
Transfer To Fund 311 Sewer Capital	68,995	987,000	55,000	55,000	55,000	190,000	50,000	1,130,000	50,000	50,000	50,000
Total Expenditures	**556,486**	**1,472,023**	**537,554**	**537,554**	**$537,554**	**$670,086**	**$527,618**	**$1,605,150**	**$522,682**	**$490,498**	**$488,327**
Beginning Fund Balance:	**$793,502**	**$940,452**	**$290,852**	**$319,321**	**$319,321**	**$578,288**	**$708,683**	**$1,015,323**	**$260,431**	**$605,506**	**$993,538**
Ending Fund Balance:	**$940,452**	**$319,321**	**$541,775**	**$570,244**	**$578,288**	**$708,683**	**$1,015,323**	**$260,431**	**$605,506**	**$993,538**	**$1,403,550**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE											
REVENUES:											
Interest Earnings	$2,760	$2,606	$0	$0	$0	$0	$0	$0	$0	$0	$0
Total Revenues	**$2,760**	**$2,606**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES:											
Transfer Out - Fund 001 General	-	-	-	-	-	-	-	-	-	-	-
Total Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Beginning Fund Balance:	**$126,928**	**$129,688**	**$127,047**	**$132,294**	**$132,294**	**$132,294**	**$132,294**	**$132,294**	**$132,294**	**$132,294**	**$132,294**
Ending Fund Balance:	**$129,688**	**$132,294**	**$127,047**	**$132,294**	**$132,294**	**$132,294**	**$132,294**	**$132,294**	**$132,294**	**$132,294**	**$132,294**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 301 PARKS CAPITAL											
REVENUES:											
Grants	$25,000	$714,360	$2,850,000	$3,934,911	$3,934,911	$0	$0	$0	$0	$0	$0
Motor Vehicle Excise Tax for Paths & Trails	-	4,978	-	-	-	-	-				
Funds Anticipated	-	-	-	-	-	332,000	2,518,000	230,000	115,000	115,000	-
Interest Earnings	12,988	33,800	-	-	-	-	-	-	-	-	-
Contributions/Donations/Utility & Developers	162,250	208,974	-	30,000	30,000	-	-	-	-	-	-
Transfer In From Fund 001 General	945,684	479,300	80,000	282,129	467,129	80,000	212,500	80,000	80,000	80,000	80,000
Transfer In From Fund 102 REET	358,525	1,443,130	-	519,589	519,589	158,000	624,500	-	-	-	-
Transfer In From Fund 104 Hotel/Motel Lodging Tax	955,461	178,836	-	461,034	461,034	-	-	-	-	-	-
Transfer In From Fund 302 Transportation CIP	-	5,087	-	-	-	-	-	-	-	-	-
Transfer In From Fund 401 Surface Water Mgmt	248,150	131,537	50,000	206,277	206,277	-	-	-	-	-	-
Transfer In - Fund 502 Property Management	-	50,000	-	-	-	-	-	-	-	-	-
Total Revenues	**$2,708,058**	**$3,250,004**	**$2,980,000**	**$5,433,940**	**$5,618,940**	**$570,000**	**$3,355,000**	**$310,000**	**$195,000**	**$195,000**	**$80,000**
EXPENDITURES:											
Capital	2,208,952	2,025,972	3,860,000	8,035,876	8,235,497	570,000	3,355,000	310,000	195,000	195,000	80,000
Transfer to Fund 102 REET	-	-	-	100,000	100,000						
Total Expenditures	**$2,208,952**	**$2,025,972**	**$3,860,000**	**$8,135,876**	**$8,335,497**	**$570,000**	**$3,355,000**	**$310,000**	**$195,000**	**$195,000**	**$80,000**
Beginning Fund Balance:	**$993,419**	**$1,492,525**	**$880,000**	**$2,716,557**	**$2,716,557**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance:	**$1,492,525**	**$2,716,557**	**$0**	**$14,621**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 302 TRANSPORATION CAPITAL PROJECT											
REVENUES:											
Motor Vehicle Excise Tax	$351,274	$338,774	$350,000	$350,000	$340,720	$344,330	$330,560	$330,560	$330,560	$330,560	$330,560
State Transportation Package - Multi-Modal Distribution	83,416	82,162	82,400	82,400	82,400	80,440	79,240	79,240	79,240	79,240	79,240
State Transportation Package - Increased Gas Tax (MVET)	72,990	71,893	72,300	72,300	72,300	70,235	69,635	69,635	69,635	69,635	69,635
Traffic Mitigation Fees	-	103,505	-	-	-	-	-	-	-	-	-
Pavement Degradation Fees	-	52,741	-	-	25,000	-	-	-	-	-	-
Grants	7,837,710	1,421,106	1,675,000	4,500,967	4,500,967	4,786,400	4,859,598	-	-	-	-
Contributions from Utilities/Developers/Partners	23,013	179,351	-	-	-	150,302	-	-	-	-	-
LID Financing	-	-	-	922,757	922,757	-	-	-	-	-	-
Proceeds from Sale of Asset/Street Vacation	40,102	200,000	-	-	-	-	-	-	-	-	-
Interest/Other	28,074	136,879	-	-	-	-	-	-	-	-	-
Interfund Loan From Fleet & Equipment Reserves	374,426	-	-	-	-	-	-	-	-	-	-
GO Bond Proceeds	-	8,055,905	6,000,000	3,000,000	3,000,000	6,600,000	-	-	-	-	-
Transfer In - Fund 001 General	1,045,635	983,797	700,000	393,547	393,547	700,000	432,965	700,000	700,000	700,000	515,000
Transfer In - Fund 102 REET	2,592,298	1,304,031	890,000	670,681	1,262,481	679,295	-	337,565	369,565	431,565	467,565
Transfer In - Fund 103 TBD	841,797	923,000	814,000	52,457	247,457	-	640,000	-	-	-	-
Transfer In - Fund 190 CDBG	112,997	486,445	250,000	167,273	167,273	-	-	-	-	-	-
Transfer In - Fund 401 SWM	1,451,101	788,275	1,870,000	2,842,126	2,964,056	1,575,000	3,000,000	-	-	-	-
Total Revenues	**$14,854,833**	**$15,127,864**	**$12,703,700**	**$13,054,508**	**$13,978,958**	**$14,986,002**	**$9,411,998**	**$1,517,000**	**$1,549,000**	**$1,611,000**	**$1,462,000**
EXPENDITURES:											
Capital Projects	$13,820,382	$7,256,185	$14,320,000	$22,250,092	$23,266,074	$15,732,002	$9,411,998	$1,517,000	$1,549,000	$1,611,000	$1,462,000
Debt Issue Cost	-	55,881	-	-	-	-	-	-	-	-	-
Transfer Out - Fund 301 Parks CIP	20,409	5,087	-	-	-	-	-	-	-	-	-
Transfer Out - Fund 201 GO Bond Debt Service	-	-	-	17,730	17,730	-	-	-	-	-	-
Transfer Out - Fund 401 SWM	-	-	-	241,840	241,840	-	-	-	-	-	-
Intefund Loan Repayment	-	-	-	880,204	880,204	-	-	-	-	-	-
Total Expenditures	**$13,840,791**	**$7,317,153**	**$14,320,000**	**$23,389,866**	**$24,405,848**	**$15,732,002**	**$9,411,998**	**$1,517,000**	**$1,549,000**	**$1,611,000**	**$1,462,000**
Beginning Fund Balance:	**$2,529,384**	**$3,543,426**	**$2,493,570**	**$11,340,593**	**$11,354,136**	**$927,246**	**$181,246**	**$181,246**	**$181,246**	**$181,246**	**$181,246**
Ending Fund Balance:	**$3,543,426**	**$11,354,136**	**$877,270**	**$1,005,235**	**$927,246**	**$181,246**	**$181,246**	**$181,246**	**$181,246**	**$181,246**	**$181,246**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 311 SEWER CAPITAL PROJECT											
REVENUES:											
Sewer Availability Charge	$0	$245,401	$140,000	$140,000	$140,000	$165,000	$200,000	$125,000	$200,000	$150,000	$150,000
Interest Earnings	3,290	18,382	-	-	-	-	-	-	-	-	-
Proceeds from Lien	-	1,474	-	-	-	-	-	-	-	-	-
Grants	-	450,000	-	75,000	75,000	-	-	-	-	-	-
Transfer In Fund 001 General	-	-	-	27,000	27,000	-	-				
Transfer In From Fund 401 Surface Water Mgmt	-	-	-	8,000	8,000	-	-				
Transfer In Fund 204 Sewer Debt (Sewer Surcharge 4.75%	68,995	987,000	55,000	55,000	55,000	190,000	50,000	1,130,000	50,000	50,000	50,000
Transfer In Fund 312 Sanitary Sewer Connection Capital	35,000	815,483	-	-	-	-	-	-	-	-	-
Total Revenues	**$107,285**	**$2,517,741**	**$195,000**	**$305,000**	**$305,000**	**$355,000**	**$250,000**	**$1,255,000**	**$250,000**	**$200,000**	**$200,000**
EXPENDITURES:											
Capital/Administration	40,775	1,390,145	123,000	1,085,234	1,085,234	795,000	130,000	1,165,000	85,000	85,000	135,000
Total Expenditures	**$40,775**	**$1,390,145**	**$123,000**	**$1,085,234**	**$1,085,234**	**795,000**	**130,000**	**1,165,000**	**85,000**	**85,000**	**135,000**
Beginning Fund Balance:	**$51,716**	**$118,225**	**$698,629**	**$1,245,820**	**$1,245,820**	**$465,586**	**$25,586**	**$145,586**	**$235,586**	**$400,586**	**$515,586**
Ending Fund Balance:	**$118,225**	**$1,245,820**	**$770,629**	**$465,586**	**$465,586**	**$25,586**	**$145,586**	**$235,586**	**$400,586**	**$515,586**	**$580,586**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 312 SANITARY SEWER CONNECTION CAPITAL											
REVENUES:											
Sewer Availability Charge	$211,609	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Interest Earnings	10,479	-	-	-	-	-	-	-	-	-	-
Proceeds From Lien	2,410	-	-	-	-	-	-	-	-	-	-
Total Revenues	**$224,498**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
EXPENDITURES:											
Capital & Administration	25,594	-	-	-	-	-	-	-	-	-	-
Transfer To Fund 311 Sewer Capital Project	35,000	815,484	-	-	-	-	-	-	-	-	-
Total Expenditures	**$60,594**	**$815,484**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Beginning Fund Balance:	**$651,579**	**$815,484**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Ending Fund Balance:	**$815,484**	**($0)**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 401 SURFACE WATER MANAGEMENT											
REVENUES:											
Storm Drainage Fees & Charges	2,735,663	4,256,773	3,904,100	4,004,100	4,004,100	4,351,500	4,466,400	4,578,100	4,692,500	4,692,500	4,692,500
Site Development Permit Fee	55,968	46,968	30,000	30,000	60,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest Earnings & Misc	66,762	79,984	20,800	20,800	20,800	15,600	15,600	18,500	22,500	28,000	32,600
Subtotal Operating Revenues	**$2,858,394**	**$4,383,724**	**$3,954,900**	**$4,054,900**	**$4,084,900**	**$4,417,100**	**$4,532,000**	**$4,646,600**	**$4,765,000**	**$4,770,500**	**$4,775,100**
EXPENDITURES:											
Engineering Services	1,219,515	1,431,957	1,824,593	1,830,356	1,830,356	1,860,808	1,912,690	1,970,100	2,029,200	2,090,100	2,152,800
Operations & Maintenance	596,460	810,393	860,354	955,600	955,600	961,416	965,501	994,500	1,024,300	1,055,000	1,086,700
Revenue Bonds - Debt Service (15-Year Life, 4%)	-	-	-	-	-	126,000	501,000	501,000	501,000	501,000	501,000
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	**$2,100,675**	**$2,527,049**	**$2,969,647**	**$3,070,656**	**$3,070,656**	**$3,232,924**	**$3,663,891**	**$3,750,300**	**$3,839,200**	**$3,930,800**	**$4,025,200**
OPERATING INCOME (LOSS)	**$757,718**	**$1,856,675**	**$985,253**	**$984,244**	**$1,014,244**	**$1,184,176**	**$868,109**	**$896,300**	**$925,800**	**$839,700**	**$749,900**
OTHER FINANCING SOURCES:											
Grants/Contributions	49,226	-	-	50,000	50,000	-	-	-	-	-	-
American Lake Management District	-	119,313	-	48,474	48,474	33,285	33,476	33,670	33,868	34,070	34,276
Flood Control Opportunity Fund	-	-	-	280,000	280,000	-	-	-	-	-	-
Revenue Bonds - Bond Proceeds	-	-	-	-	-	1,000,000	3,000,000	-	-	-	-
Transfer In From Fund 302 Transportation Capital	-	-	-	241,840	241,840	-	-	-	-	-	-
Subtotal Other Financing Sources	**$49,226**	**$119,313**	**$0**	**$620,314**	**$620,314**	**$1,033,285**	**$3,033,476**	**$33,670**	**$33,868**	**$34,070**	**$34,276**
OTHER FINANCING USES:											
Capital/1-Time	197,129	225,438	253,718	1,326,275	1,232,789	231,665	906,270	491,500	381,900	385,000	355,000
American Lake Management District	-	124,619	-	29,320	29,320	29,886	30,464	31,053	31,654	32,268	32,893
Transfer to Fund 301 Parks CIP	248,150	133,958	50,000	150,000	206,277	-	-	-	-	-	-
Transfer to Fund 302 Transportation Capital	1,451,101	785,855	1,870,000	2,842,126	2,964,056	1,575,000	3,000,000	-	-	-	-
Transfer To Fund 311 Sewer Capital	-	-	-	8,000	8,000	-	-	-	-	-	-
Subtotal Other Financing Uses	**$1,896,381**	**$1,269,870**	**$2,173,718**	**$4,355,721**	**$4,440,442**	**$1,836,551**	**$3,936,734**	**$522,553**	**$413,554**	**$417,268**	**$387,893**
Total Revenues and Other Sources	**$2,907,620**	**$4,503,037**	**$3,954,900**	**$4,675,214**	**$4,705,214**	**$5,450,385**	**$7,565,476**	**$4,680,270**	**$4,798,868**	**$4,804,570**	**$4,809,376**
Total Expenditures and other Uses	**$3,997,056**	**$3,796,920**	**$5,143,365**	**$7,426,377**	**$7,511,098**	**$5,069,475**	**$7,600,626**	**$4,272,853**	**$4,252,754**	**$4,348,068**	**$4,413,093**
Beginning Fund Balance:	**$4,689,608**	**$3,600,172**	**$2,078,878**	**$4,306,289**	**$4,306,289**	**$1,500,405**	**$1,881,315**	**$1,846,165**	**$2,253,582**	**$2,799,696**	**$3,256,198**
Ending Fund Balance:	**$3,600,172**	**$4,306,289**	**$890,413**	**$1,555,126**	**$1,500,405**	**$1,881,315**	**$1,846,165**	**$2,253,582**	**$2,799,696**	**$3,256,198**	**$3,652,481**
Ending Fund Balance as a % of Oper Rev/Exp	126.0%	98.2%	22.5%	38.4%	36.7%	58.2%	50.4%	60.1%	72.9%	82.8%	90.7%
17% Operating Reserves (of Oper Rev)	$485,927	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
33% Operating Reserves (of Oper Exp)	n/a	$833,926	$979,984	$1,013,316	$1,013,316	$1,066,865	$1,209,084	$1,237,599	$1,266,936	$1,297,164	$1,328,316
1% Capital Reserves	n/a	$458,330	$481,477	$453,795	$453,795	$490,130	$529,130	$534,045	$537,864	$541,714	$545,264
American Lake Management District	$0	$16,571	$0	$33,294	$33,294	$33,606	$33,604	$33,280	$32,626	$31,633	$30,294
Unreserved / (Shortfall):	$3,114,245	$2,997,462	($571,048)	$54,721	($0)	$290,714	$74,347	$448,658	$962,270	$1,385,687	$1,748,607

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 501 FLEET & EQUIPMENT											
OPERATING REVENUES:											
M&O Revenue	$691,737	$763,367	$740,720	$740,720	$660,720	$740,720	$740,720	$763,400	$786,700	$810,700	$835,400
Interest Earnings	61,399	71,013	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Total Revenues	**$753,136**	**$834,380**	**$755,720**	**$755,720**	**$675,720**	**$755,720**	**$755,720**	**$778,400**	**$801,700**	**$825,700**	**$850,400**
OPERATING EXPENDITURES:											
Fuel/Gasoline	348,588	323,206	424,150	424,150	344,150	424,150	424,150	436,900	450,000	463,500	477,400
Other Supplies	12,045	18,655	3,990	3,990	3,990	3,990	3,990	4,100	4,200	4,300	4,400
Repairs & Maintenance	388,376	499,389	327,580	327,580	327,580	327,580	327,580	337,400	347,500	357,900	368,600
Other Services & Charges	2,564	6,468	-	-	-	-	-	-	-	-	-
Intergovernmental	1,563	-	-	-	-	-	-	-	-	-	-
Total Expenditures	**$753,136**	**$847,719**	**$755,720**	**$755,720**	**$675,720**	**$755,720**	**$755,720**	**$778,400**	**$801,700**	**$825,700**	**$850,400**
Operating Revenue Over/(Under) Expenditures	**$0**	**($13,339)**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OTHER FINANCING SOURCES:											
Interfund Loan (LID Interim Financing)	-	-	-	880,204	880,204	-	-	-	-	-	-
Replacement Reserves Collections	942,870	805,481	-	-	-	-	-	852,806	852,806	852,806	852,806
Capital Contribution	-	-	-	91,824	91,824	-	-	-	-	-	-
Proceeds From Sale of Assets	52,500	13,339	-	-	-	-	-	-	-	-	-
Transfer In From Fund 504 Risk Management	-	81,184	-	182,400	182,400	-	-	-	-	-	-
Total Other Financing Sources	**$995,370**	**$900,004**	**$0**	**$1,154,428**	**$1,154,428**	**$0**	**$0**	**$852,806**	**$852,806**	**$852,806**	**$852,806**
OTHER FINANCING USES:											
Fleet & Equipment New & Replacement	722,714	941,993	596,300	994,100	994,100	484,000	252,000	-	-	-	-
Interfund Loan (LID Interim Financing)	374,426	-	-	-	-	-	-	-	-	-	-
Transfer to Fund 001 General	16,000	-	-	-	-	-	-	-	-	-	-
Total Other Financing Uses	**$1,113,140**	**$941,993**	**$596,300**	**$994,100**	**$994,100**	**$484,000**	**$252,000**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$1,748,506**	**$1,734,384**	**$755,720**	**$1,910,148**	**$1,830,148**	**$755,720**	**$755,720**	**$1,631,206**	**$1,654,506**	**$1,678,506**	**$1,703,206**
Total Expenditures	**$1,866,277**	**$1,789,712**	**$1,352,020**	**$1,749,820**	**$1,669,820**	**$1,239,720**	**$1,007,720**	**$778,400**	**$801,700**	**$825,700**	**$850,400**
Beginning Fund Balance:	**$3,953,548**	**$3,835,778**	**$4,815,080**	**$3,780,451**	**$3,780,451**	**$3,940,779**	**$3,456,779**	**$3,204,779**	**$4,057,585**	**$4,910,391**	**$5,763,197**
Ending Fund Balance:	**$3,835,778**	**$3,780,451**	**$4,218,780**	**$3,940,779**	**$3,940,779**	**$3,456,779**	**$3,204,779**	**$4,057,585**	**$4,910,391**	**$5,763,197**	**$6,616,003**

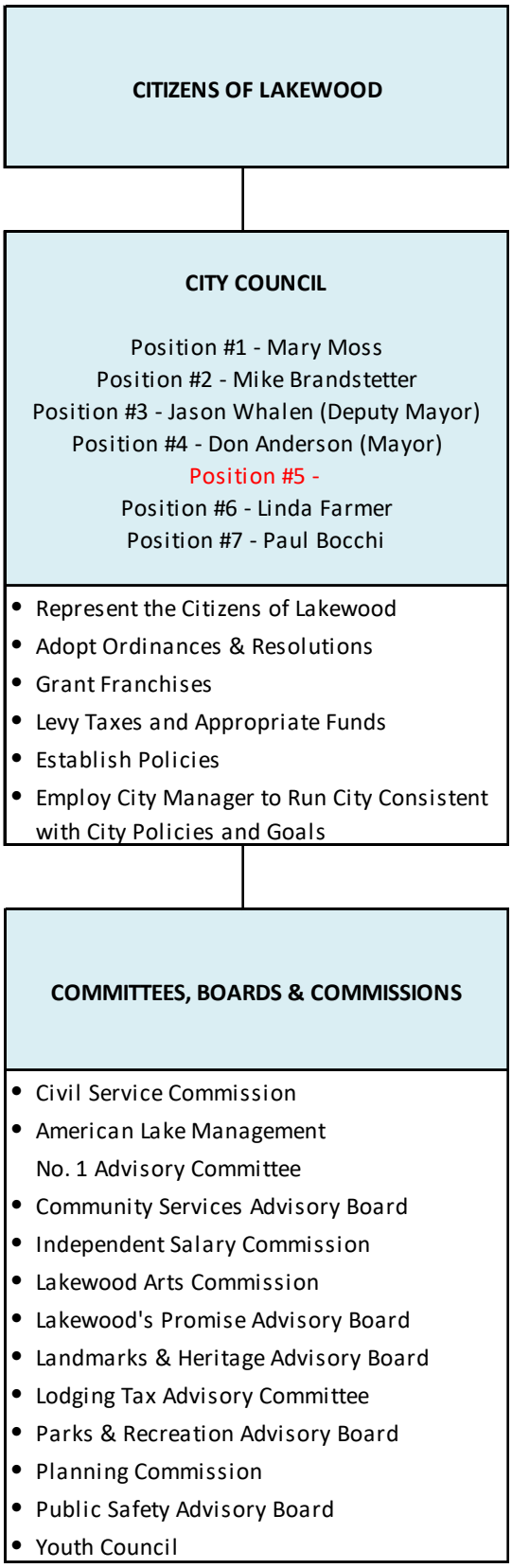
	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 502 PROPERTY MANAGEMENT											
OPERATING REVENUES:											
M&O Revenue	$677,621	$683,461	$678,684	$686,284	$686,284	$695,603	$698,917	$720,000	$741,600	$763,800	$786,800
Interest Earnings	10,536	14,728	-	-	-	-	-	-	-	-	-
Total Operating Revenues	**$688,157**	**$698,189**	**$678,684**	**$686,284**	**$686,284**	**$695,603**	**$698,917**	**$720,000**	**$741,600**	**$763,800**	**$786,800**
OPERATING EXPENDITURES:											
City Hall Facility	366,268	369,872	371,045	378,645	378,645	381,034	383,354	394,900	406,700	418,900	431,500
Police Station	259,803	266,905	239,277	239,277	239,277	245,052	245,881	253,300	260,900	268,700	276,800
Parking Facilities/Light Rail	62,086	61,413	68,362	68,362	68,362	69,517	69,682	71,800	74,000	76,200	78,500
Total Operating Expenditures	**$688,157**	**$698,189**	**$678,684**	**$686,284**	**$686,284**	**$695,603**	**$698,917**	**$720,000**	**$741,600**	**$763,800**	**$786,800**
Operating Revenue Over/(Under) Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OTHER FINANCING SOURCES:											
Replacement Reserve Collections / Other 1-Time	100,000	100,000	100,000	159,000	159,000	-	100,000	100,000	100,000	100,000	100,000
Total Other Financing Sources	**$100,000**	**$100,000**	**$100,000**	**$159,000**	**$159,000**	**$0**	**$100,000**	**$100,000**	**$100,000**	**$100,000**	**$100,000**
OTHER FINANCING USES:											
Capital/1-Time/6-Year Property Management Plan	43,761	157,082	95,000	205,933	205,933	230,000	5,000	145,000	105,000	145,500	255,000
Total Other Financing Uses	**$43,761**	**$157,082**	**$95,000**	**$205,933**	**$205,933**	**$230,000**	**$5,000**	**$145,000**	**$105,000**	**$145,500**	**$255,000**
Total Revenues	**$788,157**	**$798,188**	**$778,684**	**$845,284**	**$845,284**	**$695,603**	**$798,917**	**$820,000**	**$841,600**	**$863,800**	**$886,800**
Total Expenditures	**$731,918**	**$855,271**	**$773,684**	**$892,217**	**$892,217**	**$925,603**	**$703,917**	**$865,000**	**$846,600**	**$909,300**	**$1,041,800**
Beginning Fund Balance:	**$436,900**	**$493,139**	**$348,436**	**$436,057**	**$436,057**	**$389,124**	**$159,124**	**$254,124**	**$209,124**	**$204,124**	**$158,624**
Ending Fund Balance:	**$493,139**	**$436,057**	**$353,436**	**$389,124**	**$389,124**	**$159,124**	**$254,124**	**$209,124**	**$204,124**	**$158,624**	**$3,624**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 503 INFORMATION TECHNOLOGY											
REVENUES:											
M&O Revenue	$1,218,422	$1,202,671	$1,690,139	$1,709,939	$1,703,939	$1,891,129	$1,952,033	$2,010,600	$2,126,900	$2,158,000	$2,255,000
Misc/Interest/Other	1,002	2,201	-	-	-	-	-	-	-	-	-
Total Operating Revenues	**$1,219,424**	**$1,204,872**	**$1,690,139**	**$1,709,939**	**$1,703,939**	**$1,891,129**	**$1,952,033**	**$2,010,600**	**$2,126,900**	**$2,158,000**	**$2,255,000**
EXPENDITURES:											
Personnel	521,877	562,728	558,529	578,329	578,329	588,699	601,193	619,200	637,800	656,900	676,600
Supplies	134,355	40,330	174,520	174,520	174,520	179,520	179,520	184,900	190,400	196,100	202,000
Services & Charges	563,192	601,814	957,090	957,090	951,090	1,122,910	1,171,320	1,206,500	1,242,700	1,280,000	1,318,400
6-Year IT Strategic Plan	-	-	-	-	-	-	-	-	56,000	25,000	58,000
Total Operating Expenditures	**$1,219,424**	**$1,204,872**	**$1,690,139**	**$1,709,939**	**$1,703,939**	**$1,891,129**	**$1,952,033**	**$2,010,600**	**$2,126,900**	**$2,158,000**	**$2,255,000**
Operating Revenue Over/(Under) Expenditures	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
OTHER FINANCING SOURCES:											
Replacement Reserve Collection	47,500	48,678	66,844	66,844	66,844	-	66,756	66,844	66,844	66,844	66,844
Capital Contrib & Other 1-Time /6-Year Strategic Plan	402,720	593,944	158,750	953,207	953,207	168,750	158,750	233,750	238,750	213,750	148,750
Total Other Financing Sources	**$450,220**	**$642,622**	**$225,594**	**$1,020,051**	**$1,020,051**	**$168,750**	**$225,506**	**$300,594**	**$305,594**	**$280,594**	**$215,594**
OTHER FINANCING USES:											
One-Time/Capital	402,720	593,944	158,750	953,207	953,207	168,750	158,750	233,750	238,750	213,750	148,750
Total Other Financing Uses	**$402,720**	**$593,944**	**$158,750**	**$953,207**	**$953,207**	**$168,750**	**$158,750**	**$233,750**	**$238,750**	**$213,750**	**$148,750**
Total Revenues	**$1,669,644**	**$1,847,494**	**$1,915,733**	**$2,729,990**	**$2,723,990**	**$2,059,879**	**$2,177,539**	**$2,311,194**	**$2,432,494**	**$2,438,594**	**$2,470,594**
Total Expenditures	**$1,622,144**	**$1,798,816**	**$1,848,889**	**$2,663,146**	**$2,657,146**	**$2,059,879**	**$2,110,783**	**$2,244,350**	**$2,365,650**	**$2,371,750**	**$2,403,750**
Beginning Fund Balance:	**$42,500**	**$90,000**	**$131,844**	**$138,678**	**$138,678**	**$205,522**	**$205,522**	**$272,278**	**$339,122**	**$405,966**	**$472,810**
Ending Fund Balance:	**$90,000**	**$138,678**	**$198,688**	**$205,522**	**$205,522**	**$205,522**	**$272,278**	**$339,122**	**$405,966**	**$472,810**	**$539,654**

	2018 Actual	2019 Actual	2020 Original Budget	2020 Revised Budget	2020 YND Est	2021 Adopted	2022 Adopted	2023 Projected	2024 Projected	2025 Projected	2026 Projected
FUND 504 RISK MANAGEMENT											
REVENUES:											
M&O Revenue	$2,297,703	$1,561,705	$1,434,659	$1,449,659	$1,443,324	$1,396,480	$1,396,480	$1,438,400	$1,481,600	$1,526,000	$1,571,700
AWC Retro Refund	-	-	-	32,120	51,655	-	-	-	-	-	-
Insurance Proceeds/3rd Party Recoveries	120,742	285,680	150,000	464,150	464,150	200,000	200,000	150,000	150,000	150,000	150,000
Total Revenues	**$2,418,445**	**$1,847,386**	**$1,584,659**	**$1,945,929**	**$1,959,129**	**$1,596,480**	**$1,596,480**	**$1,588,400**	**$1,631,600**	**$1,676,000**	**$1,721,700**
EXPENDITURES:											
Safety Program	4,696	2,782	3,980	3,980	3,680	3,980	3,980	4,100	4,200	4,300	4,400
AWC Retro Program	33,911	35,792	24,000	24,000	37,500	37,500	37,500	38,600	39,800	41,000	42,200
WCIA Assessment	1,169,200	1,411,230	1,406,679	1,438,799	1,438,799	1,355,000	1,355,000	1,395,700	1,437,600	1,480,700	1,525,100
Claims/Judgments & Settlements	1,210,638	316,397	150,000	296,750	296,750	200,000	200,000	150,000	150,000	150,000	150,000
Total Expenditures	**$2,418,445**	**$1,766,202**	**$1,584,659**	**$1,763,529**	**$1,776,729**	**$1,596,480**	**$1,596,480**	**$1,588,400**	**$1,631,600**	**$1,676,000**	**$1,721,700**
OTHER FINANCING USES:											
Transfer To Fund 501 Fleet & Equipment	-	81,184	-	182,400	182,400	-	-	-	-	-	-
Total Other Financing Uses	**$0**	**$81,184**	**$0**	**$182,400**	**$182,400**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Total Revenues	**$2,418,445**	**$1,847,386**	**$1,584,659**	**$1,945,929**	**$1,959,129**	**$1,596,480**	**$1,596,480**	**$1,588,400**	**$1,631,600**	**$1,676,000**	**$1,721,700**
Total Expenditures	**$2,418,445**	**$1,847,386**	**$1,584,659**	**$1,945,929**	**$1,959,129**	**$1,596,480**	**$1,596,480**	**$1,588,400**	**$1,631,600**	**$1,676,000**	**$1,721,700**
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**

OPERATING BUDGET

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CITIZENS OF LAKEWOOD
CITY COUNCIL
Position #1 - Mary Moss
Position #2 - Mike Brandstetter
Position #3 - Jason Whalen (Deputy Mayor)
Position #4 - Don Anderson (Mayor)
Position #5 -
Position #6 - Linda Farmer
Position #7 - Paul Bocchi
• Represent the Citizens of Lakewood
• Adopt Ordinances & Resolutions
• Grant Franchises
• Levy Taxes and Appropriate Funds
• Establish Policies
• Employ City Manager to Run City Consistent with City Policies and Goals
COMMITTEES, BOARDS & COMMISSIONS
• Civil Service Commission
• American Lake Management No. 1 Advisory Committee
• Community Services Advisory Board
• Independent Salary Commission
• Lakewood Arts Commission
• Lakewood's Promise Advisory Board
• Landmarks & Heritage Advisory Board
• Lodging Tax Advisory Committee
• Parks & Recreation Advisory Board
• Planning Commission
• Public Safety Advisory Board
• Youth Council

CITY COUNCIL

2019/2020 Accomplishments

- Implemented 2018-2020 City Council Goals and Strategic Plan.
- Completed Colonial Plaza.
- Adopted Title 18ALand Use and Development Code.
- Commenced *Build Your Better Here* imaging campaign.
- Adopted Comprehensive Plan amendments.
- Made significant infrastructure and park improvements throughout City.
- Continued to act in a leadership capacity at the federal, state, and regional level.
- Made strides in communication efforts and responsiveness.
- Improved overall financial condition of the City.
- Continued to engender a spirit of cooperation.
- Updated federal, state, and county legislative agendas / policy manuals.
- Made measurable strides in Public Safety.
- Increased public safety through infrastructure improvements, such as lighting improvements.
- Increased support for the Rental Housing Safety Program.
- Continued to improve visual presence of City to improve first impressions, such as gateway signs.
- Continued to advocate for equitable distribution of adult family homes across the state.
- Continued to advocate for rail safety issues on the Point Defiance Bypass route.

2021/2022 Anticipated Key Accomplishments

- Adopt 2021-2022 City Council Goals and Strategic Plan.
- 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.
- Provide general policy direction and ensure the City Manager is effectively managing the direction and resources of the City.
- 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

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 competiveness.
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 Strengthen connection with stakeholders, partners, and communities.

Robust Economy

6.1 Continue to improve the quality of life for all residents, businesses, and visitors.
6.2 Provide a diversity of amenities and events that attract residents, businesses, and visitors.

Department Functions by Criteria

Legally Mandated

- 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 provide leadership, coordination and development of all City departments.

- The City Council also appoints members of the City's advisory boards and committees.

CITY COUNCIL

Position Inventory

Position	Group	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted
Mayor	Elected	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Mayor	Elected	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Councilmember	Elected	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Total		**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**	**7.00**
Change from prior year		-	-	-	-	-	-	-

Position	FTE	2021 Salary	2021 Benefits	2021 Total	2022 Salary	2022 Benefits	2022 Total
Mayor	1.00	$ 19,200	$ 1,611	$ 20,811	$ 19,200	$ 1,614	$ 20,814
Deputy Mayor	1.00	18,000	1,514	19,514	18,000	1,516	19,516
Councilmember	1.00	16,800	1,418	18,218	16,800	1,420	18,220
Councilmember	1.00	16,800	1,390	18,190	16,800	1,392	18,192
Councilmember	1.00	16,800	1,393	18,193	16,800	1,395	18,195
Councilmember	1.00	16,800	1,418	18,218	16,800	1,420	18,220
Councilmember	1.00	16,800	1,418	18,218	16,800	1,420	18,220
Total	**7.00**	**$ 121,200**	**$ 10,162**	**$ 131,362**	**$ 121,200**	**$ 10,178**	**$ 131,378**

CITY COUNCIL

Performance Measures

Measure	2021 Target	2018	2019	2020 Est	2021 Est	2022 Est
# of City Council retreats	2 times per year	2	1	2	2	2
# of City Council sponsored/supported events*	20 per year	38	33	8	20	20

**Number of events down due to COVID-19.*

2018 Events	
MLK Jr. Celebration	8th Annual Samoa Cultural Day
CPSD 90th Anniversary Celebration	2/2 SBCT Brigade Community/ Family Day
Lakewood YMCA 25th Celebration	Lakewood's CHOICE 2018 Block Party & Resource Fair
Healthy Hearts Dinner & Auction	National Night Out
Eum- Nyeok Sol-Nal (Lunar New Year) Celebration	Summer Concert Series at Fort Steilacoom Park Pavilion
20th Annual APCC New Year Celebration	Lakewood Playhouse 80th Anniversary Celebration
Lakewood Lions Crab Feed	71st Anniversary of US Air Force
2/2 SBCT / AUSA Event	September 11 Remembrance Ceremony
Lakewood Rotary Annual Auction	Korean Chuseok Festival
Parks Appreciation Day	Japan American Grassroots Summit
Community Clean Up Day	Truck & Tractor Day
Lakewood Boys and Girls Club - Dining for the Future	Greater Pierce County Purchasing Forum
CPTC 75th Dinner Gala	Emergency Food Network Abundance Dinner
Ray Evans Memorial Fishing Event	Lakewood Historical Society 20th Anniversary Gala
Greater Lakes Vision of Hope Event	Make a Difference Day
Lakewood Developers Forum	Lakewood Fall Community Clean Up
SummerFest & Triathalon	Veterans Day Ceremony
Summer Synergy	Christmas Tree Lighting & Holiday Festival
Filipino American League - 47th Anniversary Celebration	2/2 SBCT Dinner @ Thornewood
2019 Events	
MLK Jr. Celebration	SummerFEST Triathalon & SummerFEST
KWA Korean Night (Lunar New Year) Celebration	National Night Out
Happy Hearts Dinner & Auction	Partners For Parks - Barn Bingo
APCC Asia Pacific New Year Celebration	Colonial Plaza grand opening celebration
3rd Annual WA State Patriotic Day	September 11th Rembrance Ceremony
CISC Champions Youth Breakfast	2019 Film Arts and Book Festival (FAB)
Prepare Your Business for Disaster Recovery	Summer Concert Series at Fort Steilacoom Park Pavilion
Lakewood Youth Summit	Truck & Tractor Day
Rotary Club of Lakewood Sportsmans Dinner & Auction	8th Annual Filipino American History Month Celebration
Parks Appreciation Day	Greater Tacoma Pierce County Purchasing Forum
Spring Community Clean-Up	Make a Difference Day
Pierce County Law Enforcement Memorial	Community HealthCare 50th Anniversary Celebration
Ray Evans Memorial Fishing Event	Fall Community Clean Up
Greater Lake Annual Vision of Hope	2/2 SBCT Event
2/2 SBCT Community Day	Pierce College International Night
Arlington Project	Christmas Tree Lighting Ceremony, Parade and Holiday Festival
APCC Samoa Cultural Day	Cocoa with a Cop
2020 Events	
7th Annual Lakewood Lions Crab Feed	
MLK Jr. Celebration	
Caring for Kids Happy Hearts Dinner & Auction	
APCC Asia Pacific New Year Celebration	
Military and Civilian Services Summit	
Drive-In Movie	
Farmers Market	
Virtual Tree Lighting and Holiday Parade	

CITY COUNCIL

Purpose & Description

The City Council is the seven-member legislative branch of city government elected by and representing the people of Lakewood. Councilmembers 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 regular meeting. The Council has a total of 11 working committees, boards, and commissions:

- American Lake Management District No. 1 Advisory Committee
- 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.
- Robust Economy: The City of Lakewood is a livable, healthy, resilient and inclusive community.

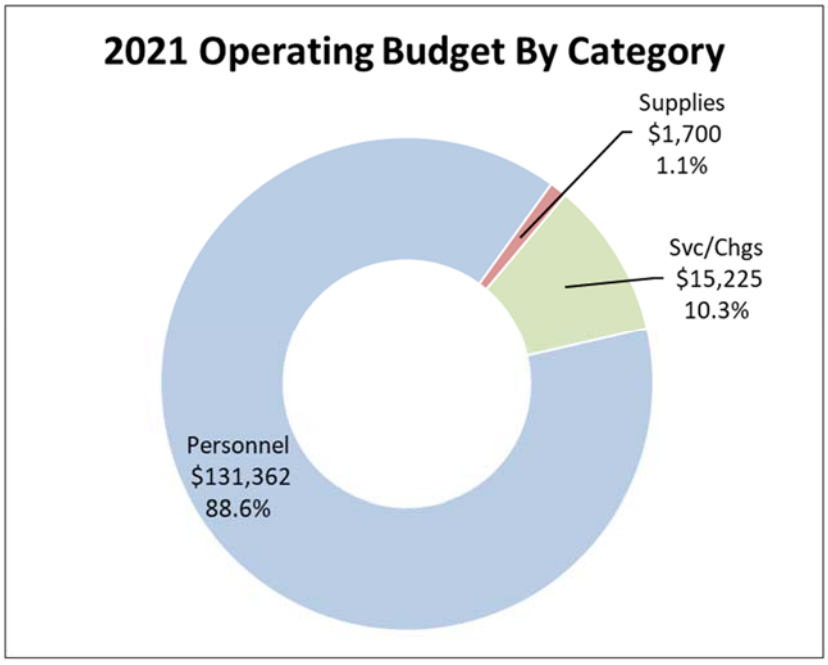
CITY COUNCIL

Financial Information

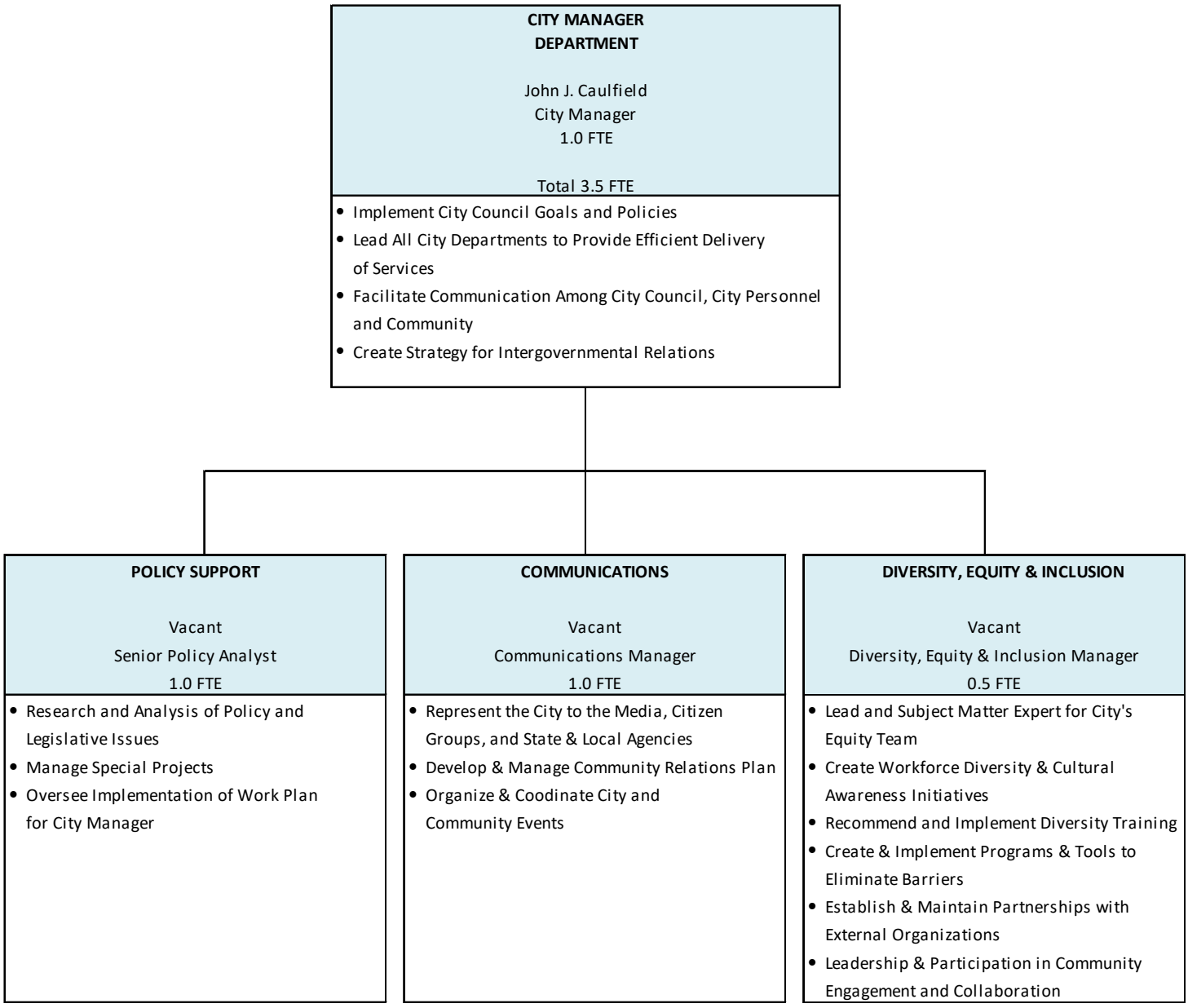
The adopted operating budget totals $148K in 2021 and $148K in 2022. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Travel & Training – the decrease is due to elimination of Washington to Washington DC event.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 126,655	$ 135,995	$ 136,853	$ 155,073	$ 139,485	$ 148,287	$ 148,304	$ (6,786)	-4.4%
	Total Revenues:	**$ 126,655**	**$ 135,995**	**$ 136,853**	**$ 155,073**	**$ 139,485**	**$ 148,287**	**$ 148,304**	**$ (6,786)**	**-4.4%**
Expenditure Summary:										
11.xxx	Salaries & Wages	104,400	110,000	104,400	121,200	121,200	121,200	121,200	-	0.0%
21.xxx	Benefits	8,675	9,398	8,728	10,148	10,148	10,162	10,179	14	0.1%
31.xxx	Other Operating Supplies	682	657	1,700	1,700	1,200	1,700	1,700	-	0.0%
41.xxx	Professional Service	(83)	10	1,600	1,600	-	1,600	1,600	-	0.0%
43/49.003	Travel & Training	4,832	12,309	15,790	15,790	2,302	8,990	8,990	(6,800)	-43.1%
49.001	Membership Dues	395	-	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	3,534	3,621	4,635	4,635	4,635	4,635	4,635	-	0.0%
	Subtotal Operating Exp:	**$ 122,437**	**$ 135,995**	**$ 136,853**	**$ 155,073**	**$ 139,485**	**$ 148,287**	**$ 148,304**	**$ (6,786)**	**-4.4%**
Capital & One-time Funding:										
	Capital & One-Time	4,218	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ 4,218**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 126,655**	**$ 135,995**	**$ 136,853**	**$ 155,073**	**$ 139,485**	**$ 148,287**	**$ 148,304**	**$ (6,786)**	**-4.4%**



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CITY MANAGER DEPARTMENT
John J. Caulfield
City Manager
1.0 FTE
Total 3.5 FTE
• Implement City Council Goals and Policies
• Lead All City Departments to Provide Efficient Delivery of Services
• Facilitate Communication Among City Council, City Personnel and Community
• Create Strategy for Intergovernmental Relations
POLICY SUPPORT
Vacant
Senior Policy Analyst
1.0 FTE
• Research and Analysis of Policy and Legislative Issues
• Manage Special Projects
• Oversee Implementation of Work Plan for City Manager
COMMUNICATIONS
Vacant
Communications Manager
1.0 FTE
• Represent the City to the Media, Citizen Groups, and State & Local Agencies
• Develop & Manage Community Relations Plan
• Organize & Coodinate City and Community Events
DIVERSITY, EQUITY & INCLUSION
Vacant
Diversity, Equity & Inclusion Manager
0.5 FTE
• Lead and Subject Matter Expert for City's Equity Team
• Create Workforce Diversity & Cultural Awareness Initiatives
• Recommend and Implement Diversity Training
• Create & Implement Programs & Tools to Eliminate Barriers
• Establish & Maintain Partnerships with External Organizations
• Leadership & Participation in Community Engagement and Collaboration

CITY MANAGER

2019/2020 Accomplishments

- Implemented 2019-2020 City Council goals and Objectives.
- Developed and implemented federal, state, and county legislative agendas / policy manuals.
- Organized and facilitated four City Council retreats.
- Completed Colonial Plaza.
- Received capital funding for Fort Steilacoom Regional Park Improvements and Springbrook Park Improvements.
- Negotiated small wireless franchise agreements and master license agreements with New Cingular Wireless, LLC (AT&T).
- Launched and continued to maintain the City's new website.
- Commenced the *Build Your Better Here* imaging campaign.
- Developed the Parks and Recreation Legacy Plan.
- Facilitated City Council Goal Setting Retreat for 2021-2022, including a Strategic Plan progress report.
- Effectively responded to coronavirus pandemic and the transition to a significant portion of staff remote working.
- Published citywide Lakewood Connections magazine that included advertising opportunities for local businesses.
- Completed Capital Improvement Project (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.
- Organized and held Spring and Fall community clean-up events.
- Facilitated development of regional Emergency Management Team.
- Negotiated Public Defender and Animal Shelter contracts.
- Maintained online Community Dashboard and built a CARES Act Dashboard
- Led franchise transfer of Click! to Rainier Connect.

CITY MANAGER

2021/2022 Anticipated Key Projects

- Complete an update of the City Council Goals and priorities for 2021-2022.
- Complete a City Strategic Plan for 2021-2022.
- Ensure the successful implementation of projects and policies that align with the priorities identified in the City Council Goals and Strategic Plan for 2021-2022.
- 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.
- Continued implementation of *Build Your Better Here* campaign for the City and other connected campaigns.
- Continued to maintain City's web platform and Lakewood Community Dashboard.
- Continue economic objectives to establish and support a broad and diversified economy within the City.
- Continue to serve in a leadership capacity in federal, regional, and local affairs.
- Develop and advocate City's federal, state, and county legislative agendas / policy manuals.
- Continue to work with the Pierce County Library System to identify options for new libraries in the Downtown and Tillicum neighborhoods.
- 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.
- Provide leadership that advances the City's diversity, equity, inclusion and engagement strategies.

City Manager

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 competiveness.
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 Strengthen connection with stakeholders, partners, and communities.

Robust Economy

6.1 Continue to improve the quality of life for all residents, businesses, and visitors.
6.2 Provide a diversity of amenities and events that attract residents, businesses, and visitors.

CITY MANAGER

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

Service / Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change FTE	Change Fleet	2021 1-Time	2021 Ongoing	2022 1-Time	2022 Ongoing
Diversity, Equity & Inclusion Manager	Add half-time position with budgeted start date of 7/1/2021. Primary functions include: lead and serve as subject matter expert for City's Equity Team; create workforce diversity & cultural awareness initiatives; recommend and implement diversity training; create and implement programs & tools to eliminate barriers; establish and maintain partnerships with external organizations; and provide leadership and participation in community engagement and collaboration.	0.50	-	$ -	$ 34,455	$ -	$ 71,184
National Citizen Survey	Add funding to conduct a community satisfaction survey.	-	-	$ 15,000	$ -	$ -	$ -
	Total	**0.50**	**-**	**$ 15,000**	**$ 34,455**	**$ -**	**$ 71,184**

CITY MANAGER

Position Inventory

Position	Group	Grade	2018 Actual	2019 Actual	2020 Adopted	2020 Adjusted	2020 Year-end	2021 Proposed	2022 Proposed
City Manager	Non-Rep	Employment Agreement	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Policy Analyst	Non-Rep	46	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Diversity, Equity & Inclusion Manager	Non-Rep	46	-	-	-	-	-	0.50	0.50
Communications Manager	Non-Rep	38	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total			**3.00**	**3.00**	**3.00**	**3.00**	**3.00**	**3.50**	**3.50**
Change from prior year			-	-	-	-	-	0.50	-

Position	FTE	2021 Salary	2021 Benefits	2021 Total	2022 Salary	2022 Benefits	2022 Total
City Manager	1.00	$ 185,000	$ 66,273	$ 251,273	$ 185,000	$ 66,988	$ 251,988
Senior Policy Analyst	1.00	102,936	23,893	126,829	105,000	24,266	129,266
Diversity, Equity & Inclusion Manager*	0.50	$ 24,484	$ 9,963	34,447	$ 49,968	$ 21,216	71,184
Communications Manager**	1.00	61,780	30,274	92,054	80,896	39,643	120,539
Total	**3.50**	**$ 374,200**	**$ 130,403**	**$ 504,603**	**$ 420,864**	**$ 152,113**	**$ 572,977**

* Equity, Diversity & Inclusion Manager budgeted start date 7/1/2021.
**Communications Manager budgeted start date 3/1/2021.

Performance Measures

Measure	2021 Target	2018	2019	2020 Est	2021 Est	2022 Est
Average # of items on study session agendas	4.5 Items or Less	5	4	4.3	4	4
# of presentations of State of the City	10	7	11	7	10	10
# of followers: City Twitter	2,500	215	219	2,328	2,500	3,000
# of followers: Police Twitter	7,500	1,121	969	7,275	7,500	8,000
# of new likes: City Facebook	600	852	1,160	850	600	600
# of new likes: Police Facebook	800	1,474	2,402	1,270	1,000	1,000
# of new likes: Parks Facebook	200	335	179	300	200	200
# of new likes: Senior Center Facebook	75	36	67	200	100	100
# of Posts: City Instagram	145	25	145	140	140	140
# of multimedia items produced - video	20	38	23	15	15	15

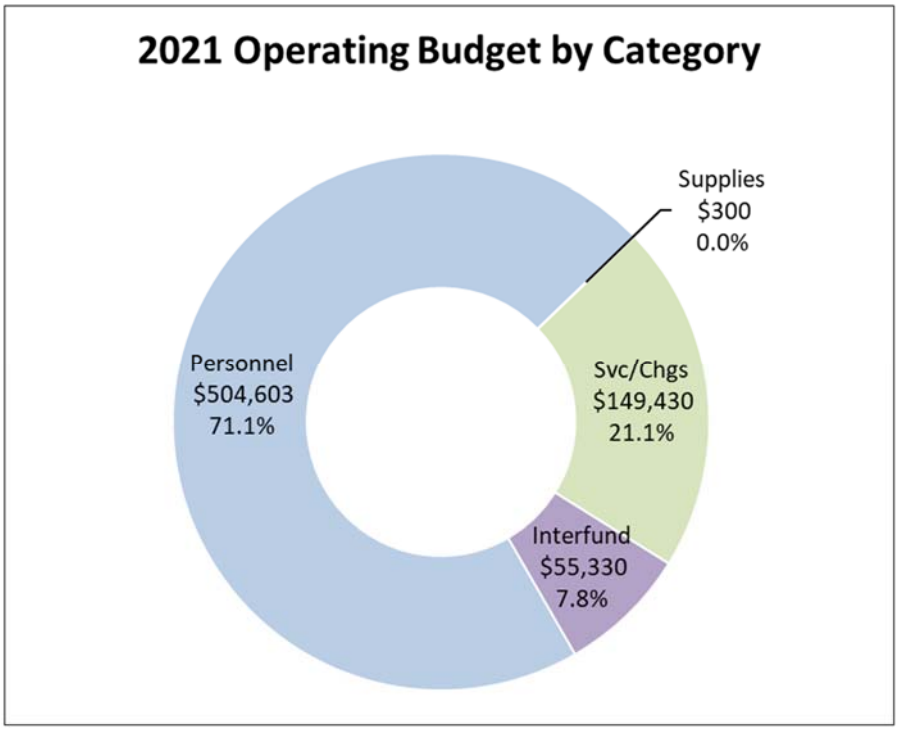
CITY MANAGER

Purpose & Description

The City Manager, who serves as the Chief Executive Officer, is appointed by the City Council to implement the policies and goals of the City Council through professional leadership and management practices. The City Manager leads all City Departments to provide efficient delivery of municipal services and programs. Key responsibilities include: resolving issues by facilitating communication between the City Council, Executive Leadership Team, City personnel, and the community; ensuring understanding and implementation of Council goals, policies, and direction; developing the City Council meeting agendas; overseeing intergovernmental relations; provide leadership that advances the City's diversity, equity, inclusion and engagement strategies. The City Manager Department includes the Senior Policy Analyst, Diversity, Equity and Inclusion Manager (half-time), and Communications Manager. The City Clerk 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.
- Lead and advance the City's diversity, equity, inclusion and engagement strategies.



CITY MANAGER

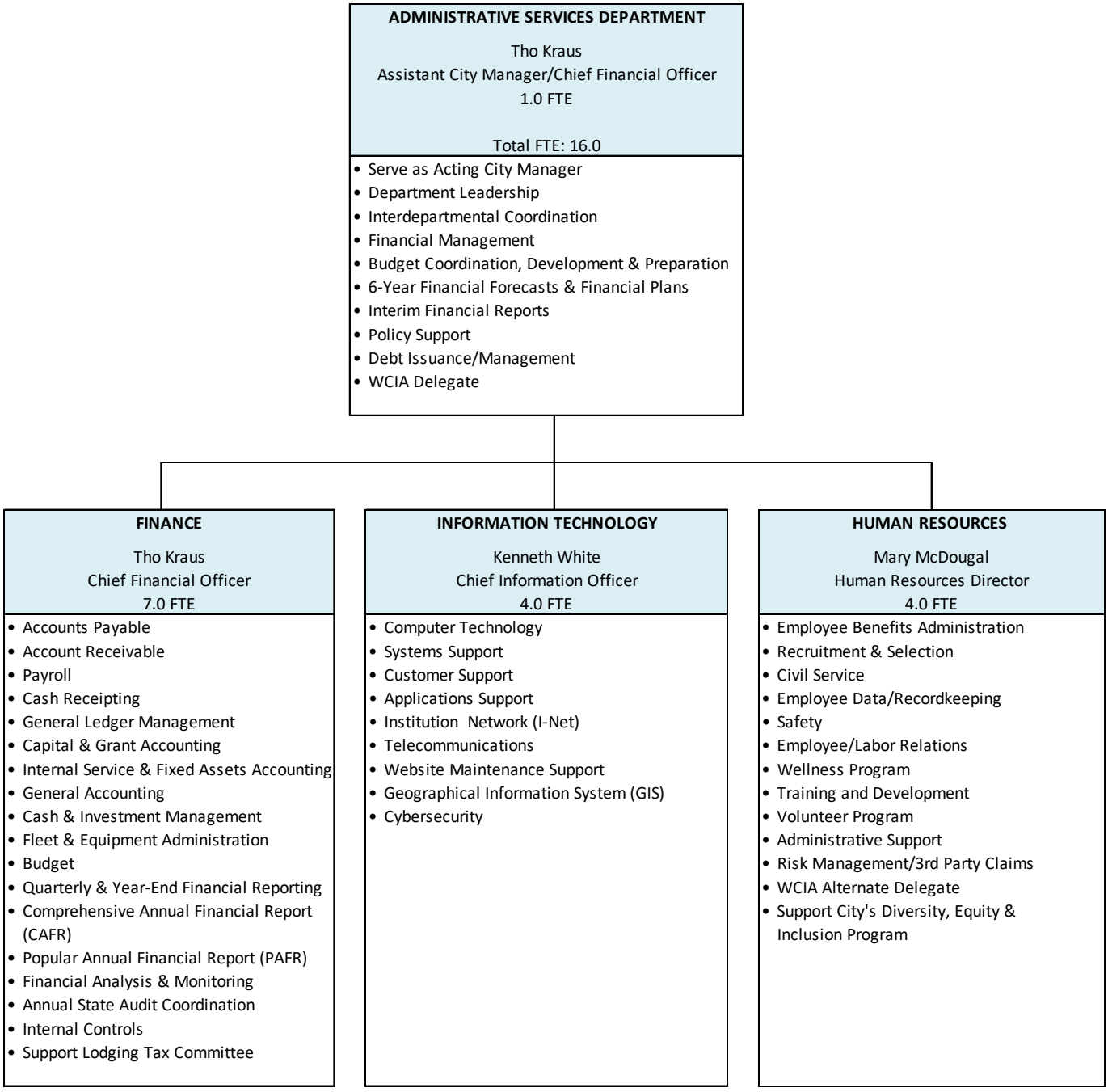
Financial Information

The adopted operating budget totals $709K in 2021 and $786K in 2021. The 2021 adopted budget is a -3.6% or $26K decrease from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – change is due primarily 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 offset by position changes. The 2021 budget includes the addition of Diversity, Equity & Inclusion Manager 0.50 FTE with budgeted start date of 7/1/2021. The vacant Communications Manager 1.0 FTE is budgeted at a lower starting pay rate with budgeted start date of 3/1/2021.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Other Services & Charges – decrease is due to Connections Magazine production, printing and binding.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 716,250	$ 748,557	$ 718,677	$ 753,801	$ 724,102	$ 726,794	$ 788,066	(27,007)	-3.6%
	Total Revenues:	**$ 716,250**	**$ 748,557**	**$ 718,677**	**$ 753,801**	**$ 724,102**	**$ 726,794**	**$ 788,066**	**$ (27,007)**	**-3.6%**
Expenditure Summary:										
11.xxx	Salaries & Wages	370,855	367,286	382,080	394,993	394,993	374,200	420,864	(20,793)	-5.3%
21.xxx	Benefits	128,833	126,321	119,683	124,683	104,817	130,403	152,113	5,720	4.6%
31.xxx	Other Operating Supplies	164	30	500	500	100	300	500	(200)	-40.0%
41.xxx	Professional Service	114,996	121,435	113,650	113,650	113,650	113,650	113,650	-	0.0%
43/49.003	Travel & Training	9,022	16,580	10,605	10,605	944	6,795	10,985	(3,810)	-35.9%
49.001	Membership Dues	2,240	2,402	2,735	2,735	2,585	2,735	2,735	-	0.0%
49.xxx	Other Charges & Services	33,295	35,620	29,600	29,600	29,600	26,250	27,000	(3,350)	-11.3%
9x.xxx	IS Charges - M&O	43,830	51,169	55,937	57,535	57,535	55,330	56,167	(2,205)	-3.8%
9x.xxx	IS Charges - Reserves	3,197	1,917	1,670	1,670	2,048	-	2,048	(1,670)	-100.0%
	Subtotal Operating Exp:	**$ 706,432**	**$ 722,760**	**$ 716,460**	**$ 735,971**	**$ 706,272**	**$ 709,663**	**$ 786,061**	**$ (26,308)**	**-3.6%**
Capital & One-time Funding:										
	Capital & One-Time	9,817	25,796	2,217	17,830	17,830	17,131	2,005	-	0.0%
	Subtotal One-time Exp:	**$ 9,817**	**$ 25,796**	**$ 2,217**	**$ 17,830**	**$ 17,830**	**$ 17,131**	**$ 2,005**	**$ (699)**	**-3.9%**
	Total Expenditures:	**$ 716,250**	**$ 748,557**	**$ 718,677**	**$ 753,801**	**$ 724,102**	**$ 726,794**	**$ 788,066**	**$ (27,007)**	**-3.6%**

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ADMINISTRATIVE SERVICES DEPARTMENT
Tho Kraus
Assistant City Manager/Chief Financial Officer
1.0 FTE
Total FTE: 16.0
• Serve as Acting City Manager
• Department Leadership
• Interdepartmental Coordination
• Financial Management
• Budget Coordination, Development & Preparation
• 6-Year Financial Forecasts & Financial Plans
• Interim Financial Reports
• Policy Support
• Debt Issuance/Management
• WCIA Delegate
FINANCE
Tho Kraus
Chief Financial Officer
7.0 FTE
• Accounts Payable
• Account Receivable
• Payroll
• Cash Receipting
• General Ledger Management
• Capital & Grant Accounting
• Internal Service & Fixed Assets Accounting
• General Accounting
• Cash & Investment Management
• Fleet & Equipment Administration
• Budget
• Quarterly & Year-End Financial Reporting
• Comprehensive Annual Financial Report (CAFR)
• Popular Annual Financial Report (PAFR)
• Financial Analysis & Monitoring
• Annual State Audit Coordination
• Internal Controls
• Support Lodging Tax Committee
INFORMATION TECHNOLOGY
Kenneth White
Chief Information Officer
4.0 FTE
• Computer Technology
• Systems Support
• Customer Support
• Applications Support
• Institution Network (I-Net)
• Telecommunications
• Website Maintenance Support
• Geographical Information System (GIS)
• Cybersecurity
HUMAN RESOURCES
Mary McDougal
Human Resources Director
4.0 FTE
• Employee Benefits Administration
• Recruitment & Selection
• Civil Service
• Employee Data/Recordkeeping
• Safety
• Employee/Labor Relations
• Wellness Program
• Training and Development
• Volunteer Program
• Administrative Support
• Risk Management/3rd Party Claims
• WCIA Alternate Delegate
• Support City's Diversity, Equity & Inclusion Program

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

2019/2020 Accomplishments

Finance

- Achieved the GFOA (Government Finance Officers Association) Distinguished Budget Presentation Award for the 2019/2020 Biennial Budget Document.
- Achieved the GFOA Excellence in Financial Reporting Award for FY2018 Comprehensive Annual Financial Report.
- Received the GFOA Award for the FY2018 PAFR (Popular Annual Financial Reporting).
- Successfully reviewed new GASB Statements and implemented as appropriate for fiscal years 2018 and 2019 CAFRs.
- Prepared and submitted the Fiscal Year 2019 CAFR and PAFR to the GFOA Award Programs in advance of the authorized deadline due to COVID-19.
- Assistant City Manager/Chief Financial Officer continued role as Budget Reviewer/Grader for GFOA's Budget Award program.
- Achieved clean audit for fiscal year 2019 annual state audit.
- Implemented new BARS (Budgeting and Accounting Reporting System) account numbers as prescribed by SAO.
- Successfully implemented new accounting and reporting standards specifically as it relates to CDBG.
- Further streamlined the budget development process for greater efficiency and effectiveness, minimizing impact of budget preparation for departments.
- Updated the 6-year financial forecast; prepared COVID-19 Financial Update.
- Successfully prepared the 2021/2022 biennial budget under COVID-19 uncertainty.
- Updated policy to comply with SEC (Security Exchange Commission) amended continuing debt disclosure.
- Provide support to PALS project as it relates to financial processes and improved processes and reporting within the system for greater transparency and processes to ensure accuracy and accounting of data transfer to City's general ledger and provided support the interlocal agreement.
- 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 new employees.
- Continued cross-training for broader coverage and greater efficiency and effectiveness.
- 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.
- Recovered net proceeds of $160K from phone/cellular utility tax audit as well as future revenues from compliance.
- Evaluated and presented options for city-wide fleet maintenance services.
- Updated Grant Policy in compliance with the Uniform Grant Guidance.
- Achieved S&P bond rating of AA for 2019 $8.0M Transportation CIP Bond issue.
- Issued $923K LID (Local Improvement District) Bonds for transportation improvement project.
- Redeemed LID Bonds as funds are available resulting in interest savings and earlier than scheduled maturity.
- Provided financial analysis/6-year financial impact for collective bargaining negotiations, presented city finances to groups and successfully implemented collective bargaining contracts as it relates to payroll with no issues: Teamsters; Lakewood Police Management Guild (LPMG); American Federation of State, County, and Municipal Employees (AFSCME); and Lakewood Police Independent Guild (LPIG – in progress).
- Set up Voluntary Employees Beneficiary Association (VEBA) account– new to City of Lakewood.
- Implemented payroll setup and process Washington Paid Family Medical Leave (PFML).
- Created a new work schedule and processes to allow for telecommuting.
- Implemented new online banking platform and processes.
- Absorbed American Lake Management District to billing, monitoring and collections.
- Continue implementation of paperless systems, including conversion of prior years' paper to electronic documents.
- Created financial system and process for tracking and monitoring COVID-19 CARES Act grants and provide assistance to departments in grant process, allocation and reimbursements to meet federal and state auditor's requirements.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

2019/2020 Accomplishments (continued)

Information Technology

- Continued to provide technical assistance in web site update/redesign.
- Developed an Information Technology Disaster Recovery Plan and Business Continuity Plan.
- Implemented new Wi-Fi access points along with additional cameras at various parks, City Hall & Police Station
- Installed new EMC Unity storage platform at Police Station for completion of co-location.
- Expanded fiber connectivity between primary and secondary co-locations enhancing redundancy.
- Partnered with Pierce County utilizing county's permitting system to replace existing solution.
- Update 6-Year Information Technology Strategic Plan.
- Develop Cyber Security Policy in coordination with Human Resources.
- Completed successful RFP for upcoming new document management system.
- Enhanced network security & intrusion detection systems.
- Continued annual desktop & laptop computer replacements.
- Implemented new robust local & cloud enabled backup storage solution.
- Installed new efficient wide format printers and copiers, reducing overall printing costs.
- Two-factor authentication rolled out to officers and city staff, strengthening remote access security processes.
- Implemented new virtual infrastructure to support secure remote access to all staff utilizing new cloud infrastructure.
- Implemented new cloud-native security platform to identify risks and enforce security policies within the city's virtual cloud environment.
- Configured and installed continuous data protection solution across all storage array's in both primary and secondary co-locations meeting department RTO's.
- Completed new fiber installation for Operation & Maintenance facility providing access to both data and voice networks, eliminating third party costs.
- Partnered with ESPN to provide high speed data access for the 2019 Cyclocross National Championships hosted at Fort Steilacoom Park.
- Installed new audio system with microphones and overhead speakers in multi-purpose room at Police Station.
- Installed additional DirectTV systems at police station along with HAM radio operations.
- Implemented new city-wide cyber awareness and training solution.
- In partnership with Police, completed installation of 65 in-car video solutions for police vehicles along with 2 motorcycle body cameras
- Negotiated new agreement with AT&T wireless, migrating all cell phones to FirstNet reducing costs and increasing connectivity.
- Replaced in-car hotspots with more advanced, robust Cradlepoint® devices for robust data network connectivity.
- Implemented camera & audio system for enhanced virtual court with general public.
- Partnering with facilities team members, installed new fire suppression system at Police Station co-location.
- Installed new Pelco camera security solution with new cameras throughout the city.
- Partnered with Pierce County Auto theft task force to host server within the City's datacenter providing 24x7 secure access.
- Partnered with police team members to purchase, implement & put in production the city's first ever drone program along with custom cellular access solution.
- Provided information technology infrastructure and 24/7 support for telework as a result of to COVID-19 while maintaining system security and compliance with two-factor authentication.
- Evaluate options/logistics as it relates to the future of telework, including shared workspace environment.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

2019/2020 Accomplishments (continued)

Human Resources

- Implemented Teamster collective bargaining agreement.
- Negotiated and implemented Lakewood Police Management Guild (LPMG) and American Federation of State, County, and Municipal Employees (AFSCME) collective bargaining agreements.
- Formed the City's Equity Team and supported the work to promote workforce diversity and institutional change within the organization to better serve the community. Developed Lands Acknowledgement Statement, and guidelines for recruiting, hiring and retaining a diverse workforce. Joined Government Alliance for Race and Equity (GARE) and participated in the first Northwest Learning Cohort.
- Implemented and administered Washington Paid Family Medical Leave (PFML).
- Continued to develop and promote educational programs and activities to improve employee health and wellness to earn the Association of Washington Cities (AWC) Well City Award to achieve 2% savings on medical insurance premiums.
- Awarded Washington Cities Insurance Authority (WCIA) risk mitigation grant for $12,000 for sidewalk grinder and repair project.
- Completed Eden position number cleanup project so positions numbers are consecutive, reflect the appropriate department and are consistent with budgeted positions.
- Updated and distributed 26 personnel policies.
- Updated and distributed 12 Safety and Risk policies, including the City's Accident Prevention Plan.
- Created and implemented quarterly employee demographic report for review with Executive Leadership Team.
- Continued to update and report quarterly on Workforce EEO utilization to identify under-represented categories.
- Coordinated annual Volunteer Appreciation event and quarterly employee recognition events in 2019 and as allowed due to Covid-19 restrictions in 2020.
- Processed 268 new risk management claims and 36 new worker's compensation claims (through 8/15/2020). Generated 5 subrogation demands, and closed 184 claims (through 8/15/2020).
- Hired and onboarded 26 regular and 40 temporary employees (thru 8/15/2020).
- Responded to 57 public records requests for human resources and/or risk management documents.
- Coordinated quarterly safety committee meetings and required safety inspections, testing, and training.
- Established 12 Civil Service eligibility lists and hired 10 employees into Civil Service positions (thru 8/15/20) with additional lists and hires on hold due to pandemic.
- Updated Civil Service rule regarding cancellation of eligibility and made other housekeeping changes.
- Provided Covid-19 pandemic support by researching, developing and implementing policies and procedures for new federal leave laws, and protocols and policies for returning employees to work and sustaining ongoing services through all phases. Assisted with transition to and from remote work.
- Reviewed and documented process for handling military leaves.
- Completed annual driver record reviews, coordinated monthly random drug/alcohol testing, ensured CDL medical cards and licenses are current.
- Completed OSHA 300, new online OSHA 300A, and BLS survey of occupational injuries.
- Attended JBLM Career Day, Connecting Careers conference, and Rainbow Center Diversity Career Fair. Continued to reach out diversity organizations with job postings and worked with hiring supervisors to incorporate diversity considerations in the selection and hiring processes.
- In process of updating non-represented job descriptions for consistency in language, requirements, and format.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

2021/2022 Anticipated Key Projects

Finance

- Prepare and submit the Fiscal Year 2020 and 2021 CAFR to the GFOA Award Program.
- Prepare and submit the FY2020 and FY2021 PAFR to the GFOA Award Program.
- Prepare and submit the 2021/2022 biennial budget document to the GFOA Award Program.
- Update the 6-year financial forecast as part of the 2021/2022 mid-biennial review (at minimum).
- Assistant City Manager/Chief Financial Officer continued role as Budget Reviewer/Grader for GFOA's Budget Award program.
- Continue enhancing interim financial reports to provide the leadership with informative financials in the spirit of full disclosure and financial transparency.
- 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/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 collective bargaining agreement – AFSCME, Teamsters, and LPIG.
- Provide financial analysis for collective bargaining negotiations and implement the resulting contracts for:
    - Lakewood Police Independent Guild (LPIG) – continuation
    - American Federation of State, County and Municipal Employees (AFSCME)
    - Lakewood Police Management Guild (LPMG)
    - Teamsters
- Provide support to new systems implementation as it relates to finance and accounting.
- Continue audits of telephone companies to ensure compliance with taxability and recovery of potential tax loss.
- Issue bonds to finance transportation capital projects.
- Review opportunities for early redemption of bonds.
- Continue reviewing, monitoring SAO BARS and implement accounting and reporting changes as appropriate.
- Implement GASB statements taking effect in 2020 and 2021.
- Evaluate and issue RFP for fleet maintenance service.
- Review current banking services contract and determine next step (extend or issue new RFP (request for proposal).
- Continue monitoring and staying abreast of 2 CFR 200 Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards and update polices as required per regulations.
- Update CAD System in coordination with SS911.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

2021/2022 Anticipated Key Projects (continued)

Information Technology

- Expand Wireless Access points throughout city providing additional Wi-Fi services for staff and public access.
- Continuation of ongoing computer replacement project.
- Install, configure and implement new city-wide document management system along with online portals, payment access and workflow.
- Server operating system and hardware upgrades.
- Upgrade all software applications throughout the city.
- Implement new patch management solution to provide automated computer system software updates.
- Continuous updating & creation of new disaster recovery procedures to meet city RTO/RPO policies and business continuity documentation.
- Continue to enhance cyber-security awareness training program.
- Completion of two-factor authentication solution for all staff.
- Installation of additional security / public access cameras throughout city.
- Exchange server upgrade.
- Replace and install enterprise storage system at City Hall.
- Update and modernize existing city website.
- Update existing departmental documentation surrounding disaster recovery & business continuity.
- Replace Municipal Court audio system in main courtroom along with integrated video for virtual court.
- Expand ability for Municipal Court to hold virtual court hearings with general public and Pierce County Jail.
- Expand single sign-on (SSO) integration with active directory.
- Continue evaluating options/logistics as it relates to the future of telework, including shared workspace environment and implement as needed.
- Evaluate opportunity for partnership with Pierce County GIS (Geographical Information Systems) services for greater efficiency, consistency, and availability of data and maps.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

2021/2022 Anticipated Key Projects (continued)

Human Resources

- Complete negotiations and implement Lakewood Police Independent Guild (LPIG) collective bargaining agreement.
- Negotiate and implement Teamsters and AFSCME collective bargaining agreements.
- Negotiate Lakewood Police Management Guild (LPMG) collective bargaining agreement.
- Plan and implement for Human Resources the selected city-wide document management system.
- Continue review and updates to key human resources and risk management/safety policies.
- Provide training and development opportunities for staff to meet department operational and employee professional development needs.
- Continue to meet requirements to achieve Association of Washington Cities (AWC) Work Safe Award.
- Continue to meet requirements to achieve the AWC Well City Award, saving 2% on medical premiums.
- Review human resources processes, identify and implement improvements as needed.
- Develop a comprehensive Fleet User's Manual, incorporating emergency management, safety, and risk management (joint project with Finance).
- Seek grant opportunities related to city-wide staff development, wellness, and risk management.
- Take necessary steps to ensure the City's compliance with safety program training, testing, and inspection requirements, OSHA reporting, CDL program, and EEO plan and program reporting requirements.
- Continue to actively manage risk and worker's compensation claims.
- Continue to work collaboratively with the City's leadership team and employee committees to respond to emerging directives and support the City's risk management, employee safety, and overall HR response to COVID-19.
- Increase collaboration and resource sharing with the Clover Park School District on issues of diversity, equity, and inclusion.
- Implement guidelines for recruiting, hiring, and retaining a diverse workforce. Continue to reach out to diversity organizations with all job postings and attend local diversity job fairs and other outreach opportunities.
- Complete all requirements to achieve and submitting application for AWC Work Safe Employer Award in 2021.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

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 and determine advantageous and sustainable funding strategies. 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.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Monitor, refine, and respond to performance measures.

4.2 Evaluate revenues and expenditures and respond to changing service needs.
- A. Maintain and strategically use reserves in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. Develop balanced biennial budgets consistent with adopted financial policies.
- 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 and strategically plan for future City leadership needs.
- B. Seek and promote diverse advisory groups.
- C. Continue to maintain our “Well City” status.
- D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when advantageous.
- E. Continue to enhance cyber security measures to protect City systems.

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

5.2 Advocate for Lakewood at all levels of government.
- E. Advocate for innovative solutions to lagging general fund growth, including: economic development programs to expand City revenues, such as including tax increment financing, and solutions to address unfunded mandates.

5.3 Strengthen connection with stakeholder, partners and communities.
- A. Maintain and improve online services, including: the website and social media platforms.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

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

Service/ Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change FTE	Change Fleet/Equip	2021 1-Time	2021 Ongoing	2022 1-Time	2022 Ongoing
Fleet & Equipment -Police:		**-**	**1**	**$ 162,000**	**$ -**	**$140,000**	**$ -**
40730	Replace 2010 Ford Expedition Funded by Replacement Reserves	-	-	55,000	-	-	-
40910	Replace 2012 Jeep Liberty Funded by Replacement Reserves	-	-	37,000	-	-	-
41540	Replace 2011 Ford Fusion Funded by Replacement Reserves	-	-	35,000	-	-	-
41550	Replace 2012 Chevrolet Malibu Funded by Replacement Reserves	-	-	35,000	-	-	-
40920	Replace 2013 Cheverolet Impala Funded by Replacement Reserves	-	-	-	-	35,000	-
41090	Replace 2013 Ford Focus Funded by Replacement Reserves	-	-	-	-	35,000	-
41600	Replace 2012 Toyota Camry Funded by Replacement Reserves	-	-	-	-	35,000	-
41610	Replace 2013 Cheverolet Impala Funded by Replacement Reserves	-	-	-	-	35,000	-
New SRT Vehicle	Capital Cost $240,000 funded by and accounted for in Narcotics and Federal Seizure Funds $3,000 M&O cost absorbed within existing Fleet & Equipment budget and $9,600 annual replacement reserves collection paid by General Fund deferred to 2023 but could potentially begin in 2022.	-	1	-	-	-	-
Fleet & Equipment - General Operations:		**-**	**(2)**	**$ 322,000**	**$ -**	**$112,000**	**$ -**
42160	Replace MC 2007 Chevy 15 Passenger Van Funded by Replacement Reserves	-	-	54,000	-	-	-
42320	Replace PRCS 2010 Ford F550 Superduty XL w/Snow Plow Funded by Replacement Reserves	-	-	90,000	-	-	-
42290	Surplus PRCS 2008 Ford F450	-	(1)	-	-	-	-
42980	Add-on PRCS 2016 Ford F350 Funded by Replacement Reserves	-	-	18,000	-	-	-
42650	Replace PRCS 2010 Ford Expedition Funded by Replacement Reserves	-	-	45,000	-	-	-
42320	Replace PRCS 2010 Ford F550 Funded by Replacement Reserves	-	-	80,000	-	-	-
42240	Surplus PRCS 2003 Ford F550 with Henderson Dump	-	(1)	-	-	-	-
42040	Replace PW/St Eng 2005 Chevy 1500 Funded by Replacement Reserves	-	-	35,000	-	-	-
42420	Replace PW/O&M 2003 Ford F350 Funded by Replacement Reserves		-	-	-	45,000	-
42970	Replace PRCS Dynapac Roller Funded by Replacement Reserves		-	-	-	35,000	-
42880	Replace PRCS 2006 Rake-O-Vac Funded by Replacmeent Reserves	-	-	-	-	32,000	-
	Total	**-**	**(1)**	**$ 484,000**	**$ -**	**$ 252,000**	**$ -**

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Service/ Program Changes (continued)

Service/ Program	Description & Justification, and Operational Impact	Change FTE	Change Fleet	2021 1-Time	2021 Ongoing	2022 1-Time	2022 Ongoing
Reserves - Fleet & Equipment	Do not collect replacement reserves. Do to uncertainty of financial impact of COVID-19 pandemicm evaluate as part of mid-biennium budget adjustment process. This is consistent with the intent as presented in the COVID-19 Financial Update presented to City Council in June 2022 (replace fleet & equipment interfund loan with deferred collection).	-	-	$ -	$ (907,987)	$ -	$ (852,806)
Reserves - Information Technology	Do not collect replacement reserves. Do to uncertainty of financial impact of COVID-19 pandemicm evaluate as part of mid-biennium budget adjustment process.	-	-		$ (66,576)	$ -	$ -
Reserves - Property Management	Do not collect replacement reserves. Do to uncertainty of financial impact of COVID-19 pandemicm evaluate as part of mid-biennium budget adjustment process.	-	-		$ (100,000)	$ -	$ -
	Total - Replacement Reserves Deferred	**-**	**-**	**$ -**	**$ (1,074,563)**	**$ -**	**$ (852,806)**

Ref #	Proposed Information Technology Investments	2021 1-Time	2021 Ongoing	2022 1-Time	2022 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	-
	Total - Information Technology	**$ 168,750**	**$ -**	**$ 158,750**	**$ 6,000**

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

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Position Inventory

Position	Group	Grade	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted
Assistant City Manager/Chief Financial Officer	Non-Rep	72	1.00	1.00	1.00	1.00	1.00	1.00	1.00
HR Director	Non-Rep	63	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Information Officer	Non-Rep	61	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Supervisor	Non-Rep	46	2.00	2.00	2.00	2.00	2.00	2.00	2.00
IT Administrator	AFSCME	45	1.00	1.00	1.00	1.00	1.00	1.00	1.00
HR Analyst	Non-Rep	39	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Finance Analyst	AFSCME	38	2.00	2.00	2.00	2.00	2.00	2.00	2.00
GIS Analyst	AFSCME	38	1.00	1.00	1.00	1.00	1.00	1.00	1.00
IT Specialist	AFSCME	32	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Technician	AFSCME	28	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Human Resources Technician	Non-Rep	28	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total			**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**	**16.00**
Change from prior year			-	-	-	-	-	-	

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Position Inventory (continued)

Position	FTE	2021			2022		
		Salary	Benefits	Total	Salary	Benefits	Total
Asisstant City Manager/Chief Financial Officer	1.00	$ 163,968	$ 56,980	$ 220,948	$ 167,256	$ 59,477	$ 226,733
Finance Supervisor	1.00	100,920	20,595	121,515	102,960	20,943	123,903
Finance Supervisor	1.00	100,920	37,861	138,781	102,960	39,640	142,600
Finance Analyst	1.00	75,627	25,452	101,079	77,144	26,736	103,880
Finance Analyst	1.00	72,348	35,910	108,258	73,788	38,413	112,201
Finance Technician	1.00	72,720	40,511	113,231	72,720	42,623	115,343
Finance Technician	1.00	73,737	22,713	96,450	74,832	23,726	98,558
Finance Technician	1.00	71,844	36,108	107,952	72,720	38,218	110,938
Human Resources Director	1.00	138,552	45,864	184,416	141,312	47,600	188,912
Human Resources Analyst	1.00	87,864	27,286	115,150	89,616	28,619	118,235
Human Resources Analyst	1.00	87,864	35,525	123,389	89,616	37,262	126,878
Human Resources Technician	1.00	60,264	29,159	89,423	63,936	31,568	95,504
Total - General Fund	**12.00**	**$ 1,106,628**	**$ 413,964**	**$ 1,520,592**	**$ 1,128,860**	**$ 434,825**	**$ 1,563,685**
Chief Information Officer	1.00	138,528	56,358	194,886	141,312	59,238	200,550
Information Technology Administrator	1.00	101,904	48,825	150,729	101,904	51,652	153,556
Geographical Information Systems Analyst	1.00	88,680	43,143	131,823	88,680	45,228	133,908
Information Technology Specialist	1.00	78,768	32,492	111,260	78,768	34,409	113,177
Total - Internal Service Fund	**4.00**	**$ 407,880**	**$ 180,818**	**$ 588,698**	**$ 410,664**	**$ 190,527**	**$ 601,191**
Total	**16.00**	**$ 1,514,508**	**$ 594,782**	**$ 2,109,290**	**$ 1,539,524**	**$ 625,352**	**$ 2,164,876**

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Performance Measures

Finance	Target	2018	2019	2020 Est	2021 Est	2022 Est
# of invoices paid annually	n/a	8015	8350	8000	8000	8000
% of vendors paid within 30 days of invoice date*	95%	88%	90%	89%	95%	95%
% of accounts receivable aged balances over 60 days versus annual billing	5%	14%	6%	5%	5%	5%
GFOA Award Received for Current Year CAFR	Yes	Yes	Yes	Yes	Yes	Yes
GFOA Award Received for Biennium's Budget Document	Yes	n/a	Yes	Yes	n/a	Yes
Clean Audit (for prior Fiscal Year)	Yes	Yes	Yes	Yes	Yes	Yes
Bond Rating Per Standard & Poor's	AA	AA	AA	AA	AA	AA
# of lodging contracts awarded and managed	n/a	17	19	19	n/a	n/a

** Requires coordination with departments to ensure Accounts Payable receives invoices timely.*

Human Resources	Target	2018	2019	2020 Est	2021 Est	2022 Est
Number of current (unexpired) Collective Bargaining Agreements	4	4	3	3	2	3
Voluntary Employee Turnover Rate (not reported cumulatively)	<12%	10%	8%	11%	10%	10%
Number of recruitments/analyst	n/a	18	20	16	15	15
Average number of aplications received/position	n/a	35	37	30	25	25
Percentage of employees hired during the quarter last year and still employed	100%	88%	93%	68%	90%	90%
Average number of days to complete external recruitment (excluding Police Officers)	<45	52	27	58	45	45
Average number of FTEs filled City-wide	220	211	213	205	210	210
Percentage of performance evaluations due and completed	100%	48%	43%	45%	50%	60%
Percentage of City Leadership Team who have achieved WCIA Supervisor credential	100%	26%	30%	39%	50%	60%
Number of categories where workforce underutilization is 3% or greater	0	16	16	15	14	13

Risk Management	Target	2018	2019	2020 Est	2021 Est	2022 Est
Percentage of employees in compliance with quarterly mandatory training	100%	92%	89%	92%	95%	95%
Average days lag of reporting claims to AWC Retro	<5	n/a	18.00	10.00	7.00	4.00
Percentage workers comp developed claim expense of total annual premium cost = Loss Ratio% (reported cumulative YTD)	<70%	61%	130%	60%	60%	60%
Worker's Compensation Experience Factor	<1.0	1.1737	1.1587	1.0137	1.0000	1.0000
Percentage of vehicle incidents that were preventable by the City employee	0%	53%	51%	50%	48%	46%

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Performance Measures (continued)

Information Technology	Target	2018	2019	2020 Est	2021 Est	2022 Est
# of new systems implemented	2	1	0	2	3	2
# of users served	259	255	259	259	250	250
# of personal computers maintained	444	412	439	444	504	525
# of applications maintained	n/a	139	139	139	140	145
# of servers maintained (LAN/WAN)	n/a	91	83	82	83	75
# of hots spots and in-car celular devices maintained	125	n/a	na	125	138	140
# of cell phones/maintained	202	n/a	na	202	210	210
# of desk phones operated and maintained	550	517	519	290	290	290
# of soft phones maintained	n/a	n/a	n/a	n/a	50	60
% of IT system up-time during normal business hours	100%	100%	100%	100%	100%	100%
% of communications up-time during normal business hours	100%	100%	100%	100%	100%	100%
# of phish-prone percentage (cyber phishing, current industry is 36%)	36%	n/a	n/a	36%	36%	36%
# of phishing campaign failures (current industry is 14%)	14%	n/a	n/a	5%	10%	5%
Number of help desk requests received	550	619	457	1200	650	500
Help desk requests resolved: Total requests resolved	550	582	451	1000	600	450
Total # of Blocked incoming email messages (Since filter implementation)	n/a	n/a	n/a	n/a	n/a	n/a
Total # of Allowed incoming email messages (Since filter implementation)	n/a	n/a	n/a	n/a	n/a	n/a
Total # of Blocked outgoing email messages (Since filter implementation)	n/a	n/a	n/a	n/a	n/a	n/a
Total # of Allowed outgoing email messages (Since filter implementation)	n/a	n/a	n/a	n/a	n/a	n/a
Total # of Blocked Website pages (via policy)	n/a	n/a	n/a	n/a	n/a	n/a
Total # of Blocked Website pages (via Spyware/Infected)	n/a	n/a	n/a	n/a	n/a	n/a
Total # of Allowed Website views	n/a	n/a	n/a	n/a	n/a	n/a

Note: Items listed as "n/a" do not have a set threshhold that is met. Totals are exact numbers provided to show activity in these areas based on overall use and submission from staff (i.e. helpdesk requests)

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Purpose & Description

The Administrative Services Department is comprised of the three divisions: Finance, Information Technology and Human Resources.

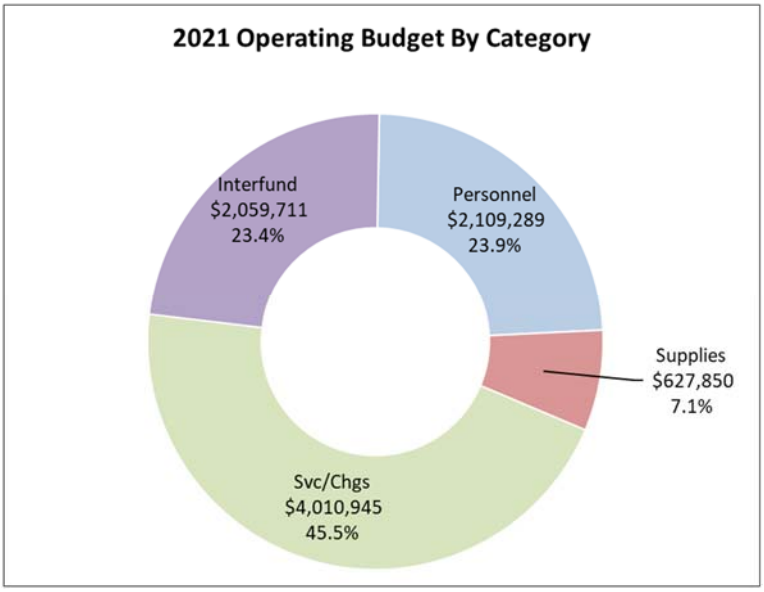
The department provides city-wide administrative services including financial reporting, budget, audit coordination, accounting, cash management, human resources, risk management, information technology and fleet & equipment administration. The department is comprised of three divisions – Finance (includes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

The department supports the following committee/commission:

- Lodging Tax Advisory Committee
- Independent Salary Commission

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

Financial Information

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
501	Fleet & Equipment	$ 1,748,506	$ 1,734,384	$ 755,720	$ 1,910,148	$ 1,830,148	$ 755,720	$ 755,720	$ (1,154,428)	-60.4%
503	Information Technology	1,669,644	1,847,495	1,915,733	2,729,990	2,723,990	2,059,879	2,177,539	(670,111)	-24.5%
504	Risk Mangement	2,418,351	1,847,286	1,584,659	1,945,929	1,959,129	1,596,480	1,596,480	(349,449)	-18.0%
104	Hotel/Motel Lodging Tax	1,078,218	1,114,619	800,000	800,000	810,000	800,000	1,000,000	-	0.0%
001	General Governmental	5,908,206	5,575,869	4,842,777	4,976,133	5,318,249	4,780,409	4,786,787	(195,723)	-3.9%
	Total Revenues	**$ 12,822,925**	**$ 12,119,653**	**$ 9,898,889**	**$ 12,362,200**	**$ 12,641,516**	**$ 9,992,488**	**$ 10,316,526**	**$ (2,369,711)**	**-19.2%**
Expenditure Summary:										
11.xxx	Salaries & Wages	1,384,369	1,446,281	1,457,020	1,473,639	1,482,770	1,514,508	1,539,524	40,869	2.8%
11.002/4	Overtime	547	1,252	-	-	-	-	-	-	n/a
21.xxx	Benefits	519,217	554,999	569,968	573,149	574,519	594,781	625,353	21,632	3.8%
31.xxx	Other Operating Supplies	109,682	84,773	139,170	139,170	134,490	136,700	137,900	(2,470)	-1.8%
32.xxx	Fuel	348,588	323,206	424,150	424,150	344,150	424,150	424,150	-	0.0%
35.xxx	Small Tools/Minor Equip	119,821	27,015	62,000	62,000	62,000	67,000	67,000	5,000	8.1%
41.xxx	Professional Service	646,990	697,347	1,054,300	893,550	890,050	922,530	1,056,860	28,980	3.2%
42.xxx	Communication	263,693	280,998	293,125	293,125	293,125	368,425	368,425	75,300	25.7%
43/49.00	Travel & Training	31,903	16,249	18,900	18,900	470	6,210	19,200	(12,690)	-67.1%
44.xxx	Taxes & Other Assess	1,722	-	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	48,902	44,393	12,000	12,000	12,000	3,000	3,000	(9,000)	-75.0%
46.xxx	Risk Assessment (WCIA)	1,144,200	1,411,230	1,406,679	1,438,799	1,438,799	1,355,000	1,355,000	(83,799)	-5.8%
48.xxx	Repairs & Maintenance	809,344	1,043,882	1,092,170	1,238,920	1,238,920	1,279,390	1,316,320	40,470	3.3%
49.001	Membership Dues	64,127	65,495	65,850	65,850	65,850	68,415	68,515	2,565	3.9%
49.xxx	Other Charges & Services	1,037,945	61,285	5,945	36,597	36,167	7,975	7,400	(28,622)	-78.2%
597	Interfund Transfers	2,747,438	2,162,547	1,877,774	2,337,413	2,516,847	1,842,518	1,920,601	(494,895)	-21.2%
9x.xxx	IS Charges - M&O	179,942	189,916	219,696	226,086	226,086	217,193	220,418	(8,893)	-3.9%
9x.xxx	IS Charges - Reserves	9,814	7,748	6,760	6,760	8,181	-	8,182	(6,760)	-100.0%
	Subtotal Operating Exp	**$ 9,468,245**	**$ 8,418,615**	**$ 8,705,507**	**$ 9,240,108**	**$ 9,324,424**	**$ 8,807,795**	**$ 9,137,848**	**$ (432,313)**	**-4.7%**
Capital & One-time Funding:										
	Finance	9,626	18,230	5,914	26,148	26,148	4,920	4,629	(21,228)	-81.2%
	Non-Department	2,240,294	1,663,097	956,417	1,045,795	1,230,795	880,000	745,465	(165,795)	-15.9%
	Information Technology	402,720	593,944	158,750	953,207	953,207	168,750	158,750	(784,457)	-82.3%
	Fleet & Equip Replace	1,113,140	941,993	596,300	994,100	994,100	484,000	252,000	(510,100)	-51.3%
	Human Resources	7,299	13,906	5,457	16,554	16,554	3,270	3,076	(13,284)	-80.2%
	Risk Management	-	81,184	-	182,400	182,400	-	-	(182,400)	-100.0%
	Subtotal One-time Exp	**$ 3,773,079**	**$ 3,312,354**	**$ 1,722,838**	**$ 3,218,204**	**$ 3,403,204**	**$ 1,540,940**	**$ 1,163,920**	**$ (1,677,264)**	**-52.1%**
	Total Expenditures	**$ 13,241,325**	**$ 11,730,970**	**$ 10,428,345**	**$ 12,458,312**	**$ 12,727,628**	**$ 10,348,735**	**$ 10,301,767**	**$ (2,109,576)**	**-16.9%**

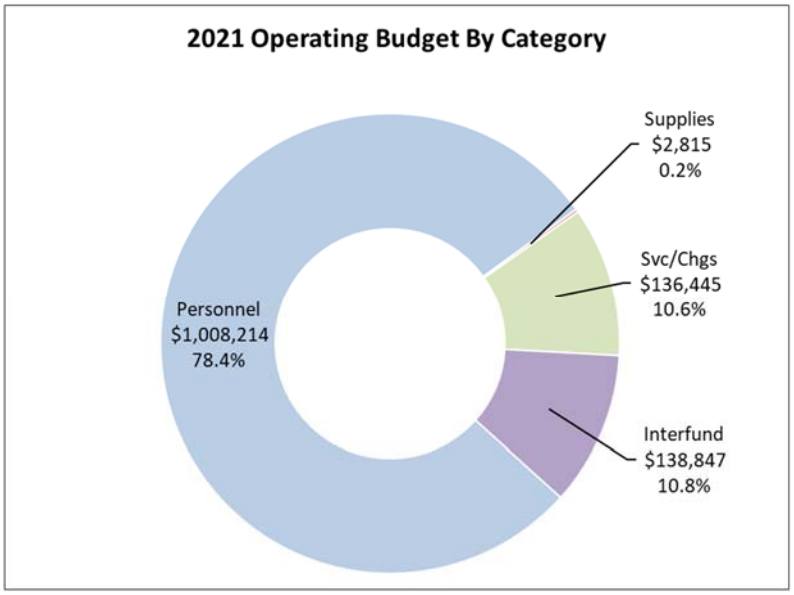
ADMINISTRATIVE SERVICES FINANCE

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.



ADMINISTRATIVE SERVICES FINANCE

Financial Information

The adopted operating budget totals $1.29M in 2021 and $1.32M in 2022. This is an increase of 2.1% or $26.9K from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 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.
- Professional Services – the increase is due to merchant service fees as customers utilize credit cards for payment and increase in cost of required annual audit by the Washington State Auditor's Office.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 1,175,875	$ 1,211,461	$ 1,260,388	$ 1,285,534	$ 1,290,772	$ 1,291,243	$ 1,328,165	5,710	0.4%
	Total Revenues	**$ 1,175,875**	**$ 1,211,461**	**$ 1,260,388**	**$ 1,285,534**	**$ 1,290,772**	**$ 1,291,243**	**$ 1,328,165**	**$ 5,710**	**0.4%**
Expenditure Summary:										
11.xxx	Salaries & Wages	677,565	693,405	721,592	721,592	730,723	732,084	744,380	10,492	1.5%
11.002/4	Overtime	-	805	-	-	-	-	-	-	n/a
21.xxx	Benefits	234,717	246,793	259,451	259,451	260,821	276,130	289,776	16,679	6.4%
31.xxx	Other Operating Supplies	3,787	2,974	2,785	2,785	2,405	2,815	2,815	30	1.1%
35.xxx	Small Tools/Minor Equip	544	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	116,864	116,909	117,020	117,020	117,020	131,520	131,520	14,500	12.4%
43/49.00	Travel & Training	8,517	5,431	6,200	6,200	300	1,760	6,200	(4,440)	-71.6%
44.xxx	Taxes & Other Assess	159	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	1,245	1,395	1,370	1,370	1,370	1,370	1,370	-	0.0%
49.xxx	Other Charges & Services	730	1,552	985	1,637	1,637	1,795	1,220	158	9.7%
9x.xxx	IS Charges - M&O	116,157	118,875	140,636	144,896	144,896	138,847	140,802	(6,049)	-4.2%
9x.xxx	IS Charges - Reserves	5,962	5,094	4,435	4,435	5,452	-	5,453	(4,435)	-100.0%
	Subtotal Operating Exp	**$ 1,166,248**	**$ 1,193,231**	**$ 1,254,474**	**$ 1,259,386**	**$ 1,264,624**	**$ 1,286,323**	**$ 1,323,537**	**$ 26,937**	**2.1%**
Capital & One-time Funding:										
	Capital & One-Time	9,626	18,230	5,914	26,148	26,148	4,920	4,629	(21,228)	-81.2%
	Subtotal One-time Exp	**$ 9,626**	**$ 18,230**	**$ 5,914**	**$ 26,148**	**$ 26,148**	**$ 4,920**	**$ 4,629**	**$ (21,228)**	**-81.2%**
	Total Expenditures	**$ 1,175,875**	**$ 1,211,461**	**$ 1,260,388**	**$ 1,285,534**	**$ 1,290,772**	**$ 1,291,243**	**$ 1,328,165**	**$ 5,710**	**0.4%**

ADMINISTRATIVE SERVICES FINANCE: NON-DEPARTMENTAL

Purpose/Description

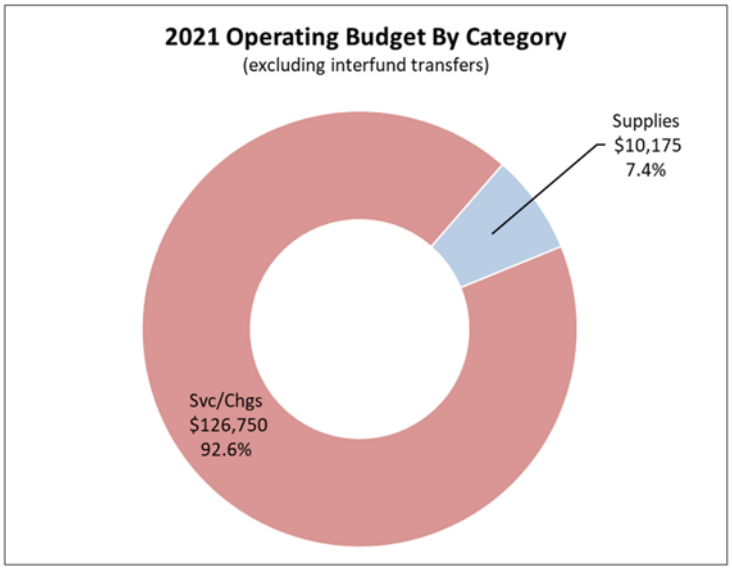
The purpose of the Non-Departmental section is to account for expenditures that are not specifically related to one department such as city-wide postage and bulk mail, paper and coffee and water supplies, and membership dues.

Financial Information

The adopted operating budget (excluding interfund transfers) totals $137K in 2021 and $137K in 2022. This is an increase of less than $3K or 02.2% from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Communication – the increase is due to mailing of Connections Magazine.
- Membership Dues – the increase is due to account for increases in city-wide membership fees.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 4,159,727	$ 3,768,338	$ 2,968,151	$ 3,056,134	$ 3,420,568	$ 2,859,443	$ 2,802,991	(196,691)	-6.4%
	Total Revenues:	**$ 4,159,727**	**$ 3,768,338**	**$ 2,968,151**	**$ 3,056,134**	**$ 3,420,568**	**$ 2,859,443**	**$ 2,802,991**	**$ (196,691)**	**-6.4%**
Expenditure Summary:										
31.xxx	Other Operating Supplies	8,613	6,149	10,175	10,175	10,175	10,175	10,175	-	0.0%
41.xxx	Professional Service	160	250	-	-	-	-	-	-	n/a
42.xxx	Communication	55,597	51,529	57,025	57,025	57,025	57,425	57,425	400	0.7%
45.xxx	Operating Rental/Lease	505	-	3,000	3,000	3,000	3,000	3,000	-	0.0%
49.001	Membership Dues	62,185	63,180	63,430	63,430	63,430	65,995	65,995	2,565	4.0%
49.xxx	Other Charges & Services	396	422	330	330	330	330	330	-	0.0%
597	Interfund Transfers	1,791,977	1,983,711	1,877,774	1,876,379	2,055,813	1,842,518	1,920,601	(33,861)	-1.8%
	Subtotal Operating Exp:	**$ 1,919,433**	**$ 2,105,241**	**$ 2,011,734**	**$ 2,010,339**	**$ 2,189,773**	**$ 1,979,443**	**$ 2,057,526**	**$ (30,896)**	**-1.5%**
Capital & One-time Funding:										
	Capital & 1-Time	2,240,294	1,663,097	956,417	1,045,795	1,230,795	880,000	745,465	(165,795)	-15.9%
	Subtotal One-time Exp:	**$ 2,240,294**	**$ 1,663,097**	**$ 956,417**	**$ 1,045,795**	**$ 1,230,795**	**$ 880,000**	**$ 745,465**	**$ (165,795)**	**-15.9%**
	Total Expenditures:	**$ 4,159,727**	**$ 3,768,338**	**$ 2,968,151**	**$ 3,056,134**	**$ 3,420,568**	**$ 2,859,443**	**$ 2,802,991**	**$ (196,691)**	**-6.4%**



ADMINISTRATIVE SERVICES FINANCE: HOTEL/MOTEL LODGING TAX

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 fo rthe use of loding 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 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 loding 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).

Financial Information

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
104	Special Hotel/Motel Lodging Tax	$ 767,251	$ 774,671	$571,429	$ 571,429	$ 571,429	$ 571,429	$ 714,286	$ -	0.0%
104	Transient Rental Income Tax	288,084	317,282	228,571	228,571	228,571	228,571	285,714	-	0.0%
104	Interest Earnings	22,883	22,666	-	-	10,000	-	-	-	n/a
	Total Revenues	**$ 1,078,218**	**$ 1,114,619**	**$ 800,000**	**$ 800,000**	**$ 810,000**	**$ 800,000**	**$ 1,000,000**	**$ -**	**0.0%**
Expenditure Summary:										
31.xxx	Other Operating Supplies	16,307	14,125	-	-	-	-	-	-	n/a
41.xxx	Professional Service	421,869	473,532	800,000	632,250	632,250	672,250	800,000	40,000	6.3%
43/49.00	Travel & Training	66	6,410	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	4,227	5,848	-	-	-	-	-	-	n/a
49.001	Membership Dues		400	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	28,324	40,038	-	30,000	30,000	-	-	(30,000)	-100.0%
597	Interfund Transfers	955,461	178,836	-	461,034	461,034	-	-	(461,034)	-100.0%
	Subtotal Operating Exp	**$ 1,426,254**	**$ 719,190**	**$ 800,000**	**$ 1,123,284**	**$ 1,123,284**	**$ 672,250**	**$ 800,000**	**$ (451,034)**	**-40.2%**
	Total Expenditures	**$ 1,426,254**	**$ 719,190**	**$ 800,000**	**$ 1,123,284**	**$ 1,123,284**	**$ 672,250**	**$ 800,000**	**$ (451,034)**	**-40.2%**
	Beginning Balance	1,513,240	1,165,205	800,000	1,560,637	1,560,637	1,247,353	1,375,103		
	Ending Balance	1,165,205	1,560,637	800,000	1,237,353	1,247,353	1,375,103	1,575,103		

ADMINISTRATIVE SERVICES FINANCE: FLEET & EQUIPMENT

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.

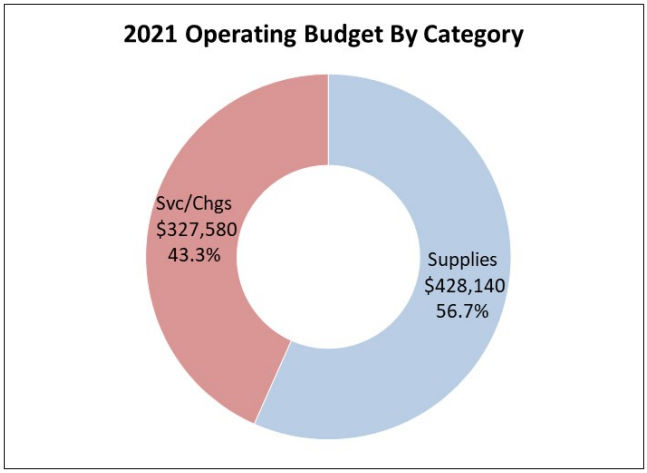
Goals/Objectives

- Ensure safe, available, and reliable vehicles and equipment

Financial Information

The adopted operating budget totals $756K in 2021 and $756K in 2022, consistent with the previous biennium's budget. Fuel line item remains unchanged due to uncertainty of future fuel prices.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
501	M&O Revenue	$ 691,737	$ 763,367	$ 740,720	$ 740,720	$ 660,720	$ 740,720	$ 740,720	$ -	n/a
501	Replacement Reserves	942,870	805,481	-	-	-	-	-	-	n/a
501	Interest Earnings	61,399	71,013	15,000	15,000	15,000	15,000	15,000	-	0.0%
501	Capital Contribution	-	-	-	91,824	91,824	-	-	(91,824)	-100.0%
501	Proceeds Sale of Assets	52,500	13,339	-	-	-	-	-	-	n/a
302	Interfund Loan Repayment	-	-	-	880,204	880,204	-	-	(880,204)	-100.0%
504	Transfer In-Risk Mgmt	-	81,184	-	182,400	182,400	-	-	(182,400)	-100.0%
	Total Revenues	**$ 1,748,506**	**$ 1,734,384**	**$ 755,720**	**$ 1,910,148**	**$ 1,830,148**	**$ 755,720**	**$ 755,720**	**$ (1,154,428)**	**-60.4%**
Expenditure Summary:										
31.xxx	Other Operating Supplies	11,946	18,655	3,990	3,990	3,990	3,990	3,990	-	0.0%
32.xxx	Fuel	348,588	323,206	424,150	424,150	344,150	424,150	424,150	-	0.0%
35.xxx	Small Tools/Minor Equip	99	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	2,395	6,468	-	-	-	-	-	-	n/a
44.xxx	Advertising	1,563	-	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	388,376	499,389	327,580	327,580	327,580	327,580	327,580	-	0.0%
49.xxx	Other Charges & Services	169	-	-	-	-	-	-	-	n/a
	Subtotal Operating Expenditures	**$ 753,136**	**$ 847,718**	**$ 755,720**	**$ 755,720**	**$ 675,720**	**$ 755,720**	**$ 755,720**	**$ -**	**0.0%**
Capital & One-Time										
	Capital - Vehicle & Equip	722,714	941,993	596,300	994,100	994,100	484,000	252,000	(510,100)	-51.3%
	Transfer out-Transp CIP LID	374,426	-	-	-	-	-	-	-	n/a
	Transfer Out-General Fund	16,000	-	-	-	-	-	-	-	n/a
	Subtotal Capital & One-Time	**$ 1,113,140**	**$ 941,993**	**$ 596,300**	**$ 994,100**	**$ 994,100**	**$ 484,000**	**$ 252,000**	**$ (510,100)**	**-51.3%**
	Total Expenditures	**$ 1,866,277**	**$ 1,789,712**	**$ 1,352,020**	**$ 1,749,820**	**$ 1,669,820**	**$ 1,239,720**	**$ 1,007,720**	**$ (510,100)**	**-29.2%**
	Beginning Balance (Reserves)	$ 3,953,548	$ 3,835,778	$ 4,815,080	$ 3,780,451	$ 3,780,451	$ 3,940,779	$ 3,456,779		
	Ending Balance (Reserves)	$ 3,835,777	$ 3,780,450	$ 4,218,780	$ 3,940,779	$ 3,940,779	$ 3,456,779	$ 3,204,779		



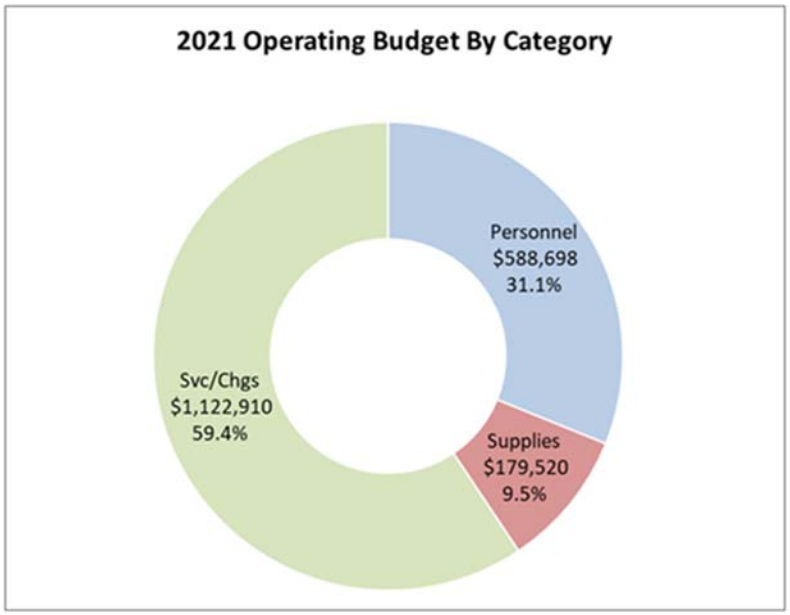
ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY

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.



ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY DIVISION

Financial Information

The adopted operating budget totals $1.89M in 2021 and $1.95M in 2022. This is an increase of 106.1% or $181K from the 2020 adopted operating budget. Highlights of the 2021 adopted operating budget compared to the 2020 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, increases in healthcare premiums and actual placement of positions compared to the adjusted budget.
- Small Tools/Minor Equipment – the increase is due Microsoft Enterprise agreement additions.
- Professional Services – the increase is due to social media archival software necessary to meet records retention requirements.
- Professional Services – the decrease is due to elimination of Asset Management System annual subscription (using MyLakewood311 instead of separate system).
- 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 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.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Operating Rental/Lease – the decrease is due to copiers coming off lease.
- Repairs & Maintenance – the increase is due primarily to computer hardware and software maintenance for PALS Permitting System ($57K), Enterprise Antivirus Endpoint Protection ($12K), KnwBe4Awareness ($12K), ShieldX ($38K) and Next Request Public Records System ($11K).

ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY

Financial Information

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
503	M&O Revenue	$1,218,422	$1,202,671	$1,690,139	$1,709,939	$ 1,703,939	$ 1,891,129	$ 1,952,033	181,190	10.6%
503	Interest/Other	1,002	2,201	-	-	-	-	-	-	n/a
503	IT Reserves	47,500	48,678	66,844	66,844	66,844	-	66,756	(66,844)	-100.0%
503	Contributed Capital	402,720	593,944	158,750	953,207	953,207	168,750	158,750	(784,457)	-82.3%
	Total Revenues	**$ 1,669,644**	**$ 1,847,495**	**$ 1,915,733**	**$ 2,729,990**	**$ 2,723,990**	**$ 2,059,879**	**$ 2,177,539**	**$ (670,111)**	**-24.5%**
Expenditure Summary:										
11.xxx	Salaries & Wages	364,834	388,804	384,324	400,943	400,943	407,880	410,664	6,937	1.7%
21.xxx	Benefits	157,042	173,923	174,205	177,386	177,386	180,818	190,527	3,432	1.9%
31.xxx	Other Supplies	15,353	13,315	112,520	112,520	112,520	112,520	112,520	-	0.0%
35.xxx	Small Tools/Minor Equip	119,003	27,015	62,000	62,000	62,000	67,000	67,000	5,000	8.1%
41.xxx	Professional Service	48,842	44,486	87,780	87,780	87,780	53,760	60,340	(34,020)	-38.8%
42.xxx	Communication	208,096	229,469	236,100	236,100	236,100	311,000	311,000	74,900	31.7%
43/49.00	Travel & Training	18,616	2,370	6,000	6,000	-	1,500	6,300	(4,500)	-75.0%
45.xxx	Operating Rental/Lease	44,170	38,545	9,000	9,000	9,000	-	-	(9,000)	-100.0%
48.xxx	Repairs & Maintenance	230,127	267,671	614,060	614,060	614,060	751,280	788,210	137,220	22.3%
49.001	Membership Dues	75	-	100	100	100	100	200	-	0.0%
49.xxx	Other Charges & Services	13,266	19,273	4,050	4,050	4,050	5,270	5,270	1,220	30.1%
	Subtotal Operating Exp	**$ 1,219,424**	**$ 1,204,872**	**$ 1,690,139**	**$ 1,709,939**	**$ 1,703,939**	**$ 1,891,129**	**$ 1,952,033**	**$ 181,190**	**10.6%**
Capital & One-time Funding:										
	Capital & One-Time	402,720	593,944	158,750	953,207	953,207	168,750	158,750	(784,457)	-82.3%
	Subtotal One-time Exp	**$ 402,720**	**$ 593,944**	**$ 158,750**	**$ 953,207**	**$ 953,207**	**$ 168,750**	**$ 158,750**	**$ (784,457)**	**-82.3%**
	Total Expenditures	**$ 1,622,144**	**$ 1,798,816**	**$ 1,848,889**	**$ 2,663,146**	**$ 2,657,146**	**$ 2,059,879**	**$ 2,110,783**	**$ (603,267)**	**-22.7%**
	Beginning Balance (Reserves)	$ 42,500	$ 90,000	$ 131,844	$ 138,678	$ 138,678	$ 205,222	$ 205,222		
	Ending Balance (Reserves)	$ 90,000	$ 138,680	$ 198,688	$ 205,522	$ 205,522	$ 205,222	$ 271,978		

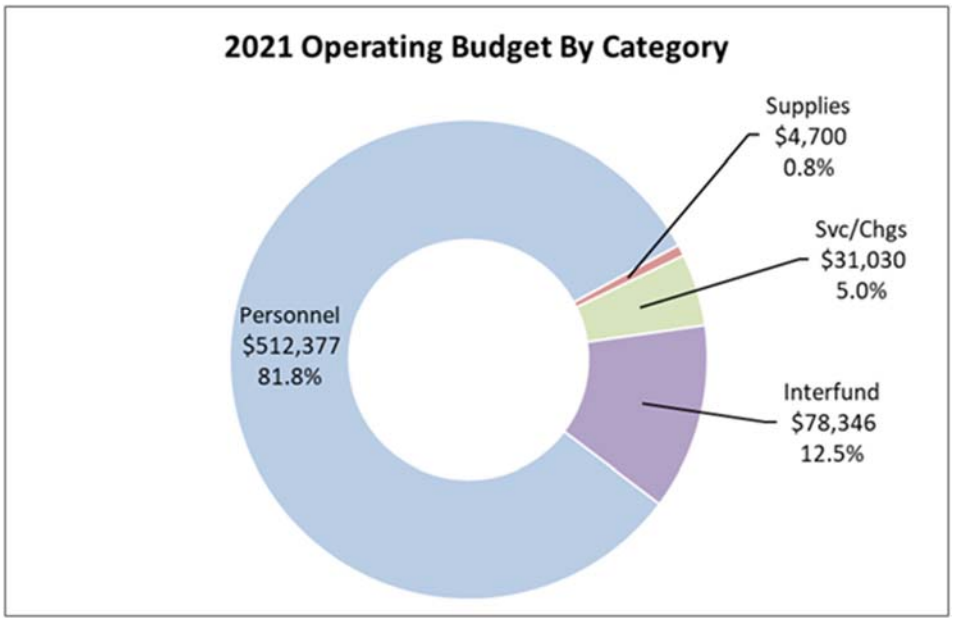
ADMINISTRATIVE SERVICES HUMAN RESOURCES

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.



ADMINISTRATIVE SERVICES HUMAN RESOURCES

Financial Information

The adopted operating budget totals $626K in 2021 and $653K in 2022. This is an increase of 1.4% or $9K from the 2020 adjusted operating budget. Highlights of the 2021 adopted budget compared to the 2020 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, increases in healthcare premiums and actual placement of positions compared to the adjusted budget.
- Other Supplies – the decrease is due to reduction of basic operating supplies and lunches/refreshments for interview panels.
- Professional Services – the decrease is due to reduction in mandatory medical services.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 572,604	$ 596,070	$ 614,238	$ 634,465	$ 606,909	$ 629,723	$ 655,631	(4,742)	-0.7%
	Total Revenues	**$ 572,604**	**$ 596,070**	**$ 614,238**	**$ 634,465**	**$ 606,909**	**$ 629,723**	**$ 655,631**	**$ (4,742)**	**-0.7%**
Expenditure Summary:										
11.xxx	Salaries & Wages	335,010	351,687	351,104	351,104	351,104	374,544	384,480	23,440	6.7%
21.xxx	Benefits	124,970	129,125	136,312	136,312	136,312	137,833	145,050	1,521	1.1%
31.xxx	Other Supplies	8,909	5,829	7,200	7,200	2,900	4,700	5,900	(2,500)	-34.7%
35.xxx	Small Tools/Minor Equip	175	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	23,295	19,270	24,850	31,850	14,850	26,850	26,850	(5,000)	-15.7%
43/49.003	Travel & Training	4,536	2,038	6,400	6,400	170	2,650	6,400	(3,750)	-58.6%
49.001	Membership Dues	622	520	950	950	950	950	950	-	0.0%
49.xxx	Other Charges & Services	151	-	580	580	150	580	580	-	0.0%
9x.xxx	IS Charges - M&O	63,785	71,041	79,060	81,190	81,190	78,346	79,616	(2,844)	-3.5%
9x.xxx	IS Charges - Reserves	3,852	2,654	2,325	2,325	2,729	-	2,729	(2,325)	-100.0%
	Subtotal Operating Exp	**$ 565,305**	**$ 582,164**	**$ 608,781**	**$ 617,911**	**$ 590,355**	**$ 626,453**	**$ 652,555**	**$ 8,542**	**1.4%**
Capital & One-time Funding:										
	Capital & One-Time	7,299	13,906	5,457	16,554	16,554	3,270	3,076	(13,284)	-80.2%
	Subtotal One-time Exp	**$ 7,299**	**$ 13,906**	**$ 5,457**	**$ 16,554**	**$ 16,554**	**$ 3,270**	**$ 3,076**	**$ (13,284)**	**-80.2%**
	Total Expenditures	**$ 572,604**	**$ 596,070**	**$ 614,238**	**$ 634,465**	**$ 606,909**	**$ 629,723**	**$ 655,631**	**$ (4,742)**	**-0.7%**

ADMINISTRATIVE SERVICES HUMAN RESOURCES: RISK MANAGEMENT

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.

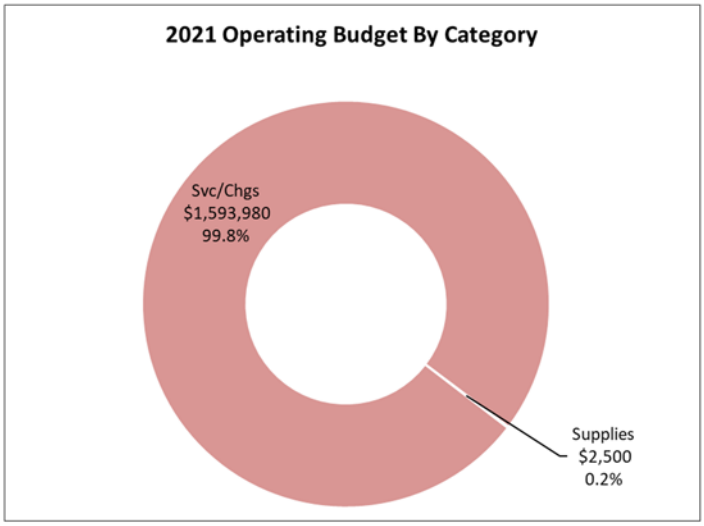
In-house services include risk management consultation, loss control field services, claims, pre-defense and litigation administration, and loss analyses. WCIA contracts for the claims investigation consultants for personnel issues and land use problems, insurance brokerage, and lobbyist services.

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 loses. 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



ADMINISTRATIVE SERVICES HUMAN RESOURCES: RISK MANAGEMENT

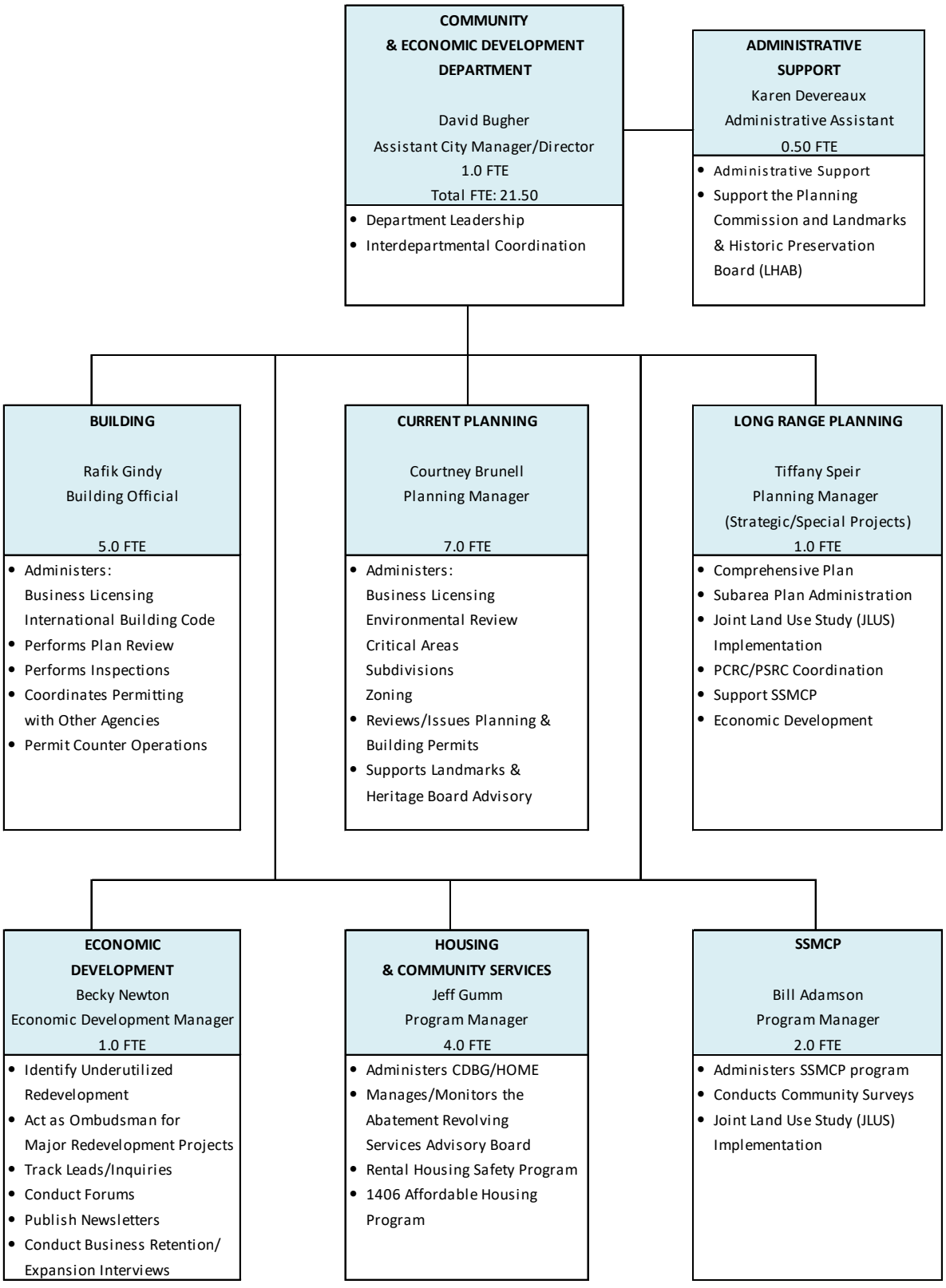
Financial Information

The adopted operating budget totals $1.60M in 2021 and $1.60M in 2022. This is a decrease of 9.5% or $167K from the 2020 adjusted operating budget. Highlights of the 2021 adopted operating budget compared to the 2020 adjusted operating budget are as follows:

- Professional Services – the increase is due to AWC Retro Program.
- Risk Assessment (WCIA) – the decrease is due to decrease in liability assessment.
- Repairs & Maintenance – the decrease is due to estimated repair claims paid by insurance recoveries.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
501	M&O Revenue	$2,297,703	$1,561,705	$1,434,659	$1,449,659	$ 1,443,324	$ 1,396,480	$ 1,396,480	(53,179)	-3.7%
501	AWC Retro Refund	-	-	-	32,120	51,655	-	-	(32,120)	-100.0%
501	Insurance Recovery	120,648	285,581	150,000	464,150	464,150	200,000	200,000	(264,150)	-56.9%
	Total Revenues	**$ 2,418,351**	**$ 1,847,286**	**$ 1,584,659**	**$ 1,945,929**	**$ 1,959,129**	**$ 1,596,480**	**$ 1,596,480**	**$ (349,449)**	**-18.0%**
Expenditure Summary:										
11.xxx	Salaries & Wages	6,960	12,385	-	-	-	-	-	-	n/a
11.002/4	Overtime	547	447	-	-	-	-	-	-	n/a
21.xxx	Benefits	2,488	5,158	-	-	-	-	-	-	n/a
31.xxx	Other Operating Supplies	44,767	23,726	2,500	2,500	2,500	2,500	2,500	-	0.0%
41.xxx	Professional Service	33,564	36,432	24,650	24,650	38,150	38,150	38,150	13,500	54.8%
43/49.00	Travel & Training	168	-	300	300	-	300	300	-	0.0%
46.xxx	Risk Assessment (WCIA)	1,144,200	1,411,230	1,406,679	1,438,799	1,438,799	1,355,000	1,355,000	(83,799)	-5.8%
48.xxx	Repairs & Maintenance	190,842	276,822	150,530	297,280	297,280	200,530	200,530	(96,750)	-32.5%
49.xxx	Other Charges & Services	994,909	-	-	-	-	-	-	-	n/a
	Subtotal Operating Exp	**$ 2,418,445**	**$ 1,766,200**	**$ 1,584,659**	**$ 1,763,529**	**$ 1,776,729**	**$ 1,596,480**	**$ 1,596,480**	**$ (167,049)**	**-9.5%**
Capital & One-time Funding:										
	Capital & One-Time	-	81,184	-	182,400	182,400	-	-	(182,400)	-100.0%
	Subtotal One-time Exp	**$ -**	**$ 81,184**	**$ -**	**$ 182,400**	**$ 182,400**	**$ -**	**$ -**	**$ (182,400)**	**-100.0%**
	Total Expenditures	**$ 2,418,445**	**$ 1,847,384**	**$ 1,584,659**	**$ 1,945,929**	**$ 1,959,129**	**$ 1,596,480**	**$ 1,596,480**	**$ (349,449)**	**-18.0%**

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Includes limited terms positions 2.0 FTEs in support of the RHSP/abatement programs and 1.0 FTE in support of development services.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

2019/2020 Accomplishments

Business Licensing

- With assistance from other city departments, notably the Lakewood Police and Legal Departments, closed the Deja Vu adult entertainment establishment at 8920 South Tacoma Way.
- Issued approximately 3,800 business licenses in 2019.
- As of the second quarter 2020, issued 4,356 business licenses.

Current Planning

- 279 planning permits received and processed in 2019.
- Approximately 200 planning permits received and processed in 2020.
- Three public agency master plans, Pierce College, Western State Hospital, and the Thomas Middle School (major amendment to previous Plan) submitted in 2020.
- Initiated virtual hearing examiner public hearings in 2020.
- Initiated work on a new permitting software system; this new program is expected to come online January 2021.
- Began using contract planning services for current planning assignments.
- In 2019, conducted nine hearing examiner hearings. In 2020, conducted seven hearing examiner hearings (estimated).
- Initiated revised code enforcement procedures for shoreline complaints.
- Awarded a Certified Local Government (CLG) grant from the State Department of Archaeology and Historic Preservation in 2019.
- In 2019, completed a reconnaissance level historic survey of over 100 homes in the Oak Park Neighborhood. Updated the State WISAARD and City of Lakewood historic property inventories.
- Held three community meetings to raise awareness about the Oak Park Neighborhood and opportunities for historic preservation in the City of Lakewood.
- Developed a plan for a historic street signs program in 2019.
- Awarded a 2020 Pierce County Historic Preservation Grant to implement the historic street signs program. Project completion anticipated in 2021.
- Updated the City of Lakewood historic driving tour map in 2019.
- Distributed 500 copies of the historic driving tour map to Clover Park School District for use in local Washington State History classrooms in 2019.
- Facilitated the completion of the City's Colonial Plaza Project in 2019 including: project design, securing easement agreements, construction oversight and planning for the grand opening celebration.

Permit Counter

- Received and processed 3,185 permits in 2019.
- Received and processed 1,700 permits as of August 2020.
- Implemented an entirely electronic permit intake system.
- Created a new departmental procedures manual, held staff training on revised intake policies and procedures.
- Seamlessly transitioned to a remote work model when required in response to COVID-19. The permit counter remained virtually open all regularly scheduled business hours despite the pandemic.
- Completed a development services cost-recovery update in 2019, made data-driven recommendations to update the City's fee schedule.

Building Division

- Issued 1,716 building permits in 2019; 1,700 in 2020 (estimated).
- Issued 80 percent of building permits electronically in 2019; issued 100 percent of building permits electronically in 2020.
- Issued a combined 398 stop work and unsafe building orders in 2019. For 2020, the total is around 104. The significant decline (74 percent) occurred as the result of a reduction in service levels brought about by the COVID-19 Pandemic.
- Updated the International Building & Construction Codes.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

2019/2020 Accomplishments (continued)

Economic Development

- Business Retention and Expansion
  - Completed 101 business retention and expansion visits in 2019 with follow up assistance. Ninety visits conducted as of July 31, 2020.
  - Conducted three government contracting forums, and two targeted business workshops on tax law, and workforce retention and attraction. One business forum conducted in 2020 on business finance. In total, 350 attended these forums.
  - Produced 10 Business Showcase stories annually.
- Business Recruitment & Attraction
  - In 2019, there were 550 new business licenses issued in Lakewood. It is expected that the city will experience an increase in 2020. As of the end of second quarter, 2020, there were 472 new business licenses issued.
  - On average, the economic development division assists more than 300 businesses in site selection and/or permit assistance through to certificate of occupancy, including several national tenants.
- Developed "Build Your Better Here" campaign in coordination with the Communications Department.
- Lakewood Landing
  - Hired consultants to assist City in the development of Lakewood Landing.
  - Met with property owners about project vision.
  - Obtained property developer input.
  - Published Request for Proposals.
  - Aligned proposal with the pending Lakewood Station District Subarea Plan.
  - Prepared draft Master Plan.

Housing

- In 2019, 36 new single-family permits were issued. Average new home price, $326,000.
- In 2020, it is estimated that 67 new single-family permits will be issued. Average new home price is $342,952 or 5.2% above 2019 levels.
- Conducted one developer forum in 2019.
- Engaged directly with 15 major regional mixed use developers for Downtown District development.
- Under the City's MFTE program, for 2019 and 2020, 238 multifamily units were constructed.
- In 2019, there were 43 plats in process with a total of 142 lots.
- As of the end of second quarter 2020, there are seven plats in process with a total of 69 lots.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

2019/2020 Accomplishments (continued)

Long Range Planning

- Ordinance 703: Adoption of site specific rezone regulations; new procedures for quasi-judicial hearings; and revised regulations for the PPD overlay.
- Ordinance 706: Adoption of a revised sign code.
- Ordinance 711: Adoption of periodic amendments to the City's Shoreline Master Program and adoption of a Shoreline Restoration Plan.
- Ordinance 714: Adoption of the 2018 City of Lakewood Comprehensive Plan & Land Use & Development Docket.
- Ordinance 718: Adoption of amendments to the City's Shoreline Master Plan as requested by the Washington State Department of Ecology.
- Ordinance 719: Adoption of OSR 1 zoning for Western State Hospital (previous use was the Pierce County Golf Course).
- Ordinance 726: Comprehensive re-write of Title 18A, the City's Land Use and Development Code, and other related municipal code titles.
- Ordinance 733: Adoption of site specific rezone at 11918 and 11920 Nyanza Road SW.
- Ordinance 737: Adoption of the 2019 City of Lakewood Comprehensive Plan Map and Text amendments & Land Use & Development Code amendments.
- Ordinance 738: Adoption of the annual land use and development code amendments and revisions to the multifamily property tax exemption program.
- Received two Washington State Department grants: One for development of the Lakewood Station District Subarea Plan, Development Code and Planned Action; and One to develop a new Energy and Climate Change chapter for the City's Comprehensive Plan. Both projects will be completed in 2021.
- Coronavirus Relief Fund Grant Program: Coordinated efforts to disburse $1.79 million in CRF dollars to small businesses, human service providers, and to public entity partners.
- CARES Act Loans and Grants: Worked with Pierce County and cities to allocate CARES Act funding to homelessness service providers and to create new emergency shelter beds.
- 2020 Census: Staffed Lakewood's involvement with the Pierce County Census Committee, coordinated the Lakewood 2020 Census Committee and conducted outreach efforts to the public regarding Census participation.

Community Services – CDBG & HOME

- Facilitated the completion and closeout of the current Five Year (FY 2015–2019) Consolidated Plan and associated Annual Action Plan.
- Developed and implemented the FY2020-2024 Five Year Consolidated Plan and 2020 Annual Action Plan.
- Developed and implemented Lakewood's 2020 Analysis of Impediments to Fair Housing.
- Created and submitted Lakewood's Consolidated Annual Performance Evaluation Report for 2018 and 2019.
- Managed/monitored the City's HOME multifamily & homeownership opportunities housing affordability fund (Habitat for Humanity and the Homeownership Center of Tacoma).
- Managing the City's Section 108 program (Curbside Loan and the Tacoma Housing Authority). Paid off 108th Street SW Street Improvements project in 2020.
- Managed the City's Major Home Repair/ Sewer Loan program and HOME Housing Rehab programs. Completed 5 owner rehabilitation projects in 2019.
- Assisted Pierce County Human Services with review of county-wide human services programs; provided recommendations on Section 2060 and 2163 projects.
- Initiated CDBG-CV Emergency Services Assistance Business Grant Program with $350,611 in CDBG COVID funding.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

2019/2020 Accomplishments (continued)

RHSP (Rental Housing Safety Program):

- For 2019, 11,328 rental units were registered (85 percent of total rental units), and 459 initial property inspections were performed by city and private inspectors.
- For 2020, 11,968 rental units were registered (90 percent of total rental units), and 485 initial property inspections were performed by city and private inspectors.

Dangerous Building Abatements/Unsafe Buildings

- In 2019, completed 13 dangerous building abatements and one nuisance abatement.
- In 2019, initiated dangerous building abatement on the QFC property.
- In 2020, completed nine dangerous building abatements and two nuisance abatements, with another 11 pending dangerous building abatement orders.

South Sound Military Communities Partnership

- Conducted four Elected Officials' meetings.
- Conducted two SSMCP retreat meetings.
- Initiated work to update the JBLM 2010 Growth Coordination Plan.
- Managed an OEA grant to implement three strategies from 2015 JBLM Joint Land Use Study (Military Influence Area Ordinance, Lighting Study, and JBLM Land Exchange Plan.)
- Completed work on a second OEA grant (Local transportations needs in and around JBLM, habitat preservation and conservation, and affordable housing strategies for service members.)
- Implemented program to secure funding to resolve McChord Airfield Clear Zone Encroachment.
- In collaboration with WSDOT, identified strategies for traffic congestion management to include options for the I-5 Tumwater to Mounts Road Corridor, which include ecosystem and environmental improvements.
- Enhanced & expanded regional SSMCP coordination & participation.
- Continued efforts to inform & educate stakeholders on military impacts across the South Puget Sound.
- Continued efforts to participate & advocate in state level legislative advocacy activities.
- Continued to conduct periodic JBLM needs & preferences survey and regional economic impact analyses.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

2021/2022 Anticipated Key Projects

Business Licensing

- Issue business licenses timely as they are received from the state's BLS system.
- Monitor business license fees.
- As much as possible, coordinate the BLS with Lakewood PALS software.
- Where appropriate, and in conjunction with other city departments, revoke business licenses for businesses engaged in illegal behavior or that have received inordinately high calls for services.

Current Planning

- Continue efforts to implement both the Downtown and Lakewood Station District subarea plans.
- Monitor progress on the implementation of Lakewood PALS.
- 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.
- Continue review of master planning efforts by DSHS for Western State Hospital and by other agencies as appropriate.
- Implement the Historic Street Signs Program
- Engage with Clover Park School District to continue to encourage the Landmark and Heritage Advisory Boards involvement in the Washington State History Curriculum.

Permit Counter

- Implement the new PALS system in first quarter of 2021, including transferring active permits into the new PALS database.
- Continue efforts to improve the intake and permit issuance process for development service customers.
- Create a customer service survey for development service customers to provide feedback on the permitting process.

Building Division

- Monitor the backflow prevention interlocal agreement with the Lakewood Water District.
- Monitor the fire plan review interlocal agreement with the West Pierce Fire & Rescue District.
- 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

2021/2022 Anticipated Key Projects (continued)

Economic Development

- Conduct a minimum of 70 business expansion/retention interviews annually; perform follow-up assignments as necessary.
- Work with Current Planning and SSMCP to increase the availability of middle-market housing stock.
- Implement the updated MFTE program that was adopted in Ordinance 738; review & make recommendations on any proposed multifamily tax exemption projects.
- Create marketing, promotion & image plans (continue with the biannual editions of the Lakewood Index newsletter).
- Prepare two developer forums, one in 2021 (tentative) & another in 2022.
- Conduct annually two government contracting forums, two targeted business workshops on tax law and COVID recovery, and workforce retention and attraction.
- In 2021, monitor the outcomes of the CFR and CDBG CARES act programs.
- Monitor current redevelopment activities within identified geographic areas of the City (i.e., the Central Business District; Springbrook; Pacific Highway; South Tacoma Way; Woodbrook Industrial Business Park; Tillicum; and the McChord North Clear Zone), each of which have specific redevelopment strategies.
- Maintain a redevelopment emphasis on the Central Business District and Lakewood District Subarea Plans, Lakewood Landing, the construction of a new library, Pacific Highway redevelopment project, and proposed industrial warehouse projects.

Long Range Planning

- Draft and coordinate adoption of the 2021 and 2022 Comprehensive Plan amendment dockets.
- Complete work with Pierce County on 2022 Buildable Lands report.
- Develop application for recognition of a new Countywide industrial Center of Local Importance (COLI).
- Adoption of the Lakewood Station District Subarea Plan, Development Code and Planned Action.
- Adoption of annual development code amendments, usually associated with changes in state law.
- Continue to support regional planning efforts by participating on the Growth Management Coordinating Committee (GMCC) and the PSRC's Regional Staff Committee and track Pierce County Regional Council (PCRC) and Puget Sound Regional Council (PSRC) board meetings.
- Chair GMCC committee updating the Countywide Planning Policies (CPPs) to be consistent with VISION 2050 and to be reformatted for current technological accessibility.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

2021/2022 Anticipated Key Projects (continued)

CDBG & HOME

- Facilitate the development and implementation of the Five Year 2020-2024 Consolidated Plan and associated Annual Action Plan.
- Prepare the FY 2020 and 2021 Consolidated Annual Performance Evaluation Reports for CDBG and HOME Programs.
- Perform at least 18 dangerous building abatements annually.
- Initiate public nuisance abatement actions; program numbers to be determined and based on dangerous building abatement and RHSP workloads. The number of nuisances per year varies, but is usually around three to six projects.
- Monitor the Section 108 loan program.
- Monitor Habitat for Humanity redevelopment projects in the Tillicum neighborhood.
- Perform 8-15 housing rehabilitations & major home repair projects in 2020 and 2020, respectively.
- Monitor CDBG subrecipient agreements.
- Perform project management for street lighting improvement project.
- Manage/monitor the City's HOME multifamily & homeownership opportunities housing affordability fund.
- Manage CDBG-CV Emergency Services Assistance Business Grant Program. Anticipate assisting approximately 35 businesses.
- Implement new HOME-funded Tenant-Based Rental Assistance Program. Anticipate assisting up to 100 individuals.
- Develop a Capital Facilities Plan for LASA (Living Assistance Support Alliance) in coordination with LASA's Executive Director.
- Construct at least 6 new residential housing units in the Tillicum Community in coordination with Habitat for Humanity.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

2021/2022 Anticipated Key Projects (continued)

RHSP (Rental Housing Safety Program):

- Begin enforcement on properties not registered or inspected in 2018/19/20 as noncompliant units. Closure of units is anticipated in 2020 and 2021 with relocation of tenants at owner's expense.
- Continue to focus on timely rental unit registration and property compliance.
- Continue "code triggered" rental housing inspections.
- 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.
- Update RHSP program software.
- Monitor rental registration fees in comparison with program costs.
- As necessary, perform tenant rental housing relocation.

Dangerous Building Abatements/Nuisances/Unsafe Buildings

- Continue efforts to abate dangerous buildings on the QFC and Karwan Village Mobile Home Park properties.
- Perform 25 dangerous building abatements, five public nuisances, and 20 unsafe building notices per year.
- Implement measures to track abatement activity in the Lakewood PALS software system.
- Provide quarterly updates on abatement, nuisance and unsafe building activity.

South Sound Military Communities Partnership

- Recast Social Services Work Group to prioritize work on child care initiatives.
- Formalize new Work Group for attainable/affordable housing for lower enlisted service members.
- Assess the continued relevance of the 2010 Growth Coordination Plan - conduct GCP Impact survey, publish new GCP in 2022.
- Secure federal and state funding, modify/manage Cooperative Agreement to resolve McChord Airfield Clear Zone Encroachment while assisting City of Lakewood in regulating and enforcing NCZ activities.
- Implement strategies for traffic congestion management to improve access to JBLM
- Enhance & expand Regional SSMCP Coordination & Participation – serve as a convener of resources promoting collaboration between community and military leaders.
- Inform & educate Stakeholders on military impacts across the South Puget Sound – use Regional Economic Impact Analysis as a marketing tool.
- Inform and educate state legislators about SSMCP priorities and participate & advocate in State level legislative activities.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Primary Alignment with City Council Goals / Strategic Plan Objectives and Strategies

Economic Development

1.1 Align economic goals and resources across departments.

A. Implement and continue to adjust the City's comprehensive economic development strategy to attract and preserve family and high wage jobs.
B. Review and develop prudent business incentives that enhance economic development.
C. Direct growth through sound planning. Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.

1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competiveness.

A. Implement catalyst projects that promote private investment, i.e., the Downtown Plan, Woodbrook Business Park, and "Lakewood Landing," and the Sounder Station District.
B. Improve underutilized commercial land, e.g., the WSDOT facility, revise of zoning regulations where appropriate, minimize nonconforming uses, and perform an analysis on Western State Hospital impact and possibilities.
C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

1.3 Enhance and diversify housing stock and improve multi-generational community assets.

A. Improve and expand programs and policies to increase homeownership, diversify housing stock, and preserve existing housing to meet community needs.
B. Continue to support youth and senior programming and expand community events.
C. Support and preserve historical, cultural, and environmental places of significance.

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

A. Be a leader in local economic development, regional transportation and planning policies.
B. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation.
C. Expand partnerships with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
D. 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 and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

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.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Primary Alignment with City Council Goals / Strategic Plan Objectives and Strategies (continued)

Fiscal Responsibility:

4.1 Provide efficient and effective municipal services.
- A. Invest resources in core functions based on priorities.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Monitor, refine, and respond to performance measures.

4.3 Make smart investments in people, places, and resources.
- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.
- D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when advantageous.

Transparency:

5.1 Dynamically promote a positive image of Lakewood.
- A. Enhance city's image through positive mixed media campaigns and 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.

5.3 Strengthen connection with stakeholders, partners, and communities.
- C. Expand meaningful, two-way communication opportunities with community stakeholders and regional partner. Focus on inclusive engagement by conducting concentrated outreach to help engage hard-to-reach and vulnerable populations.
- D. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
- E. Support access to information on workforce development, healthcare, and local services.
- F. Strengthen relationship with local school districts, colleges, and other public entities.

Robust Economy

6.1 Continue to improve the quality of life for all residents, businesses, and visitors.
- A. Continue to partner with community-based organizations to support vulnerable residents and improve self-sufficiency.

6.2 Provide a diversity of amenities and events that attract residents, businesses, and visitors.
- A. Celebrate, value and support the cultural diversity of the community through partnerships, public art, events and programs.
- C. Strengthen community connections and support civic engagement.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

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
- State Environmental Policy Act (SEPA).
- 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

Service/ Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change FTE	Change Fleet	2021 1-Time	2021 Ongoing	2022 1-Time	2022 Ongoing
New Building Inspector	Add new Building Inspector position through conversion of Community Service Officer from the Police Department. Background: Eliminate two vacant Community Services Officer (CSO) positions in the Police Deparmtent and replace with Code Enforcement Officer (CEO) in the Police Department and Building Inspector in the Community & Economic Development Department. These two new positions will support Community Safety Resource Team (CSRT), Rental Housing Safey Program (RHSP) and the City's abatement program. The new CEO will allow for more time to be spent on gaining voluntary compliand with outstanding code enforcement cases that in turn will result in less citations to gain compliance. The position will also help increase the identification of properties for the abatement process. This in turns drives the need for an additional building inspector to ssupport both the RHSP and abatement program. The net impact is a decrease of 1.0 FTE in the Police Department and an increase of 1.0 FTE in the Community & Economic Development Department.	1.00	-	$ -	$ 106,308	$ -	$ 109,147
EDB Contribution	Increase annual Tacoma/Pierce County EDB (Economic Development Board) funding by $5,000 for a total of $25,000 beginning in 2022.	-	-	-	-	-	5,000
	Total	**1.00**	**-**	**$ -**	**$ 106,308**	**$ -**	**$ 114,147**

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Position Inventory

Position	Group	Grade	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted
Assistant City Manager/Comm & Economic Dev Director	Non-Rep	72	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Economic Development Manager	Non-Rep	56	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Official	Non-Rep	56	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planning Manager - Current Planning	Non-Rep	55	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planning Manager - Long Range/Strategic Planning	Non-Rep	55	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Manager - Housing	Non-Rep	55	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Manager - SSCMP	Non-Rep	55	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Plans Examiner	AFSCME	38	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Associate Planner	AFSCME	36	1.00	2.00	1.00	2.00	2.00	2.00	2.00
Program Coordinator - Housing/RHSP/Abatement*	AFSCME	36	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Program Coordinator - SSMCP	AFSCME	36	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector**	AFSCME	34	2.00	2.00	2.00	2.00	2.00	3.00	3.00
Program Assistant - Rental Housing Safety Program*	AFSCME	30	-	-	1.00	1.00	1.00	1.00	1.00
Assistant Planner	AFSCME	29	1.00	-	1.00	-	-	-	-
Permit Coordinator	AFSCME	28	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	AFSCME	25	1.50	1.50	1.50	1.50	1.50	0.50	0.50
Permit Technician	AFSCME	24	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Office Technician*	AFSCME	18	-	-	-	-	1.00	1.00	1.00
		Total	**18.50**	**19.50**	**20.50**	**20.50**	**21.50**	**21.50**	**21.50**
		Change from prior year	-	1.00	1.00	2.00	1.00	-	

** Includes 2.0 FTE limited-term positions in supporting of RHSP/abatement program and 1.0 FTE in support of development services, expiring 12/31/2022.*

*** New Building Inspector budgeted start date July 1, 2021.*

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Position Inventory (continued)

Position	FTE	2021			2022		
		Salary	Benefits	Total	Salary	Benefits	Total
Assistant City Manager/Comm & Economic Dev	1.00	$ 167,256	$ 48,676	$ 215,932	$ 170,601	$ 50,057	$ 220,658
Economic Development Manager	1.00	108,720	39,647	148,367	115,128	42,639	157,767
Building Official	1.00	119,424	48,987	168,411	121,800	51,803	173,603
Planning Manager - Current Planning	1.00	109,656	22,869	132,525	116,112	23,884	139,996
Planning Manager - Long Range/Strategic	1.00	110,232	30,978	141,210	116,712	32,823	149,535
Plans Examiner	1.00	70,968	37,603	108,571	72,408	40,159	112,567
Building Inspector	1.00	72,612	26,834	99,446	74,058	28,155	102,213
Building Inspector	1.00	65,568	36,796	102,364	65,568	39,135	104,703
Building Inspector	1.00	34,452	18,658	53,110	68,846	39,805	108,651
Associate Planner	1.00	73,665	30,456	104,121	75,129	32,237	107,366
Associate Planner	1.00	73,704	43,346	117,050	74,884	46,079	120,963
Permit Coordinator	1.00	75,696	34,309	110,005	75,696	36,229	111,925
Administrative Assistant	0.50	34,272	18,203	52,475	34,272	19,054	53,326
Permit Technician	1.00	57,660	36,947	94,607	58,812	39,585	98,397
Permit Technician	1.00	64,524	23,326	87,850	65,772	24,311	90,083
Office Assistant	1.00	55,092	9,547	64,639	56,112	9,726	65,838
	15.50	**1,293,501**	**507,182**	**1,800,683**	**1,361,910**	**555,681**	**1,917,591**
Program Manager - Housing Division	0.65	72,961	31,039	104,000	75,909	33,119	109,028
Program Coordinator - CDBG	0.12	10,224	3,261	13,485	10,224	3,383	13,607
Program Coordinator - Abatement/RHSP	1.00	62,500	23,095	85,595	63,748	24,331	88,079
Administrative Assistant	1.00	61,750	34,321	96,071	62,996	36,799	99,795
	2.77	**207,435**	**91,716**	**299,151**	**212,877**	**97,632**	**310,509**
Program Manager - Housing Division	0.35	39,286	16,715	56,001	40,874	17,833	58,707
Program Coordinator - CDBG	0.88	74,976	23,917	98,893	74,976	24,807	99,783
	1.23	**114,262**	**40,632**	**154,894**	**115,850**	**42,640**	**158,490**
Program Manager - SSMCP/OEA	1.00	111,744	26,579	138,323	115,096	27,719	142,815
Program Coordinator - SSMCP/OEA	1.00	74,056	36,165	110,221	75,536	38,676	114,212
	2.00	**185,800**	**62,744**	**248,544**	**190,632**	**66,395**	**257,027**
	21.50	**$ 1,800,998**	**$ 702,274**	**$ 2,503,272**	**$ 1,881,269**	**$ 762,348**	**$ 2,643,617**

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Performance Measures (continued)

Economic Development	Target	2018	2019	2020 Est	2021 Est	2022 Est
$ investment created through economic dev efforts	$320,000,000	$659,734,546	$303,316,305	$300,000,000	$300,000,000	$400,000,000
# of business retention/expansion of interviews conducted	80	101	101	100	100	100
# of new market rate, owner-occupied housing units constructed annually	40	61	48	20	30	30
# of projects where permit assistance was provided	40	53	48	30	30	50
# of special projects completed	50	55	71	60	60	60
# of economic development inquiries received	200	274	363	280	280	280
# of participant attending forums, focus groups, or special events	500	600	<100	400	500	500
# of new companies located in Lakewood	20	488	553	670	600	600
# of new development projects assisted	30	44	32	30	40	45
Building	**Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of permits issued	1,600	1,716	1,839	1,700	1,900	2,000
# of plan reviews performed	912	978	1,057	969	1,083	1,140
# of inspections performed	6,240	6,600	7,174	5,000	7,410	7,800
Long Range Planning	**Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of privately initiated land use amendments		0	1	0	0	1
# of city initiated land use amendments		1	9	10	10	10
Code Development:						
BLS Business Licensing	One-time	X	-	-	-	-
Cottage Housing (2019)	One-time	X	-	-	-	-
Marijuana regulations	One-time	-	-	-	-	-
Sign Code	One-time	X	X	-	-	-
Zoning Map Changes	One-time	X	X	X	X	X
Rental Housing Inspection Program	Ongoing	X	X	X	X	X
Periodic amendments to the City's Shoreline Master Program and adoption of a Shoreline Restoration Plan.	One-time	X	X	-	-	-
Adoption of OSR 1 zoning for Western State Hospital (previous use was the Pierce County Golf Course)	One-time	-	X	-	-	-
Adoption of site specific rezone at 11918 and 11920 Nyanza Road SW.	One-time	-	X	-	-	-
Adoption of the annual (2020) land use and development code amendments	One-time	-	-	X	-	-
Critical Areas & Flood Plain	Assignment	-	-	-	-	-
Establish the CBD subarea plan	One-time	X	-	-	-	-
Title 18A update	One-time	X	X	-	-	-
Low Impact Development Regulations	Not	-	-	-	-	-
VISION 2050 population/housing allocations	One-time	-	-	X	X	-
MFTE (Multi-Family Tax Exemption) update	One-time			X		
Downtown Plan biennial review	Biennial			X		
2021 Comprehensive Plan Docket	Annual			X	X	
Comprehensive plan climate change update	One-time	-	-	X	X	-
2022 Comprehensive Plan Docket	Annual	-	-	-	X	X
Department Annual Assignments: Capital Facilities Plan Update Tracking Housing Data Prepare Multi-Family Tax Credit Report	Annual	X	X	X	X	X

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Performance Measures (continued)

Total Permit Intake	2018	2019	2020 Est	2021 Est	2022 Est
Building	1,736	1,943	1,750	1,810	1,810
Land Use	264	261	220	250	250
Public Works	416	441	320	395	395

Permit Activity by Current Planning

		2018				2019				2020 Est			
Permit Type Reviewed by Current Planning	2021 Target # of Days	Total Permits	Average Days	% w/in Target?	% Outside Target	Total Permits	Average Days	% w/in Target?	% Outside Target	Total Permits	Average Days	% w/in Target?	% Outside Target
Zoning Certification	30	36	9	100%	0%	54	11	100%	0%	30	15	100%	0%
Conditional use	120	4	10	100%	0%	1	12	100%	0%	4	15	100%	0%
Administrative use	120	6	4	100%	0%	3	15	100%	0%	N/A	N/A	N/A	N/A
Preliminary plat	120	4	8	100%	0%	N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Preliminary short plat	90	4	12	100%	0%	18	17	100%	0%	10	20	100%	0%
Sign permit	20	41	5	100%	0%	62	5	100%	0%	40	5	100%	0%
Site development permit	90	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Building Permit *	20	330	6	100%	0%	393	8	100%	0%	330	10	100%	0%
Shoreline permit	180	12	6	100%	0%	27	13	97%	3%	10	15	100%	0%

		2021 Est				2022 Est			
Permit Type Reviewed by Current Planning	2021 Target # of Days	Total Permits	Average Days	% w/in Target?	% Outside Target	Total Permits	Average Days	% w/in Target?	% Outside Target
Zoning Certification	30	55	15	100%	0%	55	15	100%	0%
Conditional use	120	4	15	100%	0%	4	15	100%	0%
Administrative use	120	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Preliminary plat	120	2	15	N/A	N/A	1	15	100%	0%
Preliminary short plat	90	10	20	100%	0%	10	20	100%	0%
Sign permit	20	60	5	100%	0%	60	5	100%	0%
Site development permit	90	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Building Permit *	20	400	10	100%	0%	400	10	100%	0%
Shoreline permit	180	25	15	100%	0%	25	15	100%	0%

* The total number of building permits shown only includes building permits that require current planning review- when the scope of work does not change the use or outward appearance, current planning review is not required.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Performance Measures (continued)

Permit Activity by Development Services

		2018				2019				2020 Est			
Total Permit Intake and first review by Development Services *	2021 Target # of Days	Total Permits	Average Days	% w/in Target?	% Outside Target	Total Permits	Average Days	% w/in Target?	% Outside Target	Total Permits	Average Days	% w/in Target?	% Outside Target
Residential model homes (basic)	30	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
New single family residential	30	67	16	100%	0%	31	29	35%	65%	30	22	100%	0%
Residential additions	30	36	18	100%	0%	42	26	66%	34%	35	20	100%	0%
New multi-family	30	6	21	100%	0%	1	42	0%	100%	5	35	100%	0%
New commercial buildings	30	20	17	100%	0%	18	22	72%	28%	12	20	100%	0%
Commercial tenant improvements - major	30	167	9	100%	0%	197	17	100%	0%	170	20	100%	0%
Commercial tenant improvements - minor	30	240	10	100%	0%	358	10	100%	0%	270	15	100%	0%

		2021 Est				2022 Est			
Total Permit Intake and first review by Development Services*	2021 Target # of Days	Total Permits	Average Days	% w/in Target?	% Outside Target	Total Permits	Average Days	% w/in Target?	% Outside Target
Residential model homes (basic)	30	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
New single family residential	30	30	22	100%	0%	30	22	100%	0%
Residential additions	30	35	20	100%	0%	35	20	100%	0%
New multi-family	30	2	35	100%	0%	2	35	100%	0%
New commercial buildings	30	10	20	100%	0%	10	20	100%	0%
Commercial tenant improvements - major	30	170	20	100%	0%	170	20	100%	0%
Commercial tenant improvements - minor	30	300	15	100%	0%	300	15	100%	0%

*This chart illustrates the total number of building permit intake for each subcategory, which are evaluated quarterly for performance measurements. Currently, the City has 50 different building permit types, not all are evaluated quarterly for performance measurements. With the new PALS system, all permit types will be assigned performance measurements.

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Performance Measures (continued)

CDBG	2021 Target	2018	2019	2020 Est	2021 Est	2022 Est
# of persons with new or improved access to public facility or infrastructure	5,115	0	5,115	3,500	7,500	7,500
# of owner-occupied units rehabilitated	12	12	4	12	10	10
# of new affordable housing units constructed	3	8	5	0	1	9
# persons with access to affordable housing through fair housing activities	40	22	7	50	85	85
# units assisted that are occupied by the elderly	5	3	4	4	7	7
# of homebuyers receiving direct financial assistance through down payment assistance/closing costs	1	0	0	0	1	1
$ program income received (CDBG & NSP)	100,000	$175,153	$101,225	$130,000	$100,000	$120,000
*Types of jobs created (using Economic Development Administration (EDA) classifications)	5	0	9	0	5	0
# of households receiving sewer connection assistance t	1	0	0	0	0	0
# tenant based rental asssitance households	25	0	0	0	50	22
# dangerous buildings/nuisances abated	25	30	14	25	25	25
Nusisances and Abatements	**Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
#of dangerous building abatements completed annually	30	29	12	15	30	30
#of dangerous building abatements pending	N/A	0	15	15	15	15
#of public nuisances completed annually	8	3	3	2	3	3
#of public nuisances pending	N/A	0	6	1	5	5
Rental Housing Safety Program	**Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# rental properties registered	3,732	2,219	1,899	2,200	2,500	2,800
# rental units registered	13,915	11,328	10,839	11,500	12,000	12,500
# rental properties inspected annually	913	720	681	550	700	700
# rental reinspections	< 100	221	321	300	350	350
# rental units inspected annually	2,451	1,777	1,883	2,000	2,000	2,000

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Performance Measures (continued)

SSMCP	Target	2018	2019	2020 Est	2021 Est	2022 Est
Conducted Elected Officials' meetings.	2/year	2	2	2	2	2
Conducted two SSMCP retreat meetings.	1/year	1	1	1	1	1
Initiated work to update the JBLM 2010 Growth Coordination Plan.	One-time assignmenet	X	X	-	-	-
Managed an OEA grant to implement three strategies from 2015 JBLM Joint Land Use Study (Military Influence Area Ordinance, Lighting Study, and JBLM Land Exchange Plan.)	One-time assignmenet	X	X	-	-	-
Completed work on a second OEA grant (Local transportations needs in and around JBLM, habitat preservation and conservation, and affordable housing strategies for service members.)	One-time assignmenet	-	X	X	-	-
Secured federal and state funding, modify/manage Cooperative Agreement to resolve McChord Airfield Clear Zone Encroachment while assisting City of Lakewood in regulating and enforcing NCZ activities.	Ongoing	X	X	X	X	X
In collaboration with WSDOT, identified strategies for traffic congestion management to include options for the I-5 Tumwater to Mounts Road Corridor, which include ecosystem and environmental improvements.	Ongoing	X	X	X	X	X
Enhanced & expanded regional SSMCP coordination & participation.	Ongoing	X	X	X	X	X
Continued efforts to inform & educate stakeholders on military impacts across the South Puget Sound.	Ongoing	X	X	X	X	X
Continued efforts to participate & advocate in state level legislative advocacy activities.	Ongoing	X	X	X	X	X
Continued to conduct periodic JBLM needs & preferences survey and regional economic impact analyses.	1 survey/year	1	1	1	1	1
Recast Social Services Work Group to prioritize work on child care initiatives.	New assignment	-	-	-	X	X
Formalize new Work Group for attainable/affordable housing for lower enlisted service members.	New assignment	-	-	-	X	X
Assess the continued relevance of the 2010 Growth Coordination Plan - conduct GCP Impact survey, publish new GCP in 2022.	New assignment	-	-	-	X	X

COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

Purpose & Description

The Community and Economic Development Department's mission is to create a better community for Lakewood residents, visitors, businesses and workforce. With the help of the community, the department strives to enhance the character of Lakewood, conserve neighborhoods, promote economic development, and ensure the safety of the build environment. The 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 Assistant City Manager/Community and Economic Development Director, 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	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Permit & Development Fees	$ 2,204,665	$ 1,749,026	$1,744,000	$1,744,000	$1,738,000	$1,755,200	$1,772,600	$ 11,200	0.6%
001	General Government	118,239	1,118,865	526,089	1,137,654	1,115,339	779,381	907,613	(358,273)	-31.5%
	Total Revenues:	**$ 2,322,904**	**$ 2,867,891**	**$ 2,270,089**	**$ 2,881,654**	**$ 2,853,339**	**$ 2,534,581**	**$ 2,680,213**	**$ (347,073)**	**-12.0%**
Expenditure Summary:										
11.xxx	Salaries & Wages	1,075,668	1,114,820	1,164,764	1,212,764	1,224,569	1,293,501	1,361,910	80,737	6.7%
11.002/4	Overtime	23,380	21,782	-	-	-	-	-	-	n/a
21.xxx	Benefits	396,386	413,175	425,902	457,902	436,522	507,181	555,681	49,279	10.8%
31.xxx	Other Operating Supplies	10,079	13,422	10,700	10,700	5,800	3,655	3,655	(7,045)	-65.8%
35.xxx	Small Tools/Minor Equip	861	220	1,600	1,600	1,200	1,600	1,600	-	0.0%
41.xxx	Professional Service	273,999	370,747	285,650	285,650	283,600	298,600	303,600	12,950	4.5%
43/49.00	Travel & Training	7,937	10,891	13,755	13,755	1,674	6,285	13,555	(7,470)	-54.3%
48.xxx	Repairs & Maintenance	-	291	-	-	-	-	-	-	n/a
49.001	Membership Dues	5,089	2,612	3,975	3,975	3,075	3,475	3,475	(500)	-12.6%
49.xxx	Other Charges & Services	19,353	16,554	9,645	9,645	8,495	13,495	13,495	3,850	39.9%
9x.xxx	IS Charges - M&O	242,808	282,204	298,879	348,998	348,998	392,125	397,776	43,127	12.4%
9x.xxx	IS Charges - Reserves	17,504	20,248	8,930	8,930	11,671	-	11,671	(8,930)	-100.0%
	Subtotal Operating Exp:	**$ 2,073,063**	**$ 2,266,962**	**$ 2,223,800**	**$ 2,353,919**	**$ 2,325,604**	**$ 2,519,917**	**$ 2,666,418**	**$ 165,998**	**7.1%**
Capital & One-time Funding:										
	Capital & One-Time	249,841	600,927	46,289	527,735	527,735	14,664	13,794	(513,071)	-97.2%
	Subtotal One-time Exp:	**$ 249,841**	**$ 600,927**	**$ 46,289**	**$ 527,735**	**$ 527,735**	**$ 14,664**	**$ 13,794**	**$ (513,071)**	**-97.2%**
	Total Expenditures:	**$ 2,322,904**	**$ 2,867,891**	**$ 2,270,089**	**$ 2,881,654**	**$ 2,853,339**	**$ 2,534,581**	**$ 2,680,213**	**$ (347,073)**	**-12.0%**

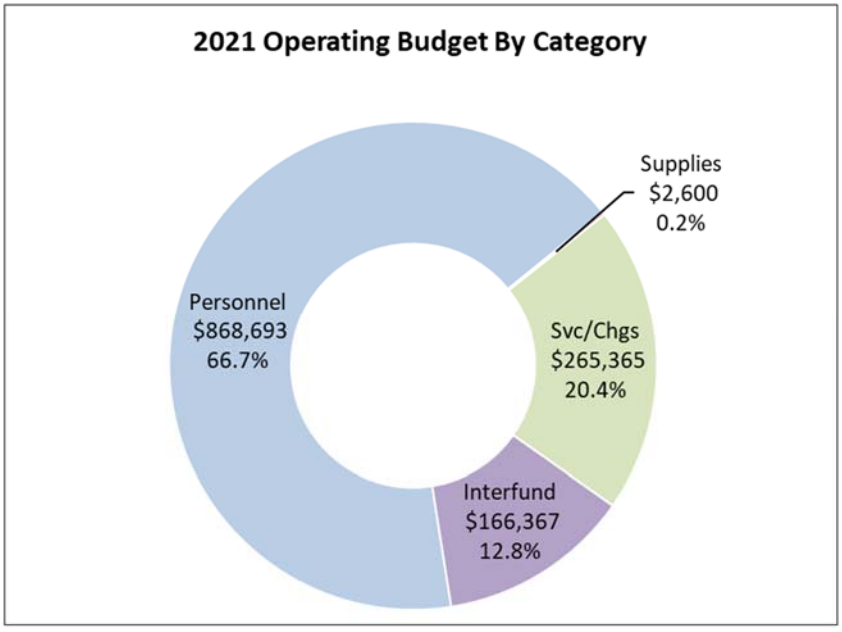
COMMUNITY & ECONOMIC DEVELOPMENT BUILDING

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



COMMUNITY & ECONOMIC DEVELOPMENT BUILDING

Financial Information

The adopted operating budget totals $1.30M in 2021 and $1.39M in 2022. This is an increase of 9.3% or $111K from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is 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. The increase also includes the addition of a new Building Inspector position 1.0 FTE position with budgeted start date of July 1, 2021.

- Other Operating Supplies – the decrease is due to reduction in file folders as the City moves towards electronic documents.

- Professional Services – the increase is due to anticipated Fire Marshal contract.

- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures including allocation for PALS+ permitting system.

- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Permit & Development Fees	$ 1,390,774	$ 1,005,901	$1,044,700	$1,044,700	$ 1,023,100	$1,033,300	$1,043,600	$ (11,400)	-1.1%
001	General Government	(257,824)	178,061	87,544	306,485	311,593	275,065	349,210	(31,420)	-10.3%
	Total Revenues	**$ 1,132,950**	**$ 1,183,962**	**$ 1,132,244**	**$ 1,351,185**	**$ 1,334,693**	**$ 1,308,365**	**$ 1,392,810**	**$ (42,820)**	**-3.2%**
Expenditure Summary:										
11.xxx	Salaries & Wages	470,823	490,059	525,713	573,713	580,917	604,439	647,515	30,726	5.4%
11.002/4	Overtime	19,545	16,487	-	-	-	-	-	-	n/a
21.xxx	Benefits	179,860	189,728	198,403	230,403	210,416	264,254	299,787	33,851	14.7%
31.xxx	Other Operating Supplies	6,419	9,758	2,600	2,600	2,600	1,600	1,600	(1,000)	-38.5%
35.xxx	Small Tools/Minor Equip	400	220	1,000	1,000	1,000	1,000	1,000	-	0.0%
41.xxx	Professional Service	249,116	319,441	244,500	244,500	244,500	259,500	259,500	15,000	6.1%
43/49.003	Travel & Training	1,890	3,947	3,660	3,660	185	3,660	3,660	-	0.0%
48.xxx	Repairs & Maintenance	-	291	-	-	-	-	-	-	n/a
49.001	Membership Dues	185	394	1,305	1,305	405	1,305	1,305	-	0.0%
49.xxx	Other Charges & Services	2,940	916	900	900	900	900	900	-	0.0%
9x.xxx	IS Charges - M&O	96,647	105,958	111,841	130,636	130,636	166,367	168,429	35,731	27.4%
9x.xxx	IS Charges - Reserves	8,139	9,419	3,425	3,425	4,091	-	4,091	(3,425)	-100.0%
	Subtotal Operating Exp	**$ 1,035,962**	**$ 1,146,618**	**$ 1,093,347**	**$ 1,192,142**	**$ 1,175,650**	**$ 1,303,025**	**$ 1,387,786**	**$ 110,883**	**9.3%**
Capital & One-time Funding:										
	Capital & One-Time	96,988	37,344	38,897	159,043	159,043	5,340	5,024	(153,703)	-96.6%
	Subtotal One-time Exp	**$ 96,988**	**$ 37,344**	**$ 38,897**	**$ 159,043**	**$ 159,043**	**$ 5,340**	**$ 5,024**	**$ (153,703)**	**-96.6%**
	Total Expenditures	**$ 1,132,950**	**$ 1,183,962**	**$ 1,132,244**	**$ 1,351,185**	**$ 1,334,693**	**$ 1,308,365**	**$ 1,392,810**	**$ (42,820)**	**-3.2%**

COMMUNITY & ECONOMIC DEVELOPMENT CURRENT PLANNING

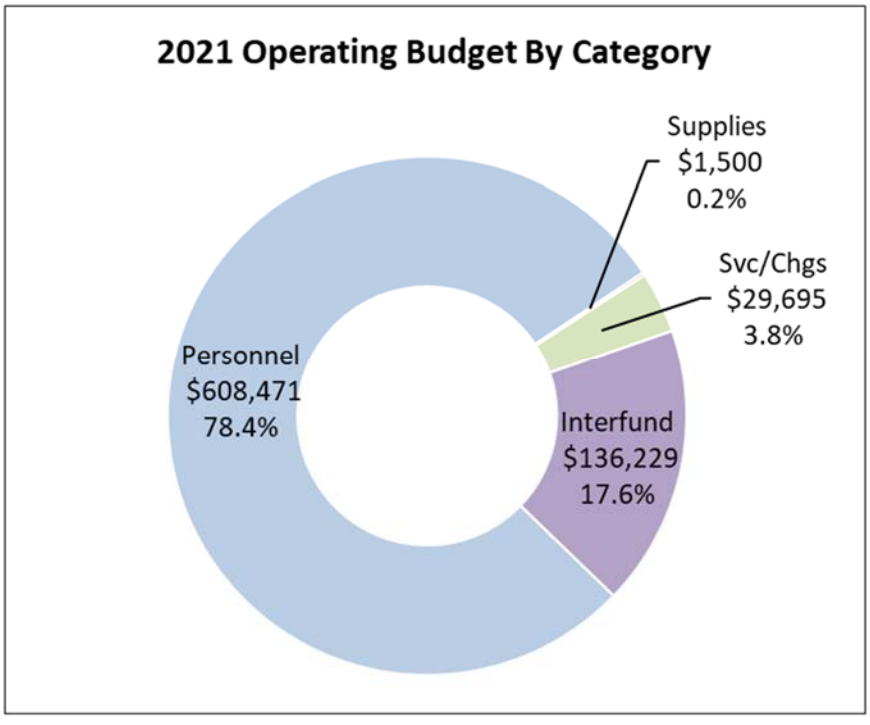
Purpose/Description

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.



COMMUNITY & ECONOMIC DEVELOPMENT CURRENT PLANNING

Financial Information

The adopted operating budget totals $776K in 2021 and $807K in 2022. This is an increase of 4.8% or $36K from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 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..
- Other Operating Supplies – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Other Services & Charges – the increase is in advertising/public notices.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Permit & Development Fees	813,891	743,125	699,300	699,300	714,900	721,900	729,000	22,600	3.2%
001	General Government	(123,597)	1,399	26,710	116,097	92,359	59,376	82,461	(56,721)	-48.9%
	Total Revenues	**$ 690,294**	**$ 744,524**	**$ 726,010**	**$ 815,397**	**$ 807,259**	**$ 781,276**	**$ 811,461**	**$ (34,121)**	**-4.2%**
Expenditure Summary:										
11.xxx	Salaries & Wages	398,505	406,591	423,011	423,011	427,068	447,675	460,120	24,664	5.8%
11.002/4	Overtime	2,491	4,930	-	-	-	-	-	-	n/a
21.xxx	Benefits	142,781	148,761	148,834	148,834	144,757	160,796	168,367	11,962	8.0%
31.xxx	Other Operating Supplies	1,617	1,907	6,300	6,300	2,000	1,000	1,000	(5,300)	-84.1%
35.xxx	Small Tools/Minor Equip	462	-	500	500	200	500	500	-	0.0%
41.xxx	Professional Service	4,687	29,741	17,500	17,500	17,500	17,500	17,500	-	0.0%
43/49.003	Travel & Training	1,638	1,917	4,290	4,290	200	525	4,090	(3,765)	-87.8%
49.001	Membership Dues	2,573	600	1,670	1,670	1,670	1,670	1,670	-	0.0%
49.xxx	Other Charges & Services	11,755	12,806	6,000	6,000	5,000	10,000	10,000	4,000	66.7%
9x.xxx	IS Charges - M&O	86,740	104,137	110,194	128,989	128,989	136,229	138,305	7,240	5.6%
9x.xxx	IS Charges - Reserves	5,846	6,769	3,275	3,275	4,846	-	4,846	(3,275)	-100.0%
	Subtotal Operating Exp	**$ 659,093**	**$ 718,158**	**$ 721,574**	**$ 740,369**	**$ 732,230**	**$ 775,895**	**$ 806,399**	**$ 35,526**	**4.8%**
Capital & One-time Funding:										
	Capital & One-Time	31,201	26,366	4,436	75,028	75,029	5,381	5,062	(69,647)	-92.8%
	Subtotal One-time Exp	**$ 31,201**	**$ 26,366**	**$ 4,436**	**$ 75,028**	**$ 75,029**	**$ 5,381**	**$ 5,062**	**$ (69,647)**	**-92.8%**
	Total Expenditures	**$ 690,294**	**$ 744,524**	**$ 726,010**	**$ 815,397**	**$ 807,259**	**$ 781,276**	**$ 811,461**	**$ (34,121)**	**-4.2%**

COMMUNITY & ECONOMIC DEVELOPMENT LONG RANGE PLANNING

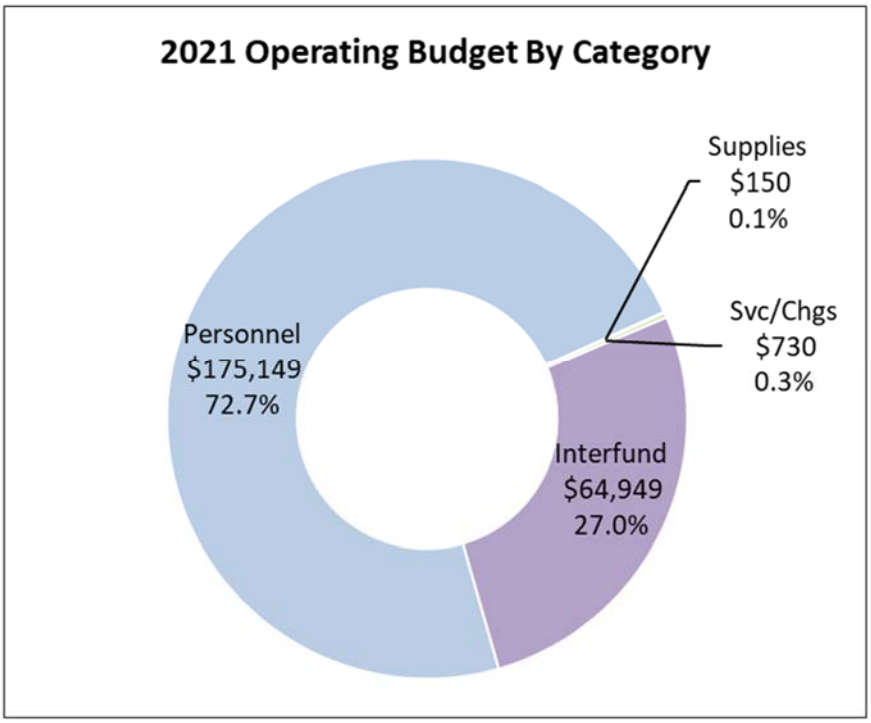
Purpose/Description

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



COMMUNITY & ECONOMIC DEVELOPMENT LONG RANGE PLANNING

Financial Information

The adopted operating budget totals $241K in 2021 and $255K in 2022. This is an increase of 6.3% or $14K from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 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..
- Other Operating Supplies – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Professional Services – the decrease is due to elimination of line item which has not been utilized in years.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Membership Dues – the decrease is due to elimination of line item which has not been utilized in the prior year.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 289,827	$ 224,029	$219,585	$341,577	$340,802	$ 243,978	$ 257,582	(97,599)	-28.6%
	Total Revenues	**$ 289,827**	**$ 224,029**	**$ 219,585**	**$ 341,577**	**$ 340,802**	**$ 243,978**	**$ 257,582**	**$ (97,599)**	**-28.6%**
Expenditure Summary:										
11.xxx	Salaries & Wages	111,623	120,550	118,485	118,485	119,029	132,667	139,147	14,182	12.0%
11.002/4	Overtime	1,344	366	-	-	-	-	-	-	n/a
21.xxx	Benefits	33,759	38,349	34,051	34,051	36,735	42,482	44,886	8,431	24.8%
31.xxx	Other Operating Supplies	102	77	400	400	100	50	50	(350)	-87.5%
35.xxx	Small Tools/Minor Equip	-	-	100	100	-	100	100	-	0.0%
41.xxx	Professional Service	-	-	2,050	2,050	-	-	-	(2,050)	-100.0%
43/49.00	Travel & Training	626	2,658	1,930	1,930	120	230	1,930	(1,700)	-88.1%
49.001	Membership Dues	578	-	500	500	500	-	-	(500)	-100.0%
49.xxx	Other Charges & Services	195	901	650	650	500	500	500	(150)	-23.1%
9x.xxx	IS Charges - M&O	43,369	52,521	57,562	66,960	66,960	64,949	66,099	(2,011)	-3.0%
9x.xxx	IS Charges - Reserves	1,241	3,387	1,640	1,640	2,048	-	2,048	(1,640)	-100.0%
	Subtotal Operating Exp	**$ 192,837**	**$ 218,809**	**$ 217,368**	**$ 226,765**	**$ 225,991**	**$ 240,978**	**$ 254,760**	**$ 14,212**	**6.3%**
Capital & One-time Funding:										
	Capital & One-Time	96,989	5,220	2,217	114,811	114,811	3,000	2,823	(111,811)	-97.4%
	Subtotal One-time Exp	**$ 96,989**	**$ 5,220**	**$ 2,217**	**$ 114,811**	**$ 114,811**	**$ 3,000**	**$ 2,823**	**$ (111,811)**	**-97.4%**
	Total Expenditures	**$ 289,827**	**$ 224,029**	**$ 219,585**	**$ 341,577**	**$ 340,802**	**$ 243,978**	**$ 257,582**	**$ (97,599)**	**-28.6%**

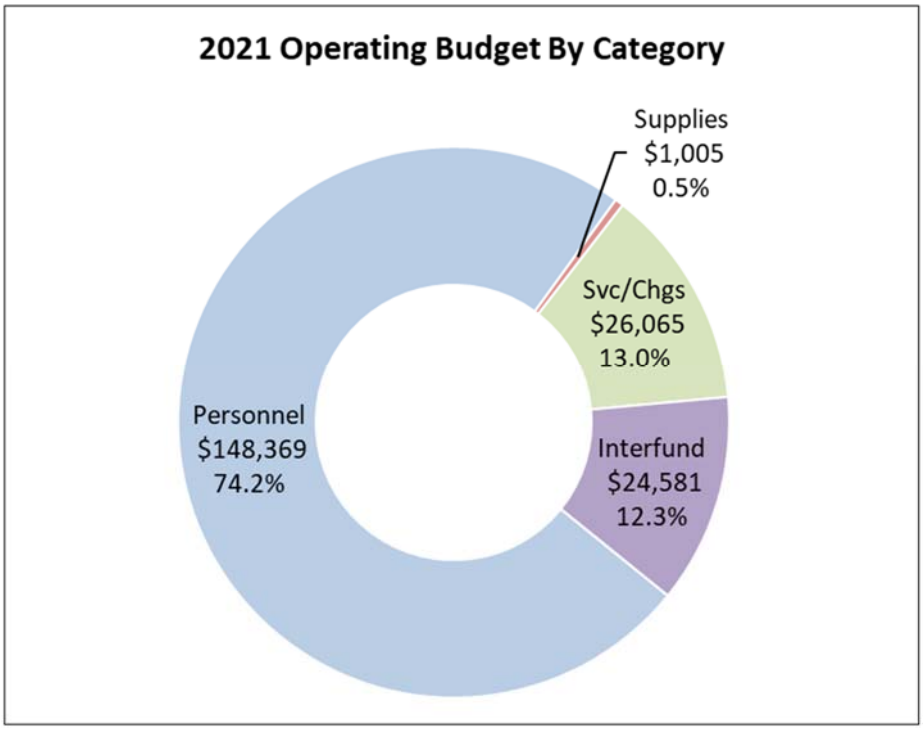
COMMUNITY & ECONOMIC DEVELOPMENT ECONOMIC DEVELOPMENT

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.



COMMUNITY & ECONOMIC DEVELOPMENT ECONOMIC DEVELOPMENT

Financial Information

The adopted operating budget totals $200K in 2021 and $217K in 2022. This is an increase of 2.8% or $5K from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change 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.
- Other Operating Supplies – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Professional Services – the increase is due to merchant service fees as customers utilize credit cards for payment and increase in cost of required annual audit by the Washington State Auditor's Office.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 209,833	$ 715,377	$192,250	$373,496	$370,585	$200,962	$218,360	(172,533)	-46.2%
	Total Revenues	**$ 209,833**	**$ 715,377**	**$ 192,250**	**$ 373,496**	**$ 370,585**	**$ 200,962**	**$ 218,360**	**$ (172,533)**	**-46.2%**
Expenditure Summary:										
11.xxx	Salaries & Wages	94,718	97,620	97,555	97,555	97,555	108,720	115,128	11,165	11.4%
21.xxx	Benefits	39,986	36,336	44,614	44,614	44,614	39,649	42,641	(4,965)	-11.1%
31.xxx	Other Operating Supplies	1,940	1,680	1,400	1,400	1,100	1,005	1,005	(395)	-28.2%
41.xxx	Professional Service	20,195	21,565	21,600	21,600	21,600	21,600	26,600	-	0.0%
43/49.003	Travel & Training	3,784	2,369	3,875	3,875	1,169	1,870	3,875	(2,005)	-51.7%
49.001	Membership Dues	1,753	1,618	500	500	500	500	500	-	0.0%
49.xxx	Other Charges & Services	4,463	1,931	2,095	2,095	2,095	2,095	2,095	-	0.0%
9x.xxx	IS Charges - M&O	16,053	19,588	19,282	22,414	22,414	24,581	24,944	2,167	9.7%
9x.xxx	IS Charges - Reserves	2,277	672	590	590	686	-	686	(590)	-100.0%
	Subtotal Operating Exp	**$ 185,169**	**$ 183,378**	**$ 191,511**	**$ 194,643**	**$ 191,733**	**$ 200,020**	**$ 217,474**	**$ 5,377**	**2.8%**
Capital & One-time Funding:										
	Capital & One-Time	24,664	531,998	739	178,852	178,852	942	887	(177,910)	-99.5%
	Subtotal One-time Exp	**$ 24,664**	**$ 531,998**	**$ 739**	**$ 178,852**	**$ 178,852**	**$ 942**	**$ 887**	**$ (177,910)**	**-99.5%**
	Total Expenditures	**$ 209,833**	**$ 715,377**	**$ 192,250**	**$ 373,496**	**$ 370,585**	**$ 200,962**	**$ 218,360**	**$ (172,533)**	**-46.2%**

COMMUNITY & ECONOMIC DEVELOPMENT HOUSING AND COMMUNITY SERVICES

Purpose & Description

The Community Services Division includes Abatement Program, Rental Housing Safety Program (RHSP), 1406 Affordable Housing Program, 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 Consolidated Annual Action Plan
- Facilitate the development and implementation of two Section 108 loan program
- 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
- Administer the Rental Housing Safety Program
- Administer 1406 Affordable Housing Program

COMMUNITY & ECONOMIC DEVELOPMENT HOUSING AND COMMUNITY SERVICES: FUND 105

Financial Information

Property Abatement Program - The adopted budget totals $147K in 2021 and $87K in 2022. This is a decrease of 79% or $555K from the 2020 adjusted budget. Salaries/Benefits – The 2020 adjusted budget is based on anticipated allocation of personnel. The 2021 budget will be adjusted as appropriate during the 2021 carry forward budget adjustment. Professional Services – The 2020 adjusted budget includes carry forward balance whereas the 2021 budget includes new funds. Unspent 2020 funds will roll over to 2021.

Rental Housing Safety Program (RHSP) - The adopted budget totals $225K in 2021 and $225K in 2022. This is a decrease of 3.6% or $8K from the 2020 adjusted budget. Salaries/Benefits – The 2020 adjusted budget is based on anticipated allocation of personnel. The 2021 budget will be adjusted as appropriate during the 2021 carry forward budget adjustment. Professional Services – The 2020 adjusted budget includes carry forward balance. Unspent 2020 funds will roll over to 2021.

1406 Affordable housing Program: The adopted budget totals $98K in 2021 and $98K in 2021. This is an increase of 100.6% or $49K. The 2020 adjusted budget includes only one-half of the annual allocation due to implementation date and cap on sales tax credit. Unspent 2020 funds will roll over to 2021.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
105	Abatement Charges	257,467	138,739	60,000	60,000	60,000	77,000	45,000	17,000	28.3%
105	RHSP Program Fees	59,911	205,307	173,300	173,300	173,300	175,000	175,000	1,700	1.0%
105	1406 Sales Tax Credit	-	-	-	48,849	48,849	98,000	98,000	49,151	100.6%
105	Interest Earnings	35,430	36,581	10,500	10,500	10,500	35,000	6,500	24,500	233.3%
105	Judgements & Settlements	-	3,625	-	-	-	-	-	-	n/a
105	Transfer In - General Fund	250,000	85,000	85,000	85,000	85,000	85,000	85,000	-	0.0%
	Total Revenues:	**$ 602,808**	**$ 469,253**	**$ 328,800**	**$ 377,649**	**$ 377,649**	**$ 470,000**	**$ 409,500**	**$ 92,351**	**24.5%**
Expenditure Summary:										
11.xxx	Salaries & Wages	127,539	159,038	129,068	143,418	143,418	207,411	201,192	63,993	44.6%
11.002/4	Overtime	655	518	-	-	-	-	-	-	n/a
21.xxx	Benefits	50,120	59,228	50,730	50,729	50,729	91,742	89,143	41,013	80.8%
31.xxx	Other Operating Supplies	485	686	3,000	3,250	3,250	-	-	(3,250)	-100.0%
35.xxx	Small Tools/Minor Equip	232	143	-	-	-	-	-	-	n/a
41.xxx	Professional Service	170,158	84,802	46,158	684,520	684,520	170,847	98,000	(513,673)	-75.0%
42.xxx	Communication	604	1,350	-	1,705	1,705	-	-	(1,705)	-100.0%
44.xxx	Taxes & Other Assess	-	371	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	31	-	5,500	5,500	5,500	-	-	(5,500)	-100.0%
9x.xxx	IS Charges - M&O	6,702	-	-	-	-	-	-	-	n/a
9x.xxx	IS Charges - Reserves	25,000	26,178	44,345	44,345	44,345	-	21,165	(44,345)	-100.0%
	Subtotal Operating Exp:	**$ 381,525**	**$ 332,315**	**$ 328,801**	**$ 983,467**	**$ 983,467**	**$ 470,000**	**$ 409,500**	**$ (513,467)**	**-52.2%**
	Total Expenditures:	**$ 381,525**	**$ 332,315**	**$ 328,801**	**$ 983,467**	**$ 983,467**	**$ 470,000**	**$ 409,500**	**$ (513,467)**	**-52.2%**
	Beginning Balance	$247,597	$468,879	-	$605,817	$605,817	-	-		
	Ending Balance:	$468,879	$605,818	-	-	-	-	-		
	Abatement	$464,312	$570,784	-	-	-	-	-		
	RHSP	$4,567	$35,033	-	-	-	-	-		
	1406 Affordable Housing	-	-	-	-	-	-	-		

COMMUNITY & ECONOMIC DEVELOPMENT HOUSING AND COMMUNITY SERVICES: FUND 190

Financial Information

Fund 190 accounts for ***Community Development Block Grant (CDBG).***

The adopted budget totals $595K in 2021 and $595K in 2022. This is a decrease of 78.9% or $2.23M from the 2020 adjusted budget. The 2020 adjusted budget includes carry forward funds whereas the 2021 includes new funds. Unspent 2020 funds will roll over to 2021. The $1.4M in the 2020 budgeted ending fund balance is restricted ending fund balance and is available for loan programs that are not accounted for as either revenues or expenditures per accounting standards. HOME funds are funded annually through the Lakewood and Tacoma HOME Consortium. The Consortium reimburses expenditures for the City of Lakewood's projects/programs, which include Housing Rehabilitation, Affordable Housing and Down Payment Loans to the City of Lakewood. The notes on these loans are held and tracked by the Lakewood and Tacoma HOME Consortium and are not accounted for in his fund. The estimated HOME allocation is $300K in 2021 and $300K in 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
190	Grants	$ 548,832	$ 843,178	$ 560,000	$ 2,825,006	$ 2,825,006	$ 595,000	$ 595,000	$ (2,230,006)	-78.9%
190	Interest Earnings	-	6	-	-	-	-	-	-	n/a
190	Misc/Contributions	-	1,309	-	-	-	-	-	-	n/a
	Total Revenues:	**$ 548,832**	**$ 844,493**	**$ 560,000**	**$ 2,825,006**	**$ 2,825,006**	**$ 595,000**	**$ 595,000**	**$ (2,230,006)**	**-78.9%**
Expenditure Summary:										
11.xxx	Salaries & Wages	97,421	120,495	-	202,503	202,503	114,263	115,850	(88,240)	-43.6%
21.xxx	Benefits	34,445	42,130	-	86,798	86,798	40,633	42,640	(46,165)	-53.2%
31.xxx	Other Operating Supplies	1,248	229	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	1,483	227	-	-	-	-	-	-	n/a
41.xxx	Professional Service	219,289	134,125	260,000	2,317,077	3,720,301	440,104	436,510	(1,876,973)	-81.0%
42.xxx	Communication	25	-	-	-	-	-	-	-	n/a
44.xxx	Taxes & Other Assess	555	1,815	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	125	-	-	-	-	-	-	-	n/a
597	Interfund Transfers	112,997	486,445	250,000	167,274	167,274	-	-	(167,274)	-100.0%
6x.xxx	Capital	29,254	-	-	-	-	-	-	-	n/a
7/8x.xxx	Debt Service	49,925	49,583	50,000	51,354	51,354	-	-	(51,354)	-100.0%
	Subtotal Operating Exp:	**$ 546,767**	**$ 835,050**	**$ 560,000**	**$ 2,825,006**	**$ 4,228,230**	**$ 595,000**	**$ 595,000**	**$ (2,230,006)**	**-78.9%**
Capital & One-time Funding:										
	Capital & One-Time	-	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp:	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures:	**$ 546,767**	**$ 835,050**	**$ 560,000**	**$ 2,825,006**	**$ 4,228,230**	**$ 595,000**	**$ 595,000**	**$ (2,230,006)**	**-78.9%**
	Beginning Balance	$ 1,391,718	$ 1,393,781	$ -	$ 1,403,224	$ 1,403,224	$ -	$ -		
	Ending Balance	$ 1,393,781	$ 1,403,224	$ -	$ 1,403,224	$ -	$ -	$ -		

COMMUNITY & ECONOMIC DEVELOPMENT HOUSING AND COMMUNITY SERVICES: FUND 191

Financial Information

Fund 191 accounts for ***Neighborhood Stabilization Program (NSP).*** The program provides funding to purchase and redevelop low income, foreclosed and abandoned residential properties and/or structures. Revolving funds are used to pay for program costs. Upon formal written notification of the close-out to Washington State Department of Commerce, if the City has any remaining NSP1 funds after five years of close out date, the City may reprogram unspent funds with no restrictions, meaning the City may use the funds for example, for abatements, set up a housing loan program similar to CDBG/HOME but without all of the federal requirements or even put it back to the General Fund.

The adopted budget totals $78K in 2021 and $42K in 2022. This is a decrease of 64.0% or $138K from the 2020 adjusted budget. The 2020 adjusted budget includes carry forward funds whereas the 2021 adopted budget includes new funds. Unspent 2020 funds will roll over to 2021.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
191	Grants	$ -	$ 55,697	$ -	$ 64,016	$ 121,521	$ -	$ -	$ (64,016)	-100.0%
191	Abatement Charges	36,982	-	20,700	-	43,740	63,000	37,000	63,000	n/a
191	Abatement Interest	4,721	1,766	4,000	10,000	14,000	15,000	5,000	5,000	50.0%
	Total Revenues:	**$ 41,703**	**$ 57,463**	**$ 24,700**	**$ 74,016**	**$ 179,261**	**$ 78,000**	**$ 42,000**	**$ 3,984**	**5.4%**
Expenditure Summary:										
11.xxx	Salaries & Wages	5,529	1,662	-	26,600	26,600	-	-	(26,600)	-100.0%
21.xxx	Benefits	2,331	428	-	11,401	11,401	-	-	(11,401)	-100.0%
31.xxx	Office Supplies	-	-	-	1,500	1,500	-	-	(1,500)	-100.0%
41.xxx	Professional Service	50,333	1,472	24,700	176,949	282,193	78,000	42,000	(98,949)	-55.9%
42.xxx	Communication	346	99	-	-	-	-	-	-	n/a
	Total Expenditures:	**$ 58,540**	**$ 3,662**	**$ 24,700**	**$ 216,450**	**$ 321,694**	**$ 78,000**	**$ 42,000**	**$ (138,450)**	**-64.0%**
	Beginning Balance	$ 105,469	$ 88,632	$ -	$ 142,433	$ 142,433	$ -	$ -		
	Ending Balance	$ 88,633	$ 142,433	$ -	$ -	$ -	$ -	$ -		

COMMUNITY & ECONOMIC DEVELOPMENT SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP: FUND 192

Purpose & Description

The City of Lakewood serves as the fiscal agent for SSMCP (South Sound Military Communities Partnership). 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

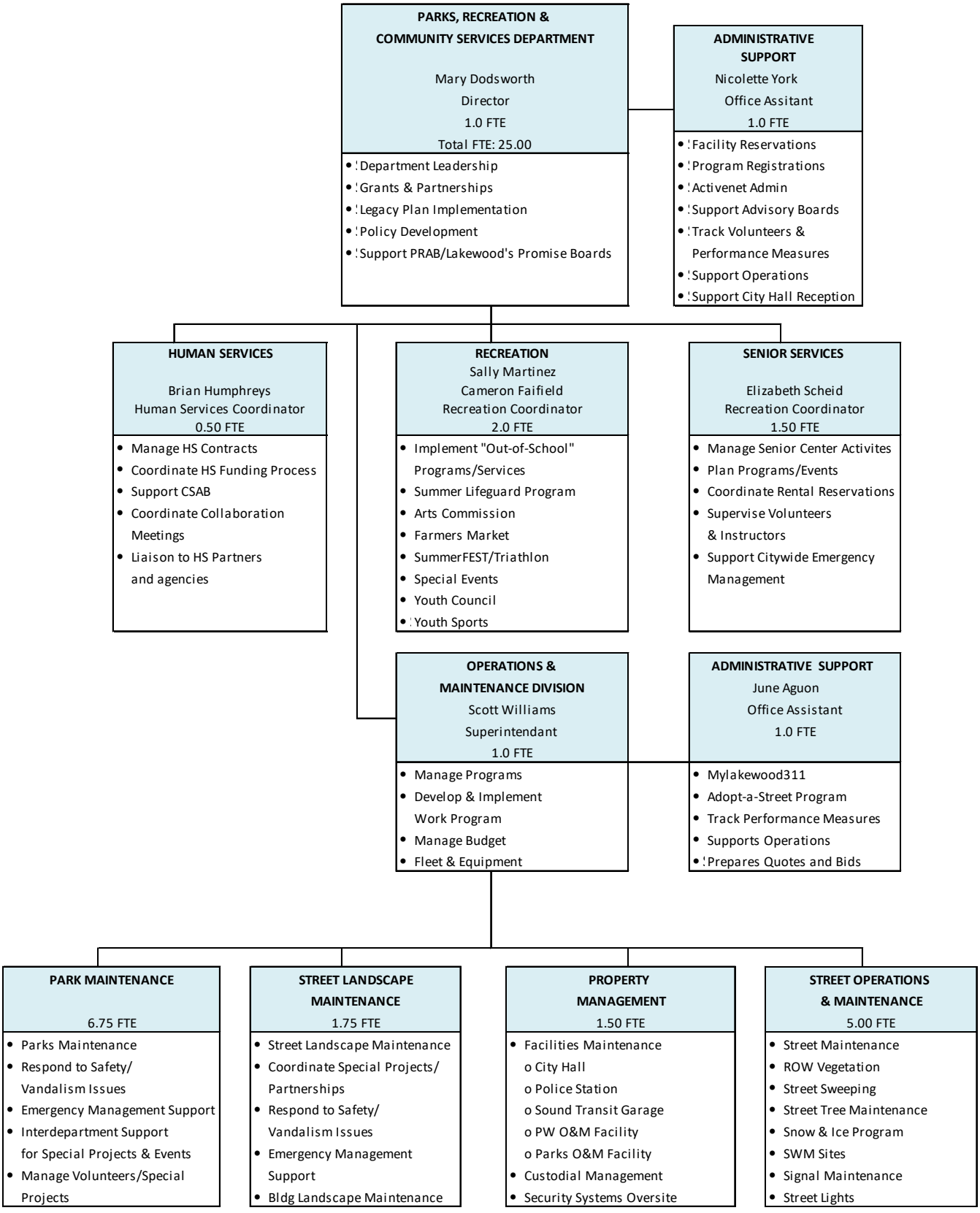
COMMUNITY & ECONOMIC DEVELOPMENT SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP (SSMCP)

Financial Information

The adopted budget totals $228K in 2021 and $228K in 2022. This is a decrease of 17.3% or $48K from the 2020 adjusted budget. The budgets are based on availability of funds. The 2020 adjusted budget includes carry forward funds whereas the 2021 adopted budget includes new funds. Unspent 2020 funds will roll over to 2021.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
192	Grants	$1,464,107	$241,825	$ -	$7,304,317	$7,304,317	$ -	$ -	(7,304,317)	-100.0%
192	Partner Participation	182,510	182,400	227,100	180,850	180,850	177,500	177,500	(3,350)	-1.9%
192	Misc/Other	336	1	-	-	-	-	-	-	n/a
192	Transfer In-General Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%
	Total Revenues:	**$ 1,696,953**	**$ 474,226**	**$ 277,100**	**$ 7,535,167**	**$ 7,535,167**	**$ 227,500**	**$ 227,500**	**$ (7,307,667)**	**-97.0%**
Expenditure Summary:										
11.xxx	Salaries & Wages	175,937	185,877	-	149,674	149,674	-	-	(149,674)	-100.0%
21.xxx	Benefits	43,859	46,073	-	36,276	36,276	-	-	(36,276)	-100.0%
31.xxx	Other Operating Supplies	5,479	7,369	-	15,190	15,190	-	-	(15,190)	-100.0%
35.xxx	Small Tools/Minor Equip	44	475	-	-	-	-	-	-	n/a
41.xxx	Professional Service	296,800	209,827	277,100	69,783	69,783	227,500	227,500	157,717	226.0%
42.xxx	Communication	-	15	-	910	910	-	-	(910)	-100.0%
43/49.00	Travel & Training	10,710	5,558	-	1,080	1,080	-	-	(1,080)	-100.0%
44.xxx	Taxes & Other Assess	1,391	3,549	-	-	-	-	-	-	n/a
49.001	Membership Dues	1,200	1,555	-	1,770	1,770	-	-	(1,770)	-100.0%
49.xxx	Other Charges & Services	215	764	-	500	500	-	-	(500)	-100.0%
	Subtotal Operating Exp:	**$ 535,634**	**$ 461,061**	**$ 277,100**	**$ 275,183**	**$ 275,183**	**$ 227,500**	**$ 227,500**	**$ (47,683)**	**-17.3%**
Capital & One-time Funding:										
	Capital & One-Time	1,182,128	33,435	-	7,313,417	7,313,417	-	-	-	0.0%
	Subtotal One-time Exp:	**$ 1,182,128**	**$ 33,435**	**$ -**	**$ 7,313,417**	**$ 7,313,417**	**$ -**	**$ -**	**$ (7,313,417)**	**-100.0%**
	Total Expenditures:	**$ 1,717,761**	**$ 494,496**	**$ 277,100**	**$ 7,588,600**	**$ 7,588,600**	**$ 227,500**	**$ 227,500**	**$ (7,361,100)**	**-97.0%**
	Beginning Balance	$ 94,508	$ 73,700	$ -	$ 53,431	$ 53,431	$ -	$ -		
	Ending Balance	$ 73,700	$ 53,431	$ -	$ -	$ -	$ -	$ -		

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Includes authorized, unfunded positions in 2021/2022:

- *Traffic Signal Technicians 2.0 FTEs*
- *Maintenance Worker 1.0 FTE*

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

2019/2020 Accomplishments

- Responded to ever changing COVID phases, new requirements and initiatives related to use of parks, facilities, and community spaces to included signage, permitting requirements, safety plans, program modifications and increased cleaning standards.
- Transferred ownership of Fort Steilacoom Park from State of Washington to City of Lakewood.
- Received millions of dollars in grants from local organizations and county, state and federal programs to offset program costs and park development.
- Prepared Human Services Collective Impact Reports, conducted community needs survey and assessment, coordinated with City Depts. to address affordable housing and homelessness prevention services. Managed 33 human services contracts to address Council strategies, updated application, rating criteria and implemented funding process to prepare for 2021 program and coordinated CHOICE, Census and Equity initiatives in Lakewood. Developed a variety of grant program implementation criteria and processes to utilize city allocated CARES funds.
- Developed a light pole banner program and included seasonal, neighborhood and business district identification, enhancing city brand and image.
- Expanded City sponsored special events to include SummerFEST, summer concert series, MLK event, truck and tractor day, and a citywide event to celebrate the Motor Ave improvements and the opening of the Colonial Plaza.
- Installed two public art pieces in the Colonial Plaza / Motor Ave area
- Worked with community partners to produce quarterly newsletters (in Spanish and English) distributed through the CPSD reaching over 12,000 students each quarter.
- Completed the Lakewood Legacy Plan update, a strategic document to align park, recreation, and open space opportunities with the needs of the community while establishing a framework for long-term park, programming, and facility program development and capital project implementation.
- Developed a cooperative use agreement between the City and Clover Park School District.
- Worked with Library District on a new community library space to potentially include a senior activity or community center.
- Supported five City boards and commissions to include the Parks and Recreation Advisory Board, Arts Commission, Youth Council, Community Services Advisory Board and Lakewood's Promise Advisory Board.
- Continued to expand and grow the farmers market to include updated logo, marketing materials, new sponsors and partners, and developed an economic impact report. Doubled the number of vendors and saw huge increases each season in participation and vendor receipts even during the period of time when COVID-19 affected group gatherings.
- Received $21,000 from Pierce County Community Connections Senior Center Grant program to implement programs and services to support older adults and offset city expenses and Pierce County Senior Center CARES COVID grant for $7,000 to help develop virtual programs and assist with reopening the Senior Center according to COVID standards.

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

2019/2020 Accomplishments (continued)

- Created new use zones at Fort Steilacoom Park to better define reservation areas, manage multiple groups using the park at the same time and generate additional revenue to offset operations. Worked with partners to recruit and support local, national and international events bringing thousands of people to our community, establishing site recognition and creating positive economic impact. Featured event in 2019 was the five day National Cyclocross championship.

- Improved efficiency and communication with citizens by encouraging paperless systems, updated forms, reservation materials and processes using fillable forms and other web based options.

- Updated and managed Adopt-a-Street and Adopt a Park programs to include new maps, annual and monthly projects and volunteer recruitment and tracking.

- Cross trained maintenance and operations staff to provide more efficient support for maintaining city streets, parks, facilities and resources. Developed work programs and tracking systems to expand street maintenance, management and pavement programs to include vegetation management, crack sealing, striping, pothole response and street sign management.

- Responded to over 1,000 MyLakewood 311 reports within established timelines. Illegal dumping along city streets continues to be the main reported issue. Developed contract with Pierce County to maintain City signal program.

- Completed five stormwater management drainage system projects using city staff.

- Implemented the First Impressions Matter campaign / program to include recognition program.

- Completed facility improvement projects to include parking lot enhancements, City Hall and Police Station server room upgrades, painting city structures, boiler and HVAC repairs, lightbulb recycling program and LED light conversions at city facilities.

- Completed large and small park capital improvement programs to include:
  - New Phillips Road gate and trail head on Lakewood side of Chambers Creek Canyon trail.
  - Replaced fencing and playground (PC grant) at Oakbrook park.
  - Replaced playground at Kiwanis Park (community donation and volunteer build).
  - Installed new exercise equipment (TPCHD grant) and updated community garden water system at Springbrook Park.
  - Repainted/striped all park parking lots.
  - Completed a draft master plan for Edgewater Park.
  - Completed a Master Site Plan Update for Wards Lake Park and American Lake Park.
  - Submitted seven development grants totaling $3.7m to make future improvements to Wards Lake Park, American Lake Park and Fort Steilacoom Park.
  - Installed three Gateway Signs at the intersections of Farwest & Steilacoom Blvd, Military Rd & 112th, and 74th and Lakewood Drive.
  - Completed park entry improvements, installed utilities and paved Angle lane and roadways throughout Fort Steilacoom Park; as well as added two new parking lots, trailheads, signage and a restroom structure near the dog park and Waughop Lake trail.
  - Completed the Pavilion in the Park at Fort Steilacoom Park and added restrooms and a warming kitchen.
  - Implemented two chemical treatments to address toxic algae in Waughop Lake.
  - Partnered with Pierce County on the Seeley Lake habitat area master plan.
  - Installed new play equipment and a picnic shelter (PC grant) at American Lake Park.
  - Installed a Service Club Recognition sign near of Lakewood Drive and Bridgeport Way.
  - Updated MOU between Pierce County and City of University Place to continue work on Chambers Creek Trail.

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

2021/2022 Anticipated Key Projects

- Look at all programs and services through an equity lens to ensure everyone has access to a comprehensive system of quality park, recreation and community service opportunities.
- New Public Art Policy and Public Art Program Implementation
- Virtual programming expansion in all areas – youth, families, older adults and special events, such as virtual 5K runs, citywide scavenger hunts, trivia nights, study groups, virtual MLK (Martin Luther King) or Christmas tree lighting and other events.
- Safe and structured *out of school hours* programs and opportunities for youth and increases in the total number of students reached by partnering with CPSD and local agencies with similar goals and visions (ex: YMCA Communities in School, B&G Club, Lakewood Library, etc).
- New outdoor adventure program to include narrated hikes, education, conservation and stewardship opportunities, summer camps and other course using our Lakewood parks, lakes and outdoor spaces.
- Monitor Human Services funded contracts and initiatives to address affordable housing, homelessness prevention and other Council strategies which support Lakewood's most vulnerable residents. Facilitate regular collaboration meetings and develop partnerships to expand community support programs.
- Support five City boards and commissions to include the Parks and Recreation Advisory Board, Arts Commission, Youth Council, Community Services Advisory Board and Lakewood's Promise Advisory Board.
- Develop and implement annual youth summit to engage teens in community issues and gather information for future programs
- Continue to expand and grow the farmers market and add a night market at the colonial plaza. Find new sponsors and partners to offset costs and increase the number of participants each season.
- Increase participation and accessibility at our City sponsored programs and events by finding partners and sponsors to make them no or low cost and creating new outreach methods to our underserved citizens.
- Continue pavement patching program to extend life of City streets.
- Implement facility management projects to include city Hall LED light conversions, fuel station removal at FSP and installation at Front St shop, updates to caretaker homes, paint City Hall exterior beams, and City Hall remodeling as needed to support changes in use or staffing.

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

2021/2022 Anticipated Key Projects (continued)

- Complete Park Capital Improvement Projects:
    - Springbrook Park Expansion and Clover Creek restoration.
    - Turf infield improvements at Fort Steilacoom Park to include a Pierce College "Raiders home field" which will increase number of multiday sport tournaments.
    - Harry Todd Park improvements to include ADA access, new docks, fishing pier, restroom, playground and waterfront improvements.
    - Wards Lake Park improvements including site restoration, pump track, off leash area and loop trail system.
    - Two new Gateway signs on Berkeley in Tillicum and at the Lakewood Business Park (Woodbrook) areas.
    - Seeley Lake Habitat area access improvements.
    - Chambers Creek Canyon Trail improvements.
    - Edgewater Park improvements.
- Update 2009 PRAB (Parks and Recreation Advisory Board) Street Ends report to include a more comprehensive and detailed update on each street end in terms of what can and cannot be done, and develop funding and action plan.

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

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 and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

1.3 Enhance and diversity housing stock and improve multi-generational community assets.
- B. Continue to support youth and senior programming and expand community events.
- C. Support and preserve historical, cultural, and environmental places of significance.

1.5 Promote and facilitate sustainable economic development.
- C. Continue to leverage and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

Dependable Infrastructure

2.1 Implement capital infrastructure projects to improve transportation, park, utility systems.
- C. Provide quality and diverse park and recreation system making strategic additions when prudent.
- D. Implement innovative technology solutions to enhance accessibility, operations, and City services.
- E. Partner with community members and stakeholders to identify and implement infrastructure solutions.

2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
- A. Maintain infrastructure using best management practices 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 wayfaring signage.
- B. Showcase art, culture, and history to enhance sense of place.

2.4 Increase connectivity and accessibility.
- A. Leverage multimodal infrastructure and technologies to improve accessibility in the City and with neighboring communities.
- B. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the Non-Motorized Transportation Plan.

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.

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Primary Alignment with City Council Goals / Strategic Plan Objectives and Strategies (continued)

Fiscal Responsibility

4.1 Provide efficient and effective municipal services.
- A. Invest resources in core functions based on priorities.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Monitor, refine, and respond to performance measures.

4.2 Evaluate revenues and expenditures and respond to changing service needs.
- C. Diversity revenue base and explore innovating funding sources.

4.2 Make smart investments in people, places, and resources.
- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.

Transparency

5.1 Dynamically promote a positive image of Lakewood.
- A. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.

5.3 Strengthen connection with stakeholders, partners, and communities.
- D. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
- E. Support access to information on workforce development, healthcare, and local services.
- F. Strengthen relationship with local school districts, colleges, and other public entities.

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

Service/Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change FTE	Change Fleet	2021 1-Time	2021 Ongoing	2022 1-Time	2022 Ongoing
Traffic Signal Technician Positions	Maintain vacant Traffic Signal Technicians 2.0 FTEs as authorized, unfunded positions.	-	-	$ -	$ (223,484)	$ -	$ (231,532)
Contracted Service - Traffic Signal Maintenance	Contract with Pierce County to provide traffic signal maintenance.	-	-	-	200,000	-	200,000
Vacant Maintenance Worker 1.0 FTE	Eliminate funding of vacant position, yet maintain as an authorized position to be filled at a later date.	-	-	-	(84,000)	-	(86,000)
25th Cityhood Anniversary	Funds to celebrate the City's 25th anniversary of cityhood.	-	-	25,000	-	-	-
	Total	**-**	**-**	**$ 25,000**	**$ (107,484)**	**$ -**	**$ (117,532)**

Ref #	Proposed Property Management Projects	2021 1-Time	2021 Ongoing	2022 1-Time	2022 Ongoing
502.0020	Police Station Parking Lot Improvements	$ 20,000	$ -	$ -	$ -
502.0016	Police Firearms Range Equipment	45,000	-	-	-
502.0026	Front Street O&M Shop - Paving of Washdown Station & Perimeter	10,000	-	-	-
502.0027	Front Street O&M Shop - New Fuel Tank and Installation and Removal of Old	150,000	-	-	-
502.0002	City Hark Parking Lot Improvement Program	5,000	-	5,000	-
	Total	**$ 230,000**	**$ -**	**$ 5,000**	**$ -**

Project details provided in the 6-Year Property Management Capital & Capital Maintenance Plan.

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Capital Projects

Parks Capital Projects			2021	2022
301.0020	Wards Lake Improvements	*	200,000	1,750,000
301.0027	American Lake Improvements (ADA and Waterfront Improvements	*	200,000	1,300,000
301.0028	Oakbrook Park Improvements		-	50,000
301.0034	Park Sign Replacement		90,000	120,000
301.0038	Playground Replacement		-	55,000
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
	Total		**$ 570,000**	**$ 3,355,000**

** Contingent on funds anticipated.*

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Position Inventory

Position	Group	Grade	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted
Parks, Rec, & Comm Svcs Director	Non-Rep	69	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Operations Superintendent	Non-Rep	55	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Signal Technician*	AFSCME	39	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Human Services Coordinator	AFSCME	33	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Recreation Coordinator	AFSCME	30	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Lead Maintenance Worker	AFSCME	30	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Maintenance Worker**	AFSCME	26	11.50	11.50	11.50	11.50	11.50	11.50	11.50
Office Assistant	AFSCME	18	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Maintenance Assistant	AFSCME	1	0.75	0.75	0.75	0.75	0.75	1.50	1.50
Total			**24.25**	**24.25**	**24.25**	**24.25**	**24.25**	**25.00**	**25.00**
Change from prior year			-	-	-	-	-	0.75	-

** Vacant Traffic Signal Technician 2.0 FTEs are authorized, unfunded positions in 2021/2022.*

*** Vacant Maintenance Worker 1.0 FTE is an authorized, unfunded position in 2021/2022.*

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Position Inventory (continued)

Position	Group	FTE	2021 Salary	2021 Benefits	2021 Total	2022 Salary	2022 Benefits	2022 Total
Parks, Rec, & Comm Svcs Director	Non-Rep	1.00	$ 151,464	$ 52,312	$ 203,776	$ 154,488	$ 53,739	$ 208,227
Operations Superintendent	Non-Rep	0.40	47,770	20,933	68,703	48,720	21,952	70,672
Human Services Coordinator	AFSCME	0.50	49,152	24,387	73,539	49,152	25,824	74,976
Recreation Coordinator	AFSCME	1.00	67,056	21,735	88,791	68,352	22,777	91,129
Recreation Coordinator	AFSCME	1.00	74,772	43,959	118,731	75,696	46,954	122,650
Recreation Coordinator	AFSCME	1.00	76,344	36,153	112,497	76,344	38,105	114,449
Lead Maintenance Worker	AFSCME	0.75	56,772	27,156	83,928	56,772	28,634	85,406
Maintenance Worker	AFSCME	1.00	58,152	41,700	99,852	59,304	44,768	104,072
Maintenance Worker	AFSCME	1.00	69,960	26,336	96,296	69,960	27,398	97,358
Maintenance Worker	AFSCME	1.00	59,450	24,180	83,630	60,650	25,157	85,807
Maintenance Worker	AFSCME	1.00	60,700	42,661	103,361	61,904	45,018	106,922
Maintenance Worker	AFSCME	1.00	62,112	24,701	86,813	63,312	25,823	89,135
Office Assistant	AFSCME	1.00	53,958	39,830	93,788	54,976	42,536	97,512
Office Assistant	AFSCME	0.50	26,376	9,972	36,348	26,376	10,337	36,713
Maintenance Assistant	AFSCME	0.75	28,824	19,469	48,293	28,824	20,685	49,509
Maintenance Assistant	AFSCME	0.75	31,200	21,187	52,387	31,200	22,296	53,496
	On Call/Standby		4,100	-	4,100	4,100	-	4,100
Total - General Fund		**13.65**	**978,162**	**476,671**	**1,454,833**	**990,130**	**502,003**	**1,492,133**
Operations Superintendent	Non-Rep	0.40	47,770	20,933	68,703	48,720	21,952	70,672
Traffic Signal Technician*	AFSCME	1.00	-	-	-	-	-	-
Traffic Signal Technician*	AFSCME	1.00	-	-	-	-	-	-
Lead Maintenance Worker	AFSCME	1.00	75,696	45,366	121,062	75,696	47,496	123,192
Maintenance Worker	AFSCME	1.00	59,850	32,868	92,718	61,050	34,554	95,604
Maintenance Worker	AFSCME	1.00	61,200	42,752	103,952	62,424	45,112	107,536
Maintenance Worker	AFSCME	1.00	62,688	30,065	92,753	63,888	31,606	95,494
Maintenance Worker*	AFSCME	1.00	-	-	-	-	-	-
Office Assistant	AFSCME	0.50	30,912	11,372	42,284	30,912	11,796	42,708
	On Call/Standby		31,320	-	31,320	31,320	-	31,320
Total - Street Fund (O&M)		**7.90**	**369,436**	**183,356**	**552,792**	**374,010**	**192,516**	**566,526**
Maintenance Worker	AFSCME	1.00	66,576	40,066	106,642	67,848	42,457	110,305
Office Assistant	AFSCME	0.50	30,912	11,374	42,286	30,912	11,798	42,710
	On Call/Standby		5,000	-	5,000	5,000	-	5,000
Total - SWM Fund (O&M)		**1.50**	**102,488**	**51,440**	**153,928**	**103,760**	**54,255**	**158,015**
Operations Superintendent	Non-Rep	0.20	23,885	10,467	34,352	24,360	10,976	35,336
Lead Maintenance Worker	AFSCME	0.25	18,924	9,051	27,975	18,924	9,543	28,467
Maintenance Worker	AFSCME	1.00	72,600	16,888	89,488	72,600	16,986	89,586
Maintenance Worker	AFSCME	0.50	30,024	17,889	47,913	30,624	19,033	49,657
Total - Property Management Fund		**1.95**	**145,433**	**54,295**	**199,728**	**146,508**	**56,538**	**203,046**
Total - Parks, Recreation & Community Services		**25.00**	**$ 1,595,518**	**$ 765,762**	**$ 2,361,280**	**$ 1,614,408**	**$ 805,312**	**$ 2,419,720**

** Vacant 3.0 FTEs authorized, unfunded position in 2021/2022.*

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Performance Measures

Administration	2021 Target	2018	2019	2020 Est	2021 Est	2022 Est
Cost Recovery % Target for parks and recreation services	45%	46%	45%	31%	39%	45%
Human Services	**2021 Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
Number of Strategic Initiatives in progress to include the monthly collaboration meeting, affordable housing & homeless prevention strategies and Lakewood's Promise initiatives re: children, youth and families	3	2	2	3	3	3
# of Human Services Contracts Managed (allocations, site visits, reimbursements, annual performance reviews)	13	25	24	33	13	13
Recreation	**2021 Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
$ vendor sales generated from Farmers Market (not City resources)	$400,000	$342,000	$372,500	$400,000	$425,000	$450,000
# of vendors and partners at SummerFEST or other community festival	40	70	95	na	50	70
$ sponsorship, grants and in-kind service	$70,000	$72,200	$110,000	$50,000	$70,000	$70,000
# of City volunteer hours generated by youth council members	150	na	na	150	155	160
# of students served in “Out of school Programs"	250	85	70	200	250	300
Senior Center	**2021 Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of unduplicated seniors served	1,400	1,517	1,692	1,200	1,450	1,600
$ revenue generated from grants, fees, donations & in-kind support	$80,000	$87,085	$78,566	$43,000	$60,000	$75,000
# of hours of virtual programming	na	na	na	650	1,300	1,200
# of volunteer hours	1,300	1,964	2,140	1,250	1,350	1,450
Park Facilities	**2021 Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of special use permits generated at park sites (not FSP)	160	140	144	10	40	140
# of returning customers	20	51	52	2	5	14
Boat Launch Revenue	$50,000	$50,019	$51,716	$50,000	$50,000	$50,000
Fort Steilacoom Park	**2021 Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of acres of open space to maintain	500	500	500	500	500	500
# of special use permits for park use	230	203	241	30	100	225
# of permit / event returning customers	25	74	98	3	10	22
Street Landscape	**2021 Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of sites maintained	48	42	48	48	51	51
# of special projects completed outside regular	10	9	NA	10	10	10
Property Management	**2021 Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of square feet of coverge per building maintenance	158,615	158,615	158,615	158,615	158,615	158,615
# of unscheduled system failures	0	36	45	40	40	40
# of Service requests outside regular maintenance needs	400	828	689	700	700	700
Street O&M	**2021 Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of mylakewood311 service requests regarding street	NA	1,692	1,824	1,800	1,800	1,800
% of completed MyLakewood311 requests within service	95%	100%	99%	99%	99%	99%
# of potholes responded to	300	363	259	300	300	300
# of reported downed signs	300	374	385	275	275	275
# of after hour call outs	100	87	59	80	80	80
# of 311 calls regarding garbage /furniture in the ROW	800	661	847	800	800	800
# of traffic signals maintained each year (contracted in	66	68	68	66	66	62
SWM O&M	**2021 Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of City street curb miles swept	3,600	3,924	3,776	3,600	3,600	3,600
# of catch basins cleaned or inspected*	3,400	3,414	4,765	3,700	3,500	3,500
# of hours of storm drain pipe video inspections recorded*	900	501	709	300	800	800
# of linear feet of storm drain pipe cleaned*	30,000	15,684	47,452	15,000	30,000	30,000
# of tons of sweeping and vactr waste disposed of*	2,000	2,650	1,381	1,500	1,500	1,500
# of gallons of vactor liquid waste disposed of*	100,000	91,950	103,960	75,000	75,000	75,000

** Required for NPDES reporting by SWM Engineering Services.*

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

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 abiltities.
- 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 DIVISION

Financial Information – General Fund

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 631,397	$ 664,164	$ 620,900	$ 650,900	$ 520,000	$ 575,000	$ 670,000	$ (75,900)	-11.7%
001	Program Revenue	343,252	383,978	440,950	465,950	145,510	301,500	386,250	(164,450)	-35.3%
001	General Government	1,766,819	1,942,793	1,755,473	2,156,333	2,391,140	2,079,059	1,941,341	(77,274)	-3.6%
001	Transfer In From SWM	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
	Total Revenues	**$ 2,756,468**	**$ 3,005,935**	**$ 2,832,323**	**$ 3,288,183**	**$ 3,071,650**	**$ 2,970,559**	**$ 3,012,591**	**$ (317,624)**	**-9.7%**
General Fund Operating Expenditures:										
001	Administration	301,173	329,202	316,462	319,656	318,763	312,761	323,442	(6,895)	-2.2%
001	Human Services	418,594	403,779	436,099	436,099	428,413	482,039	493,607	45,940	10.5%
001	Recreation	405,448	467,173	422,141	472,141	372,675	479,387	488,877	7,246	1.5%
001	Senior Services	236,627	246,535	241,021	241,021	221,314	243,300	247,197	2,279	0.9%
001	Park Facilities	500,484	544,467	504,716	522,457	429,972	444,964	453,027	(77,493)	-14.8%
001	Fort Steilacoom Park	672,444	733,558	675,795	710,600	805,377	789,995	811,231	79,395	11.2%
001	Street Landscape Maint	183,388	178,727	225,371	284,360	193,286	177,850	180,853	(106,510)	-37.5%
	Subtotal Ongoing	**$ 2,718,159**	**$ 2,903,441**	**$ 2,821,605**	**$ 2,986,336**	**$ 2,769,802**	**$ 2,930,297**	**$ 2,998,234**	**$ (56,039)**	**-1.9%**
General Fund 1-Time Expenditure Summary:										
001	Administration	7,201	15,465	4,436	22,609	22,610	28,984	3,748	6,375	28.2%
001	Human Services	12,750	63,971	-	219,173	219,173	-	-	(219,173)	-100.0%
001	Recreation	3,866	7,833	-	-	-	-	-	-	n/a
001	Park Facilities	7,292	4,785	2,033	10,760	10,760	4,682	4,405	(6,078)	-56.5%
001	Fort Steilacoom Park	4,799	6,960	2,957	32,671	32,671	5,418	5,097	(27,253)	-83.4%
001	Street Landscape Maint	2,401	3,480	1,292	16,635	16,635	1,178	1,108	(15,457)	-92.9%
	Subtotal 1-Time	**$ 38,310**	**$ 102,495**	**$ 10,718**	**$ 301,848**	**$ 301,849**	**$ 40,262**	**$ 14,358**	**$ (261,586)**	**-86.7%**
	Total Expenditures	**$ 2,756,468**	**$ 3,005,936**	**$ 2,832,323**	**$ 3,288,184**	**$ 3,071,651**	**$ 2,970,559**	**$ 3,012,591**	**$ (317,625)**	**-9.7%**

PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

Financial Information – General Fund (continued)

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 631,397	$ 664,164	$ 620,900	$ 650,900	$ 520,000	$ 575,000	$ 670,000	$ (75,900)	-11.7%
001	Program Revenue	343,252	383,978	440,950	465,950	145,510	301,500	386,250	(164,450)	-35.3%
001	General Government	1,766,819	1,942,793	1,755,473	2,156,333	2,391,140	2,079,059	1,941,341	(77,274)	-3.6%
001	Transfer In-SWM	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
	Total Revenues:	**$ 2,756,468**	**$ 3,005,935**	**$ 2,832,323**	**$ 3,288,183**	**$ 3,071,650**	**$ 2,970,559**	**$ 3,012,591**	**$ (317,624)**	**-9.7%**
Expenditure Summary:										
11.xxx	Salaries & Wages	943,181	972,604	983,823	1,025,023	993,272	978,162	990,130	(46,861)	-4.6%
11.002/4	Overtime	11,428	19,829	9,900	14,900	11,068	15,900	15,900	1,000	6.7%
11.011	Temporary Help	137,606	145,021	239,760	236,010	185,530	182,400	182,400	(53,610)	-22.7%
21.xxx	Benefits	461,874	474,315	440,653	440,653	469,953	476,677	502,006	36,024	8.2%
31.xxx	Other Supplies	109,420	113,808	82,140	86,140	54,993	93,140	93,140	7,000	8.1%
31.030	Maintenance Supplies	19,890	12,865	41,000	41,000	41,000	31,000	31,000	(10,000)	
35.xxx	Small Tools/Minor Equip	15,027	11,593	8,500	8,500	7,500	8,500	8,500	-	0.0%
41.xxx	Professional Service	490,154	458,360	432,590	452,590	404,090	501,280	511,280	48,690	10.8%
43/49.003	Travel & Training	6,164	7,611	4,490	4,490	235	820	4,490	(3,670)	-81.7%
44.xxx	Advertising	38,195	40,528	47,765	47,765	54,165	56,630	56,760	8,865	18.6%
45.xxx	Operating Rental/Lease	3,154	67,573	66,725	66,725	66,725	67,955	69,135	1,230	1.8%
47.xxx	Utilities	109,800	107,652	95,700	140,200	125,200	125,200	125,200	(15,000)	-10.7%
48.xxx	Repairs & Maintenance	4,072	7,895	8,500	45,136	7,000	33,500	33,500	(11,636)	-25.8%
49.001	Membership Dues	2,149	2,703	1,800	1,800	1,750	1,800	1,800	-	0.0%
49.xxx	Other Charges & Services	17,616	18,431	23,200	33,200	3,341	33,200	33,200	-	0.0%
9x.xxx	IS Charges - M&O	255,678	278,212	326,784	333,928	333,928	324,133	329,742	(9,795)	-2.9%
9x.xxx	IS Charges - Reserves	92,753	164,442	8,275	8,275	10,051	-	10,050	(8,275)	-100.0%
	Subtotal Operating Exp:	**$ 2,718,159**	**$ 2,903,441**	**$ 2,821,605**	**$ 2,986,335**	**$ 2,769,801**	**$ 2,930,297**	**$ 2,998,234**	**$ (56,038)**	**-1.9%**
Capital & One-time Funding:										
	Capital & One-Time	38,310	102,495	10,718	301,848	301,849	40,262	14,358	(261,586)	-86.7%
	Subtotal One-time Exp:	**$ 38,310**	**$ 102,495**	**$ 10,718**	**$ 301,848**	**$ 301,849**	**$ 40,262**	**$ 14,358**	**$ (261,586)**	**-86.7%**
	Total Expenditures:	**$ 2,756,468**	**$ 3,005,936**	**$ 2,832,323**	**$ 3,288,184**	**$ 3,071,651**	**$ 2,970,559**	**$ 3,012,591**	**$ (317,625)**	**-9.7%**

PARKS, RECREATION & COMMUNITY SERVICES ADMINISTRATION

Purpose & Description

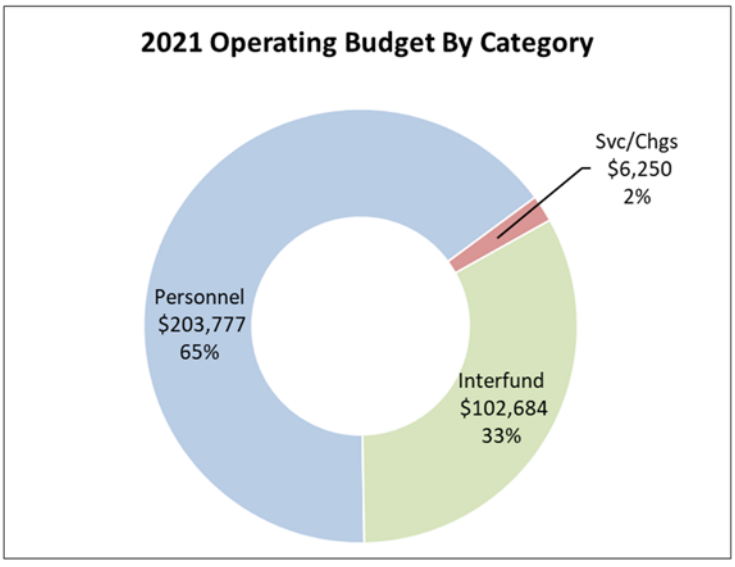
The PRCS Administration manages five City advisory boards, supervises department personnel, actively seeks and manages grants and sponsorships, develops CIP and long-term planning documents and develops diverse partnerships to offset cost of park and recreation programs, services, events, projects, and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



PARKS, RECREATION & COMMUNITY SERVICES ADMINISTRATION

Financial Information

The adopted operating budget totals $313K in 2021 and $323K in 2022. The 2021 adopted budget is a 2.2% or $7K decrease from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change 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.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Taxes & Other Assessments – the decrease is due to B&O tax payments.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 89,860	$ 94,133	$ 90,212	$ 91,825	$ 77,164	$ 79,209	$ 93,256	$ (12,616)	-13.7%
001	General Government	218,514	250,534	230,686	250,440	264,209	262,536	233,934	12,096	4.8%
	Total Revenues	**$ 308,374**	**$ 344,667**	**$ 320,898**	**$ 342,265**	**$ 341,373**	**$ 341,745**	**$ 327,190**	**$ (520)**	**-0.2%**
Expenditure Summary:										
11.xxx	Salaries & Wages	140,646	144,156	145,383	145,383	145,383	151,464	154,488	6,081	4.2%
21.xxx	Benefits	55,092	53,163	54,940	54,940	54,940	52,313	53,740	(2,627)	-4.8%
31.xxx	Other Operating Supplies	5,643	384	50	50	50	50	50	-	0.0%
41.xxx	Professional Service	-	30	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	318	219	600	600	-	-	600	(600)	-100.0%
44.xxx	Taxes & Other Assess	3,062	4,032	7,000	7,000	2,500	5,000	5,000	(2,000)	-28.6%
49.001	Membership Dues	1,655	1,000	1,250	1,250	1,750	1,250	1,250	-	0.0%
49.xxx	Other Charges & Services	-	-	-	-	2,891	-	-	-	n/a
9x.xxx	IS Charges - M&O	87,319	114,700	103,964	107,158	107,158	102,684	104,223	(4,474)	-4.2%
9x.xxx	IS Charges - Reserves	7,439	11,517	3,275	3,275	4,091	-	4,091	(3,275)	-100.0%
	Subtotal Operating Exp	**$ 301,173**	**$ 329,202**	**$ 316,462**	**$ 319,656**	**$ 318,763**	**$ 312,761**	**$ 323,442**	**$ (6,895)**	**-2.2%**
Capital & One-time Funding:										
	Capital & One-Time	7,201	15,465	4,436	22,609	22,610	28,984	3,748	6,375	28.2%
	Subtotal One-time Exp	**$ 7,201**	**$ 15,465**	**$ 4,436**	**$ 22,609**	**$ 22,610**	**$ 28,984**	**$ 3,748**	**$ 6,375**	**28.2%**
	Total Expenditures	**$ 308,374**	**$ 344,667**	**$ 320,898**	**$ 342,265**	**$ 341,373**	**$ 341,745**	**$ 327,190**	**$ (520)**	**-0.2%**

PARKS, RECREATION & COMMUNITY SERVICES HUMAN SERVICES

Purpose/Description

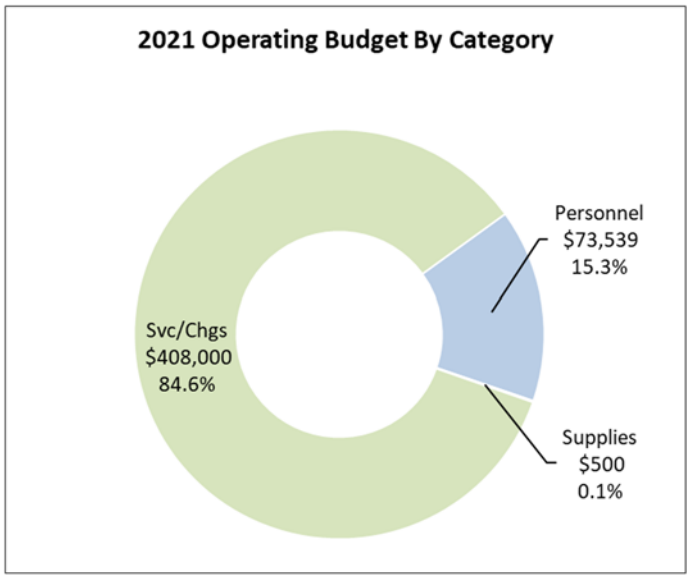
The Human Services Division facilitates the planning and distribution of the City's general fund and other funding sources for human services in order to create conditions that enable people in need to access resources, find stabilization services, emotional supports and access to health services which 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.
    - Manage City Council approved initiatives, new grants or funded programs to support our more vulnerable citizens (CHOICE, CARES programs and homeless prevention).

- 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.



PARKS, RECREATION & COMMUNITY SERVICES HUMAN SERVICES

Financial Information

The adopted operating budget totals $482K in 2021 and $494K in 2022. The 2021 adopted budget is a 10.5% or $46K increase from the 2020 adjusted budget. Highlights of the 2021 proposed budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change 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.
- Professional Services – $20,000 of the increase is for the 1% General Fund allocation to Human Services programs and $3,000 of the increase is annual funding in support of the Lakewood Multicultural Coalition.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	431,344	467,750	436,099	655,272	647,586	482,039	493,607	(173,233)	-26.4%
	Total Revenues	**$ 431,344**	**$ 467,750**	**$ 436,099**	**$ 655,272**	**$ 647,586**	**$ 482,039**	**$ 493,607**	**$ (173,233)**	**-26.4%**
Expenditure Summary:										
11.xxx	Salaries & Wages	55,372	34,694	39,168	39,168	40,067	49,152	49,152	9,984	25.5%
21.xxx	Benefits	15,443	12,558	12,046	12,046	12,181	24,387	25,825	12,341	102.4%
31.xxx	Other Operating Supplie	1,438	290	500	500	500	500	500	-	0.0%
41.xxx	Professional Service	324,784	332,506	360,000	360,000	360,000	383,000	393,000	23,000	6.4%
43/49.003	Travel & Training	12	-	520	520	-	520	520	-	0.0%
44.xxx	Taxes & Other Assess	18,854	17,192	15,665	15,665	15,665	16,280	16,410	615	3.9%
49.001	Membership Dues	-	-	200	200	-	200	200	-	0.0%
49.xxx	Other Charges & Services	2,691	6,539	8,000	8,000	-	8,000	8,000	-	0.0%
	Subtotal Operating Exp	**$ 418,594**	**$ 403,779**	**$ 436,099**	**$ 436,099**	**$ 428,413**	**$ 482,039**	**$ 493,607**	**$ 45,940**	**10.5%**
Capital & One-time Funding:										
	Capital & One-Time	12,750	63,971	-	219,173	219,173	-	-	(219,173)	-100.0%
	Subtotal One-time Exp	**$ 12,750**	**$ 63,971**	**$ -**	**$ 219,173**	**$ 219,173**	**$ -**	**$ -**	**$ (219,173)**	**-100.0%**
	Total Expenditures	**$ 431,344**	**$ 467,750**	**$ 436,099**	**$ 655,272**	**$ 647,586**	**$ 482,039**	**$ 493,607**	**$ (173,233)**	**-26.4%**

PARKS, RECREATION & COMMUNITY SERVICES RECREATION

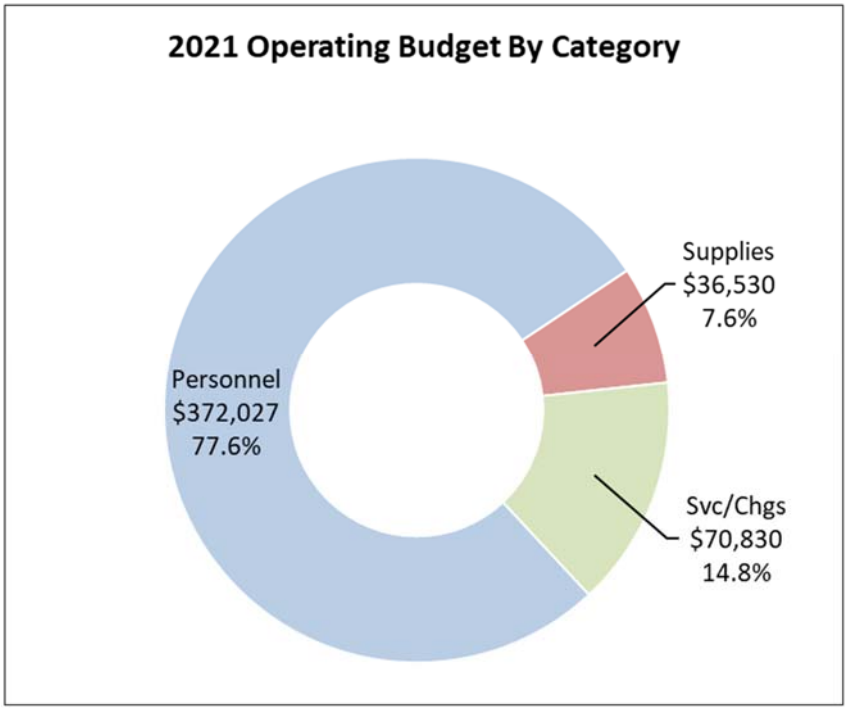
Purpose/Description

The Recreation Division utilizes partnerships and creative marking 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 1st – 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 amd monthly night markets at the Colonial Plaza to bring visitors to the Central Business District, generate economc activity and create access to healthy options for our residents.
- Develop new partnerships to expand oppotunitities 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.



PARKS, RECREATION & COMMUNITY SERVICES RECREATION

Financial Information

The adopted operating budget totals $479K in 2021 and $489K in 2022. The 2021 adopted budget is a 1.5% or $7K increase from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change 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.

- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 120,972	$138,286	$118,835	$135,628	$ 90,215	$121,409	$140,955	$ (14,219)	-10.5%
001	Program Revenue	$ 138,814	$139,873	$210,000	$235,000	$ 39,500	$157,250	$177,000	(77,750)	-33.1%
001	General Government	149,528	196,847	93,306	101,513	242,960	200,728	170,922	99,215	97.7%
	Total Revenues	**$ 409,314**	**$ 475,006**	**$ 422,141**	**$ 472,141**	**$ 372,675**	**$ 479,387**	**$ 488,877**	**$ 7,246**	**1.5%**
Expenditure Summary:										
11.xxx	Salaries & Wages	158,349	156,096	163,631	163,631	197,541	165,315	168,045	1,684	1.0%
11.002/4	Overtime	3,613	10,191	1,000	1,000	1,000	1,000	1,000	-	0.0%
11.011	Temporary Help	71,668	102,639	100,610	116,610	66,130	116,610	116,610	-	0.0%
21.xxx	Benefits	87,603	97,102	82,170	82,170	83,356	89,102	94,492	6,932	8.4%
31.xxx	Other Operating Supplies	36,871	39,744	32,530	36,530	8,383	36,530	36,530	-	0.0%
35.xxx	Small Tools/Minor Equip	482	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	30,752	44,991	25,280	45,280	15,780	45,280	45,280	-	0.0%
43/49.00	Travel & Training	771	3,190	1,370	1,370	35	-	1,370	(1,370)	-100.0%
45.xxx	Operating Rental/Lease	550	1,379	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	17	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	350	309	350	350	-	350	350	-	0.0%
49.xxx	Other Charges & Services	14,422	11,532	15,200	25,200	450	25,200	25,200	-	0.0%
	Subtotal Operating Exp	**$ 405,448**	**$ 467,173**	**$ 422,141**	**$ 472,141**	**$ 372,675**	**$ 479,387**	**$ 488,877**	**$ 7,246**	**1.5%**
Capital & One-time Funding:										
	Capital & One-Time	3,866	7,833	-	-	-	-	-	-	n/a
	Subtotal One-time Exp	**$ 3,866**	**$ 7,833**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
	Total Expenditures	**$ 409,314**	**$ 475,006**	**$ 422,141**	**$ 472,141**	**$ 372,675**	**$ 479,387**	**$ 488,877**	**$ 7,246**	**1.5%**

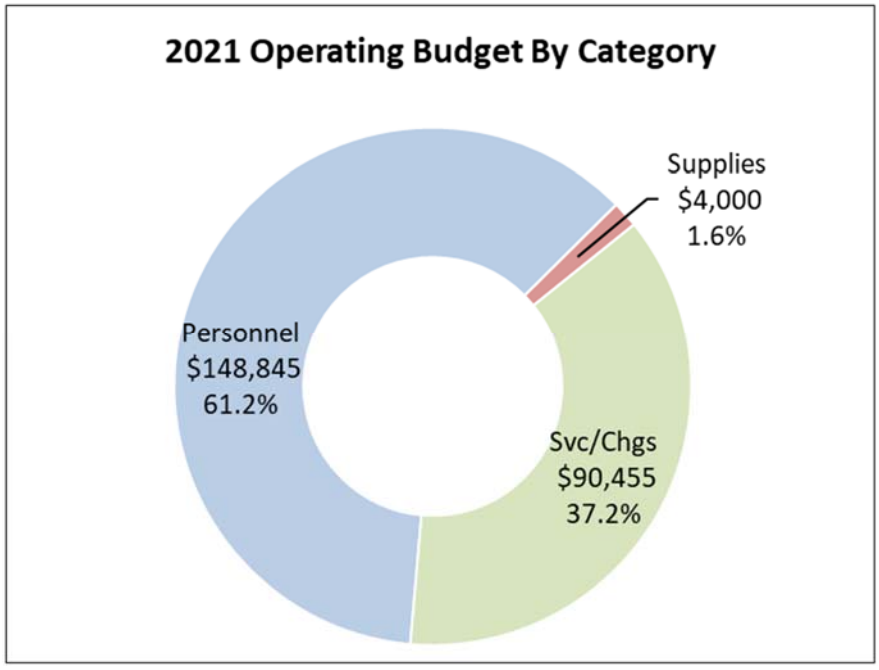
PARKS, RECREATION & COMMUNITY SERVICES SENIOR SERVICES

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 Activty Center
- Increase number of unduplicated participants by 5%
- Implement new marketing techniques and programs to encourage new participants, partners and sponsors.



PARKS, RECREATION & COMMUNITY SERVICES SENIOR SERVICES

Financial Information

The adopted operating budget totals $243K in 2021 and $247K in 2022. The 2021 adopted budget is a 0.9% or $2K increase from the 2020 adjusted budget. Highlights of the 2021 proposed budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change 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.

- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.

- Operating Rental/Lease – the increase is due to lease payments for Senior Center facility.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 70,602	$ 70,593	$ 67,849	$ 69,236	$ 53,574	$ 61,618	$ 71,273	$ (7,618)	-11.0%
001	Program Revenue	64,700	94,368	80,950	80,950	30,000	40,250	70,250	(40,700)	-50.3%
001	General Government	101,325	81,574	92,222	90,835	137,740	141,432	105,674	50,597	55.7%
	Total Revenues	**$ 236,627**	**$ 246,535**	**$ 241,021**	**$ 241,021**	**$ 221,314**	**$ 243,300**	**$ 247,197**	**$ 2,279**	**0.9%**
Expenditure Summary:										
11.xxx	Salaries & Wages	98,928	105,125	100,800	100,800	100,800	102,072	102,072	1,272	1.3%
11.002/4	Overtime	440	1,414	-	-	2,168	-	-	-	n/a
21.xxx	Benefits	42,820	45,115	46,596	46,596	46,921	46,773	49,090	177	0.4%
31.xxx	Other Operating Supplie	2,969	3,178	4,000	4,000	1,000	4,000	4,000	-	0.0%
35.xxx	Small Tools/Minor Equi	30	1,822	-	-	-	-	-	-	n/a
41.xxx	Professional Service	90,546	23,729	25,000	25,000	6,000	25,000	25,000	-	0.0%
43/49.003	Travel & Training	454	2,717	400	400	200	-	400	(400)	-100.0%
45.xxx	Operating Rental/Lease	-	62,985	64,225	64,225	64,225	65,455	66,635	1,230	1.9%
49.001	Membership Dues	110	110	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Service	330	340	-	-	-	-	-	-	n/a
	Subtotal Operating Exp	**$ 236,627**	**$ 246,535**	**$ 241,021**	**$ 241,021**	**$ 221,314**	**$ 243,300**	**$ 247,197**	**$ 2,279**	**0.9%**
	Total Expenditures	**$ 236,627**	**$ 246,535**	**$ 241,021**	**$ 241,021**	**$ 221,314**	**$ 243,300**	**$ 247,197**	**$ 2,279**	**0.9%**

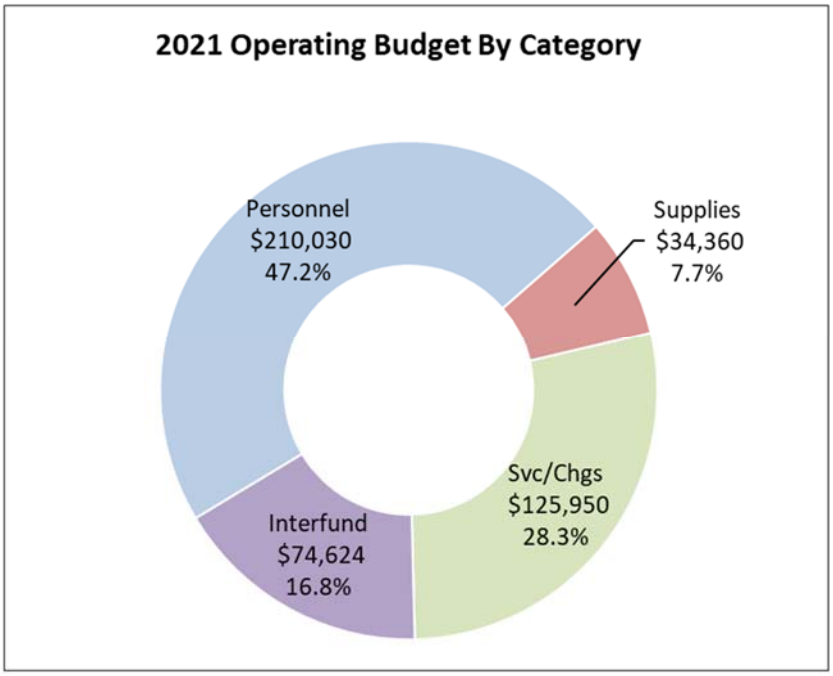
PARKS, RECREATION & COMMUNITY SERVICES PARKS FACILITIES

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.



PARKS, RECREATION & COMMUNITY SERVICES PARKS FACILITIES

Financial Information

The adopted operating budget totals $445K in 2021 and $453K in 2022. The 2021 adopted budget is a 14.8% or $77K decrease from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change is due primarily the elimination of funding of the vacant Maintenance Worker 1.0 FTE. The position is maintained as an authorized position, to be filled at a later date.
- Temporary Help – the decrease is due to reallocation of funds towards Maintenance Assistance 0.75FTE.
- Professional Services – the increase is due to increases in janitorial services and sani-cans.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Taxes & Other Assessment – the increase is due to SWM fees for Fort Steilacoom Park since the City took ownership.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 149,328	$ 153,023	$138,929	$150,082	$128,777	$112,691	$130,619	$ (37,391)	-24.9%
001	Program Revenue	58,231	60,497	68,000	68,000	56,000	56,000	56,000	(12,000)	-17.6%
001	General Government	300,217	335,732	299,820	315,135	255,955	280,956	270,813	(34,180)	-10.8%
	Total Revenues	**$ 507,776**	**$ 549,252**	**$ 506,749**	**$ 533,217**	**$ 440,732**	**$ 449,647**	**$ 457,432**	**$ (83,571)**	**-15.7%**
Expenditure Summary:										
11.xxx	Salaries & Wages	196,294	214,414	208,379	208,379	137,962	142,745	143,820	(65,634)	-31.5%
11.002/4	Overtime	3,675	4,213	4,500	7,000	1,000	8,000	8,000	1,000	14.3%
11.011	Temporary Help	16,327	16,902	18,610	18,610	18,610	-	-	(18,610)	-100.0%
21.xxx	Benefits	87,312	88,725	85,525	85,525	59,213	59,285	61,909	(26,240)	-30.7%
31.xxx	Other Operating Supplies	23,191	30,165	16,860	16,860	16,860	16,860	16,860	-	0.0%
31.030	Supplies Maintenance	5,365	1,337	15,000	15,000	15,000	15,000	15,000	-	0.0%
35.xxx	Small Tools/Minor Equip	4,650	4,643	2,500	2,500	2,500	2,500	2,500	-	0.0%
41.xxx	Professional Service	25,504	42,682	9,310	9,310	9,310	35,000	35,000	25,690	275.9%
43/49.003	Travel & Training	2,151	1,277	800	800	-	-	800	(800)	-100.0%
44.xxx	Taxes & Other Assess	16,278	19,304	25,100	25,100	36,000	35,350	35,350	10,250	40.8%
45.xxx	Operating Rental/Lease	121	495	500	500	500	500	500	-	0.0%
47.xxx	Utilities	49,668	45,165	38,600	52,600	52,600	52,600	52,600	-	0.0%
48.xxx	Repairs & Maintenance	2,008	6,206	2,500	2,500	2,500	2,500	2,500	-	0.0%
49.001	Membership Dues	34	1,284	-	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	52,497	42,455	74,802	76,043	76,043	74,624	76,314	(1,419)	-1.9%
9x.xxx	IS Charges - Reserves	15,409	25,199	1,730	1,730	1,874	-	1,874	(1,730)	-100.0%
	Subtotal Operating Exp	**$ 500,484**	**$ 544,467**	**$ 504,716**	**$ 522,457**	**$ 429,972**	**$ 444,964**	**$ 453,027**	**$ (77,493)**	**-14.8%**
Capital & One-time Funding:										
	Capital & One-Time	7,292	4,785	2,033	10,760	10,760	4,682	4,405	(6,078)	-56.5%
	Subtotal One-time Exp	**$ 7,292**	**$ 4,785**	**$ 2,033**	**$ 10,760**	**$ 10,760**	**$ 4,682**	**$ 4,405**	**$ (6,078)**	**-56.5%**
	Total Expenditures	**$ 507,776**	**$ 549,252**	**$ 506,749**	**$ 533,217**	**$ 440,732**	**$ 449,647**	**$ 457,432**	**$ (83,571)**	**-15.7%**

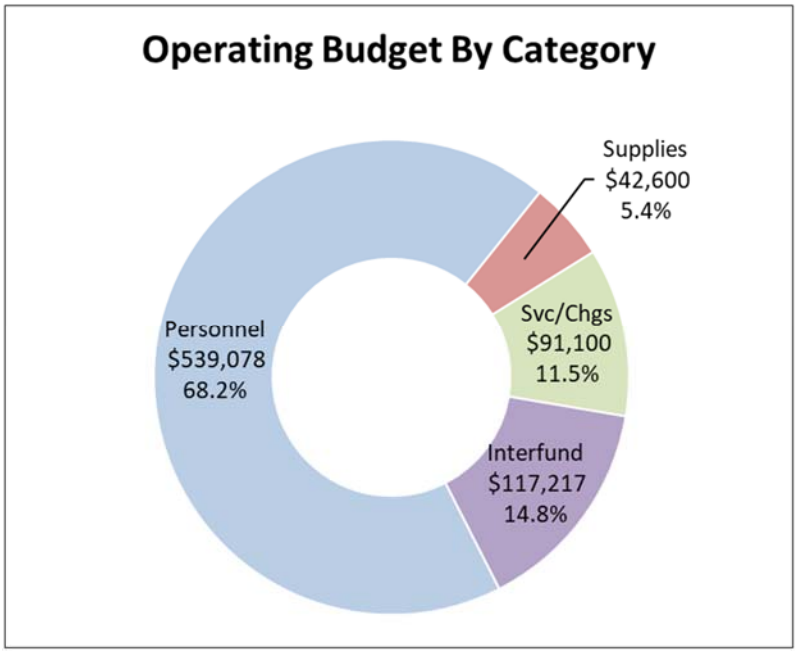
PARKS, RECREATION & COMMUNITY SERVICES FORT STEILACOOM PARK

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.



PARKS, RECREATION & COMMUNITY SERVICES FORT STEILACOOM PARK

Financial Information

The adopted operating budget totals $790K in 2021 and $811K in 2022. The 2021 adopted budget is an 11.2% or $79K increase from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change 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.
- Temporary Help – the decrease is due to reallocation of funds towards Maintenance Assistance 0.75FTE.
- Other Operating Supplies – the increase is due to janitorial, irrigation and general supplies and is offset by a decrease in maintenance supplies.
- Utilities – the decrease is due to an overall decrease is utilities based on historical costs.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Parks Sales/Tax	$ 200,635	$ 208,129	$205,075	$204,129	$170,270	$200,073	$ 233,897	$ (4,056)	-2.0%
001	Program Revenue	81,507	89,240	82,000	82,000	20,010	48,000	83,000	(34,000)	-41.5%
001	General Government	395,102	443,150	391,677	457,142	647,768	547,341	499,431	90,198	19.7%
	Total Revenues	**$ 677,244**	**$ 740,519**	**$ 678,752**	**$ 743,271**	**$ 838,048**	**$ 795,414**	**$ 816,328**	**$ 52,142**	**7.0%**
Expenditure Summary:										
11.xxx	Salaries & Wages	234,189	256,061	262,338	262,338	319,410	337,190	342,329	74,852	28.5%
11.002/4	Overtime	2,692	3,469	3,500	6,000	6,000	6,000	6,000	-	0.0%
11.011	Temporary Help	18,981	8,720	45,540	45,540	45,540	10,540	10,540	(35,000)	-76.9%
21.xxx	Benefits	132,321	137,773	122,751	122,751	176,412	185,348	196,265	62,597	51.0%
31.xxx	Other Operating Supplie	33,222	31,341	24,600	24,600	24,600	31,600	31,600	7,000	28.5%
31.030	Supplies Maintenance	11,243	8,033	20,000	20,000	20,000	10,000	10,000	(10,000)	-50.0%
35.xxx	Small Tools/Minor Equi	6,161	4,919	1,000	1,000	-	1,000	1,000	-	0.0%
41.xxx	Professional Service	18,568	14,423	13,000	13,000	13,000	13,000	13,000	-	0.0%
43/49.003	Travel & Training	2,338	208	500	500	-	-	500	(500)	-100.0%
45.xxx	Operating Rental/Lease	2,483	2,714	2,000	2,000	2,000	2,000	2,000	-	0.0%
47.xxx	Utilities	60,133	62,487	57,100	87,600	72,600	72,600	72,600	(15,000)	-17.1%
48.xxx	Repairs & Maintenance	2,046	1,690	3,500	3,500	3,500	3,500	3,500	-	0.0%
49.xxx	Other Charges & Service	-	20	-	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	87,582	90,727	117,786	119,591	119,591	117,217	119,173	(2,374)	-2.0%
9x.xxx	IS Charges - Reserves	60,485	110,976	2,180	2,180	2,724	-	2,724	(2,180)	-100.0%
	Subtotal Operating Exp	**$ 672,444**	**$ 733,558**	**$ 675,795**	**$ 710,600**	**$ 805,377**	**$ 789,995**	**$ 811,231**	**$ 79,395**	**11.2%**
Capital & One-time Funding:										
	Capital & One-Time	4,799	6,960	2,957	32,671	32,671	5,418	5,097	(27,253)	-83.4%
	Subtotal One-time Exp	**$ 4,799**	**$ 6,960**	**$ 2,957**	**$ 32,671**	**$ 32,671**	**$ 5,418**	**$ 5,097**	**$ (27,253)**	**-83.4%**
	Total Expenditures	**$ 677,244**	**$ 740,519**	**$ 678,752**	**$ 743,271**	**$ 838,048**	**$ 795,414**	**$ 816,328**	**$ 52,142**	**7.0%**

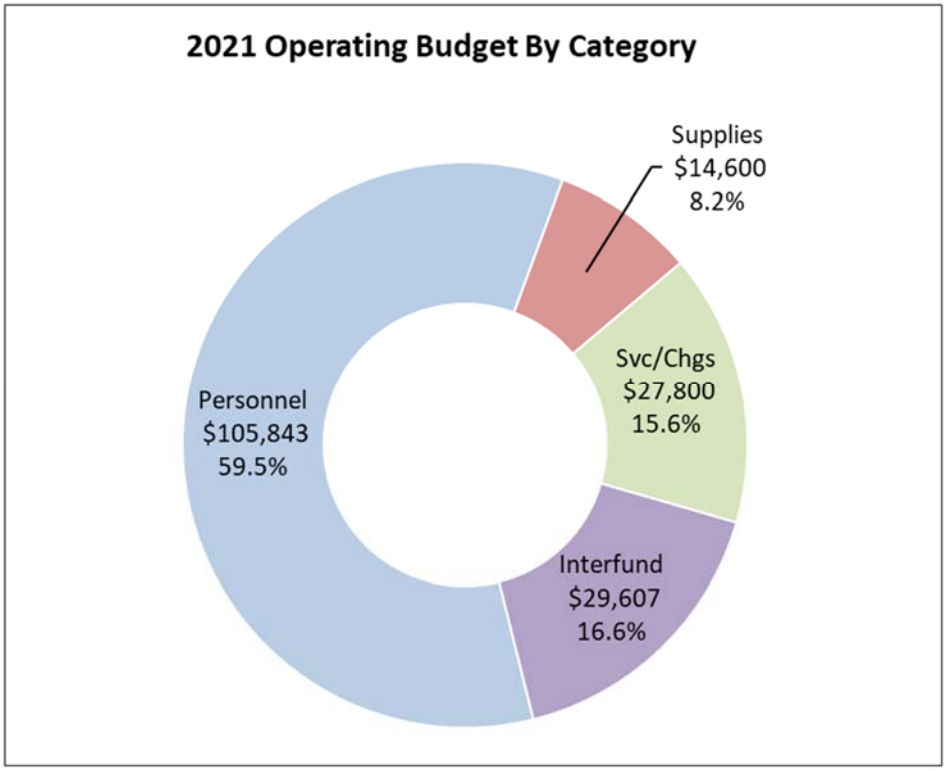
PARKS, RECREATION & COMMUNITY SERVICES STREET LANDSCAPE MAINTENANCE

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



PARKS, RECREATION & COMMUNITY SERVICES STREET LANDSCAPE MAINTENANCE

Financial Information

The adopted operating budget totals $178K in 2021 and $181K in 2022. The 2021 adopted budget is a 37.5% or $107K decrease from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change 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.
- Repairs & Maintenance – The decrease is due to decrease in general repairs and maintenance offset by increase in Colonial Plaza Maintenance.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 170,789	$ 167,207	$ 211,663	$ 285,995	$ 194,921	$164,028	$166,961	$ (121,967)	-42.6%
001	Transfer In From SWM	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
	Total Revenues	**$ 185,789**	**$ 182,207**	**$ 226,663**	**$ 300,995**	**$ 209,921**	**$ 179,028**	**$ 181,961**	**$ (121,967)**	**-40.5%**
Expenditure Summary:										
11.xxx	Salaries & Wages	59,403	62,058	64,124	105,324	52,109	30,224	30,224	(75,100)	-71.3%
11.002/4	Overtime	1,009	543	900	900	900	900	900	-	0.0%
11.011	Temporary Help	30,630	16,760	75,000	55,250	55,250	55,250	55,250	-	0.0%
21.xxx	Benefits	41,283	39,877	36,625	36,625	36,930	19,469	20,685	(17,156)	-46.8%
31.xxx	Other Operating Supplies	6,087	8,706	3,600	3,600	3,600	3,600	3,600	-	0.0%
31.030	Supplies Maintenance	3,282	3,495	6,000	6,000	6,000	6,000	6,000	-	0.0%
35.xxx	Small Tools/Minor Equip	3,704	209	5,000	5,000	5,000	5,000	5,000	-	0.0%
43/49.003	Travel & Training	120	-	300	300	-	300	300	-	0.0%
48.xxx	Repairs & Maintenance	-	-	2,500	39,136	1,000	27,500	27,500	(11,636)	-29.7%
49.xxx	Other Charges & Services	172	-	-	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	28,280	30,330	30,232	31,135	31,135	29,607	30,032	(1,528)	-4.9%
9x.xxx	IS Charges - Reserves	9,419	16,750	1,090	1,090	1,362	-	1,362	(1,090)	-100.0%
	Subtotal Operating Exp	**$ 183,388**	**$ 178,727**	**$ 225,371**	**$ 284,360**	**$ 193,286**	**$ 177,850**	**$ 180,853**	**$ (106,510)**	**-37.5%**
Capital & One-time Funding:										
	Capital & One-Time	2,401	3,480	1,292	16,635	16,635	1,178	1,108	(15,457)	-92.9%
	Subtotal One-time Exp	**$ 2,401**	**$ 3,480**	**$ 1,292**	**$ 16,635**	**$ 16,635**	**$ 1,178**	**$ 1,108**	**$ (15,457)**	**-92.9%**
	Total Expenditures	**$ 185,789**	**$ 182,207**	**$ 226,663**	**$ 300,995**	**$ 209,921**	**$ 179,028**	**$ 181,961**	**$ (121,967)**	**-40.5%**

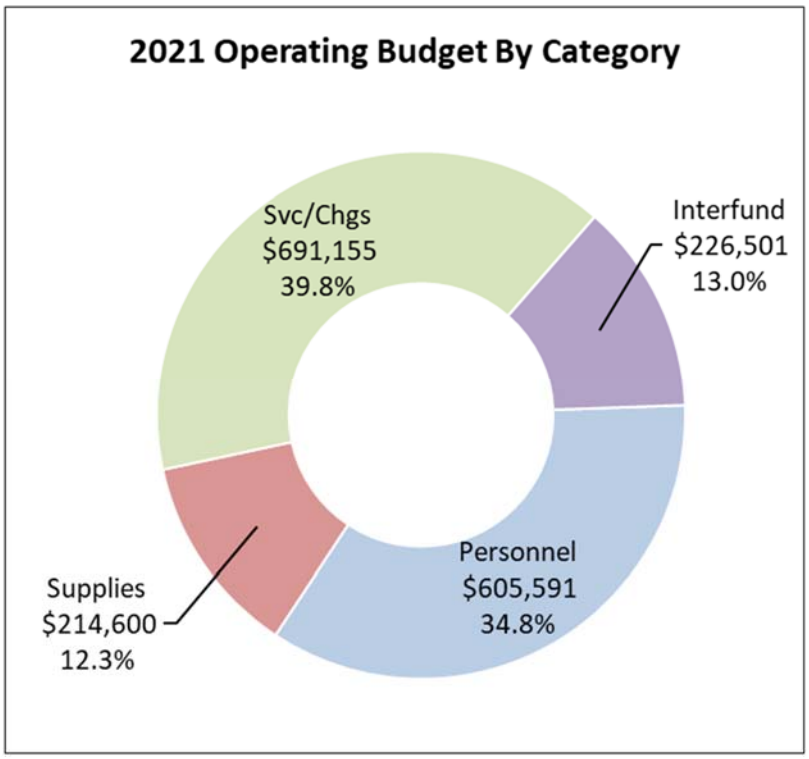
PARKS, RECREATION & COMMUNITY SERVICES STREET OPERATIONS & MAINTENANCE

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



PARKS, RECREATION & COMMUNITY SERVICES STREET OPERATIONS & MAINTENANCE

Financial Information

The adopted operating budget totals $1.74M in 2021 and $1.76M in 2022. The 2021 adopted budget is a 3.1% or $56K decrease from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change 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. It also includes the eliminating vacant Traffic Signal Technicians 2.0 FTEs.
- Other Operating Supplies – the increase is due to general operating supplies to support maintenance of signalized intersections.
- Maintenance Supplies – the decrease is in raw materials for poles, mounts, arms, indicators, etc.
- Professional Services – the increase is due to outsourcing traffic signal maintenance with Pierce County (eliminated vacant Traffic Signal Technicians 2.0 FTEs.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
101	Motor Vehicle Fuel Tax	$ 645,011	$ 631,201	$ 646,800	$ 646,800	$ 631,500	$ 641,558	$ 641,558	$ (5,243)	-0.8%
101	Transfer-In General Fund	1,169,102	1,295,671	1,108,108	1,234,695	1,186,543	1,102,296	1,121,578	(132,398)	-10.7%
	Total Revenues	**$ 1,814,113**	**$ 1,926,872**	**$ 1,754,908**	**$ 1,881,495**	**$ 1,818,043**	**$ 1,743,854**	**$ 1,763,135**	**$ (137,641)**	**-7.3%**
Expenditure Summary:										
11.xxx	Salaries & Wages	486,136	475,991	529,025	529,025	377,133	369,436	374,010	(159,589)	-30.2%
11.002/4	Overtime	15,489	19,162	13,600	14,600	14,600	14,600	14,600	-	0.0%
11.011	Temporary Help	22,626	13,229	38,200	38,200	38,200	38,200	38,200	-	0.0%
21.xxx	Benefits	254,878	254,505	263,382	263,382	178,649	183,355	192,516	(80,027)	-30.4%
31.xxx	Other Operating Supplies	96,039	86,320	71,150	78,650	91,350	91,350	91,350	12,700	16.1%
31.030	Maintenance Supplies	62,477	33,565	98,000	113,000	93,000	93,000	93,000	(20,000)	-17.7%
35.xxx	Small Tools/Minor Equip	37,013	28,159	30,250	30,250	30,250	30,250	30,250	-	0.0%
41.xxx	Professional Service	37,546	120,503	39,700	39,700	237,700	239,700	239,700	200,000	503.8%
43/49.003	Travel & Training	4,108	1,855	2,000	2,000	200	2,000	2,000	-	0.0%
45.xxx	Operating Rental/Lease	1,408	5,052	3,500	3,500	3,500	3,500	3,500	-	0.0%
47.xxx	Utilities	382,322	416,787	411,710	427,657	427,660	427,660	427,660	3	0.0%
48.xxx	Repairs & Maintenance	5,505	15,237	16,750	19,795	18,295	18,295	18,295	(1,500)	-7.6%
49.001	Membership Dues	521	156	300	300	300	-	-	(300)	-100.0%
49.xxx	Other Charges & Services	1,039	1,348	-	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	260,625	310,483	214,418	231,558	231,558	226,501	228,993	(5,058)	-2.2%
9x.xxx	IS Charges - Reserves	135,955	50,910	2,640	2,640	3,410	-	3,410	(2,640)	-100.0%
	Subtotal Operating Exp	**$ 1,803,687**	**$ 1,833,262**	**$ 1,734,625**	**$ 1,794,257**	**$ 1,745,805**	**$ 1,737,847**	**$ 1,757,484**	**$ (56,411)**	**-3.1%**
Capital & One-time Funding:										
	Capital & One-Time	21,731	88,821	20,283	92,026	77,026	6,007	5,651	(86,019)	-93.5%
	Subtotal One-time Exp	**$ 21,731**	**$ 88,821**	**$ 20,283**	**$ 92,026**	**$ 77,026**	**$ 6,007**	**$ 5,651**	**$ (86,019)**	**-93.5%**
	Total Expenditures	**$ 1,825,418**	**$ 1,922,083**	**$ 1,754,908**	**$ 1,886,284**	**$ 1,822,832**	**$ 1,743,854**	**$ 1,763,135**	**$ (142,430)**	**-7.6%**

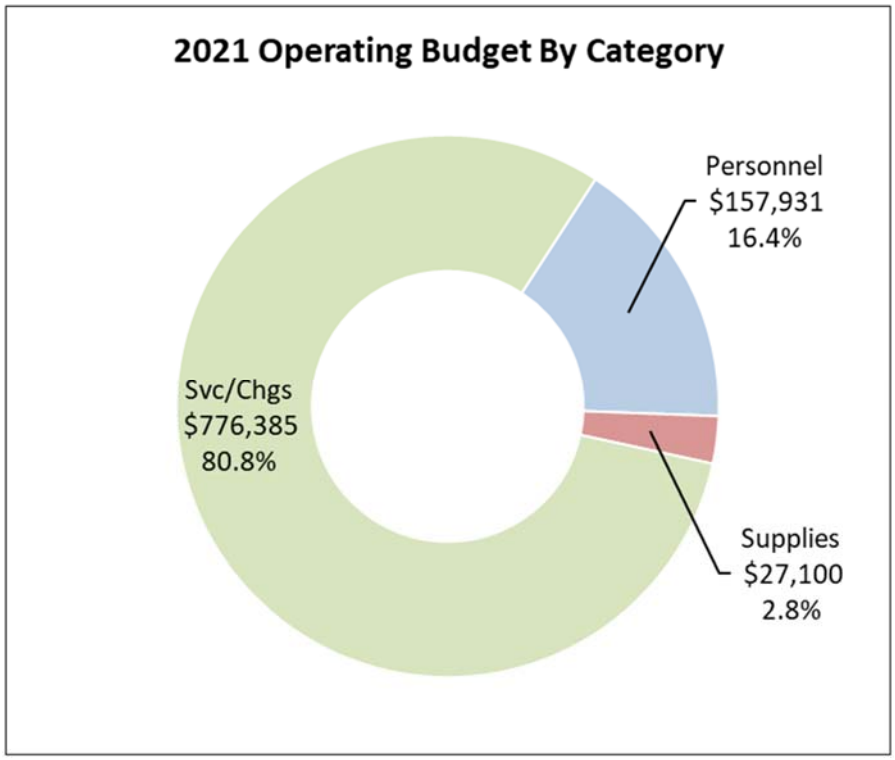
PARKS, RECREATION & COMMUNITY SERVICES SWM OPERATIONS & MAINTENANCE

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 property.
- 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.



PARKS, RECREATION & COMMUNITY SERVICES SWM OPERATIONS & MAINTENANCE

Financial Information

The adopted operating budget totals $961K in 2021 and $966K in 2022. The 2021 adopted budget is a 0.6% or $6K increase from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change 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.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
401	Charges for Services & Fees	$ 599,428	$ 810,393	$ 860,704	$ 955,950	$ 955,950	$ 961,416	$ 965,501	$ 5,466	0.6%
	Total Revenues	**$ 599,428**	**$ 810,393**	**$ 860,704**	**$ 955,950**	**$ 955,950**	**$ 961,416**	**$ 965,501**	**$ 5,466**	**0.6%**
Expenditure Summary:										
11.xxx	Salaries & Wages	28,606	29,130	99,551	99,551	99,551	98,528	99,800	(1,023)	-1.0%
11.002/4	Overtime	-	-	4,000	4,000	4,000	4,000	4,000	-	0.0%
21.xxx	Benefits	11,750	10,786	48,563	48,563	48,563	55,403	58,216	6,840	14.1%
31.xxx	Other Operating Supplies	1,847	4,580	5,500	5,500	5,500	5,500	5,500	-	0.0%
31.030	Maintenance Supplies	11,831	10,406	15,000	19,600	19,600	19,600	19,600	-	0.0%
35.xxx	Small Tools/Minor Equip	841	-	2,000	2,000	2,000	2,000	2,000	-	0.0%
41.xxx	Professional Service	10,576	40,480	14,500	18,846	18,846	18,845	18,845	(1)	0.0%
43/49.003	Travel & Training	385	220	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	349	349	7,500	7,500	7,500	7,500	7,500	-	0.0%
48.xxx	Repairs & Maintenance	528,154	714,429	661,240	747,540	747,540	747,540	747,540	-	0.0%
49.xxx	Other Charges & Services	2,121	12	2,500	2,500	2,500	2,500	2,500	-	0.0%
	Subtotal Operating Exp	**$ 596,460**	**$ 810,393**	**$ 860,354**	**$ 955,600**	**$ 955,600**	**$ 961,416**	**$ 965,501**	**$ 5,816**	**0.6%**
Capital & One-time Funding:										
	Capital & One-Time	2,967	-	350	350	350	-	-	(350)	-100.0%
	Subtotal One-time Exp	**$ 2,967**	**$ -**	**$ 350**	**$ 350**	**$ 350**	**$ -**	**$ -**	**$ (350)**	**-100.0%**
	Total Expenditures	**$ 599,428**	**$ 810,393**	**$ 860,704**	**$ 955,950**	**$ 955,950**	**$ 961,416**	**$ 965,501**	**$ 5,466**	**0.6%**

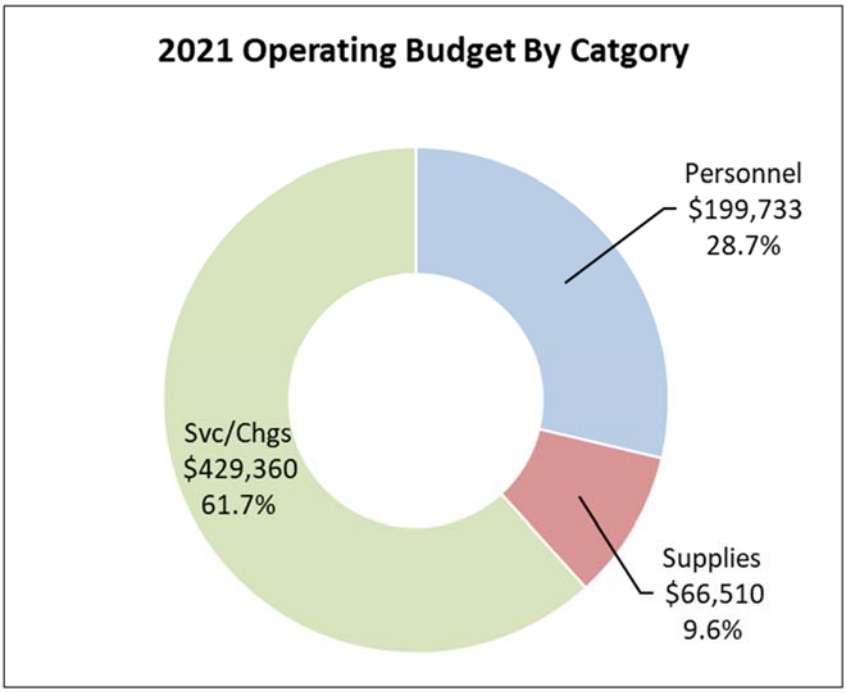
PARKS, RECREATION & COMMUNITY SERVICES PROPERTY MANAGEMENT

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.



PARKS, RECREATION & COMMUNITY SERVICES PROPERTY MANAGEMENT

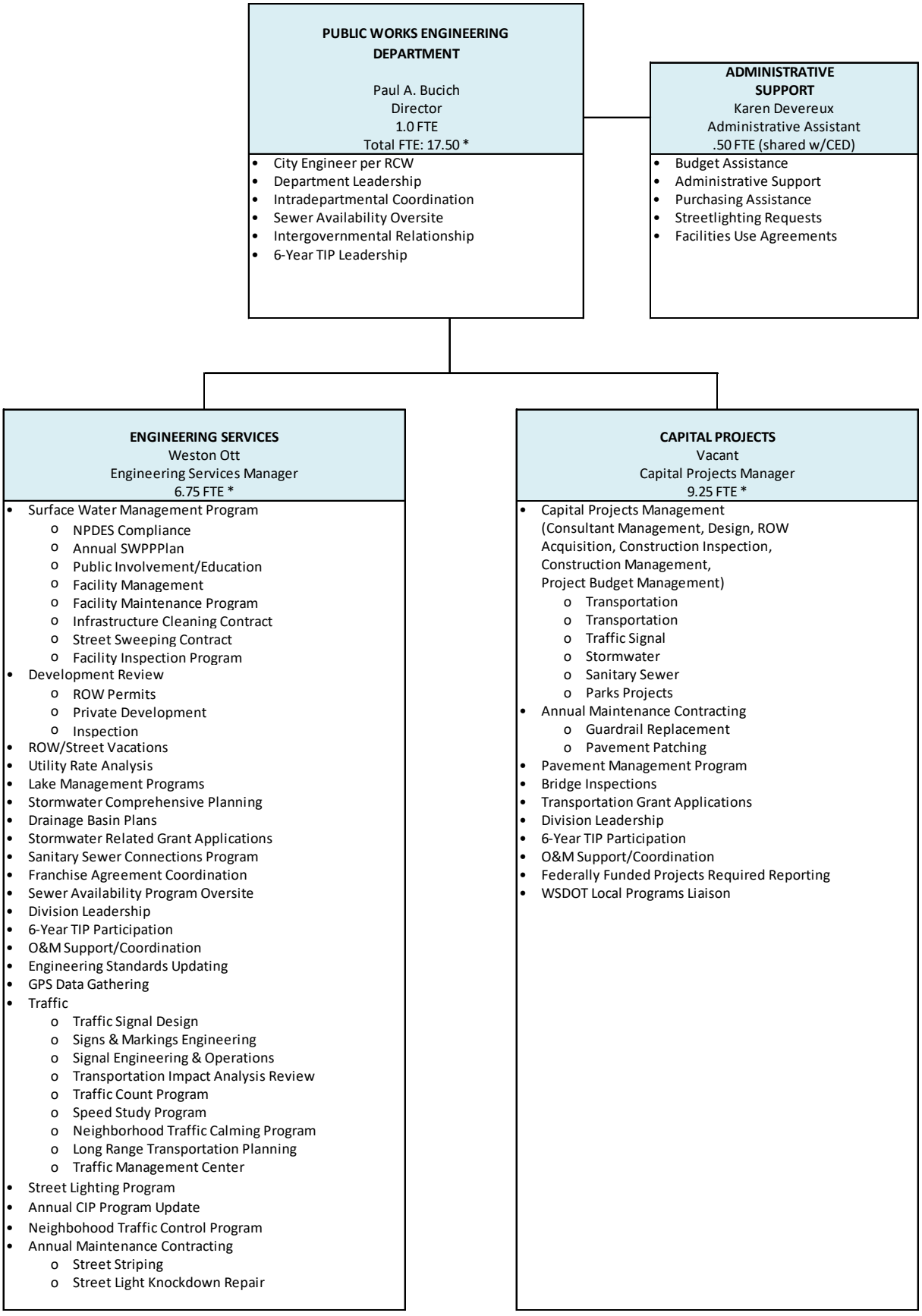
Financial Information

The adopted operating budget totals $696K in 2021 and $699K in 2022. The 2021 adopted budget is a 1.4% or $9K increase from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 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.
- Professional Services – the decrease due to general reduction in overall professional services.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Taxes & Other Assessments – the increase is due to aligning the budget for SWM fees paid on city property to actual cost.
- Repairs & Maintenance – the decrease is due to a general reduction in repairs and maintenance.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
502	M&O Revenue	$ 677,621	$ 683,461	$ 678,684	$ 686,284	$ 686,284	$ 695,603	$ 698,917	9,319	1.4%
502	Replacement Reserves	100,000	100,000	100,000	159,000	159,000	-	100,000	(159,000)	-100.0%
502	Interest Earnings	10,536	14,728	-	-	-	-	-	-	n/a
	Total Revenues	**$ 788,157**	**$ 798,189**	**$ 778,684**	**$ 845,284**	**$ 845,284**	**$ 695,603**	**$ 798,917**	**$ (149,681)**	**-17.7%**
Expenditure Summary:										
11.xxx	Salaries & Wages	134,151	145,215	136,619	136,619	136,619	145,433	146,508	8,814	6.5%
11.002/4	Overtime	121	338	200	200	200	-	-	(200)	-100.0%
21.xxx	Benefits	46,869	50,950	46,495	46,495	46,495	54,300	56,539	7,805	16.8%
31.xxx	Other Operating Supplies	48,468	47,489	60,360	60,360	60,360	60,360	60,360	-	0.0%
32.xxc	Fuel	-	-	4,200	4,200	4,200	4,200	4,200	-	0.0%
35.xxx	Small Tools/Minor Equip	2,367	454	1,950	1,950	1,950	1,950	1,950	-	0.0%
41.xxx	Professional Service	153,909	91,989	36,500	44,100	44,100	36,500	36,500	(7,600)	-17.2%
43/49.003	Travel & Training	155	9	-	-	-	-	-	-	n/a
44.xxx	Taxes & Other Assess	4,260	6,767	1,110	1,110	1,110	6,610	6,610	5,500	495.5%
45.xxx	Operating Rental/Lease	761	-	-	-	-	-	-	-	n/a
47.xxx	Utilities	242,256	224,887	230,420	230,420	230,420	230,420	230,420	-	0.0%
48.xxx	Repairs & Maintenance	19,199	130,090	160,830	160,830	160,830	155,830	155,830	(5,000)	-3.1%
49.xxx	Other Charges & Services	35,641	-	-	-	-	-	-	-	n/a
	Subtotal Operating Exp	**$ 688,157**	**$ 698,189**	**$ 678,684**	**$ 686,284**	**$ 686,284**	**$ 695,603**	**$ 698,917**	**$ 9,319**	**1.4%**
Capital & One-time Funding:										
	Capital & One-Time	43,761	157,082	95,000	205,933	205,933	230,000	5,000	24,067	11.7%
	Subtotal One-time Exp	**$ 43,761**	**$ 157,082**	**$ 95,000**	**$ 205,933**	**$ 205,933**	**$ 230,000**	**$ 5,000**	**$ 24,067**	**11.7%**
	Total Expenditures	**$ 731,918**	**$ 855,271**	**$ 773,684**	**$ 892,217**	**$ 892,217**	**$ 925,603**	**$ 703,917**	**$ 33,386**	**3.7%**

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Includes Construction Inspector 1.0 FTE limited term position expiring 12/31/2022.(0.25 FTE in Engineering Services and 0.75 FTE in Capital Projects).

PUBLIC WORKS DEPARTMENT OVERVIEW

2019/2020 Accomplishments

Development Review
- Implemented Pavement Degradation Fees.
- Implemented Annual Right-of-Way Permit for utilities.

Capital Design and Rights-of-Way (ROW) Acquisition Projects:
- Steilacoom Boulevard – Weller to Phillips ROW.
- JBLM North Access Improvements Project – completed design and environmental for DCIP grant application.
- Design of 111th and 112th street improvements.
- Design of Lakewood Drive SW sidewalk improvements.

Overlay Projects:
- 108th Street – Bridgeport Way to Pacific Highway (Design complete).
- Custer Road – Steilacoom Blvd. to John Dower Road.

Chip Seal:
- Complete the 5th and 6th year of the street chip seal program.

Pavement Patching:
- Completed design and construction for pavement patching throughout City within allocated funding.

Sidewalk Improvements:
- Veterans Drive – Gravelly Lake Drive to American Lake Park design and construction.

Street Improvements:
- Colonial Center Plaza – Construction.
- Steilacoom Boulevard/88th (Weller to Custer Road).
- 123rd Street, Bridgeport to 47th – Construction.

Safe Routes to Schools:
- Completed the Steilacoom Boulevard (Weller to Phillips Rd) Safe Routes to School Project Design and ROW phases.

Traffic Systems and Intersection Improvements:
- Lakewood Drive/100th Traffic Signal Replacement Design and ROW phases.

Parks:
- Water and Sewer facilities in Fort Steilacoom Park.

Stormwater Projects:
- Outfall Feasibility Project.
- Outfall Retrofit Project.
- American Lake Eurasian Watermilfoil Control Project.
- Waughop Lake Alum Treatment Project.
- Created Lake Management District and implemented recommendations.
- Lake Louise outfall repair.

PUBLIC WORKS DEPARTMENT OVERVIEW

2019/2020 Accomplishments (continued)

Sewer:

- Constructed North Thorne Lane Sewer Extension Project.
- Constructed Fort Steilacoom Park Sewer Extension Project.
- Designed Maple Street Sewer Extension Project.

Pavement Markings

- Restriped roadways.
- Replaced lost RPMs (road pavement markers).
- Refreshed crosswalk markings.

Stormwater:

- 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.
- Investigated approx. 20 illicit discharges annually.
- Conducted a third party review of the volunteer lake monitoring data.
- Reviewed and revise Stormwater Pollution Prevention Plans for City facilities.

Development Review:

- Reviewed and issued 30 site development permits annually.
- Reviewed and issued 300 right-of-way permits annually.
- Coordinated 3 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

2021/2022 Anticipated Key projects

Development Review
- Implement PALS Plus permit software.

Capital Design and Rights-of-Way (ROW) Acquisition Projects
- Pacific Highway – 108th to SR 512 Overlay – Design.
- Steilacoom Boulevard – Weller to Farwest Drive – ROW Acquisition.
- South Tacoma Way, 88th to 80th – Design.

Overlay Projects
- 108th Street – Bridgeport Way to Pacific Highway (construction) .

Chip Seal
- Complete the 7th and 8th year of the street chip seal program.

Pavement Patching
- Complete design and construction for pavement patching throughout City within allocated funding.

Sidewalk Improvements
- Veterans Drive – Gravelly Lake Drive to American Lake Park- Construction Completed.
- Lakewood Drive SW sidewalks – Construction.
- 111/112th from Bridgeport to Kendrick St SW.

Street Improvements
- Gravelly Lake Drive – Washington Blvd to Nyanza.
- Steilacoom Boulevard/88th (Weller to Custer Road).

Safe Routes to Schools
- Steilacoom Boulevard (Weller to Phillips Rd) Safe Routes to School Project construction.

Traffic Systems and Intersection Improvements
- Lakewood Drive/100th Traffic Signal Replacement construction.

Stormwater
- Design and construct 2021 Water Quality Improvement Project.
- Design and construct 112th St. Drainage Improvement Project.
- Design and construct 2022 Drainage Pipe Repair Project.

Sewer
- Construct Maple Street Sewer Extension Project.
- Design Rose Rd. & Forest Rd. Sewer Extension Project.

Pavement Markings
- Restripe roadways.
- Replace lost RPMs (road pavement markers).
- Refresh crosswalk markings.

PUBLIC WORKS DEPARTMENT OVERVIEW

2021/2022 Anticipated Key projects (continued)

Stormwater

- Participate in a variety of education and outreach events:
  - Children's Water Festival
  - Stormwater calendars with two elementary schools on JBLM
  - Stormwater booth at the WA State Fair in Puyallup
  - Scoop the Poop outreach during Fort Steilacoom Park Dog-A-Thon
- Complete 500 stormwater compliance business inspections over the two-year period.
- Participate on mobile businesses inspection committee.
- Conduct Illicit Discharge training for City Parks Maintenance and Streets O&M staff.
- Investigate approx. 20 illicit discharges annually.
- Review and revise Stormwater Pollution Prevention Plans for City facilities.
- Develop and implement a Stormwater Planning program in accordance with our state-issued stormwater permit.
- Develop and implement a Public Education and Outreach behavior change campaign in accordance with our state-issued stormwater permit.

Development Review

- Review and issue site development permits annually.
- Review and issue right-of-way permits annually.
- Coordinate street vacation permits annually.
- Review and issue oversize load permits annually.
- Review and comment on land use and building permits.

PUBLIC WORKS DEPARTMENT OVERVIEW

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 competiveness.
- C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

Dependable Infrastructure

2.1 Implement capital infrastructure projects to improve transportation, park, utility systems.
- A. Identify future transportation and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.
- B. Expand neighborhood infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.
- C. Provide quality and diverse park and recreation system making strategic additions when prudent.
- D. Implement innovative technology solutions to enhance accessibility, operations, and City services.
- E. Partner with community members and stakeholders to identify and implement infrastructure solutions.

2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
- A. Maintain infrastructure using best management practices 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 wayfaring signage.
- B. Showcase art, culture, and history to enhance sense of place.

2.4 Increase connectivity and accessibility.
- A. Leverage multimodal infrastructure and technologies to improve accessibility in the City and with neighboring communities.
- B. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the Non-Motorized Transportation Plan.
- C. Proactively pursue transportation safety solutions, including rail safety improvements.

Public Safety

3.1 Improve community safety and reduce crime through data driven processes.
- B. Promote crime prevention through environmental design (CPTED) principals.

Fiscal Responsibility

4.1 Provide efficient and effective municipal services.
- A. Invest resources in core functions based on priorities.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Monitor, refine, and respond to performance measures.

4.2 Make smart investments in people, places, and resources.
- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.

Transparency

5.1 Dynamically promote a positive image of Lakewood.
- A. Enhance city's image through positive mixed media campaigns and 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 public infrastructure funding for streets, non-motorized pathways, and parks and public spaces.

PUBLIC WORKS DEPARTMENT OVERVIEW

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

Capital Projects

Transportation Capital

Transportation Capital Projects		2021	2022
302.0068	Overlay: Pacific Hwy - 108th to SR512	$ 31,000	$ 680,000
302.0080	Overlay: 108th Street – Bridgeport Way to Pacific Highway	746,000	-
302.0133	Street & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisition	1,100,000	-
302.0074	Streets: South Tacoma Way - 88th to 80th St (Design)	515,000	-
302.0135	Streets: JBLM - North Access Improvement Project	9,351,002	7,273,998
302.0137	Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	2,560,000	-
302.0001	Personnel, Engineering & Professional Services	587,000	616,000
302.0002	Street Lights: New LED Streetlight	175,000	175,000
302.0003	Safety: Neighborhood Traffic Safety/Traffic Calming	27,000	27,000
302.0004	Minor Capital & Major Maintenance	260,000	260,000
302.0005	Chip Seal Program - Local Access Roads	380,000	380,000
	Total	**$ 15,732,002**	**$ 9,411,998**

PUBLIC WORKS DEPARTMENT OVERVIEW

Capital Projects

Sewer Capital

Sewer Capital Projects		2021	2022
311.0002	Side Sewer CIPs	$ 50,000	$ 50,000
311.0005	Maple St. Sewer Extension	710,000	-
311.0006	Rose Road & Forest Road Sewer Extension	-	45,000
	Total	**$ 760,000**	**$ 95,000**

Surface Water Management Capital

SWM Capital Projects		2021	2022
401.0014	2022 Water Quality Improvements	$ 25,000	$ 200,000
401.0016	112th St. Drainage Improvements	40,000	350,000
401.0020	2022 Drainage Pipe Repair Project	35,000	315,000
401.0023	Clover Creek Flood Risk Reduction Study	125,000	-
401.0025	2023 Drainage Pipe Repair Project	-	35,000
	Total	**$ 225,000**	**$ 900,000**

PUBLIC WORKS DEPARTMENT OVERVIEW

Position Inventory

Position	Group	Grade	2018 Actual	2019 Actual	2020 Adopted	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted
Public Works Engineering Director	Non-Rep	69	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Capital Projects Division Manager	Non-Rep	55	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Services Division Manager	Non-Rep	55	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Civil Engineer	AFSCME	49	3.00	3.00	3.00	3.00	3.00	4.00	4.00
Associate Civil Engineer	AFSCME	43	4.00	4.00	4.00	4.00	4.00	3.00	3.00
Associate Civil Engineer (Limited Term)	AFSCME	43	1.00	1.00	-	-	-	-	-
Assistant Civil Engineer	AFSCME	39	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Construction Inspector	AFSCME	33	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Construction Inspector (Limited Term)*	AFSCME	33	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Compliance Inspector	AFSCME	33	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician	AFSCME	31	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Associate Engineering Technician (Limited Term)	AFSCME	31	2.00	2.00	1.00	1.00	-	-	-
Administrative Assistant	AFSCME	25	0.50	0.50	0.50	0.50	0.50	0.50	0.50
		Total	**20.50**	**20.50**	**18.50**	**18.50**	**17.50**	**17.50**	**17.50**
		Change from prior year	-	-	(2.00)	(2.00)	(3.00)	-	-

**Construction Inspector limited term position expires 12/31/2022.*

PUBLIC WORKS DEPARTMENT OVERVIEW

Department Position Inventory (continued)

Position	FTE	2021 Salary	2021 Benefits	2021 Total	2022 Salary	2022 Benefits	2022 Total
Capital Projects Division Manager	0.20	$ 23,739	$ 11,461	$ 35,200	$ 23,739	$ 11,978	$ 35,717
Civil Engineer	0.25	25,276	10,757	36,033	26,300	11,381	37,681
Civil Engineer	0.25	27,558	12,881	40,439	27,558	13,414	40,972
Associate Civil Engineer	0.50	48,972	15,682	64,654	48,972	16,213	65,185
Associate Civil Engineer	0.50	46,266	17,866	64,132	47,187	18,817	66,004
Assistant Civil Engineer	0.50	37,656	9,753	47,409	38,412	9,923	48,335
Engineering Technician	0.20	13,525	4,744	18,269	13,789	4,964	18,753
Commute Trip Reduction	-	3,000	-	3,000	3,000	-	3,000
Total - Street (Engineering Services)	**2.40**	**225,992**	**83,144**	**309,136**	**228,957**	**86,690**	**315,647**
Public Works Engineering Director	0.60	$ 90,878	$ 31,464	$ 122,343	$ 92,693	$ 32,842	$ 125,534
Capital Projects Division Manager	0.65	78,936	34,482	113,418	80,514	36,445	116,959
Civil Engineer	0.60	60,662	25,816	86,478	61,882	27,104	88,986
Civil Engineer	0.60	66,139	30,912	97,051	66,139	32,192	98,331
Associate Civil Engineer	0.50	48,972	15,681	64,653	48,972	16,213	65,185
Assistant Civil Engineer	0.50	40,630	23,513	64,143	41,444	25,098	66,542
Construction Inspector	0.50	40,140	18,279	58,419	40,140	19,018	59,158
Construction Inspector	0.50	38,337	22,755	61,092	39,104	23,960	63,064
Construction Inspector*	0.75	62,296	33,150	95,446	63,252	34,893	98,145
Engineering Technician	0.40	27,050	9,486	36,536	27,578	9,927	37,505
Engineering Technician	1.00	78,744	42,588	121,332	78,744	45,068	123,812
Administrative Assistant	0.25	17,694	8,544	26,238	17,694	8,970	26,664
Total - Transportation CIP	**6.85**	**650,478**	**296,670**	**947,149**	**658,156**	**311,730**	**969,886**
Public Works Engineering Director	0.40	$ 60,586	$ 20,976	81,562	61,795	21,895	83,690
Engineering Services Division Manager	1.00	119,424	50,482	169,906	121,800	52,980	174,780
Capital Projects Division Manager	0.15	16,475	9,699	26,174	16,839	10,147	26,986
Civil Engineer	0.15	15,165	6,454	21,619	15,470	6,776	22,246
Civil Engineer	0.15	16,535	7,728	24,263	16,535	8,048	24,583
Civil Engineer	1.00	110,232	51,506	161,738	110,232	53,648	163,880
Civil Engineer	1.00	99,692	50,307	149,999	101,688	53,535	155,223
Associate Civil Engineer	0.50	40,630	23,511	64,141	41,444	25,096	66,540
Associate Civil Engineer	0.50	46,266	17,866	64,132	47,187	18,817	66,004
Assistant Civil Engineer	0.50	37,656	9,753	47,409	38,412	9,923	48,335
Construction Inspector	0.50	40,140	18,280	58,420	40,140	19,020	59,160
Construction Inspector	0.50	38,337	22,756	61,093	39,104	23,961	63,065
Construction Inspector*	0.25	20,765	11,049	31,814	21,084	11,630	32,714
Compliance Inspector	1.00	81,912	33,788	115,700	81,912	35,355	117,267
Engineering Technician	0.40	27,050	9,486	36,536	27,578	9,927	37,505
Administrative Assistant	0.25	17,694	8,544	26,238	17,694	8,970	26,664
CTR/Standby/On Call Pay	-	2,500	-	2,500	2,500	-	2,500
Total - Surface Water Management (Engineering Services)	**8.25**	**791,059**	**352,185**	**1,143,244**	**801,414**	**369,728**	**1,171,142**
Total	**17.50**	**$ 1,667,529**	**$ 732,000**	**$ 2,399,529**	**$ 1,688,527**	**$ 768,148**	**$ 2,456,675**

** Construction Inspector limited term position expires 12/31/2022.*

PUBLIC WORKS DEPARTMENT OVERVIEW

Performance Measures

Measure - Transportation Capital	2021 Target	2018	2019	2020 Est	2021 Est	2022 Est
# of City maintained street lights	2,358	2,358	2,372	2,372	2,372	2,372
Annual transportation capital funds administered	n/a	$ 13,820,382	$ 7,256,185	$ 23,266,074	$ 15,732,002	$ 8,771,998
Amount of transportation grant funds awarded	n/a	$1,922,000	$1,880,000	$800,000	tbd	tbd
% of capital projects completed on schedule	85%	n/a	tbd	tbd	tbd	tbd
% of capital projects completed within original estimate	95%	n/a	tbd	tbd	tbd	tbd
Measure - Surface Water Management	**Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of business/properties inspected for SWM compliance	400/year	128	234	250	250	250
# of volunteer hours for water quality sampling	150/year	178	200	60	75	200
Average turnaround time for 1st review of site development permits	30 days	39	29	35	30	30
Average turnaround time for review right-of-way permits	5 days	8	6	6	5	5

PUBLIC WORKS DEPARTMENT OVERVIEW

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
- 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.

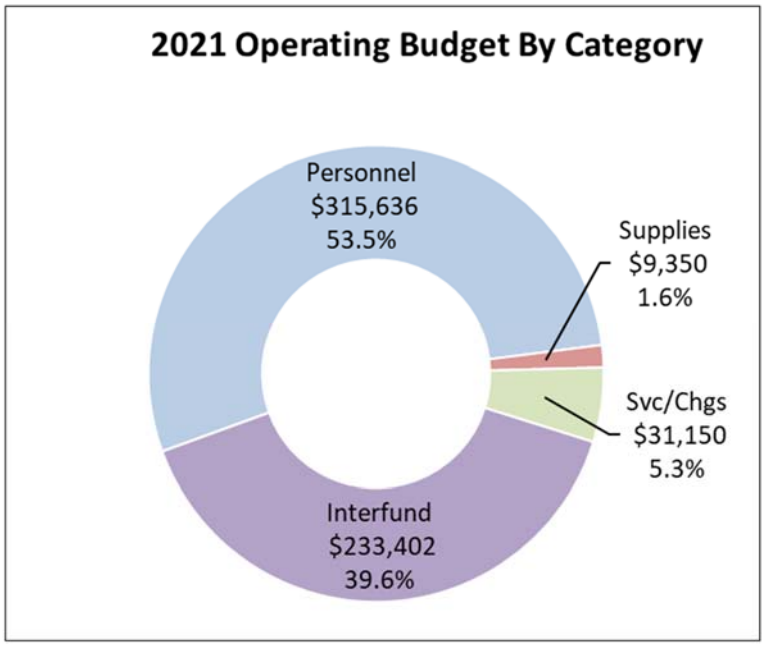
PUBLIC WORKS CAPITAL PROJECTS DIVISION

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 DIVISION

Financial Information

The adopted operating budget totals $590K in 2021 and $626K in 2022. The 2021 adopted budget is a 9.2% or $60K decrease from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 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 placement of employees in eligible plans, and actual placement of positions compared to the adjusted budget.
- Temporary Help – the decrease is due to Pavement Management System database maintenance occurring in the odd number years.
- Small Tools & Minor Equipment – the decrease is due to eliminating traffic counters, and reducing various operations and maintenance equipment for inspectors based on historical trends.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
101	Permits	$ 164,062	$ 154,287	$111,500	$ 111,500	$ 114,600	$106,500	$ 152,500	$ (5,000)	-4.5%
101	Engineering Review Fees	-	-	1,000	1,000	1,000	-	-	(1,000)	-100.0%
101	Motor Vehicle Fuel Tax	215,004	210,400	215,600	215,600	210,500	213,853	213,853	(1,748)	-0.8%
101	Donations/Contributions	736	589	2,500	2,500	-	-	-	(2,500)	-100.0%
101	Transfer-In General Fund	189,028	216,438	370,426	409,144	393,613	279,607	268,996	(129,537)	-31.7%
	Total Revenues:	**$ 568,829**	**$ 581,714**	**$ 701,026**	**$ 739,744**	**$ 719,713**	**$ 599,960**	**$ 635,348**	**$ (139,785)**	**-18.9%**
Expenditure Summary:										
11.xxx	Salaries & Wages	183,532	220,660	223,982	223,982	229,307	225,992	228,957	2,010	0.9%
11.002/4	Overtime	1,552	624	1,500	1,500	1,500	1,500	1,500	-	0.0%
11.011	Temporary Help	-	-	15,000	15,000	15,000	5,000	15,000	(10,000)	-66.7%
21.xxx	Benefits	85,879	86,146	102,304	102,304	103,317	83,144	86,690	(19,160)	-18.7%
31.xxx	Other Operating Supplies	5,207	4,337	6,650	6,650	2,150	6,100	6,400	(550)	-8.3%
35.xxx	Small Tools/Minor Equip	2,557	1,627	12,950	12,950	3,250	3,250	3,250	(9,700)	-74.9%
41.xxx	Professional Service	37,473	40,785	27,200	27,200	27,200	27,200	27,200	-	0.0%
43/49.003	Travel & Training	4,954	2,777	7,350	7,350	600	250	7,350	(7,100)	-96.6%
44.xxx	Taxes & Other Assess	-	362	-	-	-	-	-	-	n/a
47.xxx	Utilities	345	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	2,050	1,704	3,600	3,600	2,015	3,600	3,600	-	0.0%
49.xxx	Other Charges & Services	196	195	100	100	100	100	100	-	0.0%
9x.xxx	IS Charges - M&O	199,338	192,438	234,826	241,478	241,478	233,402	237,402	(8,076)	-3.3%
9x.xxx	IS Charges - Reserves	8,222	7,892	6,930	6,930	8,096	-	8,096	(6,930)	-100.0%
	Subtotal Operating Exp:	**$ 531,305**	**$ 559,547**	**$ 642,392**	**$ 649,044**	**$ 634,013**	**$ 589,539**	**$ 625,545**	**$ (59,505)**	**-9.2%**
Capital & One-time Funding:										
	Capital & One-Time	37,524	22,167	58,634	90,700	85,700	10,421	9,803	(80,279)	-88.5%
	Subtotal One-time Exp:	**$ 37,524**	**$ 22,167**	**$ 58,634**	**$ 90,700**	**$ 85,700**	**$ 10,421**	**$ 9,803**	**$ (80,279)**	**-88.5%**
	Total Expenditures:	**$ 568,829**	**$ 581,714**	**$ 701,026**	**$ 739,744**	**$ 719,713**	**$ 599,960**	**$ 635,348**	**$ (139,785)**	**-18.9%**

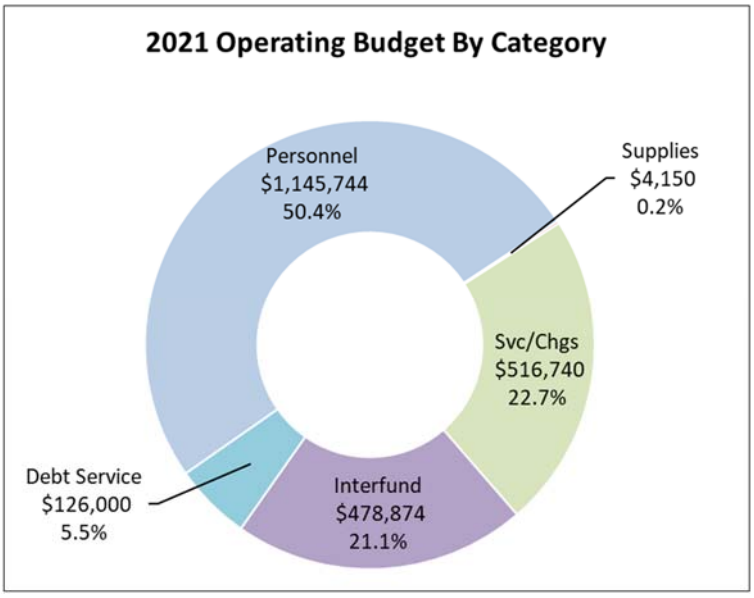
PUBLIC WORKS ENGINEERING SERVICES

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.
- 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.



PUBLIC WORKS ENGINEERING SERVICES

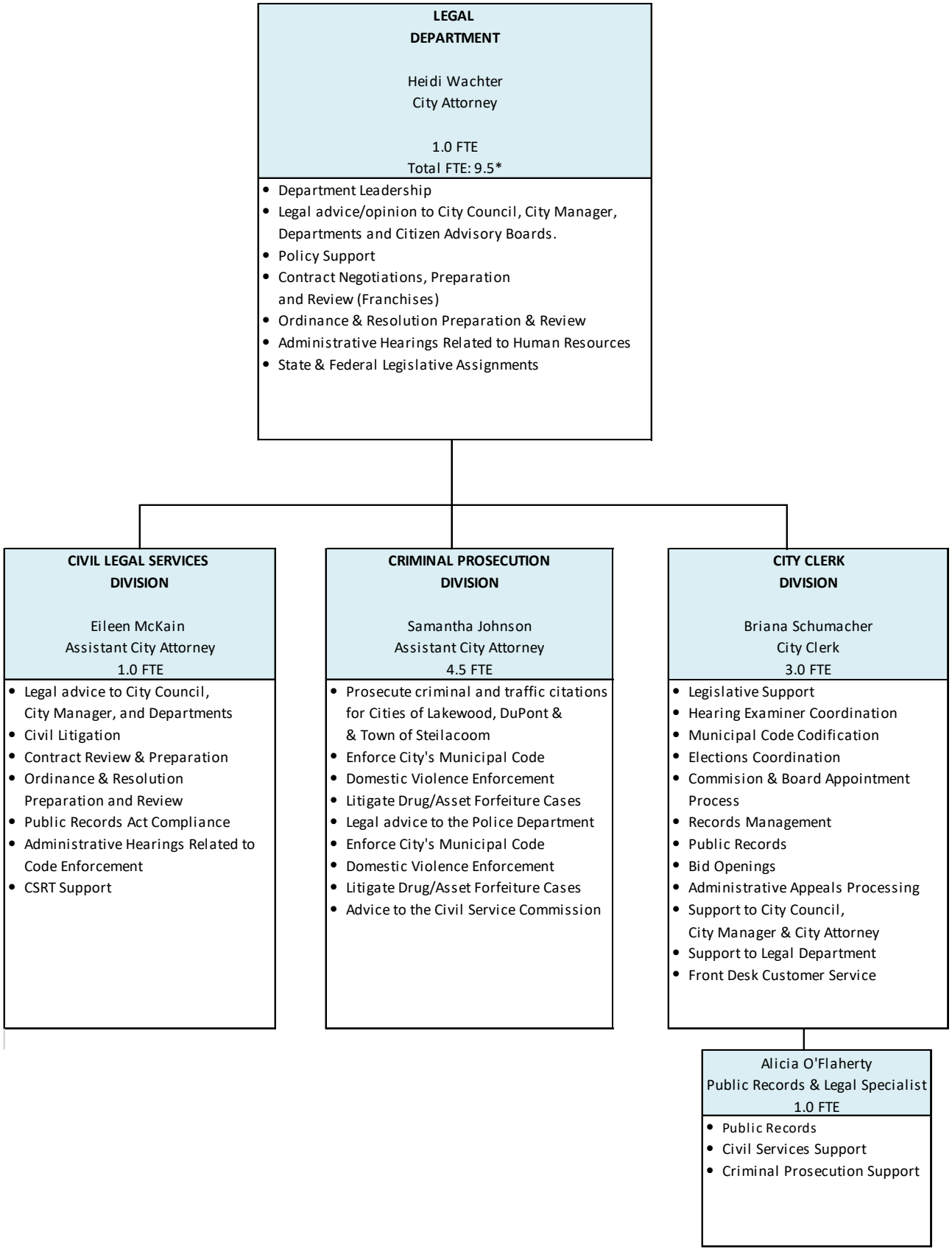
Financial Information

The adopted operating budget totals $2.27M in 2021 and $2.70M in 2022. The 2021 adopted budget is a 7.4% or $156K increase from the 2020 adjusted budget. Highlights of the 2021 adopted budget compared to the 2020 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, increase in healthcare premiums and placement of employees in eligible plans, and actual placement of positions compared to the adjusted budget.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Taxes & Other Assessments – the increase is due to an increase is B&O tax and utility tax based on SWM revenues.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Debt Service – the increase is for debt service payments for the bond issue totaling $1.0M in 2021 (additional $3.0M in 2022) to pay for SWM's share of the JBLM North Access Improvement project.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
401	Charges for Services & Fees	$ 2,192,203	$ 3,493,348	$ 3,073,396	$ 3,078,150	$ 3,108,150	$ 3,440,084	$ 3,550,899	$ 361,934	11.8%
401	Grants/Contributions	49,226	-	-	330,000	330,000	-	-	(330,000)	-100.0%
401	American Lake Mgmt Dist	-	119,313	-	48,474	48,474	33,285	33,476	(15,189)	-31.3%
401	Interest/Miscellaneous	66,762	79,984	20,800	20,800	20,800	15,600	15,600	(5,200)	-25.0%
401	Revenue Bonds	-	-	-	-	-	1,000,000	3,000,000	1,000,000	n/a
401	Transfer In - Trans CIP	-	-	-	241,840	241,840	-	-	(241,840)	-100.0%
	Total Revenues:	**$ 2,308,191**	**$ 3,692,645**	**$ 3,094,196**	**$ 3,719,264**	**$ 3,749,264**	**$ 4,488,969**	**$ 6,599,975**	**$ 769,705**	**20.7%**
Expenditure Summary:										
11.xxx	Salaries & Wages	405,079	517,315	769,041	769,041	769,041	791,059	801,414	22,018	2.9%
11.002/4	Overtime	3,478	1,695	2,500	2,500	2,500	2,500	2,500	-	0.0%
21.xxx	Benefits	178,663	221,968	352,771	352,771	352,771	352,185	369,728	(586)	-0.2%
31.xxx	Other Operating Supplies	1,646	2,133	3,150	3,150	3,150	2,950	2,950	(200)	-6.3%
35.xxx	Small Tools/Minor Equip	1,009	-	1,200	1,200	1,200	1,200	1,200	-	0.0%
41.xxx	Professional Service	186,565	127,538	172,000	172,000	172,000	172,000	172,000	-	0.0%
43/49.003	Travel & Training	929	1,665	5,300	5,300	5,300	-	5,300	(5,300)	-100.0%
44.xxx	Taxes & Other Assess	205,793	317,741	308,800	308,800	308,800	338,240	347,145	29,440	9.5%
47.xxx	Utilities	1,213	1,191	2,000	2,000	2,000	2,000	2,000	-	0.0%
49.001	Membership Dues	1,089	1,746	1,500	1,500	1,500	1,500	1,500	-	0.0%
49.xxx	Other Charges & Services	6,863	7,225	3,000	3,000	3,000	3,000	3,000	-	0.0%
597	Interfund Transfers	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
7/8x.xxx	Debt Service	-	-	-	-	-	126,000	501,000	126,000	n/a
9x.xxx	IS Charges - M&O	186,751	199,430	197,006	202,769	202,769	194,174	196,789	(8,595)	-4.2%
9x.xxx	IS Charges - Reserves	40,437	32,310	6,325	6,325	6,325	-	7,164	(6,325)	-100.0%
	Subtotal Operating Exp:	**$ 1,504,215**	**$ 1,716,657**	**$ 2,109,293**	**$ 2,115,056**	**$ 2,115,056**	**$ 2,271,508**	**$ 2,698,390**	**$ 156,452**	**7.4%**
Capital & One-time Funding:										
	Capital & One-Time	194,161	225,438	253,368	1,325,925	1,232,439	231,665	906,270	(1,094,260)	-82.5%
	American Lake Mgmt Dist	-	124,619	-	29,320	29,320	29,886	30,464	566	1.9%
	Transfer Out - Parks CIP	248,150	133,958	50,000	150,000	206,277	-	-	(150,000)	-100.0%
	Transfer Out - Sewer CIP	-	-	-	8,000	8,000	-	-	(8,000)	-100.0%
	Transfer Out - Trans CIP	1,451,101	785,855	1,870,000	2,842,126	2,964,056	1,575,000	3,000,000	(1,267,126)	-44.6%
	Subtotal One-time Exp:	**$ 1,893,412**	**$ 1,269,870**	**$ 2,173,368**	**$ 4,355,371**	**$ 4,440,092**	**$ 1,836,551**	**$ 3,936,734**	**$ (2,518,820)**	**-57.8%**
	Total Expenditures:	**$ 3,397,627**	**$ 2,986,527**	**$ 4,282,661**	**$ 6,470,427**	**$ 6,555,148**	**$ 4,108,059**	**$ 6,635,124**	**$ (2,362,368)**	**-36.5%**

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Includes grant funded Office Assistant 0.50 FTE and Associate City Attorney 1.0 FTE limited term position expiring 12/31/2022.

LEGAL SERVICES DEPARTMENT OVERVIEW

2019/2020 Accomplishments

- Successful transition from contract prosecution to full time prosecution.
- Provided accurate and timely document review and preparation.
- Continued to streamline flow of operations throughout the department to improve efficiencies.

2021/2022 Anticipated Key projects

- Support Federal, State, County Legislative agenda and priorities.
- Implement Citywide document management system and automated City Council agenda preparation.
- Continue to comply with the Public Records Act and Retention of Public Records in accordance with state law.
- Revitalize Rule 9/ Intern program.
- Continue support of Economic Development, Public Safety Advisory Committee, and Community Safety Resource Team.

Performance Measures

Civil	Target	2018	2019	2020 Est	2021 Est	2022 Est
# of days on average for contract review	3	2	2	3	3	3
Legal	**Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of days on average for PRA response (response within mandatory 5 days met in all cases)	30	28.84	21	30	30	30
Criminal	**Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of incidents received via e-distribution (all jurisdictions)	3,000	3,230	3,135	3,000	3,000	3,000
# of criminal case filed (includes citations)*	2,000	2,271	2,948	2,000	2,000	2,000
# of days from receipt of incident report to Legal Department to filing with Municipal Court (response within mandatory 48 hours met in all in-custody cases)	21	N/A	N/A	21	21	21

* It should be noted that there is not a target number for total criminal cases filed each year.

LEGAL SERVICES DEPARTMENT OVERVIEW

Primary Alignment with City Council Goals / Strategic Plan Objectives and strategies

Economic Development:

1.1 Align economic goals and resources across departments.
- C. Direct growth through sound planning. Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.

1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competiveness.
- B. Improve underutilized commercial land, e.g., the WSDOT facility, revise of zoning regulations where appropriate, minimize nonconforming uses, and perform an analysis on Western State Hospital impact and possibilities.
- C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.
- A. Be a leader in local economic development, regional transportation and planning policies.

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.
- A. Invest resources in core functions based on priorities.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Monitor, refine, and respond to performance measures.

4.2 Make smart investments in people, places, and resources.
- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.

Transparency:

5.2 Strengthen connection with stakeholders, partners, and communities.
- A. Maintain and improve online services, including: the website and social media platforms.

LEGAL SERVICES DEPARTMENT OVERVIEW

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.

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.

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.

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

Service/Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change FTE	Change Fleet	2021 1-Time	2021 Ongoing	2022 1-Time	2022 Ongoing
Reduce FTE - Office Assistant	Reduce vacant Office Assistant position to 0.50 FTE. This position is the non-grant funded Domestic Violence portion. There is no change in FTE since the reduction occurred in 2020.	-	-	$ -	$ (36,731)		$ (38,050)
Convert FTE	Eliminate vacant Paralegal 0.50 FTE and vacant Office Assistant 0.50 FTE and replace with Associate City Attorney 1.0 FTE (limited term position expires on 12/31/2022).	-	-	$ -	$ 50,405	$ -	$ 57,229
Prosecution Contract	Eliminate contracted prosecution services due to hiring Associate City Attorney (limited term position expires on 12/31/2022).	-	-	$ -	$(130,000)	$ -	$(130,000)
	Total	**-**	**-**	**$ -**	**$(116,326)**	**$ -**	**$(110,821)**

Position Inventory

Position	Group	Grade	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted
City Attorney	Non-Rep	72	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney	Non-Rep	58	2.00	2.00	2.00	2.00	2.00	2.00	2.00
City Clerk	Non-Rep	49	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Associate City Attorney*	Non-Rep	46	-	-	-	-	1.00	1.00	1.00
Executive Assistant	AFSCME	32	1.00	-	-	-	-	-	-
Paralegal	AFSCME	32	1.50	0.50	1.50	1.50	-	-	-
Public Records & Legal Specialist	AFSCME	28	-	1.00	-	-	1.00	1.00	1.00
Office Assistant**	AFSCME	18	4.50	4.00	4.00	4.00	3.50	3.50	3.50
Total			**11.00**	**9.50**	**9.50**	**9.50**	**9.50**	**9.50**	**9.50**
Change from prior year			-	(1.50)	-	-	-	-	-

Position	FTE	2021 Salary	2021 Benefits	2021 Total	2022 Salary	2022 Benefits	2022 Total
City Attorney	1.00	$ 163,968	$ 57,064	$ 221,032	$ 167,256	$ 59,263	$ 226,519
Assistant City Attorney	1.00	121,632	51,441	173,073	126,720	55,085	181,805
Assistant City Attorney	1.00	121,008	24,509	145,517	126,720	25,412	152,132
City Clerk	1.00	94,008	46,004	140,012	100,200	49,198	149,398
Associate City Attorney*	1.00	86,496	38,134	124,630	92,208	41,280	133,488
Public Records & Legal Specialist	1.00	60,476	14,512	74,988	61,676	14,742	76,418
Office Assistant	1.00	59,712	22,925	82,637	59,712	23,955	83,667
Office Assistant	1.00	48,968	39,310	88,278	49,939	42,315	92,254
Office Assistant	1.00	48,928	24,534	73,462	49,896	26,203	76,099
Office Assistant (Grant Funded)**	0.50	-	-	-	-	-	-
Total	**9.50**	**$ 805,196**	**$ 318,433**	**$1,123,629**	**$ 834,327**	**$ 337,453**	**$1,171,780**

**Limited term position expires on 12/31/2022.*

** Includes 0.50FTE grant funded.*

LEGAL SERVICES DEPARTMENT OVERVIEW

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.

Financial Summary

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$1,865,032	$1,763,820	$1,690,780	$1,759,334	$1,563,564	$1,632,577	$1,639,533	$ (126,757)	-7.2%
	Total Revenue	**$ 1,865,032**	**$ 1,763,820**	**$ 1,690,780**	**$ 1,759,334**	**$ 1,563,564**	**$ 1,632,577**	**$ 1,639,533**	**$ (126,757)**	**-7.2%**
General Fund Operating Expenditure Summary:										
	Civil Legal Services	1,087,523	1,124,355	950,693	956,017	965,740	1,024,671	1,069,919	68,654	7.2%
	Criminal Prosecution	240,632	232,723	351,722	351,722	200,298	220,030	232,432	(131,692)	-37.4%
	City Clerk	287,036	204,178	289,125	290,457	236,388	224,050	238,880	(66,406)	-22.9%
	Election Services	84,219	145,562	90,000	90,000	90,000	155,000	90,000	65,000	72.2%
	Subtotal Operating Exp	**$ 1,699,409**	**$ 1,706,818**	**$ 1,681,540**	**$ 1,688,196**	**$ 1,492,426**	**$ 1,623,752**	**$ 1,631,231**	**$ (64,445)**	**-3.8%**
General Fund 1-Time Expenditure Summary:										
	Civil Legal Services	123,743	20,675	7,392	32,675	32,675	7,253	6,823	(25,422)	-77.8%
	Criminal Prosecution	27,779	28,229	-	30,313	30,313	-	-	(30,313)	-100.0%
	City Clerk	14,100	8,098	1,848	8,150	8,150	1,572	1,479	(6,577)	-80.7%
	Subtotal 1-Time Exp	**$ 165,623**	**$ 57,002**	**$ 9,240**	**$ 71,138**	**$ 71,138**	**$ 8,825**	**$ 8,302**	**$ (62,313)**	**-87.6%**
	Total Expenditures	**$ 1,865,032**	**$ 1,763,820**	**$ 1,690,780**	**$ 1,759,334**	**$ 1,563,564**	**$ 1,632,577**	**$ 1,639,533**	**$ (126,757)**	**-7.2%**

LEGAL SERVICES DEPARTMENT OVERVIEW

Financial Summary (continued)

The adopted operating budget totals $1.62M in 2021 and $1.63M in 2022. The 2021 adopted operating budget is a 3.8% or $64K decrease from the 2020 adjusted budget. Highlights of the 2021 adopted operating budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due 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.
- Small Tools & Minor Equipment – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Professional Services – change is due to elimination of contracted prosecution services since services are performed in-house since hiring the Associate City Attorney position; decrease in municipal code codification and increase in access management based on historical spending and increase in election services to budget for primary election costs in the odd number year.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 1,865,031	$ 1,763,819	$1,690,780	$1,759,334	$1,563,566	$1,632,577	$1,639,534	(126,757)	-7.2%
	Total Revenues	**$ 1,865,031**	**$ 1,763,819**	**$ 1,690,780**	**$ 1,759,334**	**$ 1,563,566**	**$ 1,632,577**	**$ 1,639,534**	**$ (126,757)**	**-7.2%**
Expenditure Summary:										
11.xxx	Salaries & Wages	775,264	715,932	790,406	790,406	741,681	805,196	834,326	14,790	1.9%
11.002/4	Overtime	-	86	-	-	-	-	-	-	n/a
21.xxx	Benefits	276,433	270,543	294,084	294,084	295,508	318,437	337,455	24,353	8.3%
31.xxx	Other Operating Supplies	1,768	719	795	795	475	445	445	(350)	-44.0%
35.xxx	Small Tools/Minor Equip	499	-	1,500	1,500	100	500	500	(1,000)	-66.7%
41.xxx	Professional Service	416,930	474,966	327,825	327,825	197,825	255,625	190,625	(72,200)	-22.0%
43/49.003	Travel & Training	5,824	5,640	17,745	17,745	1,305	4,355	17,345	(13,390)	-75.5%
49.001	Membership Dues	2,282	2,161	3,390	3,390	2,790	3,025	3,025	(365)	-10.8%
49.xxx	Other Charges & Services	7,408	5,661	6,750	6,750	6,250	6,750	6,750	-	0.0%
9x.xxx	IS Charges - M&O	202,861	222,995	231,960	238,616	238,616	229,419	232,884	(9,198)	-3.9%
9x.xxx	IS Charges - Reserves	10,139	8,114	7,085	7,085	7,876	-	7,876	(7,085)	-100.0%
	Subtotal Operating Exp	**$ 1,699,408**	**$ 1,706,817**	**$ 1,681,540**	**$ 1,688,196**	**$ 1,492,428**	**$ 1,623,752**	**$ 1,631,231**	**$ (64,445)**	**-3.8%**
Capital & One-time Funding:										
	Capital & One-Time	165,623	57,002	9,240	71,138	71,138	8,825	8,303	(62,313)	-87.6%
	Subtotal One-time Exp	**$ 165,623**	**$ 57,002**	**$ 9,240**	**$ 71,138**	**$ 71,138**	**$ 8,825**	**$ 8,303**	**$ (62,313)**	**-87.6%**
	Total Expenditures	**$ 1,865,031**	**$ 1,763,819**	**$ 1,690,780**	**$ 1,759,334**	**$ 1,563,566**	**$ 1,632,577**	**$ 1,639,534**	**$ (126,757)**	**-7.2%**

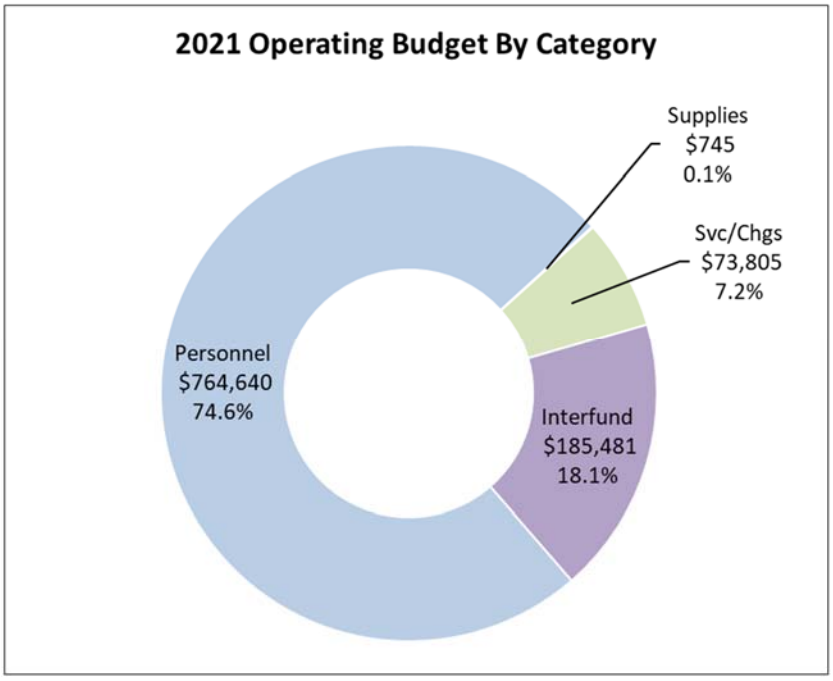
LEGAL SERVICES CIVIL LEGAL SERVICES

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 as a membership benefit. The Civil Legal Services division represents the City in all administrative proceedings such as code enforcement, drug forfeiture, nuisance, and abatement cases. These matters typically 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.



LEGAL SERVICES CIVIL LEGAL SERVICES

Financial Summary

The adopted operating budget totals $1.02M in 2021 and $1.07M in 2022. The 2021 adopted operating budget is a 7.2% or $69K increase from the 2020 adjusted budget. Highlights of the 2021 adopted operating budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change is due 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 and alignment of assigned personnel.
- Small Tools & Minor Equipment – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 1,211,266	$ 1,145,030	$ 958,085	$ 988,692	$ 998,415	$ 1,031,924	$1,076,742	$ 43,232	4.4%
	Total Revenues	**$ 1,211,266**	**$ 1,145,030**	**$ 958,085**	**$ 988,692**	**$ 998,415**	**$ 1,031,924**	**$ 1,076,742**	**$ 43,232**	**4.4%**
Expenditure Summary:										
11.xxx	Salaries & Wages	516,669	510,957	490,471	490,471	510,234	541,252	557,510	50,781	10.4%
11.002/4	Overtime	-	86	-	-	-	-	-	-	n/a
21.xxx	Benefits	197,593	189,662	184,580	184,580	185,785	223,388	236,641	38,808	21.0%
31.xxx	Other Operating Supplies	758	415	395	395	275	245	245	(150)	-38.0%
35.xxx	Small Tools/Minor Equip	25	-	1,500	1,500	100	500	500	(1,000)	-66.7%
41.xxx	Professional Service	192,707	228,070	67,625	67,625	67,625	67,625	67,625	-	0.0%
43/49.003	Travel & Training	3,422	3,978	10,730	10,730	730	3,980	10,380	(6,750)	-62.9%
49.001	Membership Dues	1,508	1,232	1,700	1,700	1,700	1,700	1,700	-	0.0%
49.xxx	Other Charges & Services	151	82	500	500	-	500	500	-	0.0%
9x.xxx	IS Charges - M&O	167,442	183,326	187,472	192,796	192,796	185,481	188,323	(7,315)	-3.8%
9x.xxx	IS Charges - Reserves	7,247	6,543	5,720	5,720	6,495	-	6,495	(5,720)	-100.0%
	Subtotal Operating Exp	**$ 1,087,523**	**$ 1,124,355**	**$ 950,693**	**$ 956,017**	**$ 965,740**	**$ 1,024,671**	**$ 1,069,919**	**$ 68,654**	**7.2%**
Capital & One-time Funding:										
	Capital & One-Time	123,743	20,675	7,392	32,675	32,675	7,253	6,823	-	0.0%
	Subtotal One-time Exp	**$ 123,743**	**$ 20,675**	**$ 7,392**	**$ 32,675**	**$ 32,675**	**$ 7,253**	**$ 6,823**	**$ (25,422)**	**-77.8%**
	Total Expenditures	**$ 1,211,266**	**$ 1,145,030**	**$ 958,085**	**$ 988,692**	**$ 998,415**	**$ 1,031,924**	**$ 1,076,742**	**$ 43,232**	**4.4%**

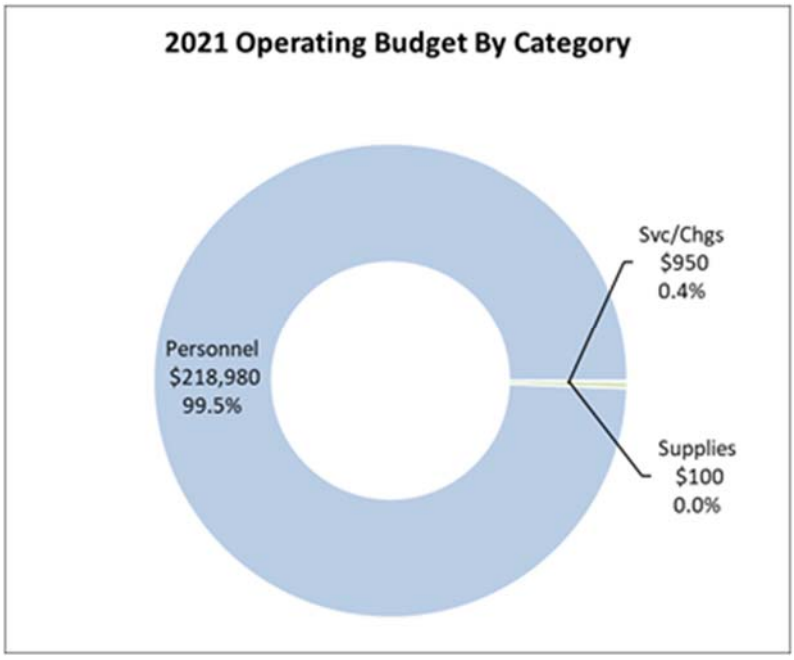
LEGAL SERVICES CRIMINAL PROSECUTION SERVICES

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. The contract for services for the City of University Place will end on December 31, 2020. The City will complete University Place cases that remain in the criminal justice system. Prosecution services are provided by an in-house prosecution team.

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.



LEGAL SERVICES CRIMINAL PROSECUTION SERVICES

Financial Summary

The adopted operating budget totals $220K in 2021 and $232K in 2022. The 2021 adopted operating budget is a 37.4% or $132K decrease from the 2020 adjusted budget. Highlights of the 2021 adopted operating budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change is due 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.
- Professional Services – change is due to elimination of contracted prosecution services since services are performed in-house since hiring the Associate City Attorney position.
- Small Tools & Minor Equipment – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 268,410	$ 260,952	$351,722	$382,035	$230,611	$220,030	$232,432	$ (162,005)	-42.4%
	Total Revenues	**$ 268,410**	**$ 260,952**	**$ 351,722**	**$ 382,035**	**$ 230,611**	**$ 220,030**	**$ 232,432**	**$ (162,005)**	**-42.4%**
Expenditure Summary:										
11.xxx	Salaries & Wages	92,954	118,087	164,967	164,967	145,899	169,936	176,616	4,969	3.0%
21.xxx	Benefits	33,955	37,847	52,455	52,455	52,674	49,044	51,616	(3,411)	-6.5%
31.xxx	Other Operating Supplie	298	241	200	200	200	100	100	(100)	-50.0%
35.xxx	Small Tools/Minor Equi	441	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	110,383	74,158	130,000	130,000	-	-	-	(130,000)	-100.0%
43/49.003	Travel & Training	1,952	1,512	3,150	3,150	575	-	3,150	(3,150)	-100.0%
49.001	Membership Dues	649	879	950	950	950	950	950	-	0.0%
	Subtotal Operating Exp	**$ 240,632**	**$ 232,723**	**$ 351,722**	**$ 351,722**	**$ 200,298**	**$ 220,030**	**$ 232,432**	**$ (131,692)**	**-37.4%**
Capital & One-time Funding:										
	Capital & One-Time	27,779	28,229	-	30,313	30,313	-	-	(30,313)	-100.0%
	Subtotal One-time Exp	**$ 27,779**	**$ 28,229**	**$ -**	**$ 30,313**	**$ 30,313**	**$ -**	**$ -**	**$ (30,313)**	**-100.0%**
	Total Expenditures	**$ 268,410**	**$ 260,952**	**$ 351,722**	**$ 382,035**	**$ 230,611**	**$ 220,030**	**$ 232,432**	**$ (162,005)**	**-42.4%**

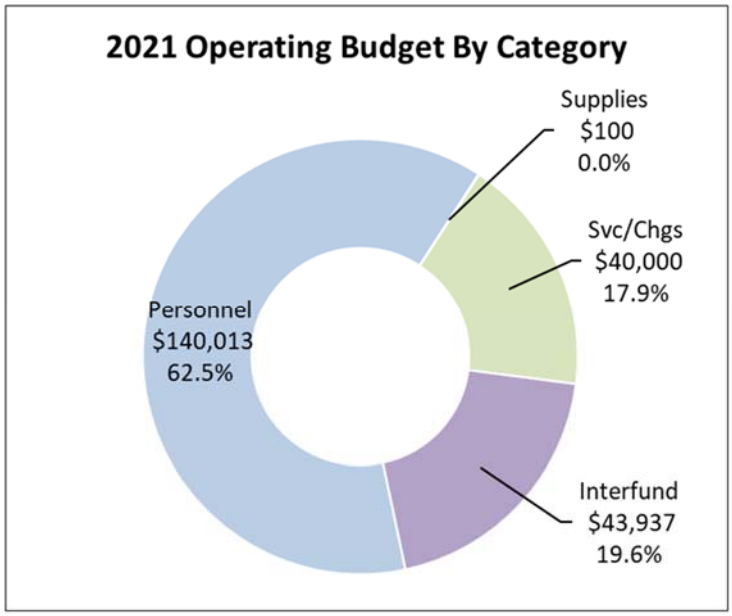
LEGAL SERVICES CITY CLERK

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.



LEGAL SERVICES CITY CLERK

Financial Summary

The adopted operating budget totals $225K in 2021 and $239K in 2022. The 2021 adopted operating budget is a 22.9% or $66K decrease from the 2020 adjusted budget. Highlights of the 2021 adopted operating budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change is due 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 and alignment of assigned personnel.
- Professional Services – increased access records management and decreased municipal code codification based on spending history.
- Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Membership Dues – eliminated international and national association dues based on historical participation.
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.
- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 301,136	$ 212,275	$290,973	$298,607	$244,538	$ 225,623	$ 240,359	$ (72,984)	-24.4%
	Total Revenues	**$ 301,136**	**$ 212,275**	**$ 290,973**	**$ 298,607**	**$ 244,538**	**$ 225,623**	**$ 240,359**	**$ (72,984)**	**-24.4%**
Expenditure Summary:										
11.xxx	Salaries & Wages	165,641	86,887	134,968	134,968	85,548	94,008	100,200	(40,960)	-30.3%
21.xxx	Benefits	44,885	43,035	57,049	57,049	57,049	46,005	49,198	(11,044)	-19.4%
31.xxx	Other Operating Supplies	713	63	200	200	-	100	100	(100)	-50.0%
35.xxx	Small Tools/Minor Equip	33	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	29,621	27,176	40,200	40,200	40,200	33,000	33,000	(7,200)	-17.9%
43/49.003	Travel & Training	450	150	3,865	3,865	-	375	3,815	(3,490)	-90.3%
49.001	Membership Dues	125	50	740	740	140	375	375	(365)	-49.3%
49.xxx	Other Charges & Services	7,257	5,579	6,250	6,250	6,250	6,250	6,250	-	0.0%
9x.xxx	IS Charges - M&O	35,419	39,668	44,488	45,820	45,820	43,937	44,561	(1,882)	-4.1%
9x.xxx	IS Charges - Reserves	2,892	1,571	1,365	1,365	1,381	-	1,381	(1,365)	-100.0%
	Subtotal Operating Exp	**$ 287,036**	**$ 204,178**	**$ 289,125**	**$ 290,457**	**$ 236,388**	**$ 224,050**	**$ 238,880**	**$ (66,406)**	**-22.9%**
Capital & One-time Funding:										
	Capital & One-Time	14,100	8,098	1,848	8,150	8,150	1,572	1,479	(6,577)	-80.7%
	Subtotal One-time Exp	**$ 14,100**	**$ 8,098**	**$ 1,848**	**$ 8,150**	**$ 8,150**	**$ 1,572**	**$ 1,479**	**$ (6,577)**	**-80.7%**
	Total Expenditures	**$ 301,136**	**$ 212,275**	**$ 290,973**	**$ 298,607**	**$ 244,538**	**$ 225,623**	**$ 240,359**	**$ (72,984)**	**-24.4%**

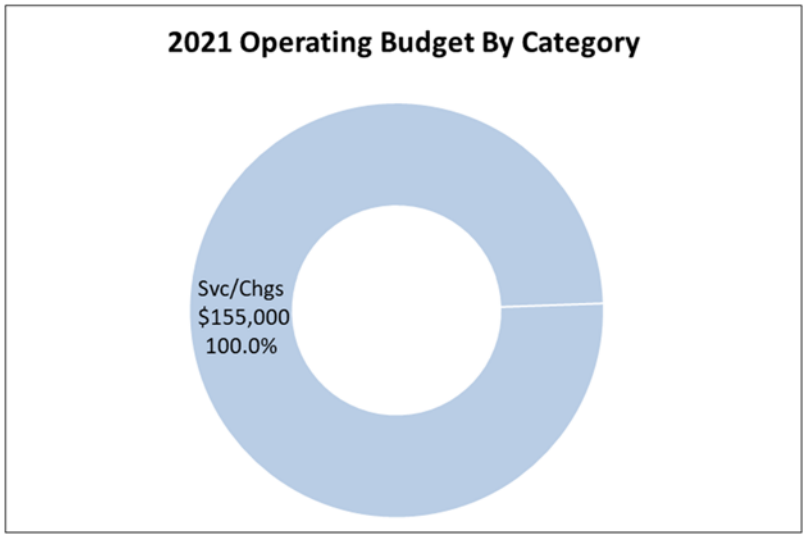
LEGAL SERVICES ELECTION SERVICES

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 funning for municipal elections as well as the referendum and initiative process.

Goal/Objectives

- Provide timely and useful information relative to election lawas as required by State statutes.
- Assist in the initiative and referendum process.



LEGAL SERVICES ELECTION SERVICES

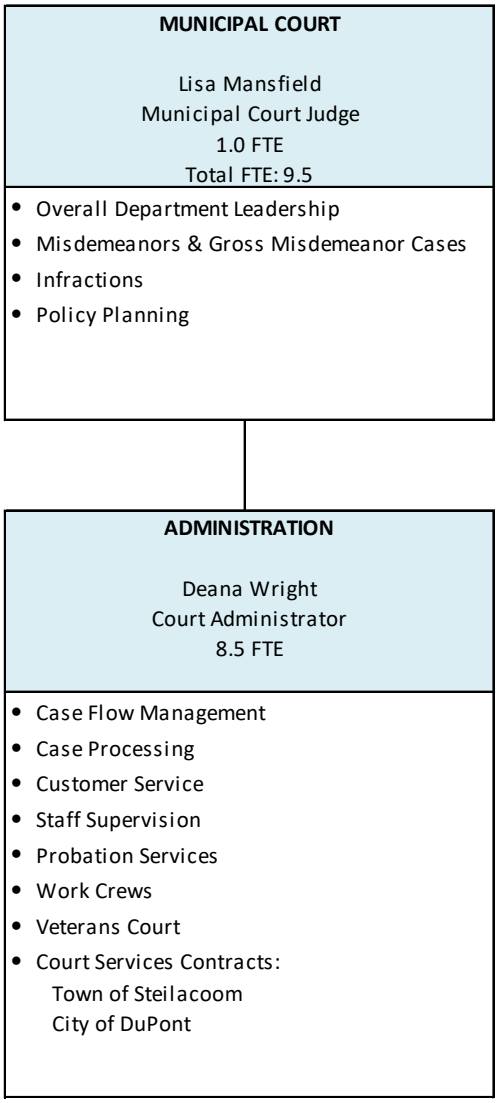
Financial Information

The adopted operating budget totals $155K in 2021 and $90K in 2022. The 2021 adopted operating budget is a 72.2% or $65K increase from the 2020 adjusted budget. Highlights of the 2021 adopted operating budget compared to the 2020 adjusted budget are as follows:

- Professional Services – the increase is due to primary elections occurring in the odd numbered years.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	$ 84,219	$ 145,562	$ 90,000	$ 90,000	$ 90,000	$ 155,000	$ 90,000	$ 65,000	72.2%
	Total Revenues	**$ 84,219**	**$ 145,562**	**$ 90,000**	**$ 90,000**	**$ 90,000**	**$ 155,000**	**$ 90,000**	**$ 65,000**	**72.2%**
Expenditure Summary:										
41.xxx	Professional Service	84,219	145,562	90,000	90,000	90,000	155,000	90,000	65,000	72.2%
	Subtotal Operating Exp	**$ 84,219**	**$ 145,562**	**$ 90,000**	**$ 90,000**	**$ 90,000**	**$ 155,000**	**$ 90,000**	**$ 65,000**	**72.2%**
	Total Expenditures	**$ 84,219**	**$ 145,562**	**$ 90,000**	**$ 90,000**	**$ 90,000**	**$ 155,000**	**$ 90,000**	**$ 65,000**	**72.2%**

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- Total 9.7 FTEs in 2021 and 9.5 FTEs in 2022.
- *Municipal Court Judge position is reduced to 0.80 FTE in 2022 due to elimination of City of University Place contract. The 0.20 FTE not reduced in 2021 is supported by $20K revenues from University Place contract.*
- *Court Clerk Positions 0.80 FTE (eliminated 1.0 FTE Retired Court Clerk and converted Office Tech 0.50 to Court Clerk 0.70 FTE) due to elimination of City of University Place contract.*
- *Court Clerk 0.70 FTE (formerly Office Assistant 0.50 FTE) is limited term position with end date of 12/31/2022.*

MUNICIPAL COURT

2019/2020 Accomplishments

- Recruited and hired 2 Court Compliance Officers.
- Further enhanced electronic forms through via O-Court workflow system.
- Audited all criminal paper files 3500+.
- Audited civil infractions 800+.
- Scanned and created over 500 electronic files from paper files.
- Wrote off over $2m in stale accounts deemed uncollectable over 10 years as authorized by state law.
- Audited over 9,000+ photo infractions over 10 years.
- Submitted and awarded $450K from DOJ (Department of Justice) Grant for enhancement of Veterans Court.
- Attended National Drug Court Conference in Washington DC with Veteran Court team, funded by the DOJ grant.
- Continue cross-training for broader coverage and greater efficiency.
- Successful Technical Assistance audit for DOJ grant.

2021/2022 Anticipated Key projects

- Implement DMS (Document Management System) to realize fully paperless system.
- Public Access to DMS for the public to obtain records and parties to file documents electronically.
- Expand Veterans Court per the DOJ grant, high risk offenders.
- Evaluate Community/Mental Health Court models.
- Implement virtual hearings via Zoom and stream on You Tube.

MUNICIPAL COURT

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 and strategically plan for future City leadership needs.

Transparency:

5.3 Strengthen connection with stakeholders, partners, and communities..

C. Expend meaningful, two-way communication opportunities with community stakeholders and regional partners. Focus on inclusive engagement by conducting concentrated outreach to help engage hard-to-reach and vulnerable populations.

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

Position Inventory

Positions	Group	Grade	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted
Municipal Court Judge*	Non-Rep	Employment Contract	1.00	1.00	1.00	1.00	1.00	1.00	0.80
Court Administrator	Non-Rep	53	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Compliance Officer**	AFSCME	30	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Lead Court Clerk	AFSCME	28	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Clerk	AFSCME	18	4.00	4.00	4.00	4.00	4.00	3.70	3.70
Office Assistant***	AFSCME	18	-	0.50	0.50	0.50	0.50	-	-
Total			**10.00**	**10.50**	**10.50**	**10.50**	**10.50**	**9.70**	**9.50**
		Change from prior year	-	0.50	-	-	-	(0.80)	(0.20)

Position Title	2021 FTE	2022 FTE	2021 Salary	2021 Benefits	2021 Total	2022 Salary	2022 Benefits	2022 Total
Municipal Court Judge *	1.00	0.80	$ 165,624	$ 57,165	$ 222,789	$ 135,144	$ 55,171	$ 190,315
Court Administrator	1.00	1.00	106,152	35,369	141,521	112,416	37,538	149,954
Lead Court Clerk	1.00	1.00	72,720	43,435	116,155	72,720	46,260	118,980
Court Compliance Officer	1.00	1.00	75,696	45,974	121,670	75,696	48,858	124,554
Court Compliance Officer **	1.00	1.00	64,920	26,399	91,319	67,395	25,826	93,221
Court Compliance Officer **	1.00	1.00	64,763	27,853	92,615	66,075	29,395	95,470
Court Clerk	1.00	1.00	59,712	27,960	87,672	59,712	29,478	89,190
Court Clerk	1.00	1.00	59,712	30,374	90,086	59,712	31,650	91,362
Court Clerk**	1.00	1.00	62,730	49,346	112,076	62,730	52,875	115,605
Court Clerk***	0.70	0.70	25,236	6,975	32,211	25,488	7,029	32,517
	9.70	**9.50**	**$ 757,265**	**$ 350,849**	**$ 1,108,114**	**$ 737,088**	**$ 364,080**	**$ 1,101,168**

** Municipal Court Judge position is reduced to 0.80 FTE in 2022 due to elimination of City of University Place contract.*
The 0.20 FTE not reduced in 2021 is supported by $20K revenues from University Place contract.

***Court Clerk Positions 0.80 FTE (eliminated 1.0 FTE Retired Court Clerk and converted Office Tech 0.50 to Court Clerk 0.70 FTE) due to elimination of City of University Place contract.*

**** Court Clerk 0.70 FTE (formerly Office Assistant 0.50 FTE) is limited term position with end date of 12/31/2022.*

Performance Measures

Measure	2021 Target	2018	2019	2020 Est	2021 Est	2022 Est
# of community presentations per year	8	14	16	8	8	8
# of incidents with offenders involving risk management	0	0	0	0	0	0
# of work crews hours performed annually in lieu of jail	n/a	2281	2344	n/a	n/a	n/a
Cost saved by using alternative sentencing	n/a	$32,686	$29,399	n/a	n/a	n/a
Cost saved from reduced number of court transports	$35,000	$26,968	$24,113	$35,000	$35,000	$35,000
# of Veteran's Court participants	n/a	n/a	33	16	18	17
# of Veteran's Court graduates	n/a	n/a	5	4	n/a	n/a

MUNICIPAL COURT

Service/Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change		2021		2022	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Reduce FTE - Municipal Court Judge	Reduce position to 0.80 FTE beginning in 2022. Position remains at 1.0 FTE in 2021 and is supported by $20K revenues from City of University Place court contract.	(0.20)	-	$ -	$ -	$ -	$ (47,580)
Reduce FTE - Court Clerk	Eliminate Court Clerk 0.80 FTE due to elimination of City of University Place court contract.	(0.80)	-	$ -	$ (75,523)	$ -	$ (77,192)
Reduce Public Defender	Reduce public defender contract due to elimination of City of University Place court contract.	-	-	$ -	$ (65,000)	$ -	$ (49,000)
Reduce Pro-Tem Judge	Reduce pro-tem judge line item due to elimination of City of University Place court contract.	-	-	$ -	$ (4,400)	$ -	$ (4,400)
Reduce Jury Fees	Reduce jury fees line item due to elimination of City of University Place court contract.	-	-	$ -	$ (2,000)	$ -	$ (2,000)
Reduce Interpreter Fees	Reduce interpreter fees line item due to elimination of City of University Place court contract.	-	-	$ -	$ (15,000)	$ -	$ (15,000)
Reduce Professional Services	Reduce electronic home monitoring and probation and alternative sentence urine analysis due to elimination of City of University Place court contract.	-	-	$ -	$ (10,500)	$ -	$ (10,500)
	Total	**(1.00)**	**-**	**$ -**	**$(172,423)**	**$ -**	**$(205,672)**

MUNICIPAL COURT

Service/Program Changes (continued)

The 2021/2022 includes the Year 4 (2021) and Year 5 (2022) Veterans Court Grant and is accounted for in the Grant Fund, and is not included in the Municipal Court Financial Summary which reflects General Fund only.

OJP Grant: Veterans Court Grant	FTE	Annual Cost	Year 1 2019	Year 2 2020	Year 3 2021	Year 4 2022	Total
Local Match (In Existing Budget)			$42,170	$42,170	$42,170	$42,170	$168,682
Federal Grant			$105,306	$130,037	$132,328	$132,328	$500,000
Local Match:			$ 42,170	$ 42,170	$ 42,170	$ 42,170	$ 168,682
Salaries			$ 29,544	$ 29,544	$ 29,544	$ 29,544	$ 118,176
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
Benefits			$ 12,626	$ 12,626	$ 12,626	$ 12,626	$ 50,504
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
Federal Grant Funded:			$ 105,306	$ 130,037	$ 132,328	$ 132,328	$ 500,000
Salaries			$ 29,539	$ 36,924	$ 36,924	$ 36,924	$ 140,311
Court Compliance Officer	0.50 Thereafter	$73,848	29,539	36,924	36,924	36,924	140,311
Benefits			$ 16,454	$ 20,568	$ 20,568	$ 20,568	$ 78,158
Court Compliance Officer	0.50 Thereafter	$41,136	16,454	20,568	20,568	20,568	78,158
Travel & Training (Veterans/Drug Court)			$ 5,850	$ 5,850	$ 5,850	$ 5,850	$ 23,400
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
Supplies			$ 4,160	$ 9,360	$ 11,651	$ 11,651	$ 36,822
Bus Passes			4,160	9,360	11,651	11,651	36,822
Subawards			$ 41,503	$ 49,535	$ 49,535	$ 49,535	$ 190,108
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 Horwatch or designated attorney)			4,000	5,000	5,000	5,000	19,000
Consultant Travel			$ 7,800	$ 7,800	$ 7,800	$ 7,800	$ 31,200
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

MUNICIPAL COURT

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.

MUNICIPAL COURT

Financial Information

The adopted operating budget totals $1.99M in 2021 and $2.01M in 2022. The 2021 adopted budget is an 8.1% or $175K decrease from the 2020 adjusted budget. Highlights of the 2021 adopted operating budget compared to the 2020 adjusted budget are as follows:

- Salaries & Wages / Benefits – the decrease is due primarily to reductions in FTEs (eliminate Court Clerk 0.80 FTE beginning in 2021 and reduce Judge by 0.20 FTE beginning in 2022 due to elimination of City of University Place contract). Judge 0.20 FTE in 2021 is supported by revenues from City of University Place.

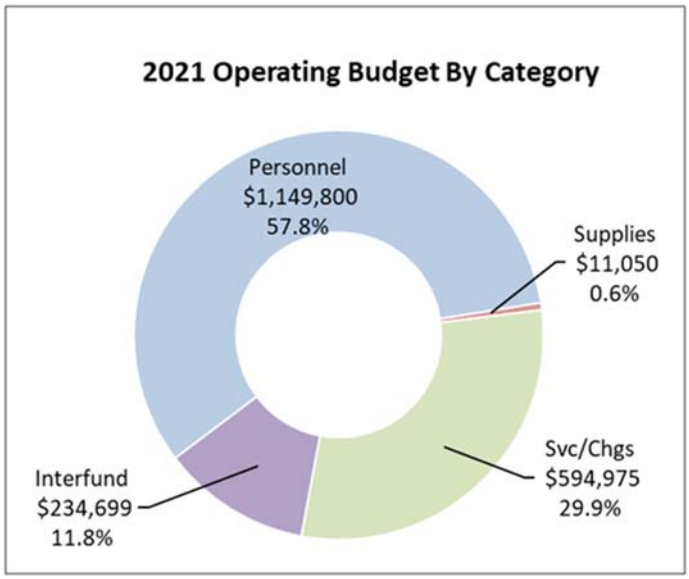
- Temporary Help – the decrease is due to reduction in judge pro-tem services

- Professional Services – the decrease is due to primarily to reduction in public defender services resulting from elimination of City of University Place contracted court services and reductions in electronic home monitoring, probation and alternative sentence urine analysis.

- Other Services & Charges – the decrease is due to reductions in interpreter services and jury fees.

- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.

- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.



MUNICIPAL COURT

Financial Information

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Fines & Forfeitures	$ 798,411	$ 812,773	$ 860,000	$ 783,400	$ 663,205	$ 663,205	$ 663,205	$ (120,195)	-15.3%
001	Contract Rev-Univ Place	285,396	153,321	294,000	251,187	251,187	20,000	-	(231,187)	-92.0%
001	Contract Rev-Steilacoom	111,537	155,276	114,900	72,137	72,137	103,000	106,090	30,863	42.8%
001	Contract Rev-DuPont	40,301	121,505	108,400	35,565	35,565	87,550	90,177	51,985	146.2%
001	General Government	872,133	767,917	790,359	1,062,373	1,029,758	1,125,570	1,158,321	63,196	5.9%
195	Grants	21,836	42,089	-	92,164	92,164	-	-	(92,164)	-100.0%
	Total Revenues:	**$ 2,129,614**	**$ 2,052,881**	**$2,167,659**	**$ 2,296,826**	**$ 2,144,016**	**$ 1,999,325**	**$ 2,017,793**	**$ (297,502)**	**-13.0%**
Expenditure Summary:										
11.xxx	Salaries & Wages	760,630	750,339	786,321	786,321	798,979	768,966	748,032	(17,355)	-2.2%
11.002/4	Overtime	19,047	16,803	16,000	16,000	16,000	16,000	16,000	-	0.0%
11.011/12	Temporary Help	14,225	15,925	24,000	24,000	19,000	19,600	19,600	(4,400)	-18.3%
21.xxx	Benefits	356,705	345,002	389,346	389,346	323,421	345,233	357,611	(44,113)	-11.3%
31.xxx	Office Supplies	10,938	7,832	10,300	10,300	10,300	10,300	10,300	-	0.0%
35.xxx	Small Tools/Minor Equip	1,283	3,674	750	750	-	750	750	-	0.0%
41.xxx	Professional Service	625,122	563,121	624,800	624,800	556,800	549,300	565,300	(75,500)	-12.1%
43/49.003	Travel & Training	3,653	4,100	4,700	4,700	1,100	4,700	4,700	-	0.0%
47.xxx	Utilities	1,803	944	2,200	2,200	1,400	2,200	2,200	-	0.0%
48.xxx	Repairs & Maintenance	186	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	1,040	1,380	1,225	1,225	1,225	1,225	1,225	-	0.0%
49.xxx	Other Charges & Services	36,439	34,498	54,550	54,550	32,050	37,550	37,550	(17,000)	-31.2%
9x.xxx	IS Charges - M&O	199,093	202,512	237,247	243,902	243,902	234,699	238,156	(9,203)	-3.8%
9x.xxx	IS Charges - Reserves	20,804	12,384	6,980	6,980	8,087	-	8,087	(6,980)	-100.0%
	Subtotal Operating Exp:	**$ 2,050,968**	**$ 1,958,515**	**$2,158,419**	**$ 2,165,074**	**$ 2,012,264**	**$ 1,990,524**	**$ 2,009,514**	**$ (174,550)**	**-8.1%**
Capital & One-time Funding:										
	Capital & One-Time	78,647	94,366	9,240	131,752	131,752	8,800	8,279	(122,952)	-93.3%
	Subtotal One-time Exp:	**$ 78,647**	**$ 94,366**	**$ 9,240**	**$ 131,752**	**$ 131,752**	**$ 8,800**	**$ 8,279**	**$ (122,952)**	**-93.3%**
	Total Expenditures:	**$ 2,129,614**	**$ 2,052,881**	**$2,167,659**	**$ 2,296,826**	**$ 2,144,016**	**$ 1,999,325**	**$ 2,017,793**	**$ (297,502)**	**-13.0%**

MUNICIPAL COURT

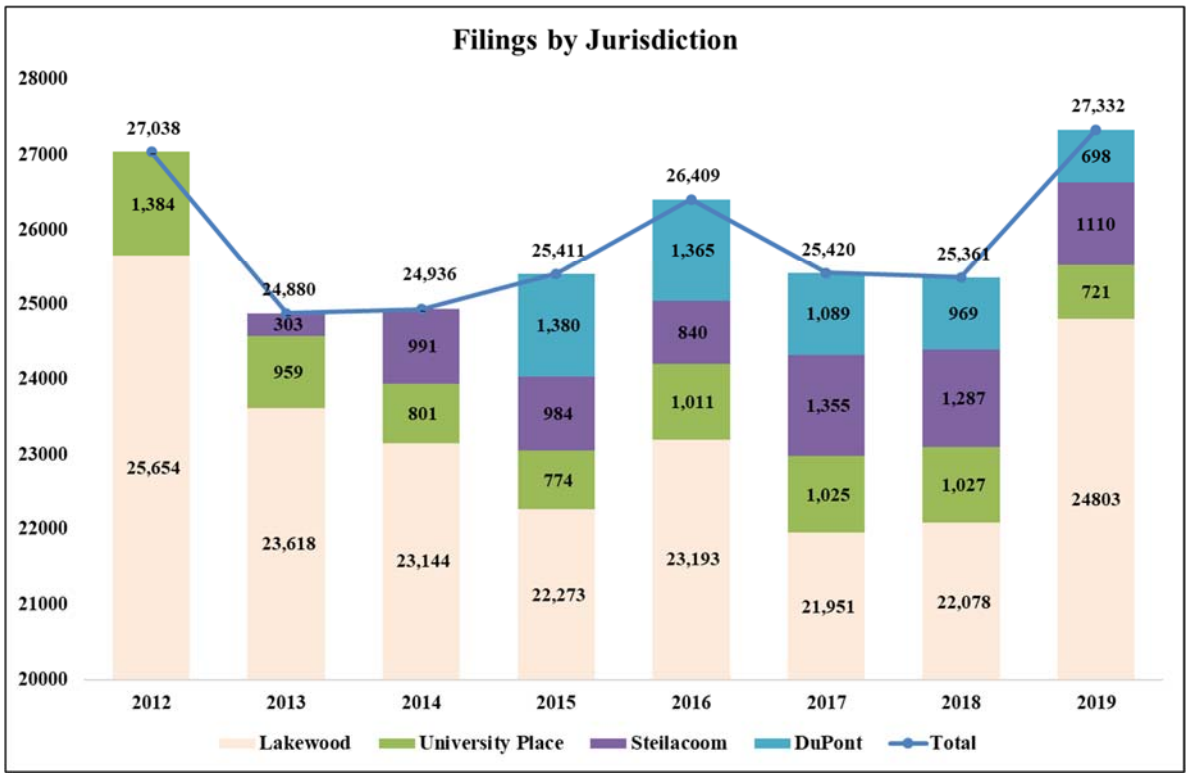
Statistical Information – Filings & Hearings

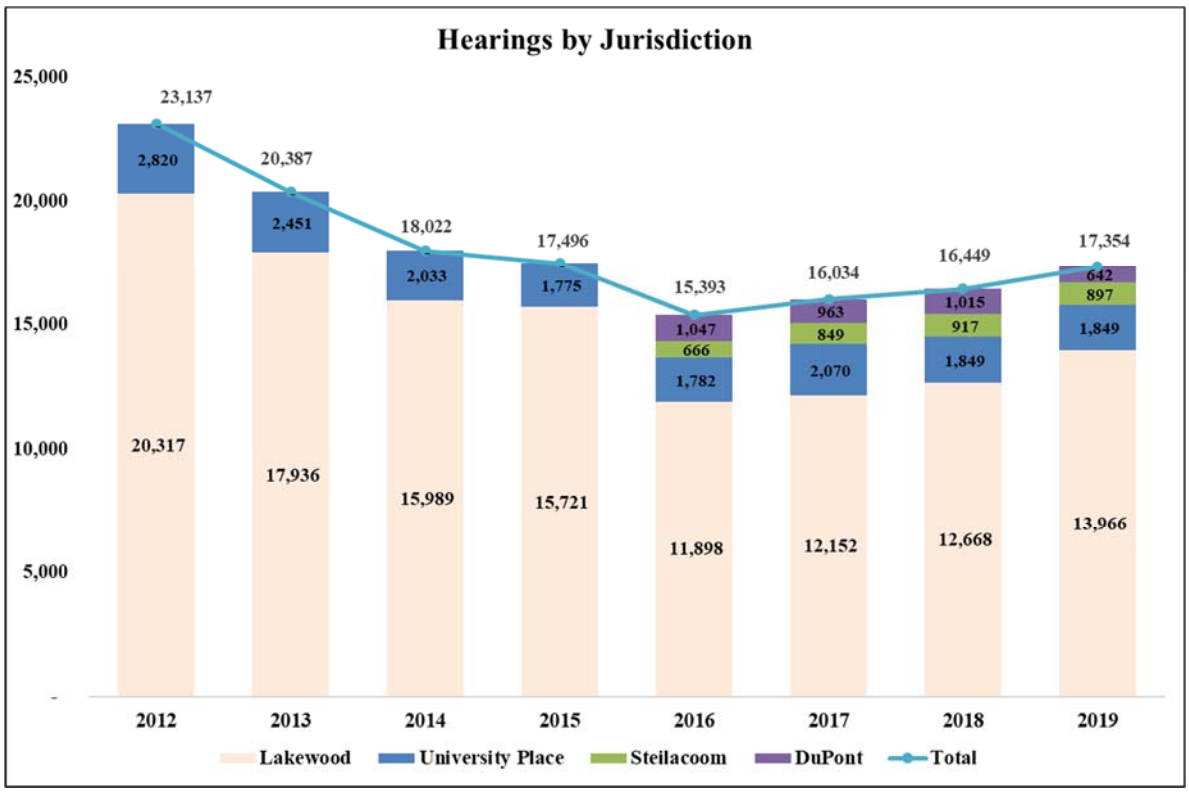
	FILINGS				HEARINGS				
Annual Totals	Infractions	Criminal	Photo/ Camera	Total Filings	Infractions	Criminal	Photo/ Camera	Total Hearings	Total Filing & Hearings
2019	**7,638**	**3,050**	**16,644**	**27,332**	**2,710**	**14,346**	**298**	**17,354**	**44,686**
Lakewood	5,678	2,481	16,644	24,803	2,070	11,598	298	13,966	38,769
University Place	419	302	-	721	194	1,655	-	1,849	2,570
Steilacoom	922	188	-	1,110	301	596	-	897	2,007
DuPont	619	79	-	698	145	497	-	642	1,340
2018	**6,494**	**3,187**	**15,680**	**25,361**	**2,392**	**13,724**	**333**	**16,449**	**41,810**
Lakewood	4,008	2,390	15,680	22,078	1,608	10,727	333	12,668	34,746
University Place	687	340	-	1,027	264	1,585	-	1,849	2,876
Steilacoom	1,053	234	-	1,287	313	604	-	917	2,204
DuPont	746	223	-	969	207	808	-	1,015	1,984
2017	**7,910**	**3,097**	**14,413**	**25,420**	**2,615**	**13,055**	**364**	**16,034**	**41,454**
Lakewood	5,303	2,235	14,413	21,951	1,890	9,898	364	12,152	34,103
University Place	629	396	-	1,025	227	1,843	-	2,070	3,095
Steilacoom	1,151	204	-	1,355	266	583	-	849	2,204
DuPont	827	262	-	1,089	232	731	-	963	2,052
2016	**7,733**	**3,569**	**15,107**	**26,409**	**2,581**	**12,414**	**398**	**15,393**	**41,802**
Lakewood	5,463	2,623	15,107	23,193	1,933	9,567	398	11,898	35,091
University Place	602	409	-	1,011	199	1,583	-	1,782	2,793
Steilacoom	678	162	-	840	179	487	-	666	1,506
DuPont	990	375	-	1,365	270	777	-	1,047	2,412
2015	**10,453**	**4,197**	**10,761**	**25,411**	**4,806**	**12,322**	**368**	**17,496**	**42,907**
Lakewood	8,204	3,308	10,761	22,273	4,569	10,784	368	15,721	37,994
University Place	316	458	-	774	237	1,538	-	1,775	2,549
Steilacoom	787	197	-	984	-	-	-	-	984
DuPont	1,146	234	-	1,380	-	-	-	-	1,380
2014	**10,455**	**3,850**	**10,631**	**24,936**	**5,057**	**12,499**	**466**	**18,022**	**42,958**
Lakewood	9,290	3,223	10,631	23,144	4,734	10,789	466	15,989	39,133
University Place	364	437	-	801	323	1,710	-	2,033	2,834
Steilacoom	801	190	-	991	-	-	-	-	991
DuPont	-	-	-	-	-	-	-	-	-
2013	**9,062**	**4,245**	**11,573**	**24,880**	**5,855**	**13,831**	**701**	**20,387**	**45,267**
Lakewood	8,429	3,616	11,573	23,618	5,468	11,767	701	17,936	41,554
University Place	396	563	-	959	387	2,064	-	2,451	3,410
Steilacoom	237	66	-	303	-	-	-	-	303
DuPont	-	-	-	-	-	-	-	-	-
2012	**10,229**	**4,875**	**11,934**	**27,038**	**7,347**	**15,027**	**763**	**23,137**	**50,175**
Lakewood	9,580	4,140	11,934	25,654	6,736	12,818	763	20,317	45,971
University Place	649	735	-	1,384	611	2,209	-	2,820	4,204
Steilacoom	-	-	-	-	-	-	-	-	-
DuPont	-	-	-	-	-	-	-	-	-

Note:
- Photo infractions are considered as parking infractions.
- Criminal hearings generally do not resolve in one hearing. After arraignment, a case can have multiple hearings.
- Domestic violence filings and hearings are included under criminal.
- Domestic violence filings and hearings for contract jurisdictions are not available for years 2012-2015.

MUNICIPAL COURT

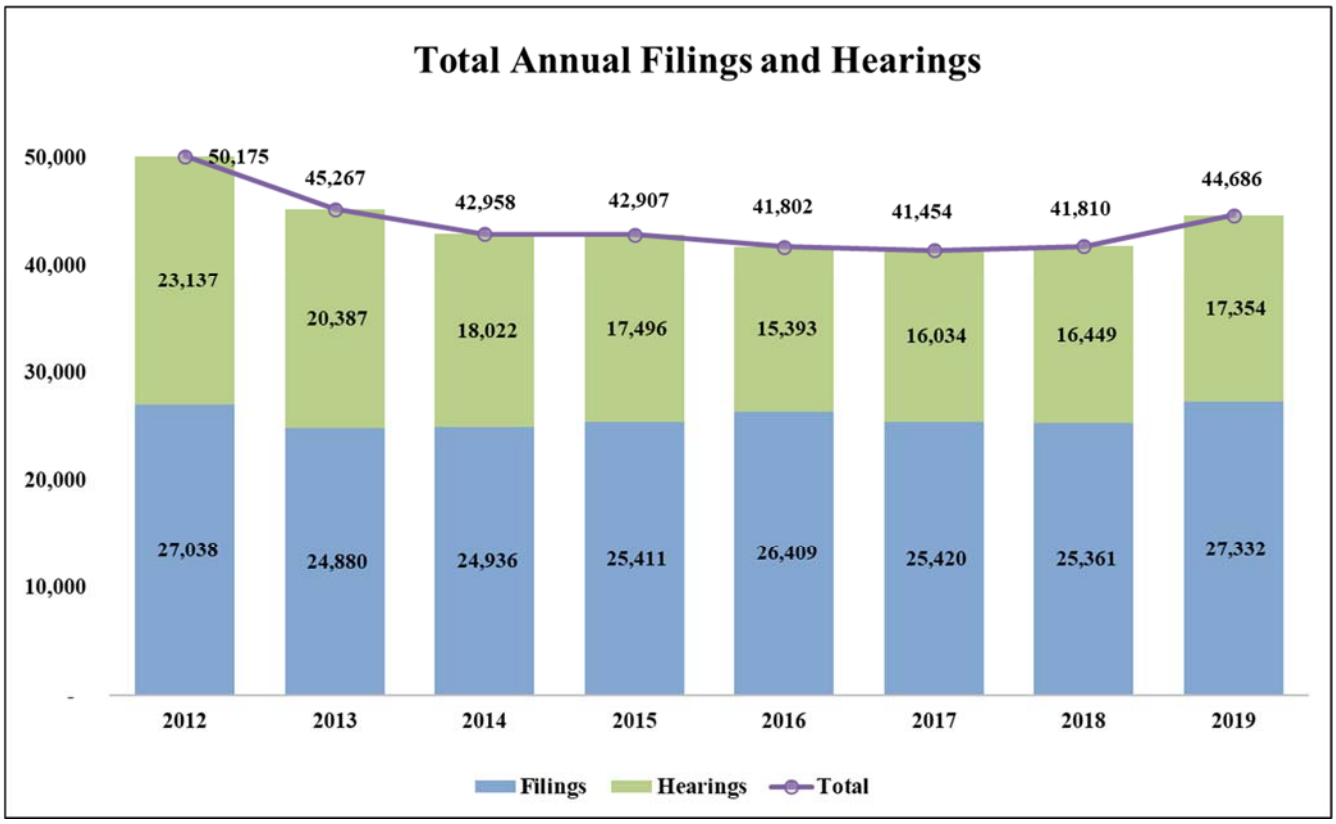
Statistical Information – Filings & Hearings (continued)

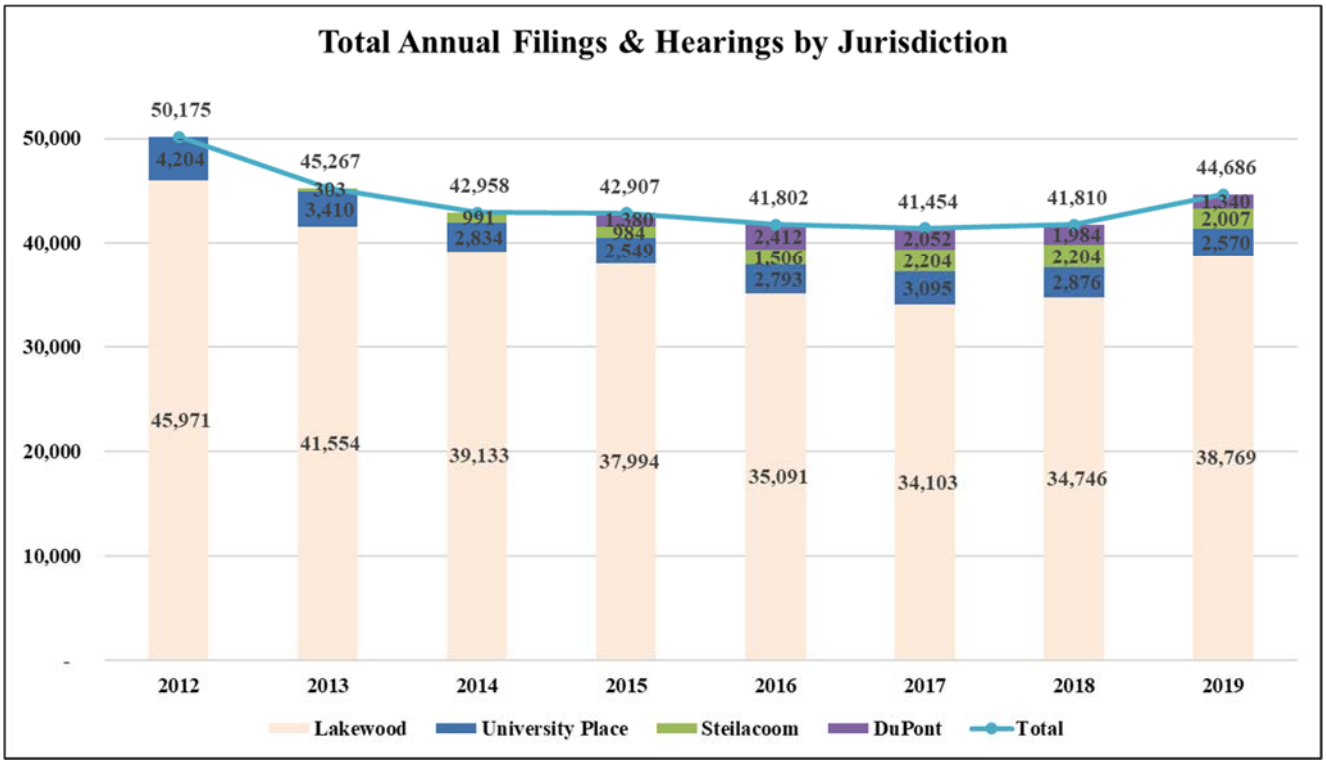


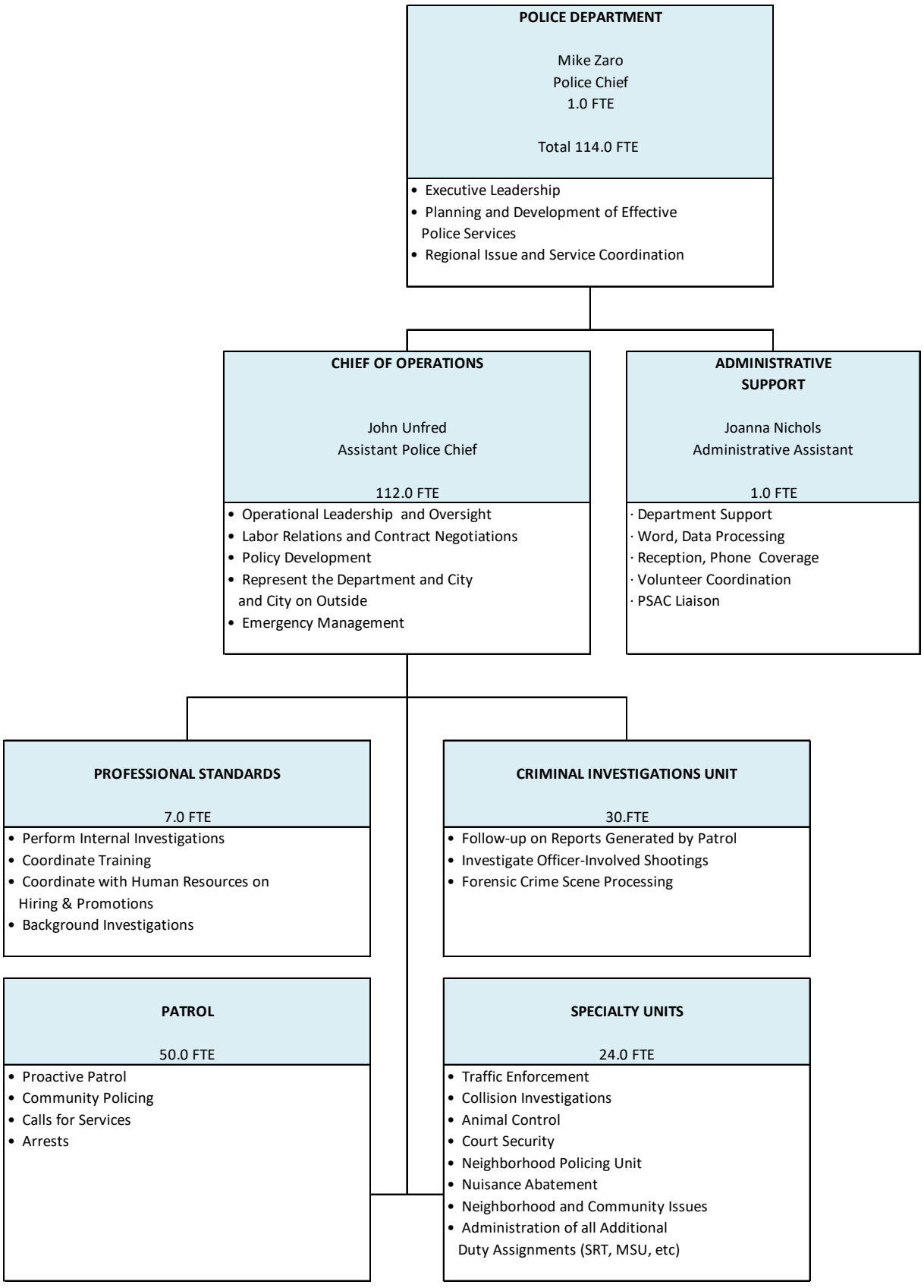


MUNICIPAL COURT

Statistical Information – Filings & Hearings (continued)







The proposed budget includes:
- Funding for 95 commissioned police officer positions and leaving 4 unfunded.
- Eliminating 2 vacant Community Service Officer positions and replacing with 1 Code Enforcement Officer position and 1 Building Inspector in CED Department.

POLICE DEPARTMENT OVERVIEW

2019/2020 Accomplishments

- Re-established Bike Patrol Program.
- Enhanced officer wellness programs through introduction of mental health counselor.
- Continued crime reductions.
- Continued community outreach events such as coffee and cocoa with a cop, school art competition for motorcycle events, and Chief for a Year (2018/2019).
- Put on first Citizen's Academy Program.
- Completed full implementation of in-car camera system.
- Successfully implemented restrictions to mitigate impacts of COVID-19.
- Successfully managed several public demonstrations over police use of force.
- Re-establish partnership with Lakewood African American Police Advisory Committee (LAAPAC).

POLICE DEPARTMENT OVERVIEW

2021/2022 Anticipated Key projects

- Further evaluate feasibility of body camera program.
- Assist community and businesses recover from COVID-19 pandemic.
- Grow connection with Lakewood African American Police Advisory Committee,
- Continue reduction in crime rates.
- Re-establish training and hiring based on reduced budget.
- Continue partnership and collaboration with Lakewood African American Police Advisory Committee (LAAPAC).
- Addition of a second mental health professional (MHP) 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.
- Two vacant Community Services Officer (CSO) positions are proposed to be replaced with a Code Enforcement Officer (CEO) for a total of three CEOs and a Building inspector for a total of three Building Inspectors to support CSRT, Rental Housing Safety Program (RHSP) and the City's abatement program.

POLICE DEPARTMENT OVERVIEW

Primary Alignment with City Council Goals/Strategic Plan Objectives & Strategies

Public Safety:

3.1 Improve community safety and reduce crime through data driven processes.
- A. Enhance law enforcement services through on-going training and new technologies.
- B. Promote crime prevention through environmental design (CPTED) principals.
- C. Develop, practice, update, and implement emergency management plans.

3.2 Match perception of public safety with reality.
- A. Promote advancements and achievements in public safety and the overall safety of the community.
- B. Provide streamlined and innovative public safety resources for residents, businesses, and visitors.

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 safety initiatives.
- C. Support creative criminal justice and alternative diversion programs.
- D. Take a proactive role in legislative advocacy in matters that 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 youth and 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.

Fiscal Responsibility:

4.1 Provide efficient and effective municipal services.
- A. Invest resources in core functions based on priorities.
- B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
- C. Monitor, refine, and respond to performance measures.

4.3 Make smart investments in people, places, and resources.
- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.
- D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when advantageous.

Transparency:

5.1 Dynamically promote a positive image of Lakewood.
- A. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.

POLICE DEPARTMENT OVERVIEW

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

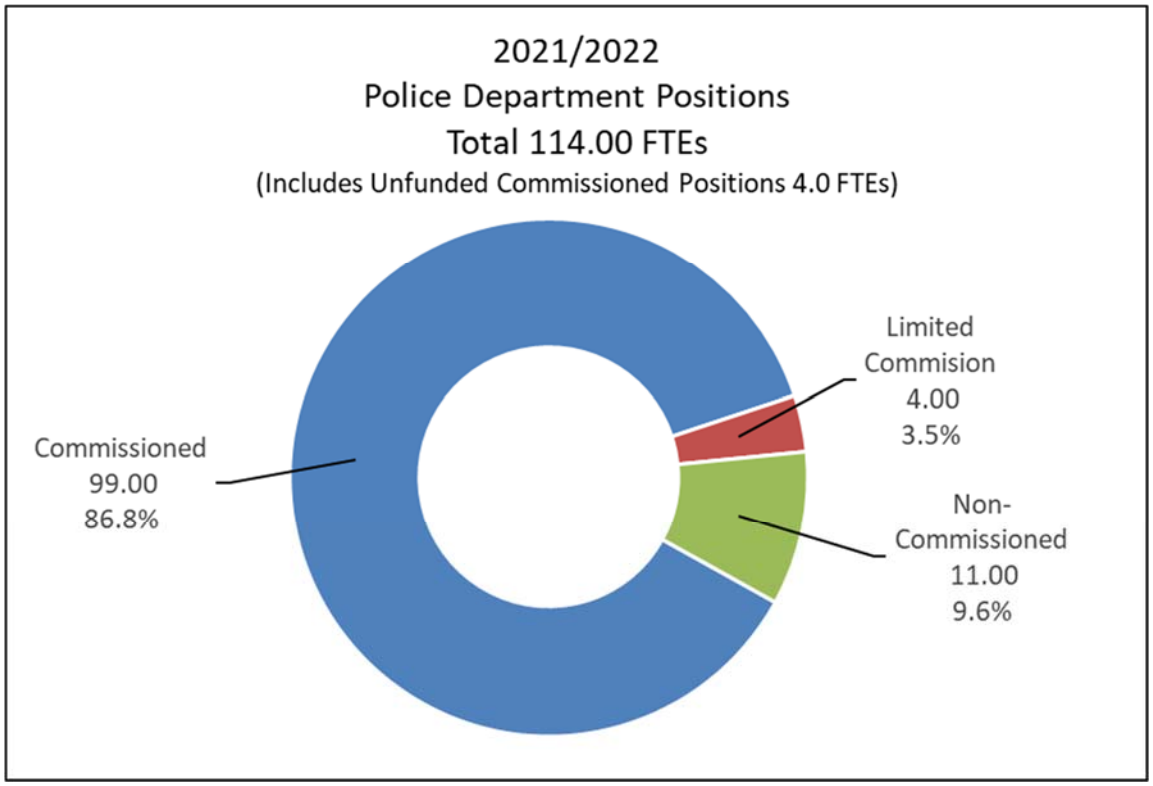
Service/Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change		2021		2022	
		FTE	Fleet/Equip	1-Time	Ongoing	1-Time	Ongoing
Reduce funding of Commissioned Positions	Reduce the funding of commissioned positions from 99 to 95 FTEs while maintaining the positions as authorized/unfilled. The reduction would leave vacant two positions in the Traffic Unit and two positions in the Special Operations Unit. Due to attrition and other priorities, these units have not been fully staffed for a couple of years so there would be no impact to current service levels.	-	-	$ -	$ (435,000)	$ -	$ (448,000)
Convert CSO 2.0 FTEs	Eliminate two vacant Community Services Officer (CSO) positions and replace with Code Enforcement Officer (CEO) and Building Inspector. These two new positions will support Community Safety Resource Team (CSRT), Rental Housing Safey Program (RHSP) and the City's abatement program. The new CEO will allow for more time to be spent on gaining voluntary compliand with outstanding code enforcement cases that in turn will result in less citations to gain compliance. The position will also help increase the identification of properties for the abatement process. This in turns drives the need for an additional building inspector to ssupport both the RHSP and abatement program. The net impact is a decrease of 1.0 FTE in the Police Department and an increase of 1.0 FTE in the Community & Economic Development Department.	(1.00)	-	$ -	$ 11,640	$ -	$ 12,920
Mental Health Professional Contract	Additional contract with Greater Lakes for Mental Health Professional. Start date of July 1, 2021.	-	-	-	62,935	-	130,556
New SRT Vehicle	Purchase of new SRT (Special Response Team) vehicle. Currently borrow a very old one from another agency, about 10 times per year in a normal year. Could be used for rescue in urban disasters (flood, earthquake, etc.) 1- Time Cost of $240,000 for the vehicles is to be paid by Seizure Funds: (Narcotics $120,000 / Federal $120,000) Ongoing Cost - to be paid by General Fund: - $3,000 per year for vehicle operations and maintenance (to be absorbed within existing fleet internal service fund budget). - $9,600 replacement reserves based on 25 year life begins in 2023.	-	1	240,000	-	-	-
	Total	**(1.00)**	**1**	**$ 240,000**	**$ (360,425)**	**$ -**	**$ (304,524)**

POLICE DEPARTMENT OVERVIEW

Position Inventory

Positions	Group	Grade	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted
Commissioned			**100.00**	**99.00**	**99.00**	**99.00**	**99.00**	**99.00**	**99.00**
Police Chief	Non-Rep	73	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Police Chief	Non-Rep	69	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lieutenant	LPMG	lt	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Sergeant	LPIG	sgt	14.00	14.00	14.00	14.00	14.00	14.00	14.00
Detective	LPIG	det	11.00	11.00	11.00	11.00	11.00	11.00	11.00
Police Officer	LPIG	po1	69.00	68.00	68.00	68.00	68.00	68.00	68.00
Limited Commission			**6.00**	**6.00**	**6.00**	**6.00**	**6.00**	**4.00**	**4.00**
Community Service Officer	Teamsters	cso	4.00	4.00	4.00	4.00	4.00	2.00	2.00
Animal Control Officer	AFSCME	25	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Non-Commissioned			**10.00**	**10.00**	**10.00**	**10.00**	**10.00**	**11.00**	**11.00**
Evidence Supervisor	Non-Rep	36	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Crime Analyst	AFSCME	33	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	AFSCME	33	2.00	2.00	2.00	2.00	2.00	3.00	3.00
Evidence Technician	AFSCME	26	1.00	2.00	1.00	2.00	2.00	2.00	2.00
Administrative Assistant	AFSCME 1.0 FTE Non-Rep 1.0 FTE	28 25	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Evidence Custodian	AFSCME	18	1.00	-	1.00	-	-	-	-
Office Assistant	AFSCME	18	2.00	2.00	2.00	2.00	2.00	2.00	2.00
		Total	**116.00**	**115.00**	**115.00**	**115.00**	**115.00**	**114.00**	**114.00**
		Change from prior year	-	(1.00)	-	-	-	(1.00)	-



POLICE DEPARTMENT OVERVIEW

Position Inventory (continued)

Position	FTE	2021			2022		
		Salary	Benefits	Total	Salary	Benefits	Total
Total Funded	**114.00**	**$ 11,432,868**	**$ 4,918,635**	**$ 16,351,503**	**$ 11,527,367**	**$ 5,155,401**	**$ 16,682,768**
Commissioned	**99.00**	**$ 10,179,597**	**$ 4,613,781**	**$ 14,793,378**	**$ 10,272,622**	**$ 4,835,876**	**$ 15,108,498**
Police Chief	1.00	$ 163,968	$ 56,382	$ 220,350	$ 167,256	$ 58,885	$ 226,141
Assistant Police Chief	1.00	148,488	50,321	198,809	151,464	52,702	204,166
Lieutenant	1.00	149,928	60,320	210,248	159,072	63,951	223,023
Lieutenant	1.00	149,928	64,259	214,187	159,072	68,300	227,372
Lieutenant	1.00	149,928	54,713	204,641	159,072	57,856	216,928
Lieutenant	1.00	149,928	64,250	214,178	159,072	68,304	227,376
Police Officer	1.00	75,790	28,785	104,575	78,445	30,361	108,806
Police Officer	1.00	79,575	29,826	109,401	82,362	31,136	113,498
Police Officer	1.00	70,248	40,038	110,286	70,248	42,680	112,928
Police Officer	1.00	70,248	40,039	110,287	70,248	42,680	112,928
Police Officer	1.00	70,248	40,054	110,302	70,248	42,679	112,927
Police Officer	1.00	70,248	40,054	110,302	72,720	42,977	115,697
Police Officer	1.00	70,248	40,057	110,305	70,248	42,699	112,947
Police Officer	1.00	81,963	30,107	112,070	84,831	31,426	116,257
Police Officer	1.00	82,665	30,250	112,915	85,557	31,574	117,131
Police Officer	1.00	72,720	40,355	113,075	75,135	43,292	118,427
Police Officer	1.00	79,575	35,054	114,629	82,362	36,730	119,092
Police Officer	1.00	78,336	38,204	116,540	81,066	40,180	121,246
Police Officer	1.00	91,669	31,482	123,151	94,905	32,853	127,758
Police Officer	1.00	84,589	39,309	123,898	87,558	41,814	129,372
Police Officer	1.00	78,174	47,718	125,892	80,910	50,384	131,294
Police Officer	1.00	87,052	39,535	126,587	90,106	41,592	131,698
Police Officer	1.00	92,859	35,328	128,187	93,360	36,893	130,253
Police Officer	1.00	85,010	43,755	128,765	87,977	46,006	133,983
Police Officer	1.00	82,126	48,570	130,696	85,010	51,269	136,279
Police Officer	1.00	107,016	24,389	131,405	107,016	24,537	131,553
Police Officer	1.00	99,912	33,035	132,947	99,912	33,843	133,755
Police Officer	1.00	84,589	48,843	133,432	87,558	51,551	139,109
Police Officer	1.00	93,360	42,339	135,699	93,360	44,234	137,594
Police Officer	1.00	102,696	33,062	135,758	102,696	34,161	136,857
Police Officer	1.00	93,360	42,842	136,202	93,360	45,484	138,844
Police Officer	1.00	93,360	42,842	136,202	93,360	45,484	138,844
Police Officer	1.00	98,040	38,958	136,998	98,040	40,934	138,974
Police Officer	1.00	87,477	49,532	137,009	90,855	52,319	143,174
Police Officer	1.00	97,104	40,524	137,628	97,104	42,013	139,117
Police Officer	1.00	100,848	37,397	138,245	100,848	38,926	139,774
Police Officer	1.00	90,020	49,991	140,011	93,360	52,771	146,131
Police Officer	1.00	99,888	41,734	141,622	99,888	43,222	143,110
Police Officer	1.00	99,888	41,846	141,734	99,888	43,823	143,711
Police Officer	1.00	100,305	41,762	142,067	100,848	43,374	144,222
Police Officer	1.00	100,848	42,131	142,979	100,848	44,055	144,903

POLICE DEPARTMENT OVERVIEW

Position Inventory (continued)

Position	FTE	2021			2022		
		Salary	Benefits	Total	Salary	Benefits	Total
Commissioned (continued)							
Police Officer	1.00	93,360	49,755	143,115	93,360	52,530	145,890
Police Officer	1.00	98,040	45,540	143,580	98,040	47,721	145,761
Police Officer	1.00	101,784	42,035	143,819	101,784	43,995	145,779
Police Officer	1.00	96,168	48,188	144,356	96,168	50,368	146,536
Police Officer	1.00	98,040	46,581	144,621	98,040	48,995	147,035
Police Officer	1.00	98,976	46,848	145,824	98,976	49,276	148,252
Police Officer	1.00	103,656	42,230	145,886	103,656	44,208	147,864
Police Officer	1.00	98,976	46,912	145,888	98,976	49,339	148,315
Police Officer	1.00	99,888	46,950	146,838	99,888	49,382	149,270
Police Officer	1.00	108,384	38,475	146,859	108,384	40,020	148,404
Police Officer	1.00	96,168	50,863	147,031	96,168	53,042	149,210
Police Officer	1.00	96,168	50,904	147,072	96,168	53,083	149,251
Police Officer	1.00	97,104	50,153	147,257	97,104	52,928	150,032
Police Officer	1.00	98,040	50,289	148,329	98,040	53,062	151,102
Police Officer	1.00	100,848	47,634	148,482	100,848	49,513	150,361
Police Officer	1.00	98,976	50,358	149,334	98,976	53,132	152,108
Police Officer	1.00	98,976	50,398	149,374	98,976	53,171	152,147
Police Officer	1.00	98,976	50,415	149,391	98,976	53,189	152,165
Police Officer	1.00	98,976	51,252	150,228	98,976	53,431	152,407
Police Officer	1.00	106,031	43,326	149,357	106,464	45,357	151,821
Police Officer	1.00	102,728	48,485	151,213	103,297	50,336	153,633
Police Officer	1.00	99,848	51,633	151,481	99,848	54,390	154,238
Police Officer	1.00	100,784	51,187	151,971	100,784	53,946	154,730
Police Officer	1.00	99,848	52,412	152,260	99,848	54,592	154,440
Police Officer	1.00	100,784	52,517	153,301	100,784	54,697	155,481
Police Officer	1.00	100,784	52,563	153,347	100,784	54,742	155,526
Police Officer	1.00	100,784	52,580	153,364	100,784	54,742	155,526
Police Officer	1.00	101,696	51,785	153,481	101,696	54,559	156,255
Police Officer	1.00	102,656	52,784	155,440	102,656	54,963	157,619
Police Officer	1.00	102,656	52,798	155,454	102,656	54,964	157,620
Police Officer	1.00	104,592	52,811	157,403	103,592	54,973	158,565
Police Officer	1.00	104,504	52,093	156,597	104,504	54,867	159,371
Police Officer	1.00	122,240	38,002	160,242	122,240	38,797	161,037
Detective	1.00	105,912	46,912	152,824	105,912	48,758	154,670
Detective	1.00	109,872	43,360	153,232	109,872	45,321	155,193
Detective	1.00	105,912	48,108	154,020	105,912	50,536	156,448
Detective	1.00	106,896	48,236	155,132	106,896	50,646	157,542
Detective	1.00	105,912	50,409	156,321	105,912	53,170	159,082
Detective	1.00	104,904	52,281	157,185	104,904	54,463	159,367
Detective	1.00	106,896	36,947	143,843	106,896	38,104	145,000
Detective	1.00	105,912	52,125	158,037	105,912	54,288	160,200

POLICE DEPARTMENT OVERVIEW

Position Inventory (continued)

Position	FTE	2021 Salary	2021 Benefits	2021 Total	2022 Salary	2022 Benefits	2022 Total
Commissioned (continued)							
Detective	1.00	106,896	51,299	158,195	106,896	54,073	160,969
Detective	1.00	111,864	48,808	160,672	111,864	51,235	163,099
Detective	1.00	108,888	52,766	161,654	108,888	54,928	163,816
Sergeant	1.00	119,880	45,329	165,209	119,880	47,306	167,186
Sergeant	1.00	118,752	53,962	172,714	118,752	56,143	174,895
Sergeant	1.00	119,880	54,041	173,921	119,880	56,798	176,678
Sergeant	1.00	119,880	54,043	173,923	119,880	56,826	176,706
Sergeant	1.00	123,240	51,310	174,550	123,240	53,207	176,447
Sergeant	1.00	119,880	54,862	174,742	119,880	57,041	176,921
Sergeant	1.00	121,008	54,148	175,156	121,008	56,906	177,914
Sergeant	1.00	122,112	55,134	177,246	122,112	57,296	179,408
Sergeant	1.00	123,240	54,232	177,472	123,240	56,995	180,235
Sergeant	1.00	123,240	54,450	177,690	123,240	56,613	179,853
Sergeant	1.00	123,240	54,548	177,788	123,240	56,713	179,953
Sergeant	1.00	123,240	55,212	178,452	123,240	57,392	180,632
Sergeant	1.00	123,240	55,236	178,476	123,240	57,400	180,640
Sergeant	1.00	123,240	55,275	178,515	123,240	57,454	180,694
Limited Commission	**4.00**	**$ 265,620**	**$ 107,039**	**$ 372,659**	**$ 266,820**	**$ 112,159**	**$ 378,979**
Community Service Officer	1.00	67,488	34,036	101,524	67,488	35,947	103,435
Community Service Officer	1.00	67,488	25,473	92,961	67,488	26,536	94,024
Animal Control Officer	1.00	70,656	24,782	95,438	70,656	25,679	96,335
Animal Control Officer	1.00	59,988	22,748	82,736	61,188	23,997	85,185
Non-Commissioned	**11.00**	**$ 777,730**	**$ 336,813**	**$ 1,114,543**	**$ 783,006**	**$ 354,365**	**$ 1,137,371**
Code Enforcement Officer*	1.00	67,512	37,088	104,600	67,512	39,426	106,938
Code Enforcement Officer	1.00	83,280	19,845	103,125	83,280	19,978	103,258
Code Enforcement Officer	1.00	83,040	46,940	129,980	83,040	49,514	132,554
Evidence Supervisor	1.00	85,776	20,240	106,016	87,432	20,667	108,099
Crime Analyst	1.00	80,280	35,135	115,415	80,280	37,052	117,332
Evidence Technician	1.00	69,960	26,328	96,288	69,960	27,398	97,358
Evidence Technician	1.00	56,626	35,457	92,083	57,768	37,967	95,735
Administrative Assistant	1.00	69,960	23,814	93,774	71,376	24,782	96,158
Administrative Assistant	1.00	68,544	42,795	111,339	68,544	45,622	114,166
Office Assistant	1.00	59,712	29,640	89,352	59,712	31,557	91,269
Office Assistant	1.00	53,040	19,531	72,571	54,102	20,402	74,504
Other Pay /Adjustments	**-**	**$ 209,920**	**$ (139,000)**	**$ 70,920**	**$ 204,920**	**$ (147,000)**	**$ 57,920**
On Call/Stand By Pay	-	43,000	-	43,000	43,000	-	43,000
Holiday Pay	-	181,610	-	181,610	181,610	-	181,610
Holiday Premium Pay	-	174,520	-	174,520	174,520	-	174,520
Comp Time Cash Out	-	86,790	-	86,790	86,790	-	86,790
DUI Emergency	-	20,000	-	20,000	20,000	-	20,000
Unfilled Commissioned Pos	-	(296,000)	(139,000)	(435,000)	(301,000)	(147,000)	(448,000)

** Convert Community Services Officer 2.0 FTEs to Code Enforcement Officers 1.0 FTE and new Building Inspector 1.0 FTE in CED.*

***Reduce funding for commissioned positions 4.0 FTEs. Positions are maintained as authorized to be filled at a later date.*

POLICE DEPARTMENT OVERVIEW

Performance Measures

Specialty Units	2021 Target	2018	2019	2020 Est	2021 Est	2022 Est
# of traffic stops	9,000	8,210	8,934	5,504	7,000	7,000
Property room audits	1	2	1	1	2	2
Animal complaints [1]	2,600	2,328	2,538	2,200	500	500
# of captures by K9	20	29	22	21	20	20
Marine Service Hours	360	358	363	360	350	350
SWAT/Special Response Team (SRT) Missions [2]	10	33	14	12	8	8
SWAT/Special Response Team (SRT) Training Days [2]	31	34	30	30	30	30
Civil Disturbance Missions [3]	1	4	0	10	1	1
Civil Disturbance Team Training Days	13	15	6	6	6	6
Vehicle Collisions (Fatality)	0	5	3	4	4	4
Vehicle Collisions (Injury)	250	260	233	176	180	180
Vehicle Collisions (Non-Injury)	2,100	1,009	1,000	810	700	600
Criminal Investigations	**Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
Cases assigned for follow up	1,000	1,391	1,914	974	1,200	1,200
Cases cleared by investigation	700	1,145	1,117	746	1,000	1,000
Amount of narcotics seized (lbs)	30	97	68	6	50	50
# of findings during Special Operations quarterly audits	0	1	0	0	0	0
Patrol	**Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
# of arrests	2,500	2,143	2,271	1,810	2,000	2,000
# of self-initiated calls for service	15,000	20,932	21,448	14,886	12,000	12,000
# of minutes to respond to call for service	12.0	21.3	23.6	18.8	15.0	15.0
Top Priority calls: Average time from receipt to dispatch (in minutes)	3.0	2.8	3.3	2.7	3.0	3.0
Top Priority calls: Average time from dispatch to arrival on scene (in minutes)	3.5	4.3	4.4	3.8	3.5	3.5
Total calls for service	55,000	62,145	56,838	48,890	49,000	50,000

POLICE DEPARTMENT OVERVIEW

Performance Measures

Professional Standards	Target	2018	2019	2020 Est	2021 Est	2022 Est
% of officers meeting state requirements for annual training hours	100%	100%	100%	100%	100%	100%
# of training hours provided	8,080	7,951	11,199	9,400	8,000	8,000
Successful WASPC accreditation	Yes	Yes	n/a	n/a	n/a	n/a
# of internal investigations conducted	8	9	12	8	7	7
Use of force as percent of arrests	0.03%	5.30%	5.00%	6.40%	5.00%	5.00%
Uses of force as percent of calls for service	0.10%	0.18%	0.11%	0.24%	0.15%	0.15%
Pursuits	35	38	34	30	25	25
Pursuit Terminations	50%	10%	52%	40%	50%	50%
Promotional processes completed	2	3	3	0	2	3
Hiring processes completed	4	10	5	0	1	1
CSRT	**Target**	**2018**	**2019**	**2020 Est**	**2021 Est**	**2022 Est**
Total number of code enforcement complaints received	600	731	680	675	700	700
Average calendar days: Code complaint to first investigation	7	4	2	2	3	3
Total code enforcement cases initiated during the reporting period	500	678	700	710	600	600
Code enforcement cases resolved through voluntary compliance	300	205	234	195	220	220
Code enforcement cases resolved through forced compliance	0	4	45	72	35	35
Code enforcement: Average calendar days, Inspection to Forced Compliance	60	8	2	3	5	5
Code enforcement: Average calendar days, Inspection to Voluntary Compliance	14	19	11	12	12	12
Community Meetings Attended [4]	120	120	110	40	100	100

(1) Reduction in the number of animal complaints anticipated due to changing the way complaints are reported to more accurately reflect individual incidents. Additionally, a reduction in service level is anticipated.

(2) Special Response Team (SRT) effective 2019.

(3) The estimated reduction in the number of civil disturbance is due to the change in response methods to incidents of civil unrest.

(4) Many community meetings were cancelled due to COVID-19 pandemic.

POLICE DEPARTMENT OVERVIEW

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, Special Response Team (SRT), K-9, Bicycle team, Property Room, front desk, Animal Control, Peer Support, Volunteers and Community Safety Resource Team (CSRT)

The department has community and regional partnerships with:

- *Cooperative Cities:* Crime Response Unit, Special Response Team, 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*
- *United States Marshal's Service*
- *Lakewood African American Police Advisory Committee (LAAPAC)*

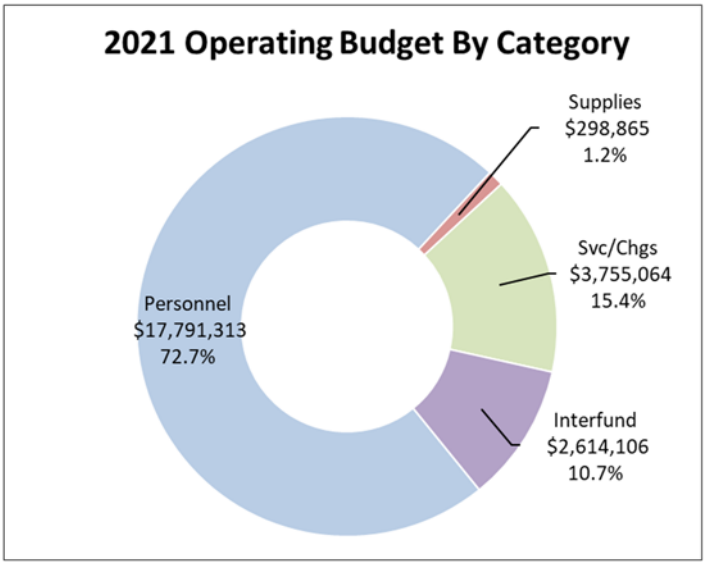
Goals/Objectives

- 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

Financial Information – General Fund

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Criminal Justice Sales Tax	$ 1,133,354	$ 1,179,058	$ 1,111,200	$ 1,166,200	$ 1,000,000	$ 1,043,000	$ 1,188,900	$ (123,200)	-10.6%
001	Criminal Justice	158,293	167,506	154,000	154,000	168,000	173,235	176,235	19,235	12.5%
001	Criminal Justice High Crime	231,905	162,777	318,800	241,800	428,400	249,450	249,500	7,650	3.2%
001	Liquor Excise Tax	304,078	330,276	291,700	291,700	350,000	339,770	334,600	48,070	16.5%
001	Liquor Board Profits	491,189	483,806	491,400	491,400	484,000	474,240	485,930	(17,160)	-3.5%
001	Marijuana Enforcement	1	8	-	-	-	-	-	-	n/a
001	Alarm Permits & Fees	104,411	84,348	30,000	105,000	70,000	70,000	70,000	(35,000)	-33.3%
001	FBI, Other Intergovt'l	32,233	46,720	15,000	15,000	27,000	27,000	27,000	12,000	80.0%
001	Animal License	37,525	38,838	40,000	40,000	36,000	36,000	36,000	(4,000)	-10.0%
001	Animal Services-Steilacoom	13,740	18,012	14,380	16,368	16,368	16,601	16,843	233	1.4%
001	Animal Services-Dupont	29,533	33,252	29,770	33,877	33,877	34,514	35,164	637	1.9%
001	Photo Infraction	828,460	950,064	700,000	700,000	700,000	700,000	700,000	-	0.0%
001	Towing Impound Fees	10,300	6,300	12,000	12,000	-	1,000	1,000	(11,000)	-91.7%
001	Extra Duty Contracts	655,726	978,470	775,000	775,000	775,000	775,000	775,000	-	0.0%
001	Dispatch Svcs-Western SH	366,750	355,500	355,500	355,500	355,500	355,500	355,500	-	0.0%
001	General Government	21,246,028	20,802,066	21,109,544	22,054,678	21,060,507	20,244,823	20,609,820	(1,809,855)	-8.2%
	Total Revenues - General Fund	**$ 25,659,033**	**$ 25,660,644**	**$ 25,455,294**	**$ 26,459,523**	**$ 25,511,652**	**$24,547,133**	**$25,068,492**	**$ (1,912,390)**	**-7.2%**
General Fund Operating Expenditure Summary:										
	Command	7,731,690	7,373,670	6,798,735	7,225,172	6,781,628	6,639,846	6,845,707	(585,326)	-8.1%
	Professional Standards	286,671	843,556	799,837	826,992	742,295	812,777	833,722	(14,215)	-1.7%
	Patrol	7,764,555	7,730,510	7,999,003	8,026,158	7,856,709	7,743,477	7,902,057	(282,681)	-3.5%
	Criminal Investigations	3,385,410	3,935,607	4,717,513	4,744,668	4,582,234	4,326,224	4,399,550	(418,444)	-8.8%
	Speciality Units	5,301,491	5,069,966	5,054,455	5,127,755	5,040,008	4,937,024	5,004,873	(190,731)	-3.7%
	Subtotal Ongoing	**$ 24,469,816**	**$ 24,953,308**	**$ 25,369,543**	**$ 25,950,745**	**$ 25,002,874**	**$24,459,348**	**$24,985,911**	**$ (1,491,397)**	**-5.7%**
General Fund 1-Time Expenditure Summary:										
	Command	180,532	610,031	85,751	499,513	499,514	87,785	82,583	(411,728)	-82.4%
	Speciality Units	1,008,684	97,304	-	9,264	9,264	-	-	(9,264)	-100.0%
	Subtotal 1-Time	**$ 1,189,216**	**$ 707,335**	**$ 85,751**	**$ 508,777**	**$ 508,778**	**$ 87,785**	**$ 82,583**	**$ (420,992)**	**-82.7%**
	Total Expenditures - General Fund	**$ 25,659,033**	**$ 25,660,643**	**$ 25,455,294**	**$ 26,459,523**	**$ 25,511,652**	**$24,547,133**	**$25,068,494**	**$ (1,912,390)**	**-7.2%**



POLICE DEPARTMENT OVERVIEW

Financial Information – General Fund

The adopted operating budget totals $24.46M in 2021 and $24.99M in 2022. The 2021 adopted operating budget is a 5.4% or $1.39M decrease from the 2020 adjusted operating budget.

- Salaries & Wages / Benefits – the change 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. Actual medical benefits cost came in lower than originally estimated in 2020. The change also includes eliminating funding of for 4 vacant commissioned positions to be filled at a later date while maintaining the authorized position count of 99 commissioned positions. There is also a net reduction of 1.0 FTE in the Police Department due to conversion of one of the vacant CSO positions to a Building Inspector in the CED Department. The proposed biennium figures do not include estimates for the potential impacts of the following collective bargaining agreements beyond their expiration date: Teamsters (expires 12/31/2021), Lakewood Police Independent Guild (LPIG) expires 12/31/2020 and AFSCME (expires 12/31/2021).

- Professional Services – the decrease is due primarily to jail services which is proposed at $700K compared to the $950K in the 2020 adjusted budget. Additionally, dispatch services/South Sound 911 assessment in the proposed budget is $1.88M compared to $1.93M in the 2020 adjusted budget.

- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.

- Internal Service Reserve Charges – the decrease is due to aligning collections replacement reserves collections to schedule. Replacement reserves are temporarily suspended in 2021 for property management and information technology. Fleet and equipment replacement reserve collections are temporarily suspended for 2021 and 2022.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	10,892,578	10,902,898	12,203,456	12,282,638	12,297,604	11,432,868	11,527,367	(849,770)	-6.9%
11.002/4	Overtime	1,195,745	1,293,588	670,217	670,217	670,217	664,810	664,810	(5,407)	-0.8%
11.008	Extra Duty Pay	689,922	755,681	775,000	775,000	775,000	775,000	775,000	-	0.0%
21.xxx	Benefits	4,793,680	4,882,080	5,073,981	5,120,716	4,796,431	4,918,635	5,155,401	(202,081)	-3.9%
31.xxx	Other Oper Supplies	275,074	213,218	193,725	193,725	193,725	196,725	193,725	3,000	1.5%
31.030	Supplies Maintenance	2,400	176	-	-	-	-	-		
35.xxx	Small Tools/Minor Equip	87,476	153,402	106,135	106,135	106,135	102,140	105,135	(3,995)	-3.8%
41.xxx	Professional Service	3,550,319	3,595,500	3,493,251	3,761,184	3,282,045	3,498,239	3,581,846	(262,945)	-7.0%
42.xxx	Communication	-	141	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	101,292	109,142	106,240	106,240	33,240	106,740	106,740	500	0.5%
48.xxx	Repairs & Maintenance	409	86	3,550	3,550	3,550	1,000	1,000	(2,550)	-71.8%
49.001	Membership Dues	3,751	7,244	9,825	9,825	9,825	9,825	9,825	-	0.0%
49.xxx	Other Charges & Services	19,842	133,243	139,810	139,810	127,810	139,260	139,260	(550)	-0.4%
9x.xxx	IS Charges - M&O	2,130,784	2,284,893	2,527,448	2,714,800	2,628,465	2,614,106	2,646,972	(100,694)	-3.7%
9x.xxx	IS Charges - Reserves	726,544	622,017	66,905	66,905	78,827	-	78,827	(66,905)	-100.0%
	Subtotal Operating Exp	**$ 24,469,816**	**$ 24,953,309**	**$ 25,369,543**	**$ 25,950,745**	**$ 25,002,874**	**$ 24,459,348**	**$ 24,985,911**	**$ (1,491,397)**	**-5.7%**
Capital & One-time Funding:										
	Capital & One-Time	1,189,216	707,335	85,751	508,777	508,778	87,785	82,583	(420,992)	-82.7%
	Subtotal One-time Exp	**$ 1,189,216**	**$ 707,335**	**$ 85,751**	**$ 508,777**	**$ 508,778**	**$ 87,785**	**$ 82,583**	**$ (420,992)**	**-82.7%**
	Total Expenditures	**$ 25,659,033**	**$ 25,660,644**	**$ 25,455,294**	**$ 26,459,523**	**$ 25,511,652**	**$ 24,547,133**	**$ 25,068,494**	**$ (1,912,390)**	**-7.2%**

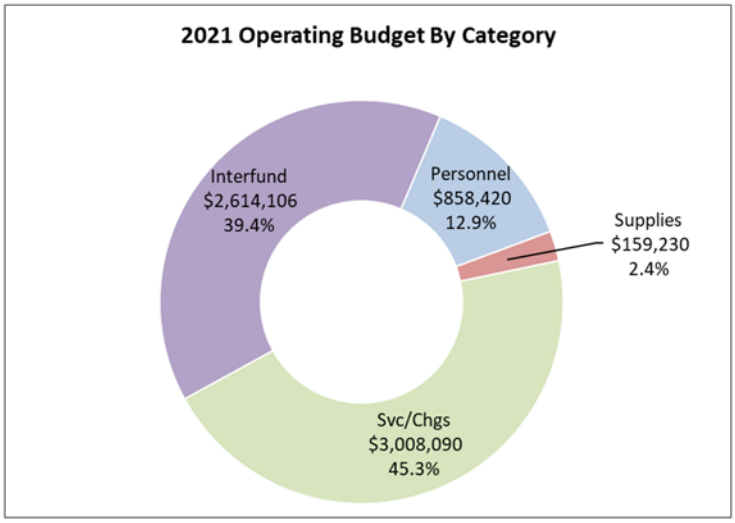
POLICE COMMAND

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.

Financial Information

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Criminal Justice Sales Tax	$ 1,133,354	$ 1,179,058	$ 1,111,200	$ 1,166,200	$ 1,000,000	$ 1,043,000	$ 1,188,900	$ (123,200)	-10.6%
001	Criminal Justice	158,293	167,506	154,000	154,000	168,000	173,235	176,235	19,235	12.5%
001	Criminal Justice High Crime	231,905	162,777	318,800	241,800	428,400	249,450	249,500	7,650	3.2%
001	Liquor Excise Tax	304,078	330,276	291,700	291,700	350,000	339,770	334,600	48,070	16.5%
001	Liquor Board Profits	491,189	483,806	491,400	491,400	484,000	474,240	485,930	(17,160)	-3.5%
001	Marijuana Enforcement	1	8	-	-	-	-	-	-	n/a
001	Alarm Permits & Fees	104,411	84,348	30,000	105,000	70,000	70,000	70,000	(35,000)	-33.3%
001	Various Contracts	15,507	23,643	7,000	7,000	7,000	7,000	7,000	-	0.0%
001	FBI, Intergovt, Contracts	32,233	46,720	15,000	15,000	27,000	27,000	27,000	12,000	80.0%
001	General Government	5,441,251	5,505,559	4,465,386	5,252,586	4,746,742	4,343,936	4,389,125	(908,650)	-17.3%
	Total Revenues	**$ 7,912,222**	**$ 7,983,701**	**$ 6,884,486**	**$ 7,724,686**	**$ 7,281,142**	**$ 6,727,631**	**$ 6,928,290**	**$ (997,055)**	**-12.9%**
Expenditure Summary:										
11.xxx	Salaries & Wages	1,117,720	772,338	674,746	683,391	688,067	575,448	584,190	(107,943)	-15.8%
11.002/4	Overtime	107,530	107,185	74,650	74,650	74,650	68,150	68,150	(6,500)	-8.7%
21.xxx	Benefits	499,727	337,655	290,399	290,399	266,592	214,822	225,380	(75,577)	-26.0%
31.xxx	Other Operating Supplies	124,270	102,858	123,405	123,405	123,405	126,405	123,405	3,000	2.4%
31.030	Supplies Maintenance	121	-	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	30,866	36,339	39,375	39,375	39,375	32,825	38,375	(6,550)	-16.6%
41.xxx	Professional Service	2,984,617	2,983,561	2,873,682	3,104,122	2,754,122	2,883,065	2,955,382	(221,057)	-7.1%
43/49.003	Travel & Training	916	3,112	1,060	1,060	1,060	1,060	1,060	-	0.0%
48.xxx	Repairs & Maintenance	299	-	2,550	2,550	2,550	-	-	(2,550)	-100.0%
49.001	Membership Dues	1,276	991	2,205	2,205	2,205	2,205	2,205	-	0.0%
49.xxx	Other Charges & Services	7,021	122,720	122,310	122,310	122,310	121,760	121,760	(550)	-0.4%
9x.xxx	IS Charges - M&O	2,130,784	2,284,893	2,527,448	2,714,800	2,628,465	2,614,106	2,646,972	(100,694)	-3.7%
9x.xxx	IS Charges - Reserves	726,544	622,017	66,905	66,905	78,827	-	78,827	(66,905)	-100.0%
	Subtotal Operating Exp	**$ 7,731,690**	**$ 7,373,670**	**$ 6,798,735**	**$ 7,225,172**	**$ 6,781,628**	**$ 6,639,846**	**$ 6,845,707**	**$ (585,326)**	**-8.1%**
Capital & One-time Funding:										
	Capital & One-Time	$ 180,532	$ 610,031	$ 85,751	$ 499,513	$ 499,514	$ 87,785	$ 82,583	(411,728)	-82.4%
	Subtotal One-time Exp	**$ 180,532**	**$ 610,031**	**$ 85,751**	**$ 499,513**	**$ 499,514**	**$ 87,785**	**$ 82,583**	**$ (411,728)**	**-82.4%**
	Total Expenditures	**$ 7,912,222**	**$ 7,983,701**	**$ 6,884,486**	**$ 7,724,686**	**$ 7,281,142**	**$ 6,727,631**	**$ 6,928,290**	**$ (997,055)**	**-12.9%**



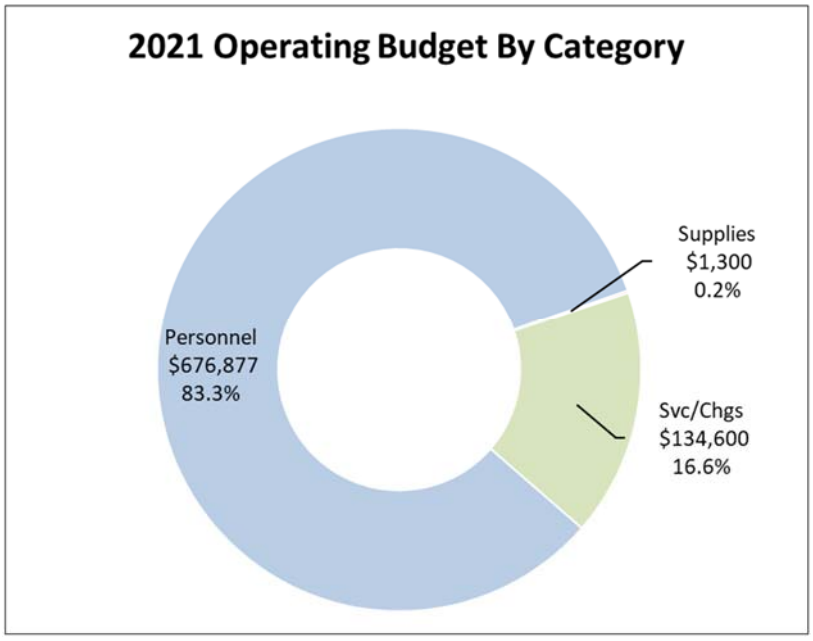
POLICE PROFESSIONAL STANDARDS

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.

Financial Information

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	286,671	843,556	799,837	826,992	742,295	812,777	833,722	(14,215)	-1.7%
	Total Revenues	**$ 286,671**	**$ 843,556**	**$ 799,837**	**$ 826,992**	**$ 742,295**	**$ 812,777**	**$ 833,722**	**$ (14,215)**	**-1.7%**
Expenditure Summary:										
11.xxx	Salaries & Wages	58,863	426,519	446,592	462,065	463,737	449,872	459,016	(12,193)	-2.6%
11.002/4	Overtime	53,617	77,447	14,000	14,000	14,000	14,000	14,000	-	0.0%
21.xxx	Benefits	43,561	208,649	203,845	215,527	214,158	213,005	224,806	(2,522)	-1.2%
31.xxx	Office Supplies	2,164	1,010	1,300	1,300	1,300	1,300	1,300	-	0.0%
35.xxx	Small Tools/Minor Equip	2,273	-	-	-	-	-	-	-	n/a
41.xxx	Professional Service	25,462	17,046	8,300	8,300	8,300	8,300	8,300	-	0.0%
43/49.003	Travel & Training	87,753	100,789	105,180	105,180	32,180	105,680	105,680	500	0.5%
49.001	Membership Dues	2,425	5,403	7,620	7,620	7,620	7,620	7,620	-	0.0%
49.xxx	Other Charges & Services	10,554	6,694	13,000	13,000	1,000	13,000	13,000	-	0.0%
	Subtotal Operating Exp	**$ 286,671**	**$ 843,556**	**$ 799,837**	**$ 826,992**	**$ 742,295**	**$ 812,777**	**$ 833,722**	**$ (14,215)**	**-1.7%**
	Total Expenditures	**$ 286,671**	**$ 843,556**	**$ 799,837**	**$ 826,992**	**$ 742,295**	**$ 812,777**	**$ 833,722**	**$ (14,215)**	**-1.7%**



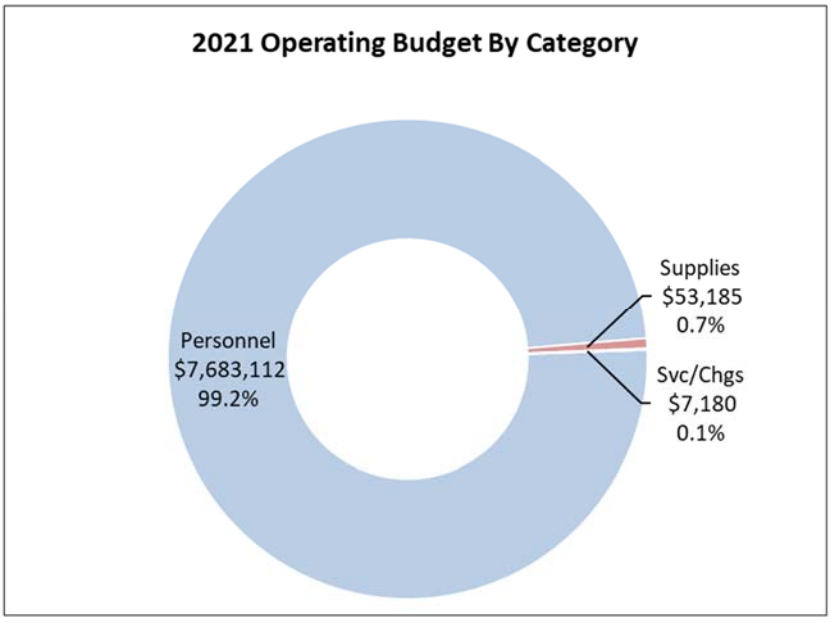
POLICE PATROL

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.

Financial Information

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Towing Impound Fees	$ 10,300	$ 6,300	$ 12,000	$ 12,000	$ -	$ 1,000	$ 1,000	(11,000)	-91.7%
001	Extra Duty Contracts	655,726	978,470	775,000	775,000	775,000	775,000	775,000	-	0.0%
001	WSH Community Policicing	366,750	355,500	355,500	355,500	355,500	355,500	355,500	-	0.0%
001	General Government	6,731,779	6,390,240	6,856,503	6,883,658	6,726,209	6,611,977	6,770,557	(271,681)	-3.9%
	Total Revenues	**$ 7,764,555**	**$ 7,730,510**	**$ 7,999,003**	**$ 8,026,158**	**$ 7,856,709**	**$ 7,743,477**	**$ 7,902,057**	**$ (282,681)**	**-3.5%**
Expenditure Summary:										
11.xxx	Salaries & Wages	5,009,551	4,893,205	5,349,928	5,365,401	5,365,401	5,127,093	5,178,405	(238,308)	-4.4%
11.002/4	Overtime	523,975	620,925	313,000	313,000	313,000	313,000	313,000	-	0.0%
21.xxx	Benefits	2,104,687	2,112,668	2,277,465	2,289,147	2,119,698	2,243,019	2,352,042	(46,128)	-2.0%
31.xxx	Other Supplies	93,091	54,680	17,620	17,620	17,620	17,620	17,620	-	0.0%
31.030	Supplies Maintenance	989	-	-	-	-	-	-		
35.xxx	Small Tools/Minor Equip	27,381	38,591	33,810	33,810	33,810	35,565	33,810	1,755	5.2%
41.xxx	Professional Service	3,780	7,080	4,680	4,680	4,680	4,680	4,680	-	0.0%
43/49.003	Travel & Training	101	12	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	-	86	1,000	1,000	1,000	1,000	1,000	-	0.0%
49.xxx	Other Charges & Services	1,000	3,263	1,500	1,500	1,500	1,500	1,500	-	0.0%
	Subtotal Operating Exp	**$ 7,764,555**	**$ 7,730,510**	**$ 7,999,003**	**$ 8,026,158**	**$ 7,856,709**	**$ 7,743,477**	**$ 7,902,057**	**$ (282,681)**	**-3.5%**
	Total Expenditures	**$ 7,764,555**	**$ 7,730,510**	**$ 7,999,003**	**$ 8,026,158**	**$ 7,856,709**	**$ 7,743,477**	**$ 7,902,057**	**$ (282,681)**	**-3.5%**



POLICE CRIMINAL INVESTIGATIONS

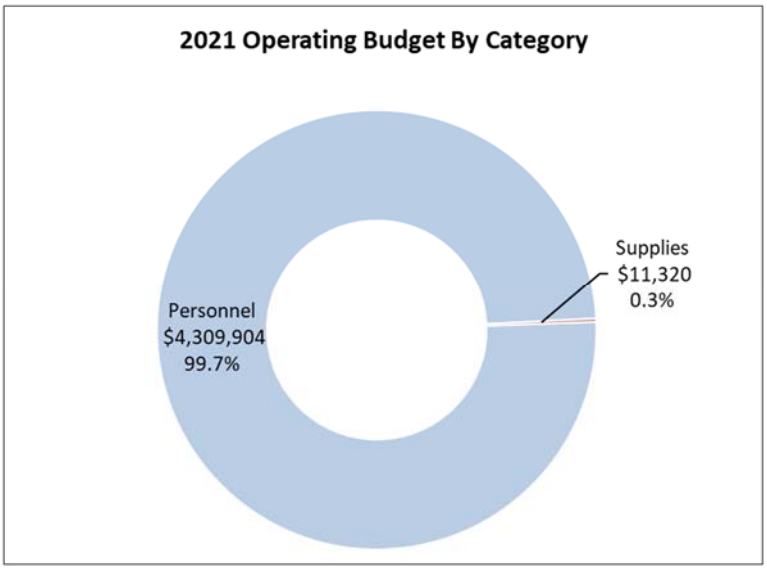
Purpose/Description

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

Financial Information

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	General Government	3,385,410	3,935,607	4,717,513	4,744,668	4,582,234	4,326,224	4,399,550	(418,444)	-8.8%
	Total Revenues	**$ 3,385,410**	**$ 3,935,607**	**$ 4,717,513**	**$ 4,744,668**	**$ 4,582,234**	**$ 4,326,224**	**$ 4,399,550**	**$ (418,444)**	**-8.8%**
Expenditure Summary:										
11.xxx	Salaries & Wages	2,290,263	2,667,512	3,241,578	3,257,051	3,257,051	2,923,851	2,936,010	(333,200)	-10.2%
11.002/4	Overtime	170,917	167,911	93,830	93,830	93,830	93,830	93,830	-	0.0%
21.xxx	Benefits	910,123	1,086,740	1,366,585	1,378,267	1,215,833	1,292,223	1,354,190	(86,044)	-6.2%
31.xxx	Other Supplies	8,494	4,227	1,120	1,120	1,120	1,120	1,120	-	0.0%
35.xxx	Small Tools/Minor Equip	1,818	4,180	9,400	9,400	9,400	10,200	9,400	800	8.5%
41.xxx	Professional Service	3,788	5,022	5,000	5,000	5,000	5,000	5,000	-	0.0%
43/49.003	Travel & Training	6	15	-	-	-	-	-	-	n/a
	Subtotal Operating Exp	**$ 3,385,410**	**$ 3,935,607**	**$ 4,717,513**	**$ 4,744,668**	**$ 4,582,234**	**$ 4,326,224**	**$ 4,399,550**	**$ (418,444)**	**-8.8%**
	Total Expenditures	**$ 3,385,410**	**$ 3,935,607**	**$ 4,717,513**	**$ 4,744,668**	**$ 4,582,234**	**$ 4,326,224**	**$ 4,399,550**	**$ (418,444)**	**-8.8%**



POLICE SPECIALTY UNITS

Purpose/Description

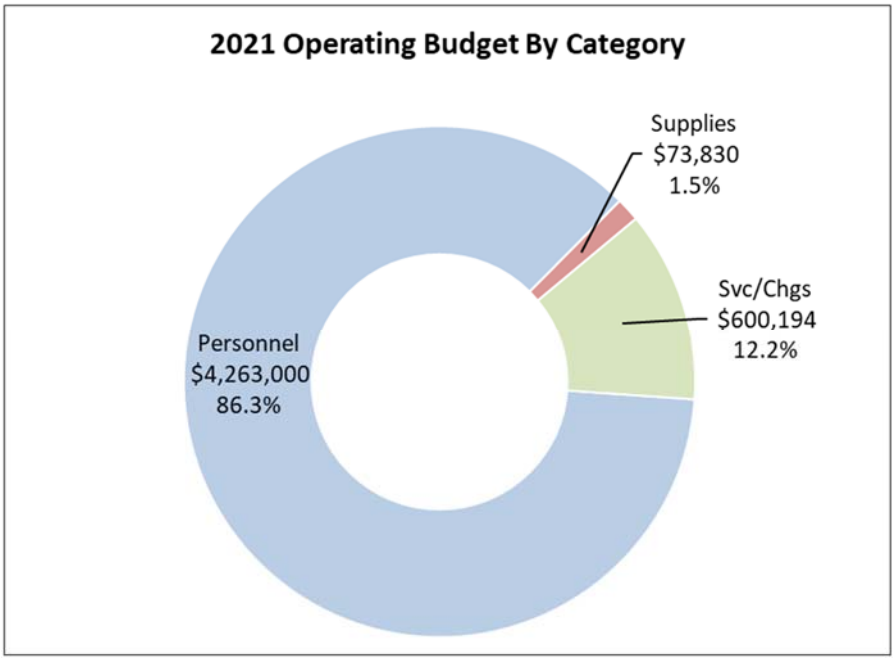
The responsibilities of the Specialty Unit are varied and encompass the following units:

- *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
- *SRT:* 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.

POLICE SPECIALTY UNITS

Financial Information

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
001	Animal License	$ 37,525	$ 38,838	$ 40,000	$ 40,000	$ 36,000	$ 36,000	$ 36,000	$ (4,000)	-10.0%
001	Animal Svcs-Steilacoom	13,740	18,012	14,380	16,368	16,368	16,601	16,843	233	1.4%
001	Animal Svcs-Dupont	29,533	33,252	29,770	33,877	33,877	34,514	35,164	637	1.9%
001	Photo Infraction	828,460	950,064	700,000	700,000	700,000	700,000	700,000	-	0.0%
001	General Government	5,400,917	4,127,104	4,270,305	4,346,774	4,263,027	4,149,909	4,216,866	(196,865)	-4.5%
	Total Revenues	**$ 6,310,175**	**$ 5,167,270**	**$ 5,054,455**	**$ 5,137,019**	**$ 5,049,272**	**$ 4,937,024**	**$ 5,004,873**	**$ (199,995)**	**-3.9%**
Expenditure Summary:										
11.xxx	Salaries & Wages	2,416,180	2,143,324	2,490,612	2,514,730	2,523,348	2,356,604	2,369,746	(158,126)	-6.3%
11.002/4	Overtime	339,706	320,120	174,737	174,737	174,737	175,830	175,830	1,093	0.6%
11.008	Extra Duty Pay	689,922	755,681	775,000	775,000	775,000	775,000	775,000	-	0.0%
21.xxx	Benefits	1,235,583	1,136,368	935,687	947,376	980,150	955,566	998,983	8,190	0.9%
31.xxx	Office Supplies	47,055	50,443	50,280	50,280	50,280	50,280	50,280	-	0.0%
31.030	Supplies Maintenance	1,291	176	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	25,138	74,291	23,550	23,550	23,550	23,550	23,550	-	0.0%
41.xxx	Professional Service	532,672	582,791	601,589	639,082	509,943	597,194	608,484	(41,888)	-6.6%
42.xxx	Communication	-	141	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	12,516	5,214	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	111	-	-	-	-	-	-	-	n/a
49.001	Membership Dues	50	850	-	-	-	-	-	-	n/a
49.xxx	Other Charges & Services	1,267	566	3,000	3,000	3,000	3,000	3,000	-	0.0%
	Subtotal Operating Exp	**$ 5,301,491**	**$ 5,069,966**	**$ 5,054,455**	**$ 5,127,755**	**$ 5,040,008**	**$ 4,937,024**	**$ 5,004,873**	**$ (190,731)**	**-3.7%**
Capital & One-time Funding:										
	Capital & One-Time	1,008,684	97,304	-	9,264	9,264	-	-	(9,264)	-100.0%
	Subtotal One-time Exp	**$ 1,008,684**	**$ 97,304**	**$ -**	**$ 9,264**	**$ 9,264**	**$ -**	**$ -**	**$ (9,264)**	**-100.0%**
	Total Expenditures	**$ 6,310,175**	**$ 5,167,270**	**$ 5,054,455**	**$ 5,137,019**	**$ 5,049,272**	**$ 4,937,024**	**$ 5,004,873**	**$ (199,995)**	**-3.9%**



POLICE NARCOTICS SEIZURE (FUND 180)

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 other expenses to enhance and improve law enforcement activities having a close and demonstrable relationship to enforce enforcement of controlled substances. Funds may not be used to supplant existing funding sources.

Financial Information

The adopted budget of $120,000 in 2021 is provide for half of the cost of the new SRT vehicle. The other half of the new vehicle is funded by federal seizures. The 2020 adjustment budget includes carry forward of 2019 balances. No new funds are projected for the current biennium due to the nature of the fund. Unspent 2020 funds will be carried over in 2021 and new funds will be added during subsequent budget adjustments.

		2018	2019	2020			2021	2022	21 Adopted - 20 Adj	
Code	Item	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	$ Chg	% Chg
Revenue Summary:										
180	Forfeitures	$ 172,938	$123,275	$ 70,000	$ 70,000	$ 18,000	$ -	$ -	$ (70,000)	-100.0%
180	Law Enforcement Contracts	27,557	38,171	-	-	12,000	-	-	-	n/a
180	Interest	4,712	6,098	-	-	-	-	-	-	n/a
	Total Revenues	**$ 205,207**	**$ 167,544**	**$ 70,000**	**$ 70,000**	**$ 30,000**	**$ -**	**$ -**	**$ (70,000)**	**-100.0%**
Expenditure Summary:										
11.xxx	Salaries & Wages	558	-	-	-	-	-	-	-	n/a
11.002/4	Overtime	37,002	68,131	-	-	-	-	-	-	n/a
21.xxx	Benefits	13,052	22,161	-	-	-	-	-	-	n/a
31.xxx	Office Supplies	29,014	33,261	-	-	-	-	-	-	n/a
32.xxc	Fuel	11,021	13,644	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	6,195	4,425	10,000	292,319	192,321	-	-	(292,319)	-100.0%
41.xxx	Professional Service	8,725	9,174	-	-	-	-	-	-	n/a
42.xxx	Communication	20,096	14,453	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	22,182	17,141	45,000	45,000	-	-	-	(45,000)	-100.0%
48.xxx	Repairs & Maintenance	6,861	19,195	-	-	-	-	-	-	n/a
6x.xxx	Capital	18,901	-	15,000	15,000	-	120,000	-	105,000	700.0%
	Total Expenditures	**$ 173,608**	**$ 201,584**	**$ 70,000**	**$ 352,319**	**$ 192,321**	**$ 120,000**	**$ -**	**$ (232,319)**	**-65.9%**
	Beginning Balance	$ 284,762	$ 316,361	$ -	$ 282,321	$ 282,321	$ 120,000	$ -		
	Ending Balance	$ 316,361	$ 282,321	$ -	$ -	$ 120,000	$ -	$ -		

POLICE FELONY SEIZURE (FUND 181)

Purpose/Description

The Felony Seizure Fund accounts for assets seized by the police department under RCW 10.105.101 and the related expenditures. State 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.

Financial Summary

The 2020 adjustment budget includes carry forward of 2019 balances. Unspent 2020 funds will be carried over in 2021 and new funds will be added during subsequent budget adjustments.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
181	Forfeitures	$ 30,841	$ 14,121	$ -	$ -	$ 37,000	$ -	$ -	$ -	n/a
	Total Revenues	**$ 30,841**	**$ 14,121**	**$ -**	**$ -**	**$ 37,000**	**$ -**	**$ -**	**$ -**	**n/a**
Expenditure Summary:										
31.002	Copier & Printer Supplies	10,737	6,222	-	-	-	-	-		n/a
32.xxc	Fuel	171	1,995	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	45,197	-	-	8,143	45,143	-	-	(8,143)	-100.0%
41.xxx	Professional Service	-	10,900	-	-	-	-	-	-	n/a
43/49.003	Travel & Training	-	140	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	5,055	1,766	-	-	-	-	-	-	n/a
	Total Expenditures	**$ 61,160**	**$ 21,022**	**$ -**	**$ 8,143**	**$ 45,143**	**$ -**	**$ -**	**$ (8,143)**	**-100.0%**
	Beginning Balance	$ 45,363	$ 15,044	$ -	$ 8,143	$ 8,143	$ -	$ -		
	Ending Balance	$ 15,044	$ 8,142	$ -	$ -	$ -	$ -	$ -		

POLICE FEDERAL SEIZURE (FUND 182)

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.

The Federal Equity Sharing Guidelines lists the following (funds shall be used to increase or supplement and not be used to replace or supplant):

Permissible Uses: law enforcement investigations; law enforcement training, law enforcement and detention facilities; law enforcement equipment; law enforcement travel and transportation; law enforcement awards and memorials; drug and gang education awareness programs; matching fund for grants; pro rata funding of the law enforcement agency's percentage of costs associated with supporting multi-agency items or facilities; asset accounting and tracking of expenditures of federally shared funds; language assistance services in connection with law enforcement activity; transfers of cash to other law enforcement agencies; support of community-based programs (cash transfers to community-based programs are not permitted); and windfall situations to provide additional support to community –based programs.

Impermissible Uses: Salaries and benefits of permanent law enforcement personnel, except in limited circumstances (i.e. express statutory authorization, overtime of officers and investigators, new positions and temporary or not-to-exceed one year appointments and salary of an officer hired to replace an officer assigned to a task force, specialized programs that generally to not involve traditional law enforcement functions); use of forfeited property by non-law enforcement personnel; payment of education-related costs; uses contrary to the laws of the state or local jurisdiction; non-official government use of shared assets; purchase of food and beverage (except for conference and meals during local operations); extravagant expenditures or wasteful expenditures and entertainment; cash on hand, secondary accounts, and stored value cards (such as prepaid credit cards); transfers to other law enforcement agencies; purchase of items for other law enforcement agencies; costs related to lawsuits; loans; and money laundering operations.

Revenue & Expenditure Summary

The adopted budget of $120,000 in 2021 is provide for half of the cost of the proposed new SRT vehicle. The other half of the new vehicle is funded by narcotic seizures. Unspent 2020 funds will be carried over in 2021 and new funds will be added during subsequent budget adjustments.

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
182	Forfeitures	736	264,203	39,600	39,600	65,000	-	-	-	0.0%
	Total Revenues	**$ 736**	**$ 264,203**	**$ 39,600**	**$ 39,600**	**$ 65,000**	**$ -**	**$ -**	**$ (39,600)**	**-100.0%**
Expenditure Summary:										
31.xxx	Office Supplies	18	-	-	-	-	-	-	-	n/a
32.xxc	Fuel	-	368	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equip	2,786	757	30,000	30,000	-	-	-	-	0.0%
41.xxx	Professional Service	-	-	9,600	269,429	204,831	-	-	-	0.0%
43/49.003	Travel & Training	-	2,080	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	292	1,169	-	-	-	-	-	-	n/a
	Total Expenditures	**$ 3,096**	**$ 4,374**	**$ 39,600**	**$ 299,429**	**$ 204,831**	**$ -**	**$ -**	**$ (299,429)**	**-100.0%**
	Beginning Balance	$ 2,360	$ -	$ -	$ 259,829	$ 259,829	$ 120,000	$ -		
	Ending Balance	$ -	$ 259,829	$ -	$ -	$ 120,000	$ 120,000	$ -		

POLICE PUBLIC SAFETY GRANTS (FUND 195)

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, including municipal court. The 2021/2022 adopted budget is for Municipal Court Veterans Court Enhancement Grant.

Financial Summary

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Revenue Summary:										
195	Grants	$ 133,427	$ 317,474	$ 130,037	$ 440,538	$ 440,538	$ 132,328	$ 132,328	$ (308,210)	-70.0%
	Total Revenues	**$ 133,427**	**$ 317,474**	**$ 130,037**	**$ 440,538**	**$ 440,538**	**$ 132,328**	**$ 132,328**	**$ (308,210)**	**-70.0%**
Expenditure Summary:										
11.xxx	Salaries & Wages	-	94,919	36,924	198,810	198,810	36,924	36,924	(161,886)	-81.4%
11.002/4	Overtime	33,089	30,816	-	27,069	27,069	-	-	(27,069)	-100.0%
21.xxx	Benefits	5,585	47,309	20,568	28,671	28,671	20,568	20,568	(8,103)	-28.3%
31.xxx	Office Supplies	-	2,957	9,360	12,660	12,660	11,651	11,651	(1,009)	-8.0%
35.xxx	Small Tools/Minor Equip	21,150	16,552	-	79,927	79,927	-	-	(79,927)	-100.0%
41.xxx	Professional Service	68,202	64,048	49,535	75,915	75,915	49,535	49,535	(26,380)	-34.7%
43/49.003	Travel & Training	5,401	21,014	13,650	17,486	17,486	13,650	13,650	(3,836)	-21.9%
49.001	Membership Dues	-	438	-	-	-	-	-	-	n/a
6x.xxx	Capital	-	39,421	-	-	-	-	-	-	n/a
	Total Expenditures	**$ 133,427**	**$ 317,474**	**$ 130,037**	**$ 440,538**	**$ 440,538**	**$ 132,328**	**$ 132,328**	**$ (308,210)**	**-70.0%**
	Beginning Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -		
	Ending Balance	$ -	$ -	$ -	$ -	$ -	$ -	$ -		

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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	2018 Actual	2019 Actual	2020 Budget Original	2020 Budget Adjusted	2020 Budget Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Taxes	**$28,837,364**	**$30,197,459**	**$27,970,400**	**$28,604,900**	**$25,254,650**	**$27,259,500**	**$28,853,140**	**$ (1,345,400)**	**-4.7%**
Property Tax	6,910,944	7,159,443	7,202,400	7,400,000	7,278,600	7,412,100	7,508,500	12,100	0.2%
Local Sales & Use Tax	10,978,014	11,955,004	9,951,100	10,630,000	9,655,000	10,060,000	10,724,000	(570,000)	-5.4%
Sales/Parks	631,395	663,655	620,900	650,900	520,000	575,000	670,000	(75,900)	-11.7%
Brokered Natural Gas Use Tax	41,558	50,477	30,000	40,000	25,000	34,000	45,000	(6,000)	-15.0%
Criminal Justice Sales Tax	1,133,354	1,179,058	1,111,200	1,166,200	1,000,000	1,043,000	1,188,900	(123,200)	-10.6%
Admissions Tax	545,816	504,879	496,000	496,000	100,000	200,000	275,000	(296,000)	-59.7%
Utility Tax	5,408,728	5,575,351	5,745,800	5,415,800	5,370,000	5,479,100	5,556,700	63,300	1.2%
Leasehold Tax	5,901	9,779	12,000	5,000	4,000	4,300	5,000	(700)	-14.0%
Gambling Tax	3,181,655	3,099,813	2,801,000	2,801,000	1,302,050	2,452,000	2,880,040	(349,000)	-12.5%
Franchise Fees	**4,035,452**	**4,145,138**	**4,232,100**	**4,335,700**	**4,155,000**	**4,269,000**	**4,397,000**	**(66,700)**	**-1.5%**
Cable, Water, Sewer, Solid Waste	2,945,276	3,021,837	3,049,000	3,172,600	2,941,000	3,029,000	3,119,800	(143,600)	-4.5%
Tacoma Power	1,090,176	1,123,301	1,183,100	1,163,100	1,204,000	1,240,000	1,277,200	76,900	6.6%
Small Cell	-	-	-	-	10,000	-	-	-	n/a
Development Service Fees	**2,204,664**	**1,749,026**	**1,744,000**	**1,744,000**	**1,738,000**	**1,755,200**	**1,772,600**	**11,200**	**0.6%**
Building Permits	897,791	690,016	728,300	728,300	728,300	735,600	743,000	7,300	1.0%
Other Building Permit Fees	492,983	315,885	316,400	316,400	294,800	297,700	300,600	(18,700)	-5.9%
Plan Review/Plan Check Fees	625,754	603,498	575,200	575,200	575,700	581,400	587,200	6,200	1.1%
Other Zoning/Development Fees	188,137	139,627	124,100	124,100	139,200	140,500	141,800	16,400	13.2%
Licenses & Permits	**417,488**	**415,675**	**384,000**	**421,525**	**301,000**	**382,525**	**382,500**	**(39,000)**	**-9.3%**
Business License	275,552	292,489	314,000	276,525	195,000	276,525	276,500	-	0.0%
Alarm Permits & Fees	104,411	84,348	30,000	105,000	70,000	70,000	70,000	(35,000)	-33.3%
Animal Licenses	37,525	38,838	40,000	40,000	36,000	36,000	36,000	(4,000)	-10.0%
State Shared Revenues	**1,195,472**	**1,144,372**	**1,255,900**	**1,178,900**	**1,430,400**	**1,236,695**	**1,246,265**	**57,795**	**4.9%**
Sales Tax Mitigation	10,006	-	-	-	-	-	-	-	n/a
Criminal Justice	158,293	167,506	154,000	154,000	168,000	173,235	176,235	19,235	12.5%
Criminal Justice High Crime	231,905	162,777	318,800	241,800	428,400	249,450	249,500	7,650	3.2%
Liquor Excise Tax	304,078	330,276	291,700	291,700	350,000	339,770	334,600	48,070	16.5%
Liquor Board Profits	491,189	483,806	491,400	491,400	484,000	474,240	485,930	(17,160)	-3.5%
Marijuana Enforcement/Excise Tax	1	8	-	-	-	-	-	-	n/a
Intergovernmental	**512,739**	**528,086**	**576,450**	**424,134**	**436,134**	**288,665**	**275,274**	**(135,469)**	**-31.9%**
Police FBI & Other Misc	12,640	14,080	12,000	12,000	12,000	12,000	12,000	-	0.0%
Police-Animal Svcs-Steilacoom	13,740	18,012	14,380	16,368	16,368	16,601	16,843	233	1.4%
Police-Animal Svcs-Dupont	29,533	33,252	29,770	33,877	33,877	34,514	35,164	637	1.9%
Police-South Sound 911 Investigations	19,593	32,640	3,000	3,000	15,000	15,000	15,000	12,000	400.0%
Muni Court-University Place Contract	285,396	153,321	294,000	251,187	251,187	20,000	-	(231,187)	-92.0%
Muni Court-Town of Steilacoom Contract	111,537	155,276	114,900	72,137	72,137	103,000	106,090	30,863	42.8%
Muni Court-City of Dupont	40,301	121,505	108,400	35,565	35,565	87,550	90,177	51,985	146.2%

FUND 001: GENERAL FUND (continued)

Sources & Uses (continued)

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Charges for Services & Fees	**1,300,238**	**1,648,837**	**1,442,700**	**1,467,700**	**1,252,300**	**1,331,550**	**1,414,300**	**(136,150)**	**-9.3%**
Parks & Recreation Fees	250,101	279,541	288,700	313,700	113,000	191,250	274,000	(122,450)	-39.0%
Police - Various Contracts	15,507	23,643	7,000	7,000	7,000	7,000	7,000	-	0.0%
Police - Towing Impound Fees	10,300	6,300	12,000	12,000	-	1,000	1,000	(11,000)	-91.7%
Police - Extra Duty	655,726	978,470	775,000	775,000	775,000	775,000	775,000	-	0.0%
Police - WSH Comm Policing Program	366,750	355,500	355,500	355,500	355,500	355,500	355,500	-	0.0%
Other	1,855	5,384	4,500	4,500	1,800	1,800	1,800	(2,700)	-60.0%
Fines & Forfeitures	**1,626,872**	**1,762,837**	**1,560,900**	**1,483,400**	**1,363,205**	**1,363,205**	**1,363,205**	**(120,195)**	**-8.1%**
Municipal Court	798,411	812,773	860,900	783,400	663,205	663,205	663,205	(120,195)	-15.3%
Photo Infraction	828,460	950,064	700,000	700,000	700,000	700,000	700,000	-	0.0%
Miscellaneous/Interest/Other	**325,023**	**417,942**	**133,700**	**142,964**	**161,740**	**129,201**	**136,967**	**(13,763)**	**-9.6%**
Interest Earnings	130,742	160,388	68,000	68,000	68,000	67,930	67,930	(70)	-0.1%
Penalties & Interest - Taxes	77,122	167,569	15,200	15,200	24,000	7,500	7,500	(7,700)	-50.7%
Miscellaneous/Other	117,160	89,985	50,500	59,764	69,740	53,771	61,537	(5,993)	-10.0%
Interfund Transfers	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**284,700**	**-**	**0.0%**
Transfer In - Fund 401 SWM	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
Total Operating Revenues	**$ 40,740,015**	**$ 42,294,072**	**$ 39,584,850**	**$ 40,087,923**	**$ 36,377,129**	**$ 38,300,241**	**$ 40,125,951**	**$ (1,787,682)**	**-4.5%**
EXPENDITURES									
City Council	122,436	135,995	136,853	155,073	139,485	148,287	148,304	(6,786)	-4.4%
City Manager	706,432	722,760	716,460	735,971	706,272	709,663	786,061	(26,308)	-3.6%
Administrative Services	1,731,553	1,775,396	1,863,255	1,877,297	1,854,979	1,912,776	1,976,091	35,479	1.9%
Non-Departmental	127,456	121,530	133,960	133,960	133,960	136,925	136,925	2,965	2.2%
Community & Economic Development	2,073,063	2,266,964	2,223,800	2,353,919	2,325,604	2,519,917	2,666,418	165,998	7.1%
Parks, Rec & Community Svcs	2,718,160	2,903,440	2,821,605	2,986,335	2,769,801	2,930,295	2,998,234	(56,040)	-1.9%
Legal	1,699,409	1,706,817	1,681,540	1,688,196	1,492,426	1,623,752	1,631,231	(64,444)	-3.8%
Municipal Court	2,050,968	1,958,515	2,158,419	2,165,074	2,012,264	1,990,524	2,009,514	(174,550)	-8.1%
Police	24,469,816	24,953,309	25,369,543	25,950,745	25,002,874	24,459,348	24,985,911	(1,491,397)	-5.7%
Transfer to Fund 101 Street	1,358,130	1,512,108	1,402,118	1,400,723	1,337,038	1,381,902	1,390,574	(18,821)	-1.3%
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	398,847	436,603	440,656	441,487	441,487	449,921	447,538	8,434	1.9%
Total Operating Expenditures	**$ 37,491,270**	**$ 38,528,437**	**$ 38,983,209**	**$ 39,923,781**	**$ 38,251,191**	**$ 38,298,311**	**$ 39,211,802**	**$ (1,625,470)**	**-4.1%**
Oper Rev Over/(Under) Exp	**$ 3,248,745**	**$ 3,765,635**	**$ 601,641**	**$ 164,142**	**$ (1,874,062)**	**$ 1,930**	**$ 914,149**	**$ (162,212)**	**-98.8%**

FUND 001: GENERAL FUND (continued)

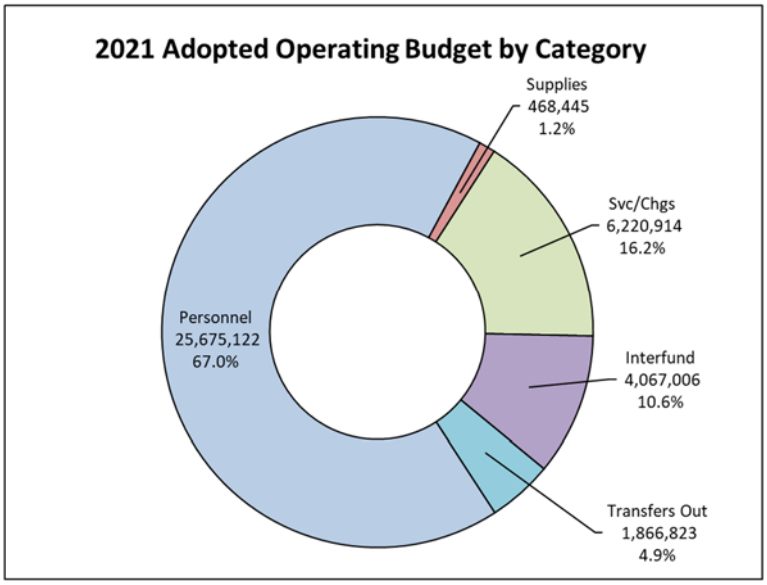
Sources & Uses (continued)

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
OTHER FINANCING SOURCES									
Grants/Donations/Contributions	423,455	544,035	140,750	720,463	600,223	100,250	100,250	(620,213)	-86.1%
Transfer In-Fleet & Equipment	16,000	-	-	-	-	-	-	-	n/a
Total Other Financing Sources	**$ 439,455**	**$ 544,035**	**$ 140,750**	**$ 720,463**	**$ 600,223**	**$ 100,250**	**$ 100,250**	**$ (620,213)**	**-86.1%**
OTHER FINANCING USES									
City Council	4,218	-	-	-	-	-	-	-	n/a
City Manager	9,817	25,796	2,217	17,830	17,830	17,131	2,005	(699)	-3.9%
Administrative Services	21,310	32,136	11,371	42,702	42,702	8,190	7,704	(34,512)	-80.8%
Community & Economic Development	249,841	600,928	46,289	527,735	527,735	14,664	13,795	(513,071)	-97.2%
Parks, Recreation & Community Services	38,310	102,495	10,718	301,848	301,848	40,262	14,358	(261,586)	-86.7%
Legal/Clerk	165,623	57,002	9,240	71,138	71,138	8,825	8,302	(62,313)	-87.6%
Municipal Court	78,647	94,366	9,240	131,752	131,752	8,800	8,279	(122,952)	-93.3%
Police	1,189,217	707,335	85,751	508,777	508,778	87,785	82,583	(420,992)	-82.7%
Transfer Out - Street	-	-	76,417	243,119	243,119	-	-	(243,119)	-100.0%
Transfer Out - Abatement/RHSP	215,000	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%
Transfer Out - Public Art	-	100,000	-	-	-	-	-	-	n/a
Transfer Out - SSMCP	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%
Transfer Out - Parks CIP	925,275	479,300	80,000	282,129	467,129	80,000	212,500	(202,129)	-71.6%
Transfer Out - Transportation CIP	1,045,635	983,797	700,000	393,547	393,547	700,000	432,965	306,453	77.9%
Transfer out - Sewer CIP	-	-	-	27,000	27,000	-	-	(27,000)	-100.0%
Total Other Financing Uses	**$ 3,992,894**	**$ 3,283,155**	**$ 1,131,243**	**$ 2,647,577**	**$ 2,832,579**	**$ 1,065,657**	**$ 882,491**	**$ (1,581,920)**	**-59.7%**
Total Revenue & Other Sources	**$ 41,179,471**	**$ 42,838,107**	**$ 39,725,600**	**$ 40,808,386**	**$ 36,977,352**	**$ 38,400,491**	**$ 40,226,201**	**$ (2,407,895)**	**-5.9%**
Total Expenditures & Other Uses	**$ 41,484,164**	**$ 41,811,592**	**$ 40,114,452**	**$ 42,571,358**	**$ 41,083,770**	**$ 39,363,968**	**$ 40,094,292**	**$ (3,207,390)**	**-7.5%**
Beginning Balance	**$ 9,152,227**	**$ 8,847,534**	**$ 5,256,028**	**$ 9,874,049**	**$ 9,874,049**	**$ 5,767,631**	**$ 4,804,154**	**$ (4,106,418)**	**-41.6%**
Ending Balance	**$ 8,847,534**	**$ 9,874,049**	**$ 4,867,170**	**$ 8,111,078**	**$ 5,767,631**	**$ 4,804,154**	**$ 4,936,063**	**$ (3,306,924)**	**-40.8%**
EFB as % of G/S Oper Rev	21.2%	22.8%	12.0%	19.8%	15.4%	12.2%	12.0%	-7.60%	-38.4%
Reserves - Total Target 12%	$ 5,011,691	$ 5,194,795	$ 4,867,170	$ 4,927,539	$ 4,480,167	$ 4,711,458	$ 4,936,063	(216,081)	-4.4%
2% Contingency Reserves	$ 835,282	$ 865,799	$ 811,195	$ 821,256	$ 746,695	$ 785,243	$ 822,677	(36,013)	-4.4%
5% General Fund Reserves	$ 2,088,205	$ 2,164,498	$ 2,027,988	$ 2,053,141	$ 1,866,736	$ 1,963,108	$ 2,056,693	(90,033)	-4.4%
5% Strategic Reserves	$ 2,088,205	$ 2,164,498	$ 2,027,988	$ 2,053,141	$ 1,866,736	$ 1,963,108	$ 2,056,693	(90,033)	-4.4%
Unreserved / (Shortfall):	$ 3,835,843	$ 4,679,253	$ -	$ 3,183,539	$ 1,287,464	$ 92,697	$ -	$ (3,090,842)	-97.1%

FUND 001: GENERAL FUND (continued)

Expenditure by Object summary

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	$ 15,935,151	$ 15,978,970	$ 17,487,946	$ 17,686,041	$ 17,654,125	$ 16,880,721	$ 17,132,689	$ (805,320)	-4.6%
11.002/4	Overtime	1,249,600	1,352,892	696,117	701,117	697,285	696,710	696,710	(4,407)	-0.6%
11.008	Extra Duty Pay	689,922	755,681	775,000	775,000	775,000	775,000	775,000	-	0.0%
11.011	Temporary Help	151,831	160,946	263,760	260,010	204,530	202,000	202,000	(58,010)	-22.3%
21.xxx	Benefits	6,782,273	6,896,752	7,148,140	7,233,295	6,833,933	7,120,691	7,505,272	(112,604)	-1.6%
31.xxx	Other Oper Supplies	429,434	364,639	320,020	324,020	282,073	323,955	322,355	(65)	0.0%
31.030	Maintenance Supplies	22,290	13,041	41,000	41,000	41,000	31,000	31,000	(10,000)	-24.4%
35.xxx	Small Tools/Minor Equip	105,865	168,889	118,485	118,485	114,935	113,490	116,485	(4,995)	-4.2%
41.xxx	Professional Service	5,611,756	5,720,568	5,421,236	5,716,169	4,969,880	5,376,664	5,426,271	(339,505)	-5.9%
42.xxx	Communication	55,597	51,670	57,025	57,025	57,025	57,425	57,425	400	0.7%
43/49.003	Travel & Training	151,777	173,742	185,925	185,925	41,270	143,095	179,405	(42,830)	-23.0%
44.xxx	Advertising	38,354	40,528	47,765	47,765	54,165	56,630	56,760	8,865	18.6%
45.xxx	Oper Rental/Lease	3,659	67,573	69,725	69,725	69,725	70,955	72,135	1,230	1.8%
47.xxx	Utilities	111,604	108,596	97,900	142,400	126,600	127,400	127,400	(15,000)	-10.5%
48.xxx	Repairs & Maint	4,667	8,273	12,050	48,686	10,550	34,500	34,500	(14,186)	-29.1%
49.001	Membership Dues	80,998	83,597	88,700	88,700	87,000	90,400	90,400	1,700	1.9%
49.xxx	Other Charges & Services	138,764	249,601	270,085	280,737	214,298	263,845	264,020	(16,892)	-6.0%
597	Interfund Transfers	1,791,977	1,983,711	1,877,774	1,877,210	1,813,525	1,866,823	1,873,112	(10,387)	-0.6%
9x.xxx	IS Charges - M&O	3,254,996	3,511,900	3,897,951	4,163,866	4,077,531	4,067,006	4,122,116	(96,860)	-2.3%
9x.xxx	IS Charges - Reserves	880,756	836,870	106,605	106,605	126,741	-	126,741	(106,605)	-100.0%
	Subtotal Operating Exp	**$ 37,491,267**	**$ 38,528,437**	**$ 38,983,209**	**$ 39,923,781**	**$ 38,251,191**	**$ 38,298,311**	**$ 39,211,802**	**$ (1,625,470)**	**-4.1%**
Capital & One-time Funding:										
	City Council	4,218	-	-	-	-	-	-	-	n/a
	City Manager	9,817	25,796	2,217	17,830	17,830	17,131	2,005	(699)	-3.9%
	Administrative Services	21,309	32,136	11,371	42,702	42,702	8,190	7,705	(34,512)	-80.8%
	Community & Economic Dev	249,841	600,927	46,289	527,735	527,735	14,664	13,794	(513,071)	-97.2%
	Parks, Rec & Comm Services	38,310	102,495	10,718	301,848	301,849	40,262	14,358	(261,586)	-86.7%
	Legal/City Clerk	165,623	57,002	9,240	71,138	71,138	8,825	8,303	(62,313)	-87.6%
	Municipal Court	78,647	94,366	9,240	131,752	131,752	8,800	8,279	(122,952)	-93.3%
	Police	1,189,216	707,335	85,751	508,777	508,778	87,785	82,583	(420,992)	-82.7%
	Transfers Out	2,235,910	1,663,097	956,417	1,045,795	1,230,795	880,000	745,465	(165,795)	-15.9%
	Subtotal One-time Exp	**$ 3,992,891**	**$ 3,283,155**	**$ 1,131,243**	**$ 2,647,577**	**$ 2,832,579**	**$ 1,065,658**	**$ 882,491**	**$ (1,581,920)**	**-59.7%**
	Total Expenditures	**$ 41,484,159**	**$ 41,811,592**	**$ 40,114,452**	**$ 42,571,358**	**$ 41,083,770**	**$ 39,363,968**	**$ 40,094,292**	**$ (3,207,390)**	**-7.5%**



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.

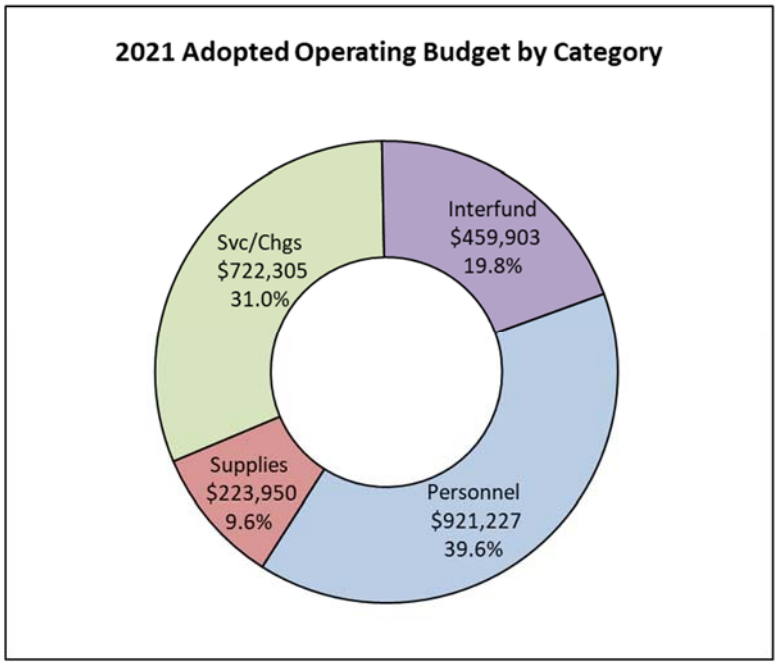
Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Permits Fees	$ 164,062	$ 154,287	$ 111,500	$ 111,500	$ 114,600	$ 106,500	$ 152,500	$ (5,000)	-4.5%
Engineering Review Fees	-	-	1,000	1,000	1,000	-	-	(1,000)	-100.0%
Motor Vehicle Fuel Tax	860,015	841,601	862,400	862,400	842,000	855,410	855,410	(6,990)	-0.8%
Total Operating Revenues:	**$ 1,024,077**	**$ 995,888**	**$ 974,900**	**$ 974,900**	**$ 957,600**	**$ 961,910**	**$ 1,007,910**	**$ (12,990)**	**-1.3%**
EXPENDITURES									
Operations & Maintenance	1,803,687	1,833,262	1,734,625	1,794,257	1,745,805	1,737,847	1,757,484	(56,411)	-3.1%
Engineering Services	531,305	559,547	642,392	649,044	634,013	589,539	625,545	(59,505)	-9.2%
Total Operating Expenditures:	**$ 2,334,992**	**$ 2,392,810**	**$ 2,377,017**	**$ 2,443,302**	**$ 2,379,819**	**$ 2,327,386**	**$ 2,383,029**	**$ (115,916)**	**-4.7%**
Oper Rev Over/(Under) Exp	**$ (1,310,915)**	**$ (1,396,922)**	**$ (1,402,117)**	**$ (1,468,402)**	**$ (1,422,219)**	**$ (1,365,476)**	**$ (1,375,119)**	**$ 102,926**	**-7.0%**
OTHER FINANCING SOURCES									
Donations/Contributions	736	589	2,500	2,500	-	-	-	(2,500)	-100.0%
Transfer In-General Fund	1,358,130	1,512,109	1,478,534	1,643,839	1,580,156	1,381,903	1,390,573	(261,936)	-15.9%
Total Other Financing Sources	**$ 1,358,866**	**$ 1,512,698**	**$ 1,481,034**	**$ 1,646,339**	**$ 1,580,156**	**$ 1,381,903**	**$ 1,390,573**	**$ (264,436)**	**-16.1%**
OTHER FINANCING USES									
Operations & Maintenance	$ 21,731	$ 88,821	$ 20,283	$ 92,026	$ 77,026	$ 6,007	$ 5,651	$ (86,019)	-93.5%
Engineering Services	37,524	22,167	58,634	90,700	85,700	10,421	9,803	(80,279)	-88.5%
Total Other Financing Uses	**$ 59,255**	**$ 110,987**	**$ 78,917**	**$ 182,726**	**$ 162,726**	**$ 16,428**	**$ 15,454**	**$ (166,299)**	**-91.0%**
Total Rev & Other Sources	**$ 2,382,943**	**$ 2,508,586**	**$ 2,455,934**	**$ 2,621,239**	**$ 2,537,756**	**$ 2,343,813**	**$ 2,398,483**	**$ (277,426)**	**-10.6%**
Total Exp & Other Uses	**$ 2,394,248**	**$ 2,503,796**	**$ 2,455,934**	**$ 2,626,028**	**$ 2,542,545**	**$ 2,343,813**	**$ 2,398,483**	**$ (282,215)**	**-10.7%**
Beginning Fund Balance, 1/1	**$ 11,305**	**$ -**	**$ -**	**$ 4,789**	**$ 4,789**	**$ -**	**$ -**	**$ (4,789)**	**-100.0%**
Ending Fund Balance, 12/31	**$ -**	**$ 4,789**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

FUND 101: STREET FUND (continued)

Expenditure Object Summary

Obj Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	$ 669,668	$ 696,651	$ 753,007	$ 753,007	$ 606,440	$ 595,428	$ 602,967	$ (157,579)	-20.9%
11.002/4	Overtime	17,041	19,786	15,100	16,100	16,100	16,100	16,100	-	0.0%
11.011	Temporary Help	22,626	13,229	53,200	53,200	53,200	43,200	53,200	(10,000)	-18.8%
21.xxx	Benefits	340,758	340,651	365,686	365,686	281,966	266,499	279,206	(99,187)	-27.1%
31.xxx	Other Operating Supplies	101,246	90,657	77,800	85,300	93,500	97,450	97,750	12,150	14.2%
31.030	Maintenance Supplies	62,477	33,565	98,000	113,000	93,000	93,000	93,000	(20,000)	-17.7%
35.xxx	Small Tools/Minor Equip	39,570	29,786	43,200	43,200	33,500	33,500	33,500	(9,700)	-22.5%
41.xxx	Professional Service	75,020	161,288	66,900	66,900	264,900	266,900	266,900	200,000	299.0%
43/49.003	Travel & Training	9,061	4,632	9,350	9,350	800	2,250	9,350	(7,100)	-75.9%
44.xxx	Taxes & Other Assess	-	362	-	-	-	-	-	-	n/a
45.xxx	Operating Rental/Lease	1,408	5,052	3,500	3,500	3,500	3,500	3,500	-	0.0%
47.xxx	Utilities	382,667	416,787	411,710	427,657	427,660	427,660	427,660	3	0.0%
48.xxx	Repairs & Maintenance	5,505	15,237	16,750	19,795	18,295	18,295	18,295	(1,500)	-7.6%
49.001	Membership Dues	2,571	1,860	3,900	3,900	2,315	3,600	3,600	(300)	-7.7%
49.xxx	Other Charges & Services	1,235	1,543	100	100	100	100	100	-	0.0%
9x.xxx	IS Charges - M&O	459,963	502,921	449,244	473,037	473,037	459,903	466,395	(13,134)	-2.8%
9x.xxx	IS Charges - Reserves	144,177	58,801	9,570	9,570	11,506	-	11,506	(9,570)	-100.0%
	Subtotal Operating Exp:	**$ 2,334,992**	**$ 2,392,809**	**$ 2,377,017**	**$ 2,443,302**	**$ 2,379,819**	**$ 2,327,386**	**$ 2,383,029**	**$ (115,916)**	**-4.7%**
Capital & One-time Funding:										
	Parks, Recreation & Comn	21,731	88,821	20,283	92,026	77,026	6,007	5,651	(86,019)	-93.5%
	Public Works	37,524	22,167	58,634	90,700	85,700	10,421	9,803	(80,279)	-88.5%
	Subtotal One-time Exp:	**$ 59,255**	**$ 110,987**	**$ 78,917**	**$ 182,726**	**$ 162,726**	**$ 16,428**	**$ 15,454**	**$ (166,299)**	**-91.0%**
	Total Expenditures:	**$ 2,394,248**	**$ 2,503,796**	**$ 2,455,934**	**$ 2,626,028**	**$ 2,542,545**	**$ 2,343,813**	**$ 2,398,483**	**$ (282,215)**	**-10.7%**



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	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Real Estate Excise Tax	$ 2,695,355	$ 2,994,634	$ 1,700,000	$ 1,700,000	$ 1,960,000	$ 1,800,000	$ 1,800,000	$ 100,000	5.9%
Interest/Miscellaneous	14,061	7,380	-	-	2,795	-	-	-	n/a
Transfer In - Parks CIP	-	-	-	100,000	100,000	-	-	(100,000)	-100.0%
Total Sources	**$ 2,709,417**	**$ 3,002,014**	**$ 1,700,000**	**$ 1,800,000**	**$ 2,062,795**	**$ 1,800,000**	**$ 1,800,000**	**$ -**	**0.0%**
EXPENDITURES									
Transfer Out - GO Bond Debt	-	164,000	810,000	1,110,000	540,900	1,240,900	1,242,400	130,900	11.8%
Transfer Out - Parks CIP	358,525	1,443,130	-	519,589	519,589	158,000	624,500	(361,589)	-69.6%
Transfer Out - Transportation CIP	2,592,298	1,304,031	890,000	670,681	1,262,481	679,295	-	8,614	1.3%
Total Uses	**$ 2,950,823**	**$ 2,911,161**	**$ 1,700,000**	**$ 2,300,270**	**$ 2,322,970**	**$ 2,078,195**	**$ 1,866,900**	**$ (222,075)**	**-9.7%**
Oper Sources/(Under) Uses	**$ (241,406)**	**$ 90,853**	**$ -**	**$ (500,270)**	**$ (260,175)**	**$ (278,195)**	**$ (66,900)**	**$ 222,075**	**-44.4%**
Beginning Fund Balance, 1/1	**$ 950,823**	**$ 709,416**	**$ -**	**$ 800,270**	**$ 800,270**	**$ 540,095**	**$ 261,900**	**$ (260,175)**	**-32.5%**
Ending Fund Balance, 12/31	**$ 709,416**	**$ 800,270**	**$ -**	**$ 300,000**	**$ 540,095**	**$ 261,900**	**$ 195,000**	**$ (38,100)**	**-12.7%**

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 projects. Proceeds from the VLF are transferred to the Transportation CIP Fund to providing funding of those specific projects.

Sources & Use

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
$20 Vehicle Licensing Fee (net rev)	$835,710	$830,684	$ 814,000	$ -	$ 835,000	$ 835,000	$ 835,000	$ 835,000	n/a
Interest Earnings	3,906	3,447	-	-	-	-	-	-	n/a
Total Revenues	**$839,616**	**$834,131**	**$ 814,000**	**$ -**	**$ 835,000**	**$ 835,000**	**$ 835,000**	**$ 835,000**	**n/a**
EXPENDITURES									
Transfer Out-Transportation CIP	841,797	923,000	814,000	52,457	247,457	-	640,000	(52,457)	-100.0%
Total Expenditures	**$841,797**	**$923,000**	**$ 814,000**	**$ 52,457**	**$ 247,457**	**$ -**	**$ 640,000**	**$ (52,457)**	**-100.0%**
Rev Over/(Under) Exp	**$ (2,181)**	**$ (88,869)**	**$ -**	**$ (52,457)**	**$ 587,543**	**$ 835,000**	**$ 195,000**	**$ 887,457**	**-1691.8%**
Beginning Fund Balance, 1/1	**$143,506**	**$141,325**	**$ -**	**$ 52,457**	**$ 52,457**	**$ 640,000**	**$ 1,475,000**	**$ 587,543**	**1120.0%**
Ending Fund Balance, 12/31	**$141,325**	**$ 52,457**	**$ -**	**$ -**	**$ 640,000**	**$ 1,475,000**	**$ 1,670,000**	**$ 1,475,000**	**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	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Special Hotel/Motel Lodging Tax	$ 767,251	$ 774,671	$ 571,429	$ 571,429	$ 571,429	$ 571,429	$ 714,286	$ -	0.0%
Transient Rental Income Tax	288,084	317,282	228,571	228,571	228,571	228,571	285,714	-	0.0%
Interest Earnings	22,883	22,666	-	-	10,000	-		-	n/a
Total Revenues	**$ 1,078,218**	**$ 1,114,620**	**$ 800,000**	**$ 800,000**	**$ 810,000**	**$ 800,000**	**$ 1,000,000**	**$ -**	**0.0%**
EXPENDITURES									
Lodging Tax Programs	470,793	540,352	800,000	662,250	662,250	672,250	800,000	10,000	1.5%
Transfer Out - Parks CIP	955,461	178,836	-	461,034	461,034	-	-	(461,034)	-100.0%
Total Expenditures	**$ 1,426,254**	**$ 719,188**	**$ 800,000**	**$ 1,123,284**	**$ 1,123,284**	**$ 672,250**	**$ 800,000**	**$ (451,034)**	**-40.2%**
Rev Over/(Under) Exp	**$ (348,036)**	**$ 395,432**	**$ -**	**$ (323,284)**	**$ (313,284)**	**$ 127,750**	**$ 200,000**	**$ 451,034**	**-139.5%**
Beginning Fund Balance, 1/1	**$ 1,513,240**	**$ 1,165,205**	**$ 800,000**	**$ 1,560,637**	**$ 1,560,637**	**$ 1,247,353**	**$ 1,375,103**	**$ (313,284)**	**-20.1%**
Ending Fund Balance, 12/31	**$ 1,165,205**	**$ 1,560,637**	**$ 800,000**	**$ 1,237,353**	**$ 1,247,353**	**$ 1,375,103**	**$ 1,575,103**	**$ 137,750**	**11.1%**

FUND 105: PROPERTY ABATEMENT/RENTAL HOUSING SAFETY PROGRAM/AFFORDABLE HOUSING

Purpose/Description

The ***Property Abatement/Rental Housing Safety Program/Affordable Housing 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. The fund also accounts for the 1406 Affordable Housing Program, funded by a credit from the state sales tax.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Abatement Program	**$ 542,897**	**$ 238,945**	**$ 130,500**	**$ 130,500**	**$ 130,500**	**$ 147,000**	**$ 86,500**	**$ 16,500**	**12.6%**
Abatement Charges	257,467	138,739	60,000	60,000	60,000	77,000	45,000	17,000	28.3%
Interest Earnings	35,430	36,581	10,500	10,500	10,500	35,000	6,500	24,500	233.3%
Judgments & Settlements	-	3,625	-	-	-	-	-	-	n/a
Transfer In-General Fund	250,000	60,000	60,000	60,000	60,000	35,000	35,000	(25,000)	-41.7%
Rental Housing Safety Program	**$ 59,911**	**$ 230,307**	**$ 198,300**	**$ 198,300**	**$ 198,300**	**$ 225,000**	**$ 225,000**	**$ 26,700**	**13.5%**
RHSP Program Fees	59,911	205,307	173,300	173,300	173,300	175,000	175,000	1,700	1.0%
Transfer In-General Fund	-	25,000	25,000	25,000	25,000	50,000	50,000	25,000	100.0%
1406 Affordable Housing Program	**$ -**	**$ -**	**$ -**	**$ 48,849**	**$ 48,849**	**$ 98,000**	**$ 98,000**	**$ 49,151**	**100.6%**
Sales Tax	-	-	-	48,849	48,849	98,000	98,000	49,151	100.6%
Total Revenues:	**$ 602,808**	**$ 469,252**	**$ 328,800**	**$ 377,649**	**$ 377,649**	**$ 470,000**	**$ 409,500**	**$ 92,351**	**24.5%**
EXPENDITURES									
Abatement Program	221,716	132,474	130,500	701,284	701,284	147,000	86,500	(554,284)	-79.0%
Rental Housing Safety Program	159,809	199,841	198,300	233,333	233,333	225,000	225,000	(8,333)	-3.6%
1406 Affordable Housing Program	-	-	-	48,849	48,849	98,000	98,000	49,151	100.6%
Total Expenditures:	**$ 381,525**	**$ 332,315**	**$ 328,800**	**$ 983,466**	**$ 983,466**	**$ 470,000**	**$ 409,500**	**$ (513,466)**	**-52.2%**
Rev Over/(Under) Exp	**$ 221,283**	**$ 136,937**	**$ -**	**$ (605,817)**	**$ (605,817)**	**$ -**	**$ -**	**$ 605,817**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 247,597**	**$ 468,879**	**$ -**	**$ 605,817**	**$ 605,817**	**$ -**	**$ -**	**$ (605,817)**	**-100.0%**
Ending Fund Balance, 12/31	**$ 468,879**	**$ 605,817**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Abatement Program	464,312	570,784	-	-	-	-	-	-	n/a
Rental Housing Safety Program	$ 4,657	$ 35,033	$ -	$ -	$ -	$ -	$ -	$ -	n/a
1406 Affordable Housing Program	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	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	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Interest Earnings	$ 348	$ 893	$ -	$ -	$ -	$ -	$ -	$ -	n/a
Facility Rentals	24,000	21,000	15,000	15,000	-	7,500	15,000	(7,500)	-50.0%
Transfer-In General Fund	-	100,000	-	-	-	-	-	-	n/a
Total Revenues	**$ 24,348**	**$ 121,893**	**$ 15,000**	**$ 15,000**	**$ -**	**$ 7,500**	**$ 15,000**	**$ (7,500)**	**-50.0%**
EXPENDITURES									
Arts Commission Program	610	-	2,000	4,000	4,000	2,000	2,000	(2,000)	-50.0%
Public Art	18,450	4,000	13,000	153,778	138,778	5,500	13,000	(148,278)	-96.4%
Total Expenditures	**$ 19,061**	**$ 4,000**	**$ 15,000**	**$ 157,778**	**$ 142,778**	**$ 7,500**	**$ 15,000**	**$ (150,278)**	**-95.2%**
Rev Over/(Under) Exp	**$ 5,287**	**$ 117,893**	**$ -**	**$ (142,778)**	**$ (142,778)**	**$ -**	**$ -**	**$ 142,778**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 19,597**	**$ 24,885**	**$ -**	**$ 142,778**	**$ 142,778**	**$ -**	**$ -**	**$ (142,778)**	**-100.0%**
Ending Fund Balance, 12/31	**$ 24,885**	**$ 142,778**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**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 other expenses to enhance and improve law enforcement activities having a close and demonstrable relationship to enforce enforcement of controlled substances. Funds may not be used to supplant existing funding sources.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Forfeitures	$ 172,938	$ 123,275	$ 70,000	$ 70,000	$ 18,000	$ -	$ -	$ (70,000)	-100.0%
Law Enforcement Contracts	27,557	38,171	-	-	12,000	-	-	-	n/a
Interest Earnings	4,712	6,098	-	-	-	-	-	-	n/a
Total Revenues	**$ 205,207**	**$ 167,544**	**$ 70,000**	**$ 70,000**	**$ 30,000**	**$ -**	**$ -**	**$ (70,000)**	**-100.0%**
EXPENDITURES									
Investigations	154,707	201,584	70,000	352,319	192,321	-	-	(352,319)	-100.0%
Capital Purchases	18,901	-	-	-	-	120,000	-	120,000	n/a
Total Expenditures	**$ 173,608**	**$ 201,584**	**$ 70,000**	**$ 352,319**	**$ 192,321**	**$ 120,000**	**$ -**	**$ (232,319)**	**-65.9%**
Rev Over/(Under) Exp	**$ 31,599**	**$ (34,040)**	**$ -**	**$ (282,319)**	**$ (162,321)**	**$ (120,000)**	**$ -**	**$ 162,319**	**-57.5%**
Beginning Fund Balance, 1/1	**$ 284,762**	**$ 316,361**	**$ -**	**$ 282,321**	**$ 282,321**	**$ 120,000**	**$ -**	**$ (162,321)**	**-57.5%**
Ending Fund Balance, 12/31	**$ 316,361**	**$ 282,321**	**$ -**	**$ -**	**$ 120,000**	**$ -**	**$ -**	**$ -**	**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. State 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	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Forfeitures/Misc	$ 30,841	$ 14,121	$ -	$ -	$ 37,000	$ -	$ -	$ -	n/a
Total Revenues	**$ 30,841**	**$ 14,121**	**$ -**	**$ -**	**$ 37,000**	**$ -**	**$ -**	**$ -**	**n/a**
EXPENDITURES									
Investigations	61,160	21,022	-	8,143	45,143	-	-	(8,143)	-100.0%
Total Expenditures	**$ 61,160**	**$ 21,022**	**$ -**	**$ 8,143**	**$ 45,143**	**$ -**	**$ -**	**$ (8,143)**	**-100.0%**
Rev Over/(Under) Exp	**$ (30,319)**	**$ (6,901)**	**$ -**	**$ (8,143)**	**$ (8,143)**	**$ -**	**$ -**	**$ 8,143**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 45,363**	**$ 15,044**	**$ -**	**$ 8,143**	**$ 8,143**	**$ -**	**$ -**	**$ (8,143)**	**-100.0%**
Ending Fund Balance, 12/31	**$ 15,044**	**$ 8,143**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**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.

The Federal Equity Sharing Guidelines lists the following (funds shall be used to increase or supplement and not be used to replace or supplant):

Permissible Uses: law enforcement investigations; law enforcement training, law enforcement and detention facilities; law enforcement equipment; law enforcement travel and transportation; law enforcement awards and memorials; drug and gang education awareness programs; matching fund for grants; pro rata funding of the law enforcement agency's percentage of costs associated with supporting multi-agency items or facilities; asset accounting and tracking of expenditures of federally shared funds; language assistance services in connection with law enforcement activity; transfers of cash to other law enforcement agencies; support of community-based programs (cash transfers to community-based programs are not permitted); and windfall situations to provide additional support to community –based programs.

Impermissible Uses: Salaries and benefits of permanent law enforcement personnel, except in limited circumstances (i.e. express statutory authorization, overtime of officers and investigators, new positions and temporary or not-to-exceed one year appointments and salary of an officer hired to replace an officer assigned to a task force, specialized programs that generally to not involve traditional law enforcement functions); use of forfeited property by non-law enforcement personnel; payment of education-related costs; uses contrary to the laws of the state or local jurisdiction; non-official government use of shared assets; purchase of food and beverage (except for conference and meals during local operations); extravagant expenditures or wasteful expenditures and entertainment; cash on hand, secondary accounts, and stored value cards (such as prepaid credit cards); transfers to other law enforcement agencies; purchase of items for other law enforcement agencies; costs related to lawsuits; loans; and money laundering operations.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Forfeitures/Misc	$ 736	$ 264,203	$ 39,600	$ 39,600	$ 65,000	$ -	$ -	$ (39,600)	-100.0%
Total Revenues	**$ 736**	**$ 264,203**	**$ 39,600**	**$ 39,600**	**$ 65,000**	**$ -**	**$ -**	**$ (39,600)**	**-100.0%**
EXPENDITURES									
Crime Prevention/Capital	3,096	4,374	39,600	299,429	204,831	120,000	-	(179,429)	-59.9%
Total Expenditures	**$ 3,096**	**$ 4,374**	**$ 39,600**	**$ 299,429**	**$ 204,831**	**$ 120,000**	**$ -**	**$ (179,429)**	**-59.9%**
Rev Over/(Under) Exp	**$ (2,360)**	**$ 259,829**	**$ -**	**$ (259,829)**	**$(139,831)**	**$(120,000)**	**$ -**	**$ 139,829**	**-53.8%**
Beginning Fund Balance, 1/1	**$ 2,360**	**$ -**	**$ -**	**$ 259,829**	**$ 259,829**	**$ 120,000**	**$ -**	**$ (139,829)**	**-53.8%**
Ending Fund Balance, 12/31	**$ -**	**$ 259,829**	**$ -**	**$ -**	**$ 120,000**	**$ -**	**$ -**	**$ -**	**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	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Grant/Prog Income/Loan Payments	$ 548,832	$ 843,178	$ 560,000	$ 2,825,006	$ 2,825,006	$ 595,000	$ 595,000	$ (2,230,006)	-78.9%
Interest Earnings	-	6	-	-	-	-	-	-	n/a
Misc/Contributions	-	1,309	-	-	-	-	-	-	n/a
Total Revenues	**$ 548,831**	**$ 844,493**	**$ 560,000**	**$ 2,825,006**	**$ 2,825,006**	**$ 595,000**	**$ 595,000**	**$ (2,230,006)**	**-78.9%**
EXPENDITURES									
Grant Programs	433,771	348,605	310,000	2,657,732	4,060,956	595,000	595,000	(2,062,732)	-77.6%
Transfer Out-Transportation CIP	112,997	486,445	250,000	167,274	167,274	-	-	(167,274)	-100.0%
Total Expenditures	**$ 546,768**	**$ 835,050**	**$ 560,000**	**$ 2,825,006**	**$ 4,228,230**	**$ 595,000**	**$ 595,000**	**$ (2,230,006)**	**-78.9%**
Rev Over/(Under) Exp	**$ 2,063**	**$ 9,443**	**$ -**	**$ -**	**$ (1,403,224)**	**$ -**	**$ -**	**$ -**	**n/a**
Beginning Fund Balance, 1/1	**$ 1,391,718**	**$ 1,393,781**	**$ -**	**$ 1,403,224**	**$ 1,403,224**	**$ -**	**$ -**	**$ (1,403,224)**	**-100.0%**
Ending Fund Balance, 12/31	**$ 1,393,781**	**$ 1,403,224**	**$ -**	**$ 1,403,224**	**$ -**	**$ -**	**$ -**	**$ (1,403,224)**	**-100.0%**

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. Upon formal written notification of the close-out to Washington State Department of Commerce, if the City has any remaining NSP1 funds after five years of close out date, the City may reprogram unspent funds with no restrictions, meaning the City may use the funds for example, for abatements, set up a housing loan program similar to CDBG/HOME but without all of the federal requirements or even put it back to the General Fund. The NSP3 program provides a third round of neighborhood stabilization grants to all states and select governments on a formula basis.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Grant - NSP 1	$ -	$ 55,697	$ -	$ 64,016	$ 64,016	$ -	$ -	$ (64,016)	-100.0%
Grant - NSP 3	-	-	-	-	57,505	-	-	-	n/a
Abatement Charges	36,982	-	20,700	-	43,740	63,000	37,000	63,000	n/a
Abatement Interest	4,721	1,766	4,000	10,000	14,000	15,000	5,000	5,000	50.0%
Total Revenues	**$ 41,703**	**$ 57,463**	**$ 24,700**	**$ 74,016**	**$ 179,261**	**$ 78,000**	**$ 42,000**	**$ 3,984**	**5.4%**
EXPENDITURES									
Grant - NSP 1	58,540	3,662	24,700	216,450	264,190	78,000	42,000	(138,450)	-64.0%
Grant - NSP 3	-	-	-	-	57,505	-	-	-	n/a
Total Expenditures	**$ 58,540**	**$ 3,662**	**$ 24,700**	**$ 216,450**	**$ 321,695**	**$ 78,000**	**$ 42,000**	**$ (138,450)**	**-64.0%**
Rev Over/(Under) Exp	**$ (16,837)**	**$ 53,801**	**$ -**	**$ (142,434)**	**$ (142,434)**	**$ -**	**$ -**	**$ 142,434**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 105,469**	**$ 88,632**	**$ -**	**$ 142,433**	**$ 142,433**	**$ -**	**$ -**	**$ (142,433)**	**-100.0%**
Ending Fund Balance, 12/31	**$ 88,632**	**$ 142,433**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**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	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Grants	$ 1,464,107	$ 241,825	$ -	$ 7,304,317	$ 7,304,317	$ -	$ -	$ (7,304,317)	-100.0%
Partner Participation	182,510	182,400	227,100	180,850	180,850	177,500	177,500	(3,350)	-1.9%
Misc/Other	336	1	-	-	-	-	-	-	n/a
Transfer In-General Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	-	0.0%
Total Revenues	**$ 1,696,953**	**$ 474,227**	**$ 277,100**	**$ 7,535,167**	**$ 7,535,167**	**$ 227,500**	**$ 227,500**	**$ (7,307,667)**	**-97.0%**
EXPENDITURES									
OEA/SSMCP Program	1,717,761	494,496	277,100	7,588,599	7,588,599	227,500	227,500	(7,361,099)	-97.0%
Total Expenditures	**$ 1,717,761**	**$ 494,496**	**$ 277,100**	**$ 7,588,599**	**$ 7,588,599**	**$ 227,500**	**$ 227,500**	**$ (7,361,099)**	**-97.0%**
Rev Over/(Under) Exp	**$ (20,808)**	**$ (20,269)**	**$ -**	**$ (53,431)**	**$ (53,431)**	**$ -**	**$ -**	**$ 53,431**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 94,508**	**$ 73,700**	**$ -**	**$ 53,431**	**$ 53,431**	**$ -**	**$ -**	**$ (53,431)**	**-100.0%**
Ending Fund Balance, 12/31	**$ 73,700**	**$ 53,431**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

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 2021 and 2022 proposed budgets are for Veterans Court funded by a federal grant.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Grants	$ 133,427	$ 317,474	$ 130,037	$ 440,538	$ 440,538	$ 132,328	$ 132,328	$(308,210)	-70.0%
Total Revenues	**$ 133,427**	**$ 317,474**	**$ 130,037**	**$ 440,538**	**$ 440,538**	**$ 132,328**	**$ 132,328**	**$(308,210)**	**-70.0%**
EXPENDITURES									
Grants	133,427	317,474	130,037	440,538	440,538	132,328	132,328	(308,210)	-70.0%
Total Expenditures	**$ 133,427**	**$ 317,474**	**$ 130,037**	**$ 440,538**	**$ 440,538**	**$ 132,328**	**$ 132,328**	**$(308,210)**	**-70.0%**
Rev Over/(Under) Exp	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Beginning Fund Balance, 1/1	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Ending Fund Balance, 12/31	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

FUND 201: GENERAL OBLIGATION BOND DEBT SERVICE

Purpose & Description

The ***General Obligation Bond Debt Service Fund*** accounts for the debt service on the City Council approved general obligation (G.O.) debt. Included in the costs charged to this fund are the scheduled principal and interest payments, debt issue costs, fiscal agent fees, and any other debt related costs. Debt service currently scheduled for payment from this fund includes the 59th Street Promissory Note, 2009 LTGO and 2016 LTGO for the Police Station, LOCAL financing for LED Streetlight Retrofit and transportation capital improvement bonds. The General Fund supports debt service payments for all except the transportation CIP bonds which are funded by real estate excise tax revenues.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Transfer In-General Fund	$ 398,847	$ 436,603	$ 440,656	$ 441,487	$ 441,487	$ 449,921	$ 447,538	$ 8,434	1.9%
Transfer In-REET	-	164,000	810,000	1,110,000	540,900	1,240,900	1,242,400	130,900	11.8%
Bond Proceeds	-	-	-	-	-	-	-	-	n/a
Total Revenues	**$ 398,847**	**$ 600,603**	**$ 1,250,656**	**$ 1,551,487**	**$ 982,387**	**$ 1,690,821**	**$ 1,689,938**	**$ 139,334**	**9.0%**
EXPENDITURES									
Debt Service - 59th Street	77,000	77,000	77,000	77,000	77,000	77,000	77,000	-	0.0%
Debt Svce - Police Station 2009/2016 LTGO	166,697	210,181	209,006	209,006	209,006	212,594	210,706	3,588	1.7%
Debt Service - LOCAL LED Streetlight	155,150	155,025	154,650	154,650	155,481	160,327	159,832	5,677	3.7%
Debt Service - Transportation CIP Bond	-	158,396	810,000	1,110,831	540,900	1,240,900	1,242,400	130,069	11.7%
Total Expenditures	**$ 398,847**	**$ 600,603**	**$ 1,250,656**	**$ 1,551,487**	**$ 982,387**	**$ 1,690,821**	**$ 1,689,938**	**$ 139,334**	**9.0%**
Rev Over/(Under) Exp	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Beginning Fund Balance, 1/1	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Ending Fund Balance, 12/31	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

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. The 2022 estimated ending fund balance is due primarily to early redemption bonds resulting in savings in interest earnings cost and could be made available for future general purpose expenditures.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Interest Earnings	$ 541	$ 1,876	$ -	$ -	$ -	$ -	$ -	$ -	n/a
Assessments	255,548	201,429	203,500	175,521	175,521	268,920	247,774	93,399	53.2%
LID 1109 Proceeds Admin Fees	-	-	-	17,730	17,730	-	-	(17,730)	-100.0%
Total Revenues	**$ 256,089**	**$ 203,305**	**$ 203,500**	**$ 193,251**	**$ 193,251**	**$ 268,920**	**$ 247,774**	**$ 75,669**	**39.2%**
EXPENDITURES									
Debt Service - LIDs 1101/1103	122,233	167,641	128,100	145,097	145,097	109,833	950	(35,264)	-24.3%
Debt Service - LID 1108	71,065	68,293	75,400	65,521	65,521	62,749	59,977	(2,772)	-4.2%
Debt Service - LID 1109	-	-	-	17,730	17,730	96,338	94,686	78,608	443.4%
Total Expenditures	**$ 193,298**	**$ 235,934**	**$ 203,500**	**$ 228,348**	**$ 228,348**	**$ 268,920**	**$ 155,613**	**$ 40,572**	**17.8%**
Rev Over/(Under) Exp	**$ 62,791**	**$ (32,629)**	**$ -**	**$ (35,097)**	**$ (35,097)**	**$ -**	**$ 92,161**	**$ 35,097**	**-100%**
Beginning Fund Balance, 1/1	**$ 4,935**	**$ 67,726**	**$ -**	**$ 35,097**	**$ 35,097**	**$ -**	**$ -**	**$ (35,097)**	**-100.0%**
Ending Fund Balance, 12/31	**$ 67,726**	**$ 35,098**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 92,161**	**$ -**	**n/a**

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.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Sewer Charges (4.75% Sewer Surcharge)	$ 673,891	$ 822,295	$ 765,000	$ 765,000	$ 765,000	$ 785,000	$ 805,000	$ 20,000	2.6%
Interest Earnings	15,110	20,829	23,477	23,477	23,477	6,600	9,200	(16,877)	-71.9%
Sanitary Side Sewer Connect Home Loan Repay	14,434	7,767	-	-	8,044	8,881	20,058	8,881	n/a
Total Revenues	**$ 703,435**	**$ 850,891**	**$ 788,477**	**$ 788,477**	**$ 796,521**	**$ 800,481**	**$ 834,258**	**$ 12,004**	**1.5%**
EXPENDITURES									
PWTFL Debt Service (PW-04-691-PRE-132)	31,795	31,498	31,201	31,201	31,201	30,905	30,607	(296)	-0.9%
PWTFL Debt Service (PW-06-962-022)	307,734	306,261	304,789	304,789	304,789	303,317	301,844	(1,472)	-0.5%
PWTFL Debt Service (PW-08-951-025)	109,748	109,227	108,707	108,707	108,707	108,187	107,667	(520)	-0.5%
PWTFL Debt Service (PW-12-851-025)	38,214	38,037	37,857	37,857	37,857	37,677	37,500	(180)	-0.5%
Transfer To Fund 311 Sewer Capital	68,995	987,000	55,000	55,000	55,000	190,000	50,000	135,000	245.5%
Total Expenditures	**$ 556,486**	**$ 1,472,023**	**$ 537,554**	**$ 537,554**	**$ 537,554**	**$ 670,086**	**$ 527,618**	**$ 132,532**	**24.7%**
Rev Over/(Under) Exp	**$ 146,949**	**$ (621,132)**	**$ 250,923**	**$ 250,923**	**$ 258,967**	**$ 130,395**	**$ 306,640**	**$ (120,528)**	**-48%**
Beginning Fund Balance, 1/1	**$ 793,502**	**$ 940,452**	**$ 290,852**	**$ 319,319**	**$ 319,321**	**$ 578,288**	**$ 708,683**	**$ 258,969**	**81.1%**
Ending Fund Balance, 12/31	**$ 940,452**	**$ 319,319**	**$ 541,775**	**$ 570,244**	**$ 578,288**	**$ 708,683**	**$ 1,015,323**	**$ 138,439**	**24.3%**

FUND 251: LOCAL IMPROVEMENT DISTRICT GUARANTY

Purpose & Description

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 or the amount required per the terms of the LID debt. The amount required is currently $116,000.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Interest Earnings	2,760	2,606	-	-	-	-	-	-	n/a
Total Revenues	**$ 2,760**	**$ 2,606**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
EXPENDITURES									
Transfer Out-General Fund	-	-	-	-	-	-	-	-	n/a
Total Expenditures	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Rev Over/(Under) Exp	**$ 2,760**	**$ 2,606**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Beginning Fund Balance, 1/1	**$ 126,928**	**$ 129,688**	**$ 127,047**	**$ 132,294**	**$ 132,294**	**$ 132,294**	**$ 132,294**	**$ -**	**0.0%**
Ending Fund Balance, 12/31	**$ 129,688**	**$ 132,294**	**$ 127,047**	**$ 132,294**	**$ 132,294**	**$ 132,294**	**$ 132,294**	**$ -**	**0.0%**

FUND 301: PARKS CAPITAL

Purpose & Description

The ***Parks Capital Project Fund*** accounts for the receipts and disbursements related to the acquisition or construction of major park capital facilities with the exception of those facilities financed by proprietary and trust funds.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Grants	$ 25,000	$ 714,360	$ 2,850,000	$ 3,991,188	$ 3,934,911	$ -	$ -	$ (3,991,188)	-100.0%
MVET for Paths & Trails	-	4,978	-	-	-	-	-	-	n/a
Funds Anticipated	-	-	-	-	-	$ 332,000	$ 2,518,000	332,000	n/a
Contributions/Donations	162,250	208,974	-	30,000	30,000	-	-	(30,000)	-100.0%
Interest Earnings	12,988	33,800	-	-	-	-	-	-	n/a
Transfer In-General Fund	945,684	479,300	80,000	282,129	467,129	80,000	212,500	(202,129)	-71.6%
Transfer In-REET	358,525	1,443,130	-	519,589	519,589	158,000	624,500	(361,589)	-69.6%
Transfer In - Hotel/Motel Lodging Tax	955,461	178,836	-	461,034	461,034	-	-	(461,034)	-100.0%
Transfer In - Transportation CIP	-	5,087	-	-	-	-	-	-	n/a
Transfer In - SWM	248,150	131,537	50,000	150,000	206,277	-	-	(150,000)	-100.0%
Transfer In - Property Management	-	50,000	-	-	-	-	-	-	n/a
Total Revenues	**$ 2,708,058**	**$ 3,250,002**	**$ 2,980,000**	**$ 5,433,940**	**$ 5,618,940**	**$ 570,000**	**$ 3,355,000**	**$ (4,863,940)**	**-89.5%**
EXPENDITURES									
Capital	2,208,952	2,025,972	3,860,000	8,035,876	8,235,497	570,000	3,355,000	(7,465,876)	-92.9%
Transfer Out - REET Fund	-	-	-	100,000	100,000	-	-	(100,000)	-100.0%
Total Expenditures	**$ 2,208,952**	**$ 2,025,972**	**$ 3,860,000**	**$ 8,135,876**	**$ 8,335,497**	**$ 570,000**	**$ 3,355,000**	**$ (7,565,876)**	**-93.0%**
Rev Over/(Under) Exp	**$ 499,106**	**$ 1,224,030**	**$ (880,000)**	**$ (2,701,936)**	**$ (2,716,557)**	**$ -**	**$ -**	**$ 2,701,936**	**-100.0%**
Beginning Fund Balance, 1/1	**$ 993,419**	**$ 1,492,525**	**$ 880,000**	**$ 2,716,557**	**$ 2,716,557**	**$ -**	**$ -**	**$ (2,716,557)**	**-100.0%**
Ending Fund Balance, 12/31	**$ 1,492,525**	**$ 2,716,555**	**$ -**	**$ 14,621**	**$ -**	**$ -**	**$ -**	**$ (14,621)**	**-100.0%**

Parks Capital Projects			2021	2022
301.0020	Wards Lake Improvements	*	200,000	1,750,000
301.0027	American Lake Improvements (ADA and Waterfront Improvements	*	200,000	1,300,000
301.0028	Oakbrook Park Improvements		-	50,000
301.0034	Park Sign Replacement		90,000	120,000
301.0038	Playground Replacement		-	55,000
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
	Total		**$ 570,000**	**$ 3,355,000**

** 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. Revenues supporting this fund's activities include: motor vehicle fuel tax; direct and indirect federal grants; state grants; developer contributions; Transportation Benefit District $20 vehicle licensing fees (on hold pending court decision); Surface Water Management Fund for SWM's portion of the project cost; real estate excise tax; general obligation bonds, and Community Development Block Grant Fund for eligible projects. The estimated ending fund balance at the end of 2022 is made up of pavement degradation fees $77K and traffic mitigation fees $104K.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Motor Vehicle Fuel Tax	$ 351,274	$ 338,774	$ 350,000	$ 350,000	$ 340,720	$ 344,330	$ 330,560	$ (5,670)	-1.6%
Multi-Modal Distribution	83,416	82,162	82,400	82,400	82,400	80,440	79,240	(1,960)	-2.4%
Increased Gas Tax	72,990	71,893	72,300	72,300	72,300	70,235	69,635	(2,065)	-2.9%
Traffic Mitigation Fees	-	103,505	-	-	-	-	-	-	n/a
Pavement Degration Fees	-	52,741	-	-	25,000	-	-	-	n/a
Grants	7,837,710	1,421,106	1,675,000	4,500,967	4,500,967	4,786,400	4,859,598	285,433	6.3%
Utilities/Developers/Partners	23,013	179,351	-	-	-	150,302	-	150,302	n/a
Financing - LID	-	-	-	922,757	922,757	-	-	(922,757)	-100.0%
Proceeds from Sale of Assets	40,102	200,000	-	-	-	-	-	-	n/a
Interest/Other	28,074	136,879						-	n/a
Interfund Loan (LID/Fleet & Equip)	374,426	-	-	-	-	-	-	-	n/a
GO Bond Proceeds	-	8,055,905	6,000,000	3,000,000	3,000,000	6,600,000	-	3,600,000	120.0%
Transfer In - General Fund	1,045,635	983,797	700,000	393,547	393,547	700,000	432,965	306,453	77.9%
Transfer In - REET Fund	2,592,298	1,304,031	890,000	670,681	1,262,481	679,295	-	8,614	1.3%
Transfer In - TBD Fund	841,797	923,000	814,000	52,457	247,457	-	640,000	(52,457)	-100.0%
Transfer In - CDBG Fund	112,997	486,445	250,000	167,273	167,273	-	-	(167,273)	-100.0%
Transfer In - SWM	1,451,101	788,275	1,870,000	2,842,126	2,964,056	1,575,000	3,000,000	(1,267,126)	-44.6%
Total Sources	**$ 14,854,833**	**$ 15,127,864**	**$ 12,703,700**	**$ 13,054,508**	**$ 13,978,958**	**$ 14,986,002**	**$ 9,411,998**	**$ 1,931,494**	**14.8%**
EXPENDITURES									
Capital Projects	13,820,382	7,256,185	14,320,000	22,250,092	23,266,074	15,732,002	9,411,998	(6,518,090)	-29.3%
Debt Issue Cost	-	55,881	-	-	-	-	-	-	n/a
Transfer Out - LID Debt Service	-	-	-	17,730	17,730	-	-	(17,730)	-100.0%
Transfer Out - Parks CIP	20,409	5,087	-	-	-	-	-	-	n/a
Transfer Out-SWM	-	-	-	241,840	241,840	-	-	(241,840)	-100.0%
Interfund Loan Repayment	-	-	-	880,204	880,204	-	-	(880,204)	-100.0%
Total Uses	**$ 13,840,791**	**$ 7,317,153**	**$ 14,320,000**	**$ 23,389,866**	**$ 24,405,848**	**$ 15,732,002**	**$ 9,411,998**	**$ (7,657,864)**	**-32.7%**
Oper Sources/(Under) Uses	**$ 1,014,042**	**$ 7,810,712**	**$ (1,616,300)**	**$ (10,335,358)**	**$ (10,426,890)**	**$ (746,000)**	**$ -**	**$ 9,589,358**	**-92.8%**
Beginning Fund Balance, 1/1	**$ 2,529,384**	**$ 3,543,426**	**$ 2,493,570**	**$ 11,340,593**	**$ 11,354,136**	**$ 927,246**	**$ 181,246**	**$ (10,413,347)**	**-91.8%**
Ending Fund Balance, 12/31	**$ 3,543,426**	**$ 11,354,137**	**$ 877,270**	**$ 1,005,235**	**$ 927,246**	**$ 181,246**	**$ 181,246**	**$ (823,989)**	**-82.0%**

Transportation Capital Projects		2021	2022
302.0068	Overlay: Pacific Hwy - 108th to SR512	$ 31,000	$ 680,000
302.0080	Overlay: 108th Street – Bridgeport Way to Pacific Highway	746,000	-
302.0133	Street & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisition	1,100,000	-
302.0074	Streets: South Tacoma Way - 88th to 80th St (Design)	515,000	-
302.0135	Streets: JBLM - North Access Improvement Project	9,351,002	7,273,998
302.0137	Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	2,560,000	-
302.0001	Personnel, Engineering & Professional Services	587,000	616,000
302.0002	Street Lights: New LED Streetlight	175,000	175,000
302.0003	Safety: Neighborhood Traffic Safety/Traffic Calming	27,000	27,000
302.0004	Minor Capital & Major Maintenance	260,000	260,000
302.0005	Chip Seal Program - Local Access Roads	380,000	380,000
	Total	**$ 15,732,002**	**$ 9,411,998**

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 is 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. Costs include annual administrative expenses to maintain and operate the fund.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Grants	$ -	$ 450,000	$ -	$ 75,000	$ 75,000	$ -	$ -	$ (75,000)	-100.0%
Sewer Availability Charge	-	245,401	140,000	140,000	140,000	$ 165,000	$ 200,000	25,000	17.9%
Interest Earnings	3,290	18,382	-	-	-	-	-	-	n/a
Proceeds from Lien	-	1,474	-	-	-	-	-	-	n/a
Tranfer In-General Fund	-	-	-	27,000	27,000	-	-	(27,000)	-100.0%
Transfer In-Sewer Debt (Sewer Surcharge 4.75%)	68,995	987,000	55,000	55,000	55,000	190,000	50,000	135,000	245.5%
Transfer In-Sanitary Sewer Connection CIP	35,000	815,483	-	-	-	-	-	-	n/a
Transfer In-SWM	-	-	-	8,000	8,000	-	-	(8,000)	-100.0%
Total Revenues	**$ 107,285**	**$ 2,517,741**	**$ 195,000**	**$ 305,000**	**$ 305,000**	**$ 355,000**	**$ 250,000**	**$ 50,000**	**16.4%**
EXPENDITURES									
Capital/Administration	40,775	1,390,145	123,000	1,085,234	1,085,234	795,000	130,000	(290,234)	-26.7%
Total Expenditures	**$ 40,775**	**$ 1,390,145**	**$ 123,000**	**$ 1,085,234**	**$ 1,085,234**	**$ 795,000**	**$ 130,000**	**$ (290,234)**	**-26.7%**
Rev Over/(Under) Exp	**$ 66,510**	**$ 1,127,596**	**$ 72,000**	**$ (780,234)**	**$ (780,234)**	**$ (440,000)**	**$ 120,000**	**$ 340,234**	**-43.6%**
Beginning Fund Balance, 1/1	**$ 51,716**	**$ 118,225**	**$ 698,629**	**$ 1,245,820**	**$ 1,245,820**	**$ 465,586**	**$ 25,586**	**$ (780,234)**	**-62.6%**
Ending Fund Balance, 12/31	**$ 118,225**	**$ 1,245,820**	**$ 770,629**	**$ 465,586**	**$ 465,586**	**$ 25,586**	**$ 145,586**	**$ (440,000)**	**-94.5%**

Sewer Capital Projects		2021	2022
311.0002	Side Sewer CIPs	$ 50,000	$ 50,000
311.0005	Maple St. Sewer Extension	710,000	-
311.0006	Rose Road & Forest Road Sewer Extension	-	45,000
	Total	**$ 760,000**	**$ 95,000**

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	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
Charges for Services & Fees	$ 2,791,631	$ 4,303,741	$ 3,934,100	$ 4,034,100	$ 4,064,100	$ 4,401,500	$ 4,516,400	$ 367,400	9.1%
Interest Earnings	66,762	79,984	20,800	20,800	20,800	15,600	15,600	(5,200)	-25.0%
Total Operating Revenues	**$ 2,858,393**	**$ 4,383,725**	**$ 3,954,900**	**$ 4,054,900**	**$ 4,084,900**	**$ 4,417,100**	**$ 4,532,000**	**$ 362,200**	**8.9%**
EXPENDITURES									
Engineering Services	1,219,515	1,431,957	1,824,593	1,830,356	1,830,356	1,860,808	1,912,690	30,452	1.7%
Debt Service (15-Year Life, 4%)	-	-	-	-	-	126,000	501,000	126,000	n/a
Operations & Maintenance	596,460	810,393	860,354	955,600	955,600	961,416	965,501	5,816	0.6%
Transfer Out - General Fund	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
Total Operating Expenditures	**$ 2,100,675**	**$ 2,527,049**	**$ 2,969,647**	**$ 3,070,656**	**$ 3,070,656**	**$ 3,232,924**	**$ 3,663,891**	**$ 162,268**	**5.3%**
Oper Rev Over/(Under) Exp	**$ 757,718**	**$ 1,856,675**	**$ 985,253**	**$ 984,244**	**$ 1,014,244**	**$ 1,184,176**	**$ 868,109**	**$ 199,932**	**20.3%**
OTHER FINANCING SOURCES									
Grants/Contrib/Donations	49,226	-	-	330,000	330,000	-	-	(330,000)	-100.0%
American Lake Mgmt District	-	119,313	-	48,474	48,474	33,285	33,476	(15,189)	-31.3%
Revenue Bonds	-	-	-	-	-	1,000,000	3,000,000	1,000,000	n/a
Transfer In - Transportation CIP	-	-	-	241,840	241,840	-	-	(241,840)	-100.0%
Total Other Financing Sources	**$ 49,226**	**$ 119,313**	**$ -**	**$ 620,314**	**$ 620,314**	**$ 1,033,285**	**$ 3,033,476**	**$ 412,971**	**66.6%**
OTHER FINANCING USES									
Capital/1-Time	197,128	225,438	253,718	1,326,275	1,232,789	231,665	906,270	(1,094,610)	-82.5%
American Lake Mgmt District	-	124,619	-	29,320	29,320	29,886	30,464	566	1.9%
Transfer Out - Parks CIP	248,150	133,958	50,000	150,000	206,277	-	-	(150,000)	-100.0%
Transfer Out - Sewer CIP	-	-	-	8,000	8,000	-	-	(8,000)	-100.0%
Transfer Out - Transportation CIP	1,451,101	785,855	1,870,000	2,842,126	2,964,056	1,575,000	3,000,000	(1,267,126)	-44.6%
Total Other Financing Uses	**$ 1,896,379**	**$ 1,269,870**	**$ 2,173,718**	**$ 4,355,721**	**$ 4,440,442**	**$ 1,836,551**	**$ 3,936,734**	**$ (2,519,170)**	**-57.8%**
Total Rev & Other Sources	**$ 2,907,619**	**$ 4,503,038**	**$ 3,954,900**	**$ 4,675,214**	**$ 4,705,214**	**$ 5,450,385**	**$ 7,565,476**	**$ 775,171**	**16.6%**
Total Exp & Other Uses	**$ 3,997,055**	**$ 3,796,919**	**$ 5,143,365**	**$ 7,426,377**	**$ 7,511,098**	**$ 5,069,475**	**$ 7,600,625**	**$ (2,356,902)**	**-31.7%**
Beginning Fund Balance, 1/1	**$ 4,689,608**	**$ 3,600,172**	**$ 2,078,878**	**$ 4,306,289**	**$ 4,306,289**	**$ 1,500,405**	**$ 1,881,314**	**$ (2,805,884)**	**-65.2%**
Ending Fund Balance, 12/31	**$ 3,600,172**	**$ 4,306,290**	**$ 890,413**	**$ 1,555,126**	**$ 1,500,405**	**$ 1,881,315**	**$ 1,846,165**	**$ 326,189**	**21.0%**
EFB as a % of Oper Rev/Exp	126.0%	98.2%	22.5%	38.4%	36.7%	58.2%	50.4%		51.6%
33% Operating Reserves (of Oper Exp)	n/a	$833,926	$979,984	$1,013,316	$1,013,316	$1,066,865	$1,209,084	$53,549	5.3%
1% Capital Reserves	n/a	$458,330	$481,477	$453,795	$453,795	$490,130	$529,130	$36,335	8.0%
American Lake Management District	n/a	$16,571	$0	$33,294	$33,294	$33,606	$33,604	$312	0.9%
Over/(Under) Target	$3,114,245	$ 2,997,463	$ (571,048)	$ 54,721	$ 0	$ 290,714	$ 74,347	$235,993	431.3%

SWM Capital Projects		2021	2022
401.0014	2022 Water Quality Improvements	$ 25,000	$ 200,000
401.0016	112th St. Drainage Improvements	40,000	350,000
401.0020	2022 Drainage Pipe Repair Project	35,000	315,000
401.0023	Clover Creek Flood Risk Reduction Study	125,000	-
401.0025	2023 Drainage Pipe Repair Project	-	35,000
	Total	**$ 225,000**	**$ 900,000**

FUND 401: SURFACE WATER MANAGEMENT (continued)

Expenditure Object Summary

Code	Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	$ 433,685	$ 546,446	$ 868,592	$ 868,592	$ 868,592	$ 889,587	$ 901,214	20,995	2.4%
11.002/4	Overtime	3,478	1,695	6,500	6,500	6,500	6,500	6,500	-	0.0%
21.xxx	Benefits	190,413	232,754	401,334	401,334	401,334	407,588	427,944	6,254	1.6%
31.xxx	Other Operating Supplies	3,492	6,712	8,650	8,650	8,650	8,450	8,450	(200)	-2.3%
31.030	Maintenance Supplies	11,831	10,406	15,000	19,600	19,600	19,600	19,600	-	0.0%
35.xxx	Small Tools/Minor Equip	1,850	-	3,200	3,200	3,200	3,200	3,200	-	0.0%
41.xxx	Professional Service	197,142	168,018	186,500	190,846	190,846	190,845	190,845	(1)	0.0%
43/49.003	Travel & Training	1,314	1,885	5,300	5,300	5,300	-	5,300	(5,300)	-100.0%
44.xxx	Taxes & Other Assess	205,793	317,741	308,800	308,800	308,800	338,240	347,145	29,440	9.5%
45.xxx	Operating Rental/Lease	349	349	7,500	7,500	7,500	7,500	7,500	-	0.0%
47.xxx	Utilities	1,213	1,191	2,000	2,000	2,000	2,000	2,000	-	0.0%
48.xxx	Repairs & Maintenance	528,154	714,429	661,240	747,540	747,540	747,540	747,540	-	0.0%
49.001	Membership Dues	1,089	1,746	1,500	1,500	1,500	1,500	1,500	-	0.0%
49.xxx	Other Charges & Services	8,984	7,236	5,500	5,500	5,500	5,500	5,500	-	0.0%
597	Interfund Transfers	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
7/8x.xxx	Debt Service	-	-	-	-	-	126,000	501,000	126,000	n/a
9x.xxx	IS Charges - M&O	186,751	199,430	197,006	202,769	202,769	194,174	196,789	(8,595)	-4.2%
9x.xxx	IS Charges - Reserves	40,437	32,310	6,325	6,325	6,325	-	7,164	(6,325)	-100.0%
	Subtotal Operating Exp:	**$ 2,100,675**	**$ 2,527,049**	**$ 2,969,647**	**$ 3,070,656**	**$ 3,070,656**	**$ 3,232,924**	**$ 3,663,891**	**$ 162,268**	**5.3%**
Capital & One-time Funding:										
	Capital & One-Time	197,128	225,438	253,718	1,326,275	1,232,789	231,665	906,270	(1,094,610)	-82.5%
	American Lake Mgmt Dist	-	124,619	-	29,320	29,320	29,886	30,464	566	1.9%
	Transfers Out to CIP	1,699,251	919,813	1,920,000	3,000,126	3,178,333	1,575,000	3,000,000	(1,425,126)	-47.5%
	Subtotal One-time Exp:	**$ 1,896,379**	**$ 1,269,870**	**$ 2,173,718**	**$ 4,355,721**	**$ 4,440,442**	**$ 1,836,551**	**$ 3,936,734**	**$ (2,519,170)**	**-57.8%**
	Total Expenditures:	**$ 3,997,055**	**$ 3,796,919**	**$ 5,143,365**	**$ 7,426,377**	**$ 7,511,098**	**$ 5,069,475**	**$ 7,600,625**	**$ (2,356,902)**	**-31.7%**

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.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
M&O Revenue	$ 691,737	$ 763,367	$ 740,720	$ 740,720	$ 660,720	$ 740,720	$ 740,720	$ -	0.0%
Interest Earnings	61,399	71,013	15,000	15,000	15,000	15,000	15,000	-	0.0%
Total Operating Revenues	**$ 753,136**	**$ 834,380**	**$ 755,720**	**$ 755,720**	**$ 675,720**	**$ 755,720**	**$ 755,720**	**$ -**	**0.0%**
EXPENDITURES									
Fuel/Gasoline	348,588	323,206	424,150	424,150	344,150	424,150	424,150	-	0.0%
Other Supplies	12,045	18,655	3,990	3,990	3,990	3,990	3,990	-	0.0%
Repairs & Maintenance	388,376	499,389	327,580	327,580	327,580	327,580	327,580	-	0.0%
Other Services & Charges	2,564	6,468	-	-	-	-	-	-	n/a
Intergovernmental	1,563	-	-	-	-	-	-	-	n/a
Total Operating Expenditures	**$ 753,136**	**$ 847,719**	**$ 755,720**	**$ 755,720**	**$ 675,720**	**$ 755,720**	**$ 755,720**	**$ -**	**0.0%**
Oper Rev Over/(Under) Exp	**$ -**	**$ (13,339)**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
OTHER FINANCING SOURCES									
Interfund Loan (LID Interim Financing)	-	-	-	880,204	880,204	-	-	(880,204)	-100.0%
Replacement Reserves	942,870	805,481	-	-	-	-	-	-	n/a
Capital Contribution	-	-	-	91,824	91,824	-	-	(91,824)	-100.0%
Proceeds from Sale of Assets	52,500	13,339	-	-	-	-	-	-	n/a
Transfer In-Risk Management	-	81,184	-	182,400	182,400	-	-	(182,400)	-100.0%
Total Other Financing Sources	**$ 995,370**	**$ 900,004**	**$ -**	**$ 1,154,428**	**$ 1,154,428**	**$ -**	**$ -**	**$ (1,154,428)**	**-100.0%**
OTHER FINANCING USES									
Fleet & Equip-New & Replacement	722,714	941,993	596,300	994,100	994,100	484,000	252,000	(510,100)	-51.3%
Interfund Loan (LID Interim Financing)	374,426	-	-	-	-	-	-	-	n/a
Transfer Out-General Fund	16,000	-	-	-	-	-	-	-	n/a
Total Other Financing Uses	**$ 1,113,140**	**$ 941,993**	**$ 596,300**	**$ 994,100**	**$ 994,100**	**$ 484,000**	**$ 252,000**	**$ (510,100)**	**-51.3%**
Total Rev & Other Sources	**$ 1,748,506**	**$ 1,734,384**	**$ 755,720**	**$ 1,910,148**	**$ 1,830,148**	**$ 755,720**	**$ 755,720**	**$ (1,154,428)**	**-60.4%**
Total Exp & Other Uses	**$ 1,866,276**	**$ 1,789,713**	**$ 1,352,020**	**$ 1,749,820**	**$ 1,669,820**	**$ 1,239,720**	**$ 1,007,720**	**$ (510,100)**	**-29.2%**
Beginning Fund Balance, 1/1	**$ 3,953,548**	**$ 3,835,778**	**$ 4,815,080**	**$ 3,780,451**	**$ 3,780,451**	**$ 3,940,779**	**$ 3,456,779**	**$ 160,328**	**4.2%**
Ending Fund Balance, 12/31	**$ 3,835,778**	**$ 3,780,449**	**$ 4,218,780**	**$ 3,940,779**	**$ 3,940,779**	**$ 3,456,779**	**$ 3,204,779**	**$ (484,000)**	**-12.3%**

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 a combination of number of FTEs and 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.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
M&O Revenue	$ 677,621	$ 683,461	$ 678,684	$ 686,284	$ 686,284	$ 695,603	$ 698,917	$ 698,917	101.8%
Interest Earnings	10,536	14,728	-	-	-	-	-	-	n/a
Total Operating Revenues	**$ 688,157**	**$ 698,189**	**$ 678,684**	**$ 686,284**	**$ 686,284**	**$ 695,603**	**$ 698,917**	**$ 9,319**	**1.4%**
EXPENDITURES									
City Hall Facility	366,268	369,872	371,045	378,645	378,645	381,034	383,354	2,389	0.6%
Police Station	259,803	266,905	239,277	239,277	239,277	245,052	245,881	5,775	2.4%
Parking Facilities/Light Rail	62,086	61,413	68,362	68,362	68,362	69,517	69,682	1,155	1.7%
Total Operating Expenditures	**$ 688,157**	**$ 698,189**	**$ 678,684**	**$ 686,284**	**$ 686,284**	**$ 695,603**	**$ 698,917**	**$ 9,319**	**1.4%**
Oper Rev Over/(Under) Exp	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
OTHER FINANCING SOURCES									
Replacement Reserves / Other 1-Time	100,000	100,000	100,000	159,000	159,000	-	100,000	(159,000)	-100.0%
Total Other Financing Sources	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 159,000**	**$ 159,000**	**$ -**	**$ 100,000**	**$ (159,000)**	**-100.0%**
OTHER FINANCING USES									
Capital/1-Time	43,761	157,082	95,000	205,933	205,933	230,000	5,000	24,067	11.7%
Total Other Financing Uses	**$ 43,761**	**$ 157,082**	**$ 95,000**	**$ 205,933**	**$ 205,933**	**$ 230,000**	**$ 5,000**	**$ 24,067**	**11.7%**
Total Rev & Other Sources	**$ 788,157**	**$ 798,190**	**$ 778,684**	**$ 845,284**	**$ 845,284**	**$ 695,603**	**$ 798,917**	**$ (149,681)**	**-17.7%**
Total Exp & Other Uses	**$ 731,918**	**$ 855,271**	**$ 773,684**	**$ 892,217**	**$ 892,217**	**$ 925,603**	**$ 703,917**	**$ 33,386**	**3.7%**
Beginning Fund Balance, 1/1	**$ 436,900**	**$ 493,139**	**$ 348,436**	**$ 436,057**	**$ 436,057**	**$ 389,124**	**$ 159,124**	**$ (46,933)**	**-10.8%**
Ending Fund Balance, 12/31	**$ 493,139**	**$ 436,057**	**$ 353,436**	**$ 389,124**	**$ 389,124**	**$ 159,124**	**$ 254,124**	**$ (230,000)**	**-59.1%**

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 a combination of FTEs and 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.

Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
M&O Revenue	$ 1,218,422	$ 1,202,671	$ 1,690,139	$ 1,709,939	$ 1,703,939	$ 1,891,129	$ 1,952,033	$ 181,190	10.6%
Misc/Interest/Other	1,002	2,201	-	-	-			-	n/a
Total Operating Revenues	**$ 1,219,424**	**$ 1,204,872**	**$ 1,690,139**	**$ 1,709,939**	**$ 1,703,939**	**$ 1,891,129**	**$ 1,952,033**	**$ 181,190**	**10.6%**
EXPENDITURES									
Personnel	521,877	562,728	558,529	578,329	578,329	588,699	601,193	10,370	1.8%
Supplies	134,355	40,330	174,520	174,520	174,520	179,520	179,520	5,000	2.9%
Services & Charges	563,192	601,814	957,090	957,090	951,090	1,122,910	1,171,320	165,820	17.3%
Total Operating Expenditures	**$ 1,219,424**	**$ 1,204,872**	**$ 1,690,139**	**$ 1,709,939**	**$ 1,703,939**	**$ 1,891,129**	**$ 1,952,033**	**$ 181,190**	**10.6%**
Oper Rev Over/(Under) Exp	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
OTHER FINANCING SOURCES									
Replacement Reserves	47,500	48,678	66,844	66,844	66,844	-	66,756	(66,844)	-100.0%
Capital Contribution/1-Time	402,720	593,944	158,750	953,207	953,207	168,750	158,750	(784,457)	-82.3%
Total Other Financing Sources	**$ 450,220**	**$ 642,622**	**$ 225,594**	**$ 1,020,051**	**$ 1,020,051**	**$ 168,750**	**$ 225,506**	**$ (851,301)**	**-83.5%**
OTHER FINANCING USES									
Capital/1-Time	402,720	593,944	158,750	953,207	953,207	168,750	158,750	(784,457)	-82.3%
Total Other Financing Uses	**$ 402,720**	**$ 593,944**	**$ 158,750**	**$ 953,207**	**$ 953,207**	**$ 168,750**	**$ 158,750**	**$ (784,457)**	**-82.3%**
Total Rev & Other Sources	**$ 1,669,644**	**$ 1,847,494**	**$ 1,915,733**	**$ 2,729,990**	**$ 2,723,990**	**$ 2,059,879**	**$ 2,177,539**	**$ (670,111)**	**-24.5%**
Total Exp & Other Uses	**$ 1,622,144**	**$ 1,798,816**	**$ 1,848,889**	**$ 2,663,146**	**$ 2,657,146**	**$ 2,059,879**	**$ 2,110,783**	**$ (603,267)**	**-22.7%**
Beginning Fund Balance, 1/1	**$ 42,500**	**$ 90,000**	**$ 131,844**	**$ 138,678**	**$ 138,678**	**$ 205,522**	**$ 205,522**	**$ 66,844**	**48.2%**
Ending Fund Balance, 12/31	**$ 90,000**	**$ 138,676**	**$ 198,688**	**$ 205,522**	**$ 205,522**	**$ 205,522**	**$ 272,278**	**$ -**	**0.0%**

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 a combination of FTEs and usage.

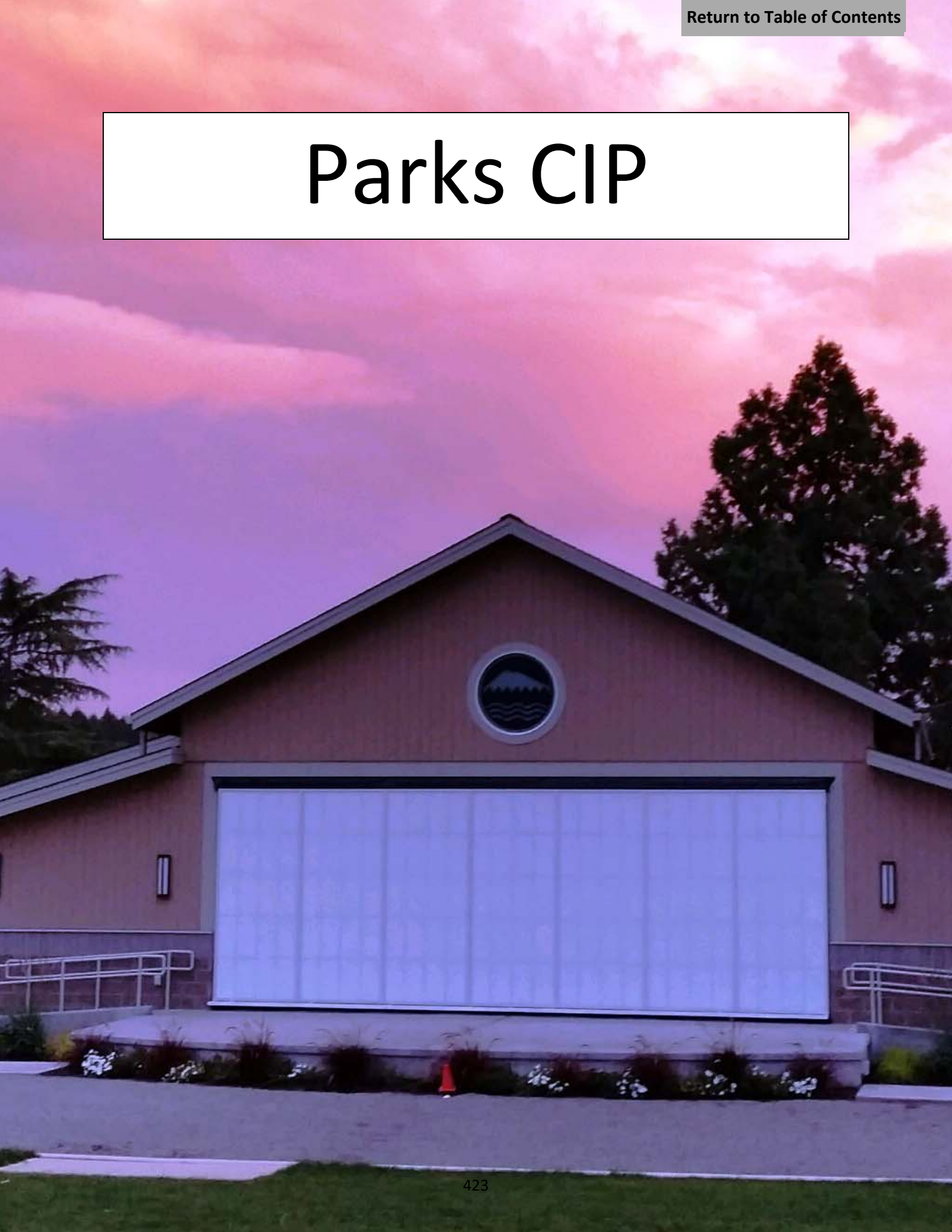
Sources & Uses

Item	2018 Actual	2019 Actual	2020 Original	2020 Adjusted	2020 Year-end	2021 Adopted	2022 Adopted	21 Adopted - 20 Adj $ Chg	21 Adopted - 20 Adj % Chg
REVENUES									
M&O Revenue	$ 2,297,703	$ 1,561,705	$ 1,434,659	$ 1,449,659	$ 1,443,324	$ 1,396,480	$ 1,396,480	$ (53,179)	-3.7%
AWC Retro Refund	-	-	-	32,120	51,655	-	-	(32,120)	-100.0%
Insurance Recoveries - 3rd Party	120,742	285,680	150,000	464,150	464,150	200,000	200,000	(264,150)	-56.9%
Total Revenues	**$ 2,418,445**	**$ 1,847,385**	**$ 1,584,659**	**$ 1,945,929**	**$ 1,959,129**	**$ 1,596,480**	**$ 1,596,480**	**$ (349,449)**	**-18.0%**
EXPENDITURES									
Safety Program	4,696	2,782	3,980	3,980	3,680	3,980	3,980	-	0.0%
AWC Retro Program	33,911	35,792	24,000	24,000	37,500	37,500	37,500	13,500	56.3%
WCIA Assessment	1,169,200	1,411,230	1,406,679	1,438,799	1,438,799	1,355,000	1,355,000	(83,799)	-5.8%
Claims/Judgments & Settlements	1,210,638	316,397	150,000	296,750	296,750	200,000	200,000	(96,750)	-32.6%
Total Expenditures	**$ 2,418,445**	**$ 1,766,201**	**$ 1,584,659**	**$ 1,763,529**	**$ 1,776,729**	**$ 1,596,480**	**$ 1,596,480**	**$ (167,049)**	**-9.5%**
Rev Over/(Under) Exp	**$ -**	**$ 81,184**	**$ -**	**$ 182,400**	**$ 182,400**	**$ -**	**$ -**	**$ (182,400)**	**-100%**
OTHER FINANCING SOURCES									
Capital Contribution/1-Time	-	-	-	-	-	-	-	-	n/a
Total Other Financing Sources	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
OTHER FINANCING USES									
Transfer Out-Fleet & Equip	-	81,184	-	182,400	182,400	-	-	(182,400)	-100.0%
Total Other Financing Uses	**$ -**	**$ 81,184**	**$ -**	**$ 182,400**	**$ 182,400**	**$ -**	**$ -**	**$ (182,400)**	**-100.0%**
Total Rev & Other Sources	**$ 2,418,445**	**$ 1,847,385**	**$ 1,584,659**	**$ 1,945,929**	**$ 1,959,129**	**$ 1,596,480**	**$ 1,596,480**	**$ (349,449)**	**-18.0%**
Total Exp & Other Uses	**$ 2,418,445**	**$ 1,847,385**	**$ 1,584,659**	**$ 1,945,929**	**$ 1,959,129**	**$ 1,596,480**	**$ 1,596,480**	**$ (349,449)**	**-18.0%**
Beginning Fund Balance, 1/1	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**
Ending Fund Balance, 12/31	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**n/a**

CAPITAL BUDGET

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Parks CIP



6-Year (2021-2026) Capital Improvement Plan
Parks Projects

SOURCES		2021	2022	2023	2024	2025	2026	Total
Funds Anticipated		**$ 332,000**	**$ 2,518,000**	**$ 230,000**	**$ 115,000**	**$ 115,000**	**$ -**	**$ 3,310,000**
301.0020	Wards Lake Improvements Grant applications submitted to: - RCO (Recreation Conservation Office) - L&WCF (Land & Water Conservation Future)	165,000	1,435,000	-	-	-	-	1,600,000
301.0027	American Lake Improvements (ADA and Waterfront Improvements) Grant applications submitted to: - RCO (Recreation Conservation Office) - ALEA (Aquatics Land Enhancement Account) Other Sources: - State Legislative Ask	167,000	1,083,000	-	-	-	-	1,250,000
301.0034	Park Sign Replacement Program	-	-	120,000	-	-	-	120,000
301.0038	Playground Replacement	-	-	110,000	115,000	115,000	-	340,000
Transfer In - General Fund		**$ 80,000**	**$ 212,500**	**$ 80,000**	**$ 80,000**	**$ 80,000**	**$ 80,000**	**$ 612,500**
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
301.0020	Wards Lake Improvements	-	132,500	-	-	-	-	132,500
Transfer In - REET		**$ 158,000**	**$ 624,500**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 782,500**
301.0020	Wards Lake Improvements	35,000	182,500	-	-	-	-	217,500
301.0027	American Lake Improvements (ADA and Waterfront Improvements)	33,000	217,000	-	-	-	-	250,000
301.0028	Oakbrook Park Improvements	-	50,000	-	-	-	-	50,000
301.0034	Park Sign Replacement Program	90,000	120,000	-	-	-	-	210,000
301.0038	Playground Replacement	-	55,000	-	-	-	-	55,000
	Total Sources	**$ 570,000**	**$ 3,355,000**	**$ 310,000**	**$ 195,000**	**$ 195,000**	**$ 80,000**	**$ 4,705,000**
	Total 2021/2022	**$ 3,925,000**						

USES		2021	2022	2023	2024	2025	2026	Total
Parks		**$ 400,000**	**$ 3,100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 3,500,000**
301.0020	Wards Lake Improvements	200,000	1,750,000	-	-	-	-	1,950,000
301.0027	American Lake Improvements (ADA and Waterfront Improvements)	200,000	1,300,000	-	-	-	-	1,500,000
301.0028	Oakbrook Park Improvements	-	50,000	-	-	-	-	50,000
Other		**$ 170,000**	**$ 255,000**	**$ 310,000**	**$ 195,000**	**$ 195,000**	**$ 80,000**	**$ 1,205,000**
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
301.0018	Project Support	50,000	50,000	50,000	50,000	50,000	50,000	300,000
301.0034	Park Sign Replacement Program	90,000	120,000	120,000	-	-	-	330,000
301.0038	Playground Replacement	-	55,000	110,000	115,000	115,000	-	395,000
	Total Uses	**$ 570,000**	**$ 3,355,000**	**$ 310,000**	**$ 195,000**	**$ 195,000**	**$ 80,000**	**$ 4,705,000**
	Total 2021/2022	**$ 3,925,000**						

6-Year (2021-2026) Capital Improvement Plan
Parks Capital Projects

Project #: **301.0016**
Project Name: Park Equipment Replacement
Project Group: n/a
Completion Year: Annual Program
Funding Status: Funded

Project Description & Justification:
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).

Specific projects to be determined based on park need and equipment replacement schedules.

Operational Impact:
There is no m&o impact.

Funding Sources	2021	2022	2023	2024	2025	2026	6-Year Total
Transfer In- General Fund	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 120,000
Total Funding Sources	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 120,000**

Project Costs	2021	2022	2023	2024	2025	2026	6-Year Total
Other	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 120,000
Total Project Costs	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 20,000**	**$ 120,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	6-Year Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Parks Capital Projects

Project #: **301.0017**
Project Name: Park Playground Resurfacing
Project Group: n/a
Completion Year: Annual Program
Funding Status: Funded

Project Description & Justification:
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.

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.

Operational Impact:
There is no impact to m&o.

Funding Sources	2021	2022	2023	2024	2025	2026	6-Year Total
Transfer In- General Fund	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 60,000
Total Funding Sources	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 60,000**

Project Costs	2021	2022	2023	2024	2025	2026	6-Year Total
Other	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 60,000
Total Project Costs	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 10,000**	**$ 60,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	6-Year Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Parks Capital Projects

Project #: **301.0018**
Project Name: Project Support
Project Group: n/a
Completion Year: Annual Program
Funding Status: 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	2021	2022	2023	2024	2025	2026	6-Year Total
Transfer In- General Fund	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 300,000
Total Funding Sources	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 300,000**

Project Costs	2021	2022	2023	2024	2025	2026	6-Year Total
Project Management	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 300,000
Total Project Costs	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 300,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	6-Year Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Parks Capital Projects

Project #: **301.0020**
Project Name: Wards Lake Improvements
Project Group: Wards Lake Park
Completion Year: 2023
Funding Status: Funded (pending Funds Anticipated)

Project Description & Justification:
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 purchase land or 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.

Grant applications and a request for state allocation have been submitted to RCO (Recreation & Conservation Office) and the federal L&WCF (Land & Water Conservation Future) program, ($150,000 to $500,000 Local Match requirement)

Operational Impact:
Utilities, daily seasonal visits, and annual maintence for invasive plant removal, wetland mitiation, trail work

Funding Sources	2021	2022	2023	2024	2025	2026	6-Year Total
Funds Anticipated	$ 165,000	$ 1,435,000	$ -	$ -	$ -	$ -	$ 1,600,000
Transfer In- General Fund	$ -	$ 132,500	$ -	$ -	$ -	$ -	$ 132,500
Transfer In - REET	$ 35,000	$ 182,500	$ -	$ -	$ -	$ -	$ 217,500
Total Funding Sources	**$ 200,000**	**$ 1,750,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,950,000**

Project Costs	2021	2022	2023	2024	2025	2026	6-Year Total
Design	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ 200,000
Construction		$ 1,750,000	$ -	$ -	$ -	$ -	$ 1,750,000
Total Project Costs	**$ 200,000**	**$ 1,750,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,950,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	6-Year Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 20,000
Net M&O Impact	**$ -**	**$ -**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 20,000**

6-Year (2021-2026) Capital Improvement Plan
Parks Capital Projects

Project #: **301.0027**
Project Name: American Lake Improvements (ADA and Waterfront Improvements)
Project Group: American Lake
Completion Year: 2020
Funding Status: Funded (pending Funds Anticipated)

Project Description & Justification:

American Lake park is a 5 ½ acre park with upland play spaces and viewing areas, 450 feet of fresh water shoreline and also includes a boat launch. This project will expand and improve 3 acres of the 5 acre site. By completing this project, American Lake Park will continue to be an important community asset providing a place where visitors can play, exercise, gather and enjoy the outdoors. Improvements will include ADA access to the waterfront, a new restroom building, group picnic shelter, viewpoint upgrades, and new entry sign.

$1,250,000 in RCO (Resource Conversation Office) and ALEA (Aquatics Land Enhancement Account) grant applications and a state legislative request have been submitted and are pending, (local match of up to $500,000 may required)

Operational Impact:

The operational impacts include 2 extra hours a week of additional work to include supplies and materials associated with:

- 2 new shelters (scheduling, posting, and additional garbage collection and clean up)
- New entry plaza, ADA walkways and ramps along shoreline frontage (blowing and cleaning off vegetation from upland trees and sand collected from beach)

Funding Sources	2021	2022	2023	2024	2025	2026	6-Year Total
Funds Anticipated	$ 167,000	$ 1,083,000	$ -	$ -	$ -	$ -	$ 1,250,000
Transfer In - REET	$ 33,000	$ 217,000	$ -	$ -	$ -	$ -	$ 250,000
Total Funding Sources	**$ 200,000**	**$ 1,300,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,500,000**

Project Costs	2021	2022	2023	2024	2025	2026	6-Year Total
Design	$ 200,000	$ -	$ -	$ -	$ -	$ -	$ 200,000
Construction	$ -	$ 1,300,000	$ -	$ -	$ -	$ -	$ 1,300,000
Total Project Costs	**$ 200,000**	**$ 1,300,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,500,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	6-Year Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ 2,000	$ 2,000	$ 2,000	$ 2,000	$ 8,000
Net M&O Impact	**$ -**	**$ -**	**$ 2,000**	**$ 2,000**	**$ 2,000**	**$ 2,000**	**$ 8,000**

6-Year (2021-2026) Capital Improvement Plan
Parks Capital Projects

Project #: **301.0028**
Project Name: Oakbrook Park Improvements
Project Group: Oakbrook Park
Completion Year: 2021
Funding Status: Funded

Project Description & Justification:
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. In 2019 we replaced the playground. In 2021 we anticipate making other park improvements (small picnic shelter, fencing, picnic table pads and open space enhancements). City would work with neighborhood groups to determine needs.

Operational Impact:
There is no impact to m&o.

Funding Sources	2021	2022	2023	2024	2025	2026	6-Year Total
Transfer In - REET	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Total Funding Sources	**$ -**	**$ 50,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 50,000**

Project Costs	2021	2022	2023	2024	2025	2026	6-Year Total
Construction	$ -	$ 50,000	$ -	$ -	$ -	$ -	$ 50,000
Total Project Costs	**$ -**	**$ 50,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 50,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	6-Year Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Parks Capital Projects

Project #: **301.0034**
Project Name: Park Sign Replacement Program
Project Group: n/a
Completion Year: 2021-2022
Funding Status: Funded in 2021-2022 / Pending 2023

Project Description & Justification:
The City created a park sign program in 2002 to identify new and improved City park sites. The concrete monument signs were placed near the entrance of each park and included the park name and city logo. Since that time the City has updated it's logo. While improving various parks the City plans to replace park entry signs with a more modern sign, depending on grant funding and project implementation. Like gateways, first impressions matter, and it is cost efficient to develop and implement multiple signs at one time. An alternative is to have a standard and replace signs over a period of time.

Sign cost is approximately $30,000 per sign.
11 entry signs will be needeed. Signs will be modified and udpated at Ponders Park, community garden sites and Chambers Creek Trail trailhead(s).

2021 Sites - Fort Steilacoom Park, Harry Todd Park and American Lake Park
2022 Sites - Wards Lake Park, Active Park, Washington Park, Springbrook Park
2023 Sites - Kiwanis and First Lions Skate Park, Oakbrook Park, Primely Park and Edgewater Park

Operational Impact:
Monthly inspections and playground surfacing updates would be included in regular work program.

Funding Sources	2021	2022	2023	2024	2025	2026	6-Year Total
Funds Anticipated	$ -	$ -	$ 120,000	$ -	$ -	$ -	$ 120,000
Transfer In - REET	$ 90,000	$ 120,000	$ -	$ -	$ -	$ -	$ 210,000
Total Funding Sources	**$ 90,000**	**$ 120,000**	**$ 120,000**	**$ -**	**$ -**	**$ -**	**$ 330,000**

Project Costs	2021	2022	2023	2024	2025	2026	6-Year Total
Construction	$ 90,000	$ 120,000	$ 120,000	$ -	$ -	$ -	$ 330,000
Total Project Costs	**$ 90,000**	**$ 120,000**	**$ 120,000**	**$ -**	**$ -**	**$ -**	**$ 330,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	6-Year Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Parks Capital Projects

Project #: **301.0038**
Project Name: Playground Replacement
Project Group: Various Parks
Completion Year: 2023-2026
Funding Status: Funded in 2022 / Unfunded 2023-2026

Project Description & Justification:
Playrounds are an important amenity in city parks, especially neighborhood parks. Playgrounds are regularly inspected and repaired as needed. The life span of a playground is influenced by use, materials and environment but can typically last between 15-20 years. The Legacy Plan identifed the following playground replacement program:

2022 - Primley Park $55,000
2023 - Active Park $ 110,000
2024 - Lake Louise School Park $115,000
2025 - Washington Park $115,000

Harry Todd and Fort Steilacoom Park playground updates are noted in separate projects

Operational Impact:
There is no operational impact.

Funding Sources	2021	2022	2023	2024	2025	2026	6-Year Total
Funds Anticipated	$ -	$ -	$ 110,000	$ 115,000	$ 115,000	$ -	$ 340,000
Transfer In - REET	$ -	$ 55,000	$ -	$ -	$ -	$ -	$ 55,000
Total Funding Sources	**$ -**	**$ 55,000**	**$ 110,000**	**$ 115,000**	**$ 115,000**	**$ -**	**$ 395,000**

Project Costs	2021	2022	2023	2024	2025	2026	6-Year Total
Construction	$ -	$ 55,000	$ 110,000	$ 115,000	$ 115,000	$ -	$ 395,000
Total Project Costs	**$ -**	**$ 55,000**	**$ 110,000**	**$ 115,000**	**$ 115,000**	**$ -**	**$ 395,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	6-Year Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**



Transportation CIP

6 Year (2021-2026) Capital Improvement Plan
Transportation Projects

	SOURCES	2021	2022	2023	2024	2025	2026	Total
General Fund		**$ 700,000**	**$ 432,965**	**$ 700,000**	**$ 700,000**	**$ 700,000**	**$ 515,000**	**$ 3,747,965**
1	Personnel, Engineering & Professional Services	91,995	136,565	167,565	199,565	233,565	269,565	1,098,820
2	Street Lights: New LED Streetlight	175,000	175,000	180,000	180,000	185,000	-	895,000
3	Safety: Neighborhood Traffic Safety/Traffic Calming	27,000	27,000	30,000	30,000	33,000	33,000	180,000
4	Minor Capital & Major Maintenance	255,973	-	264,175	264,175	248,435	212,435	1,245,193
5	Chip Seal Program - Local Access Roads	150,032	-	58,260	26,260	-	-	234,552
68	Overlay: Pacific Hwy - 108th to SR512	-	94,400	-	-	-	-	94,400
REET (Real Estate Excise Tax)		**$ 679,295**	**$ -**	**$ 337,565**	**$ 369,565**	**$ 431,565**	**$ 467,565**	**$ 2,285,555**
4	Minor Capital & Major Maintenance	4,027	-	5,825	5,825	31,565	67,565	114,807
5	Chip Seal Program - Local Access Roads	229,968	-	331,740	363,740	400,000	400,000	1,725,448
68	Overlay: Pacific Hwy - 108th to SR512	4,600	-	-	-	-	-	4,600
74	Streets: South Tacoma Way - 88th to 80th St	140,000	-	-	-	-	-	140,000
133	Street & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisition	165,000	-	-	-	-	-	165,000
137	Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	135,700	-	-	-	-	-	135,700
Transportation Benefit District $20 VLF		**$ -**	**$ 640,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 640,000**
4	Minor Capital & Major Maintenance	-	260,000	-	-	-	-	260,000
5	Chip Seal Program - Local Access Roads	-	380,000	-	-	-	-	380,000
SWM (Surface Water Management)		**$ 1,575,000**	**$ 3,000,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,575,000**
135	Streets: JBLM - North Access Improvement Project	1,500,000	3,000,000	-	-	-	-	4,500,000
137	Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	75,000	-	-	-	-	-	75,000
Motor Vehicle Excise Tax (MVET)		**$ 344,330**	**$ 330,560**	**$ 330,560**	**$ 330,560**	**$ 330,560**	**$ 330,560**	**$ 1,997,130**
1	Personnel, Engineering & Professional Services	344,330	330,560	330,560	330,560	330,560	330,560	1,997,130
Multi-Modal		**$ 80,440**	**$ 79,240**	**$ 79,240**	**$ 79,240**	**$ 79,240**	**$ 79,240**	**$ 476,640**
1	Personnel, Engineering & Professional Services	80,440	79,240	79,240	79,240	79,240	79,240	476,640
Gas Tax Increase (MVET)		**$ 70,235**	**$ 69,635**	**$ 69,635**	**$ 69,635**	**$ 69,635**	**$ 69,635**	**$ 418,410**
1	Personnel, Engineering & Professional Services	70,235	69,635	69,635	69,635	69,635	69,635	418,410
Grants Secured		**$ 1,786,400**	**$ 585,600**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,372,000**
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.)	450,000	-	-	-	-	-	450,000
Grants Anticipated		**$ 3,000,000**	**$ 4,273,998**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 7,273,998**
135	Streets: JBLM - North Access Improvement Project	3,000,000	4,273,998	-	-	-	-	7,273,998
Donations/Contributions		**$ 150,302**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,302**
135	Streets: JBLM - North Access Improvement Project	150,302	-	-	-	-	-	150,302
GO Bond Proceeds		**$ 6,600,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,600,000**
135	Streets: JBLM - North Access Improvement Project	4,700,700	-	-	-	-	-	4,700,700
137	Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	1,899,300	-	-	-	-	-	1,899,300
Project Balance		**$ 746,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 746,000**
80	Overlay: 108th Street – Bridgeport Way to Pacific Highway	746,000	-	-	-	-	-	746,000
	Total - Sources	**$ 15,732,002**	**$ 9,411,998**	**$ 1,517,000**	**$ 1,549,000**	**$ 1,611,000**	**$ 1,462,000**	**$ 31,283,000**

6 Year (2021-2026) Capital Improvement Plan
Transportation Projects

Fund Summary - Transportation CIP			2021	2022	2023	2024	2025	2026	Total
Funded Projects:									
	1	Personnel, Engineering & Professional Services	$ 587,000	$ 616,000	$ 647,000	$ 679,000	$ 713,000	$ 749,000	$ 3,991,000
	2	Street Lights: New LED Streetlight	175,000	175,000	180,000	180,000	185,000	-	895,000
	3	Safety: Neighborhood Traffic Safety/Traffic Calming	27,000	27,000	30,000	30,000	33,000	33,000	180,000
	4	Minor Capital & Major Maintenance	260,000	260,000	270,000	270,000	280,000	280,000	1,620,000
	5	Chip Seal Program - Local Access Roads	380,000	380,000	390,000	390,000	400,000	400,000	2,340,000
	68	Overlay: Pacific Hwy - 108th to SR512	31,000	680,000	-	-	-	-	711,000
	74	Streets: South Tacoma Way - 88th to 80th St (Design)	515,000	-	-	-	-	-	515,000
	80	Overlay: 108th Street – Bridgeport Way to Pacific Highway	746,000	-	-	-	-	-	746,000
	133	Street & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisition	1,100,000	-	-	-	-	-	1,100,000
	135	Streets: JBLM - North Access Improvement Project	9,351,002	7,273,998	-	-	-	-	16,625,000
	137	Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)	2,560,000	-	-	-	-	-	2,560,000
Total			**$ 15,732,002**	**$ 9,411,998**	**$ 1,517,000**	**$ 1,549,000**	**$ 1,611,000**	**$ 1,462,000**	**$ 31,283,000**

GO Bond Issuance		2021	2022	2023	2024	2025	2026	Total
	GO Bond Proceeds	**$ 6,600,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 6,600,000**

Debt Service		2021	2022	2023	2024	2025	2026	Total
	Debt Service Payment (Funded by REET)	**$ 1,240,900**	**$ 1,242,400**	**$ 1,242,400**	**$ 1,242,400**	**$ 1,242,400**	**$ 1,242,400**	**$ 7,452,900**

REET Estimate	2021	2022	2023	2024	2025	2026	Total
Total Revenue + 2020 Excess Ending Fund Balance	**$ 2,340,095**	**$ 1,800,000**	**$ 1,800,000**	**$ 1,800,000**	**$ 1,800,000**	**$ 1,800,000**	**$ 11,340,095**
Total Uses	**$ 2,078,195**	**$ 1,866,900**	**$ 1,579,965**	**$ 1,611,965**	**$ 1,673,965**	**$ 1,709,965**	**$ 10,520,955**
Transfer to Parks CIP	$ 158,000	$ 624,500	$ -	$ -	$ -	$ -	$ 782,500
Transfer to Transportation CIP	$ 679,295	$ -	$ 337,565	$ 369,565	$ 431,565	$ 467,565	$ 2,285,555
Debt Services	$ 1,240,900	$ 1,242,400	$ 1,242,400	$ 1,242,400	$ 1,242,400	$ 1,242,400	$ 7,452,900

	Transportation CIP (2021 - 2026)	Total Cost (2020 Value)
TIP Projects / Unfunded		**$ 86,942,100**
Total - Non-Motorized		**$ 150,000**
130	Guardrail Replacement: Clover Creek Gravelly Lake Drive - 112th to Nyanza	150,000
Total - Non-Motorized		**$ 8,370,000**
97	Non-Motorized Access: Lakewood Station Vicinity	3,840,000
76	Non-Motorized Trail: Nyanza Road SW	4,530,000
Total - Overlay		**$ 4,178,000**
80	Overlay: 108th Street – Bridgeport Way to Pacific Highway	678,000
131	Overlay & Sidewalk Fill-In: Custer Rd - John Dower to 500' West of Bridgeport Way	3,500,000
Total - Pedestrian Crossing Signal		**$ 138,000**
98	Pedestrian Crossing Signal: 84th Street at Pine Street South Intersection	138,000
Total - Safety		**$ 1,080,000**
71	Safety: SRTS - Phillips Rd Sidewalks & Bike Lanes (Steilacoom to Onyx)-Phase II	1,080,000
Total - Sidewalks		**$ 1,615,000**
72	Sidewalks: 59th Ave – 100th to Bridgeport Way	125,000
119	Sidewalks: Lakewood Drive - Steilacoom Blvd. to Flett Creek	540,000
120	Sidewalks: Tyee Park School Sidewalks - Seminole Rd. SW	450,000
122	Sidewalks: 47th Ave SW - 121st St SW to Pacific Hwy SW	500,000
Total - Street & Sidewalks		**$ 28,669,000**
24	Streets & Sidewalks: Farwest Drive to Weller (Construction Only)	5,587,000
111	Street & Sidewalks: Kendrick from 111th St. SW to 108th St SW Roadway	557,000
113	Street & Sidewalks: Military Rd & Farwest Dr SW Sidewalk & Roadway: 116th to 200' S/O 112th	1,200,000
114	Street & Sidewalks: Clover Park HS - 112th Sidewalks: Gravelly Lk Dr SW to Bridgeport Way SW	3,000,000
115	Street & Sidewalks: Clover Park HS - Davisson Rd SW & Highland Ave SW: 112th St. SW to 108th St SW	1,400,000
116	Street & Sidewalks: Custer Rd. SW: Bridgeport Way - Lakewood Dr. SW(East City Limits/74th St.)	3,000,000
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
118	Street & Sidewalks: Lakewood Drive - Custer/74th to N. City Limits	900,000
136	Street & Sidewalks: 100th St.: 59th Ave. to S. Tacoma Way	12,025,000
Total - Streets		**$ 38,720,000**
73	Streets: 150th Street Corridor Capacity	2,080,000
74	Streets: South Tacoma Way - 88th to 80th St (Construction)	3,988,000
75	Streets: Mt. Tacoma Drive – Interlaaken to Whitman Avenue	3,245,000
83	Streets: Hipkins Road – 104th to Steilacoom Boulevard	3,640,000
84	Streets: Interlaaken - Short Lane to Bridge; Bridge to Mt Tahoma/Holly Hedge	5,236,000
90	Streets: 96th Street 2-Way Left Turn Lane	500,000
92	Streets: Steilacoom Blvd – Bridgeport Way to Gravelly Lake Drive	2,200,000
93	Streets: Gravelly Lake Drive – Pacific Highway to Nyanza (South)	1,740,000
96	Streets: Union Avenue – West Thorne Lane to Spruce Street	3,870,000
109	Streets: Phillips Rd Sidewalks & Bike Lanes (Agate to Onyx) - Phase III	1,080,000
121	Streets: 112th - Farwest Dr SW to Butte Dr SW	3,000,000
141	Streets: 104th St SW - Short Lane to Lake Louise Drive	3,500,000
142	Streets: Ardmore Dr SW - Custer Rd SW to Whitman Ave SW	2,000,000
144	Streets: 146th St.: Woodbrook to Murray Road	2,641,000
Total - Traffic Signal		**$ 4,022,100**
59	Traffic Signal New: Durango Street/Steilacoom Boulevard	885,100
78	Traffic Signal New: South Tacoma Way/92nd Street	823,000
82	Traffic Signal: Traffic Signal Upgrade Phase VI	660,000
94	Traffic Signal New: Gravelly Lake Drive & Avondale	604,000
123	Traffic Signal New: Holden/Military Rd.	525,000
126	Traffic Signal Replacement: Custer Rd. and 88th	525,000

6-Year (2021-2026) Capital Improvement Plan
Transportation Projects

Project #: 1
Project Name: Personnel, Engineering & Professional Services
Project Group: n/a
Est Completion Year: Annual Program
Funding Status: Funded

Project Description & Justification:

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.

Operational Impact:
n/a

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Multi-Modal	$ 80,440	$ 79,240	$ 79,240	$ 79,240	$ 79,240	$ 79,240	$ 476,640
Increased Gas Tax (MVET)	$ 70,235	$ 69,635	$ 69,635	$ 69,635	$ 69,635	$ 69,635	$ 418,410
Motor Vehicle Fuel Tax (MVET)	$ 344,330	$ 330,560	$ 330,560	$ 330,560	$ 330,560	$ 330,560	$ 1,997,130
General Fund	$ 91,995	$ 136,565	$ 167,565	$ 199,565	$ 233,565	$ 269,565	$ 1,098,820
Total Funding Sources	**$ 587,000**	**$ 616,000**	**$ 647,000**	**$ 679,000**	**$ 713,000**	**$ 749,000**	**$ 3,991,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design	$ 587,000	$ 616,000	$ 647,000	$ 679,000	$ 713,000	$ 749,000	$ 3,991,000
Total Project Costs	**$ 587,000**	**$ 616,000**	**$ 647,000**	**$ 679,000**	**$ 713,000**	**$ 749,000**	**$ 3,991,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Transportation Projects

Project #: **2**
Project Name: Street Lights: New LED Streetlight
Project Group: n/a
Est Completion Year: Annual Program
Funding Status: Funded

Project Description & Justification:

Provide street lights in areas where there are none. Cost to provide stand alone streetlights up to $15,000 per pole. Cost to install street light on existing utility pole up to $3,000 per pole.

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.
Year 2020:

It is anticipated the new LED streetlights will be completed in 2024.

Operational Impact:
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	2021	2022	2023	2024	2025	2026	Total
General Fund	$ 175,000	$ 175,000	$ 180,000	$ 180,000	$ 185,000	$ -	$ 895,000
Total Funding Sources	**$ 175,000**	**$ 175,000**	**$ 180,000**	**$ 180,000**	**$ 185,000**	**$ -**	**$ 895,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 175,000	$ 175,000	$ 180,000	$ 180,000	$ 185,000	$ -	$ 895,000
Total Project Costs	**$ 175,000**	**$ 175,000**	**$ 180,000**	**$ 180,000**	**$ 185,000**	**$ -**	**$ 895,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Transportation Projects

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.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
General Fund	$ 27,000	$ 27,000	$ 30,000	$ 30,000	$ 33,000	$ 33,000	$ 180,000
Total Funding Sources	**$ 27,000**	**$ 27,000**	**$ 30,000**	**$ 30,000**	**$ 33,000**	**$ 33,000**	**$ 180,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 27,000	$ 27,000	$ 30,000	$ 30,000	$ 33,000	$ 33,000	$ 180,000
Total Project Costs	**$ 27,000**	**$ 27,000**	**$ 30,000**	**$ 30,000**	**$ 33,000**	**$ 33,000**	**$ 180,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Transportation Projects

Project #: **4**
Project Name: Minor Capital & Major Maintenance
Project Group: n/a
Est Completion Year: Annual Program
Funding Status: Funded

Project Description & Justification:

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.

City-wide minor capital projects to provide infrastructure preservation or upgrades include:

• City-wide hot mix asphalt (HMA) patching contract

• Traffic signal upgrades including replacement of loop detection with video detection

The anticipated major maintenance work on an annual basis are:

• 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.

• Pavement Patching. Use and weather effect the longevity of the street pavement. Without an ongoing patching program the street pavement will quickly deteriate 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.

• 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.

• Crack Sealer.

Operational Impact:
There is no operational impact since this work is upgrade / replacement of existing infrastructure.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
General Fund	$ 255,973	$ -	$ 264,175	$ 264,175	$ 248,435	$ 212,435	$ 1,245,193
Real Estate Excise Tax (REET) Fund	$ 4,027	$ -	$ 5,825	$ 5,825	$ 31,565	$ 67,565	$ 114,807
TBD Fund - $20 Vehicle License Fee	$ -	$ 260,000	$ -	$ -	$ -	$ -	$ 260,000
Total Funding Sources	**$ 260,000**	**$ 260,000**	**$ 270,000**	**$ 270,000**	**$ 280,000**	**$ 280,000**	**$ 1,620,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 260,000	$ 260,000	$ 270,000	$ 270,000	$ 280,000	$ 280,000	$ 1,620,000
Total Project Costs	**$ 260,000**	**$ 260,000**	**$ 270,000**	**$ 270,000**	**$ 280,000**	**$ 280,000**	**$ 1,620,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Transportation Projects

Project #: **5**
Project Name: Chip Seal Program - Local Access Roads
Project Group: n/a
Est Completion Year: Annual Program
Funding Status: Funded

Project Description & Justification:

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.

Complete up to 8-10 lane miles annually. May included pulverize and inlay of failed roadway sections.
Hot mix asphalt (HMA) pavement repair.

Operational Impact:
No impact. Rehabilitation of exisitng infrastructure.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
General Fund	$ 150,032	$ -	$ 58,260	$ 26,260	$ -	$ -	$ 234,552
Real Estate Excise Tax (REET) Fund	$ 229,968	$ -	$ 331,740	$ 363,740	$ 400,000	$ 400,000	$ 1,725,448
TBD Fund - $20 Vehicle License Fee	$ -	$ 380,000	$ -	$ -	$ -	$ -	$ 380,000
Total Funding Sources	**$ 380,000**	**$ 380,000**	**$ 390,000**	**$ 390,000**	**$ 400,000**	**$ 400,000**	**$ 2,340,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Right-of-Way	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ 380,000	$ 380,000	$ 390,000	$ 390,000	$ 400,000	$ 400,000	$ 2,340,000
Total Project Costs	**$ 380,000**	**$ 380,000**	**$ 390,000**	**$ 390,000**	**$ 400,000**	**$ 400,000**	**$ 2,340,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Transportation Projects

Project #: **68**
Project Name: Overlay: Pacific Hwy - 108th to SR512
Project Group: n/a
Est Completion Year: 2022
Funding Status: Funded

Project Description & Justification:

2" HMA Overlay, roadway striping upgrade existing curb ramps to meet current ADA standards as required for all overlay projects.

Grant source is PSRC.

Operational Impact:
None. Replacement of existing infrastructure.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Grants - Secured	$ 26,400	$ 585,600	$ -	$ -	$ -	$ -	$ 612,000
General Fund	$ -	$ 94,400	$ -	$ -	$ -	$ -	$ 94,400
Real Estate Excise Tax (REET) Fund	$ 4,600	$ -	$ -	$ -	$ -	$ -	$ 4,600
Total Funding Sources	**$ 31,000**	**$ 680,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 711,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design	$ 31,000	$ -	$ -	$ -	$ -	$ -	$ 31,000
Right-of-Way	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Construction	$ -	$ 680,000	$ -	$ -	$ -	$ -	$ 680,000
Contingency	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Total Project Costs	**$ 31,000**	**$ 680,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 711,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Transportation Projects

Project #: **74**
Project Name: Streets: South Tacoma Way - 88th to 80th St
Project Group: n/a
Est Completion Year: 2022
Funding Status: Design Funded / Construction Unfunded

Project Description & Justification:

This project provides for curb, gutter, sidewalks, sharrow, continuous 2-way left turn lane, street lighting, signal upgrades, overlay, and associated storm drainage.

Grant source is PSRC.

Operational Impact:

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Grants - Secured	$ 375,000	$ -	$ -	$ -	$ -	$ -	$ 375,000
Real Estate Excise Tax (REET) Fund	$ 140,000	$ -	$ -	$ -	$ -	$ -	$ 140,000
Unfunded	$ -	$ 4,224,000	$ -	$ -	$ -	$ -	$ 4,224,000
Total Funding Sources	**$ 515,000**	**$ 4,224,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,739,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design	$ 435,000	$ -	$ -	$ -	$ -	$ -	$ 435,000
Right-of-Way	$ 80,000	$ -	$ -	$ -	$ -	$ -	$ 80,000
Construction	$ -	$ 4,224,000	$ -	$ -	$ -	$ -	$ 4,224,000
Total Project Costs	**$ 515,000**	**$ 4,224,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 4,739,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Transportation Projects

TBD Eligible

Project #: **80**
Project Name: Overlay: 108th Street – Bridgeport Way to Pacific Highway
Project Group: n/a
Est Completion Year: 2021
Funding Status: Funded

Project Description & Justification:

This projects upgrades existing curb ramps to meet ADA standards as required for all overlay projects.

Operational Impact:
None. Replacement of existing infrastructure.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Project Balance	$ 746,000	$ -	$ -	$ -	$ -	$ -	$ 746,000
Total Funding Sources	**$ 746,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 746,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Construction	$ 746,000	$ -	$ -	$ -	$ -	$ -	$ 746,000
Total Project Costs	**$ 746,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 746,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Transportation Projects

Project #: **133**
Project Name: Street & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisition
Project Group:
Est Completion Year: 2021
Funding Status: 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	2021	2022	2023	2024	2025	2026	Total
Grants - Secured	$ 935,000	$ -	$ -	$ -	$ -	$ -	$ 935,000
Real Estate Excise Tax (REET) Fund	$ 165,000	$ -	$ -	$ -	$ -	$ -	$ 165,000
Total Funding Sources	**$ 1,100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,100,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Right-of-Way	$ 1,100,000	$ -	$ -	$ -	$ -	$ -	$ 1,100,000
Total Project Costs	**$ 1,100,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 1,100,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Transportation Projects

Project #: **135**
Project Name: Streets: JBLM - North Access Improvement Project
Project Group: Washington Boulevard, Gravelly Lake Drive, Vernon, Edgewood Drive and North Gate Road
Est Completion Year: 2023
Funding Status: Funded (contingent on grants anticipated)

Project Description & Justification:
Streets: North Fort, Edgwood Drive, Washington Blvd, Gravelly Lake Drive to Pac Hwy, Vernon between WA Blvd and Veterans Drive

This project provides for curb, gutter, sidewalks (both sides), associated storm drainage, hot mix asphalt (HMA) overlay, LED lighting, landscaping, and intersection improvements at 10 intersections. Install ten (10) round-a-bouts, replacing three signals on Washington Blvd. and two on Gravelly Lake Drive. Improve Vernon between WA Blvd and Veterans Drive with curb, gutter, sidewalks (both sides), associated storm drainage, hot mix asphalt (HMA), LED lighting.

Design: Design was completed in 2020 to advance the project for federal DCIP grant funding consideration in 2020. Design costs were $2,220,000 and ROW costs were $125,000 in 2020. Total spent: $2,345,000

Phase I Construction $7,600,000: This phase constructs curb, gutter, sidewalks (both sides), associated storm drainage, hot mix asphalt (HMA) overlay, landscaping, bike lanes (WA BLvd), lighting, and the replacement of three traffic signals with roundabouts between Pac Hwy and Interlaaken Drive along Gravelly Lake Drive and Washington Boulevard. Install four roundabouts: Nyanza, Veterans Drive, Washington Blvd, Interlaaken. Construction planned for 2021 and 2022.

Phase II Construction $9,025,000: This final phase will construct a civic boulevard from 200' west of Interlaaken west to Edgewood Drive, then a standard road section along Edgewood Drive to North Gate Road to the North Fort boundary, and Vernon Avenue between Washington Boulevard and Veterans Drive. Curb, gutter, sidewalks (both sides), complete new storm drainage, hot mix asphalt (HMA) overlay, landscaping, bike lanes, illumination, and replacement of two traffic signals with roundabouts. In total six new roundabouts will be constructed. Construction start planned for 2022, complete in 2023.

Grants Anticipated:
$3,000,000 TIB Grant Awarded
$4,273,988 DCIP (Defense Community Infrastructure Program) Grant - Will apply when grant period opens up, anticipated date is Spring 2021.

Operational Impact:

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Grants - Anticipated	$ 3,000,000	$ 4,273,998	$ -	$ -	$ -	$ -	$ 7,273,998
Contributions/Mitigation	$ 150,302	$ -	$ -	$ -	$ -	$ -	$ 150,302
GO Bond Proceeds	$ 4,700,700	$ -	$ -	$ -	$ -	$ -	$ 4,700,700
Surface Water Management Fund	$ 1,500,000	$ 3,000,000	$ -	$ -	$ -	$ -	$ 4,500,000
Total Funding Sources	**$ 9,351,002**	**$ 7,273,998**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 16,625,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Construction:							
Phase I = $7,600,000							
Phase II = $9,025,000	$ 7,600,000	$ 9,025,000	$ -	$ -	$ -	$ -	$ 16,625,000
Total Project Costs	**$ 7,600,000**	**$ 9,025,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 16,625,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Transportation Projects

Project #: **137**
Project Name: Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)
Project Group: Steilacoom Boulevard Projects
Est Completion Year: 2021
Funding Status: 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 upgrades, and a signal replacement Phillips Rd./Steilacoom Blvd., 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.

Operational Impact:
To be determined. Increased sweep and associated surface water maintenance.

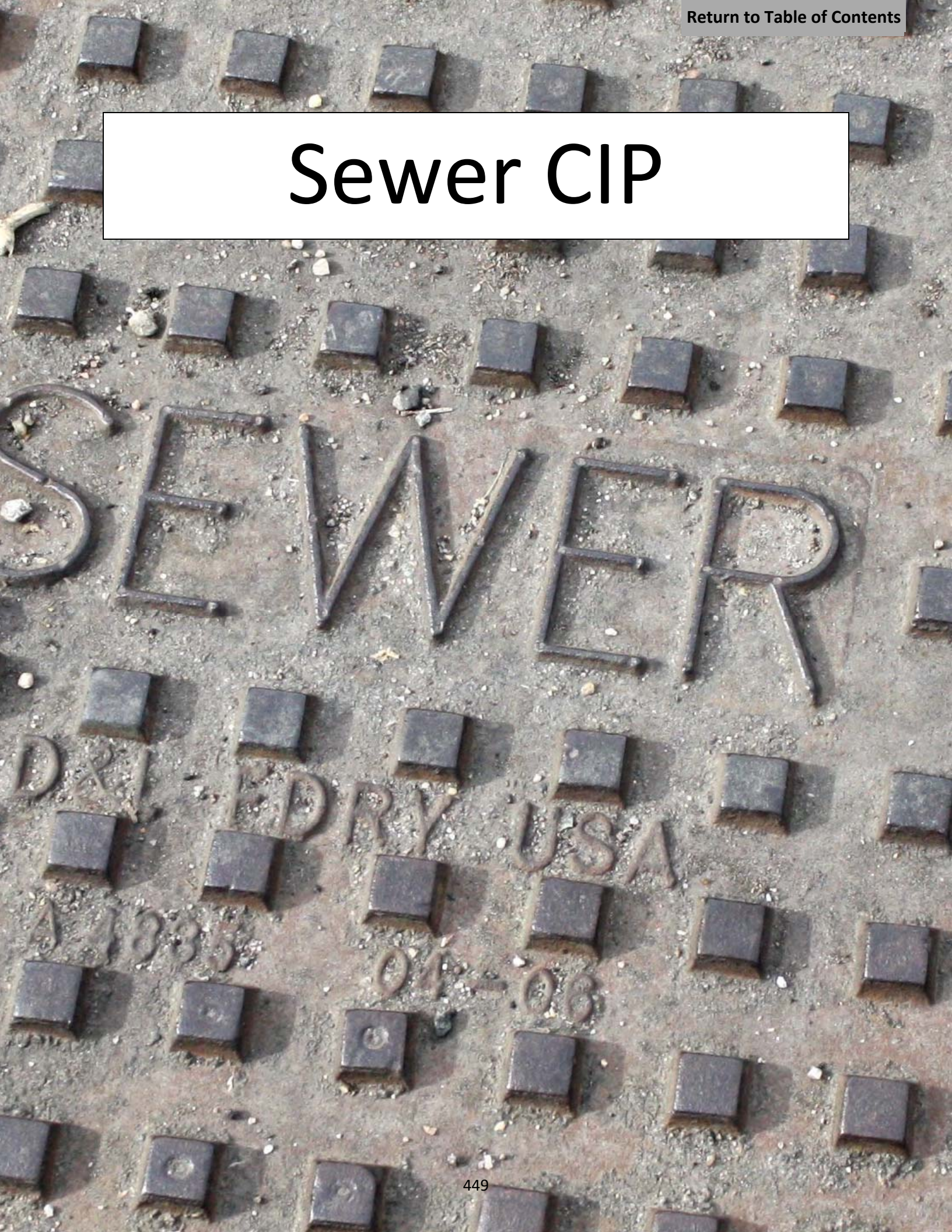
Funding Sources	2021	2022	2023	2024	2025	2026	Total
Grants - Secured	$ 450,000	$ -	$ -	$ -	$ -	$ -	$ 450,000
GO Bond Proceeds	$ 1,899,300	$ -	$ -	$ -	$ -	$ -	$ 1,899,300
Real Estate Excise Tax (REET) Fund	$ 135,700	$ -	$ -	$ -	$ -	$ -	$ 135,700
Surface Water Management Fund	$ 75,000	$ -	$ -	$ -	$ -	$ -	$ 75,000
Total Funding Sources	**$ 2,560,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,560,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Construction	$ 2,560,000	$ -	$ -	$ -	$ -	$ -	$ 2,560,000
Total Project Costs	**$ 2,560,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 2,560,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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Sewer CIP



6-Year (2021-2026) Capital Improvement Plan
Sewer CIP

Ref #	Funding Sources	2021	2022	2023	2024	2025	2026	Total
	Fund 204 Sewer Surcharge 4.75%	$ 190,000	$ 50,000	$ 1,130,000	$ 50,000	$ 50,000	$ 50,000	$ 1,520,000
	Fund 311 Sewer Availability Charge	570,000	45,000	-	-	-	50,000	665,000
	Total Funding Sources	**$ 760,000**	**$ 95,000**	**$ 1,130,000**	**$ 50,000**	**$ 50,000**	**$ 100,000**	**$ 2,185,000**

Ref #	Project Costs	2021	2022	2023	2024	2025	2026	Total
311.0002	Side Sewer CIPs	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 300,000
311.0005	Maple St. Sewer Extension	710,000	-	-	-	-	-	710,000
311.0006	Rose Rd. & Forest Rd. Sewer Extension	-	45,000	1,080,000	-	-	-	1,125,000
311.0007	Wadsworth, Silcox & Boat St. Sewer Extension	-	-	-	-	-	50,000	50,000
	Total Project Costs	**$ 760,000**	**$ 95,000**	**$ 1,130,000**	**$ 50,000**	**$ 50,000**	**$ 100,000**	**$ 2,185,000**

6-Year (2021-2026) Capital Improvement Plan
Sewer CIP

Project #: 311.0002
Project Name: Side Sewer CIPs

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.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Fund 204 Sewer Surcharge 4.75%	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 300,000
Fund 311 Sewer Availability Charge	-	-	-	-	-	-	-
Total Funding Sources	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 300,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Engineering	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 30,000
Construction	45,000	45,000	45,000	45,000	45,000	45,000	270,000
Construction Engineering	-	-	-	-	-	-	-
Total Project Costs	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 50,000**	**$ 300,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) 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 is will make service availabe 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.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Fund 204 Sewer Surcharge 4.75%	$ 140,000	$ -	$ -	$ -	$ -	$ -	$ 140,000
Fund 311 Sewer Availability Charge	570,000	-	-	-	-	-	570,000
Total Funding Sources	**$ 710,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 710,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Engineering	$ -		$ -	$ -	$ -	$ -	$ -
Construction	680,000	-	-	-	-	-	680,000
Construction Engineering	30,000	-		-	-	-	30,000
Total Project Costs	**$ 710,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 710,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Sewer CIP

Project #: 311.0006
Project Name: Rose Rd. & Forest Rd. Sewer Extension

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 is will make service availabe 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	2021	2022	2023	2024	2025	2026	Total
Fund 204 Sewer Surcharge 4.75%	$ -	$ -	$ 1,080,000	$ -	$ -	$ -	$ 1,080,000
Fund 311 Sewer Availability Charge	-	45,000	-	-	-	-	45,000
Total Funding Sources	**$ -**	**$ 45,000**	**$ 1,080,000**	**$ -**	**$ -**	**$ -**	**$ 1,125,000**

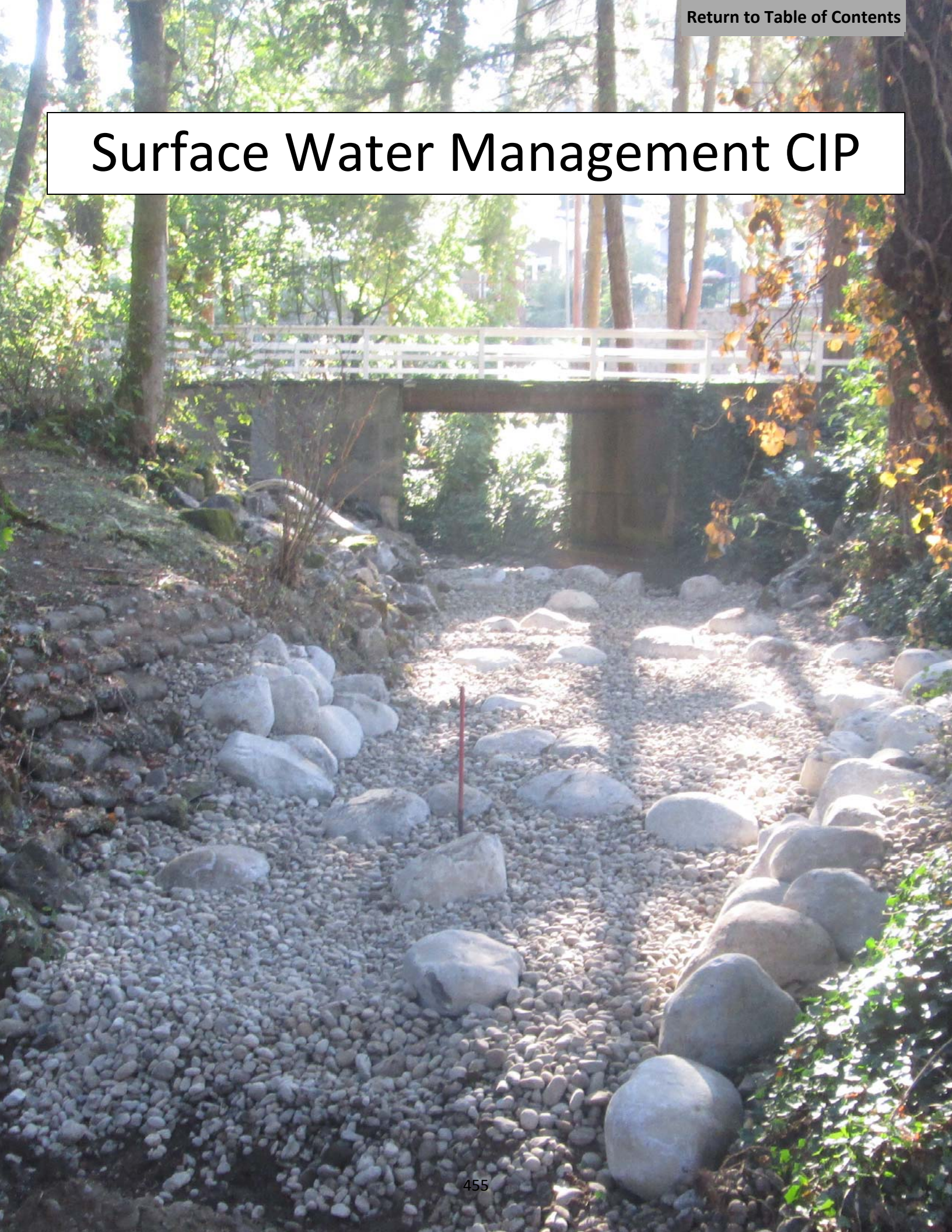
Project Costs	2021	2022	2023	2024	2025	2026	Total
Engineering	$ -	$ 45,000	$ -	-	$ -	$ -	$ 45,000
Construction	-	-	1,035,000	-	-	-	1,035,000
Construction Engineering	-	-	45,000	-	-	-	45,000
Total Project Costs	**$ -**	**$ 45,000**	**$ 1,080,000**	**$ -**	**$ -**	**$ -**	**$ 1,125,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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Return to Table of Contents

Surface Water Management CIP



6-Year (2021-2026) Capital Improvement Plan
Surface Water Management Projects

Ref #	Funding Sources	2021	2022	2023	2024	2025	2026	Total
	Surface Water Mgmt Fund (SWM)	$ 225,000	$ 900,000	$ 485,000	$ 375,000	$ 385,000	$ 355,000	$ 2,725,000
	Total Funding Sources	**$ 225,000**	**$ 900,000**	**$ 485,000**	**$ 375,000**	**$ 385,000**	**$ 355,000**	**$ 2,725,000**

Ref #	Project Costs	2021	2022	2023	2024	2025	2026	Total
401.0014	2022 Water Quality Improvements	$ 25,000	$ 200,000	$ -	$ -	$ -	$ -	$ 225,000
401.0016	112th St. Drainage Improvements	40,000	350,000	-	-	-	-	390,000
401.0020	2022 Drainage Pipe Repair Project	35,000	315,000	-	-	-	-	350,000
401.0023	Clover Creek Flood Risk Reduction Study	125,000	-	-	-	-	-	125,000
401.0024	Clover Creek Streambank Restoration Study	-	-	125,000	-	-	-	125,000
401.0025	2023 Drainage Pipe Repair Project	-	35,000	325,000	-	-	-	360,000
401.0026	2024 Drainage Pipe Repair Project	-	-	35,000	335,000	-	-	370,000
401.0027	2025 Drainage Pipe Repair Project	-	-	-	40,000	345,000	-	385,000
401.0028	2026 Drainage Pipe Repair Project	-	-	-	-	40,000	355,000	395,000
	Total Project Costs	**$ 225,000**	**$ 900,000**	**$ 485,000**	**$ 375,000**	**$ 385,000**	**$ 355,000**	**$ 2,725,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	1,500	4,000	4,000	4,000	4,000	17,500
Net M&O Impact	**$ -**	**$ 1,500**	**$ 4,000**	**$ 4,000**	**$ 4,000**	**$ 4,000**	**$ 17,500**

6-Year (2021-2026) Capital Improvement Plan
Surface Water Management Projects

Reference #: 401.0014
Project Name: 2022 Water Quality Improvements

Project Description & Justification:
This project will retrofit existing stormwater conveyance systems that currently discharge untreated stormwater into Ponce de Leon Creek from Gravelly Lake Dr. 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.

Operational Impact:
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

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Surface Water Mgmt Fund (SWM)	$ 25,000	$ 200,000			$ -	$ -	$ 225,000
Total Funding Sources	**$ 25,000**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 225,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design & Construction Mgmt.	$ 25,000	$ 200,000	$ -	$ -	$ -	$ -	$ 225,000
Total Project Costs	**$ 25,000**	**$ 200,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 225,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	1,500	1,500	1,500	1,500	1,500	7,500
Net M&O Impact	**$ -**	**$ 1,500**	**$ 1,500**	**$ 1,500**	**$ 1,500**	**$ 1,500**	**$ 7,500**

6-Year (2021-2026) Capital Improvement Plan
Surface Water Management Projects

Reference #: 401.0016
Project Name: 112th St. Drainage Improvements

Project Description & Justification:
This project will reconstruct a storm drainage infltration 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.

Operational Impact:
The impact will be any 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.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Surface Water Mgmt Fund (SWM)	$ 40,000	$ 350,000	$ -	$ -	$ -	$ -	$ 390,000
Total Funding Sources	**$ 40,000**	**$ 350,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 390,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design & Construction Mgmt.	$ 40,000	$ -	$ -	$ -	$ -	$ -	$ 40,000
Construction	-	350,000	-	-	-	-	350,000
Total Project Costs	**$ 40,000**	**$ 350,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 390,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	2,500	2,500	2,500	2,500	10,000
Net M&O Impact	**$ -**	**$ -**	**$ 2,500**	**$ 2,500**	**$ 2,500**	**$ 2,500**	**$ 10,000**

6-Year (2021-2026) Capital Improvement Plan
Surface Water Management Projects

Reference #: 401.0020
Project Name: 2022 Drainage Pipe Repair Project

Project Description & Justification:
This project will repair storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.

Operational Impact:
The impact will be any new pipe will need inspected on occasion and cleaned as needed. The impact is negligible.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Surface Water Mgmt Fund (SWM)	$ 35,000	$ 315,000	$ -	$ -		$ -	$ 350,000
Total Funding Sources	**$ 35,000**	**$ 315,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 350,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design & Construction Mgmt.	$ 35,000	$ -	$ -		$ -	$ -	$ 35,000
Construction	-	315,000	-	-		-	315,000
Total Project Costs	**$ 35,000**	**$ 315,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 350,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Surface Water Management Projects

Reference #: 401.0023
Project Name: Clover Creek Flood Risk Reduction Study

Project Description & Justification:
This project will evaluate alternatives to reduce flood risks on Clover Creek in Lakewood from McChord Field down to Steilacoom Lake. This project will build on hydraulic modeling work that was done in 2019 to determine flood risk for this section of Clover Creek.

Operational Impact:
There is no operational impact.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Surface Water Mgmt Fund (SWM)	$ 125,000	$ -	$ -	$ -	$ -	$ -	$ 125,000
Total Funding Sources	**$ 125,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 125,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design & Construction Mgmt.	$ 125,000		$ -	$ -	$ -	$ -	$ 125,000
Total Project Costs	**$ 125,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 125,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital Improvement Plan
Surface Water Management Projects

Reference #: 401.0025
Project Name: 2023 Drainage Pipe Repair Project

Project Description & Justification:
This project will repair storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.

Operational Impact:
The impact will be any new pipe will need inspected on occasion and cleaned as needed. The impact is negligible.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Surface Water Mgmt Fund (SWM)	$ -	$ 35,000	$ 325,000	$ -		$ -	$ 360,000
Total Funding Sources	**$ -**	**$ 35,000**	**$ 325,000**	**$ -**	**$ -**	**$ -**	**$ 360,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Design & Construction Mgmt.	$ -	$ 35,000	$ 325,000	$ -	$ -	$ -	$ 360,000
Total Project Costs	**$ -**	**$ 35,000**	**$ 325,000**	**$ -**	**$ -**	**$ -**	**$ 360,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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Return to Table of Contents

Property Management Plan



6-Year (2021-2026) Capital & Major Maintenance Plan
Property Management

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Property Management Reserves	$ -	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 500,000
Total Funding Sources	**$ -**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 100,000**	**$ 500,000**

Project Costs		2021	2022	2023	2024	2025	2026	Total
City Hall		**$ -**	**$ -**	**$ -**	**$ 100,000**	**$ 130,500**	**$ 230,000**	**$ 460,500**
502.0009	Boiler Repair and Replacement	-	-	-	50,000	130,500	-	180,500
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
Police Station		**$ 65,000**	**$ -**	**$ 140,000**	**$ -**	**$ -**	**$ 20,000**	**$ 225,000**
502.0015	Vehicle Storage	-	-	100,000	-	-	-	100,000
502.0016	Firearms Range Equipment	45,000	-	-	-	-	-	45,000
502.0017	Parking Lot Gate Repair and Replacement	-	-	40,000	-	-	-	40,000
502.0020	Parking Lot Improvements	20,000	-	-	-	-	20,000	40,000
O&M Facility at Fort Steilacoom Park		**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**	**$ -**	**$ 10,000**
502.0024	Paint Parks O&M Shop	-	-	-	-	10,000	-	10,000
O&M Facility at Front Street		**$ 160,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 160,000**
502.0026	Paving of Washdown Station & Perimeter Areas	10,000	-	-	-	-	-	10,000
502.0027	New Fuel Tank and Installation at Front Street O&M Shop & Fuel Tank Removal at FSP	150,000	-	-	-	-	-	150,000
General City Buildings & Facilities		**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 30,000**
502.0002	City Parking Lot Improvement Program	5,000	5,000	5,000	5,000	5,000	5,000	**30,000**
	Grand Total	**$ 230,000**	**$ 5,000**	**$ 145,000**	**$ 105,000**	**$ 145,500**	**$ 255,000**	**$ 885,500**

Fund Balance	2021	2022	2023	2024	2025	2026	Total
Beginning Balance	$ 389,124	$ 159,124	$ 254,124	$ 209,124	$ 204,124	$ 158,624	$ 389,124
Ending Balance	$ 159,124	$ 254,124	$ 209,124	$ 204,124	$ 158,624	$ 3,624	$ 3,624

6-Year (2021-2026) Capital & Major Maintenance Plan
Property Management

Reference #: 502.0002
Project Name: City Parking Lot Improvement Program
Location: City facilitites (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.

Project Costs	2021	2022	2023	2024	2025	2026	Total
Estimate Project Cost	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 5,000	$ 30,000
Total Project Costs	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 5,000**	**$ 30,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital & Major Maintenance Plan
Property Management

Reference #: 502.0016
Project Name: Firearms Range Equipment
Location: Police Station

Project Description & Justification:
Repair/replace shooting range equipment as needed. Currently, it is difficult to estimate when a major repair is needed, therefore the request is to earmark some funds for that purpose. Due to the hazardous materials (lead) being used in the range, the HVAC system will need to be repaired/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.

Project Costs	2021	2022	2023	2024	2025	2026	Total
Estimate Project Cost	$ 45,000	$ -		$ -	$ -	$ -	$ 45,000
Total Project Costs	**$ 45,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 45,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) 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 staion 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.

Project Costs	2021	2022	2023	2024	2025	2026	Total
Estimate Project Cost	$ 20,000	$ -	$ -	$ -	$ -	$ 20,000	$ 40,000
Total Project Costs	**$ 20,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 20,000**	**$ 40,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) 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	2021	2022	2023	2024	2025	2026	Total
Estimate Project Cost	$ 10,000	$ -	$ -	$ -	$ -	$ -	$ 10,000
Total Project Costs	**$ 10,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 10,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Capital & Major Maintenance Plan
Property Management

Reference #: 502.0027
Project Name: New Fuel Tank and Installation at Front Street O&M Shop & Fuel Tank Removal at FSP
Location: Front Street

Project Description & Justification:
This project would remove a fuel system from the FSP shop that has met its useful life and install a new modern fueling station at the O&M shop that all city vehicles would use to fuel up utilizing a card system and computerized tracking which would help in auditing for the finance department. This would also eliminate the need to have a fuel contract with CPSD and potentially eliminate the Voyager cards for fueling outside the city limits (staff going on a trip would just use a city credit card to fuel up).

Operational Impact:
The current fuel station is old and out of date and needs frequent calibration. A new Fuel station would be modern and up to all current codes. The O&M facility was set up for a computerized system when it was constructed so all of the infrastructure is already in place to support a new fuel station.

Project Costs	2021	2022	2023	2024	2025	2026	Total
Estimate Project Cost	$ 150,000	$ -	$ -	$ -	$ -	$ -	$ 150,000
Total Project Costs	**$ 150,000**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ 150,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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Information Technology Strategic Plan

6-Year (2021-2026) Strategic Plan
Information Technology

Funding Sources	2021	2022	2023	2024	2025	2026	Total
General Government/General Fund	$ 168,750	$ 164,750	$ -	$ 41,000	$ -	$ 6,000	$ 380,500
Unfunded	-	-	233,750	253,750	238,750	200,750	927,000
Total Funding Sources	**$ 168,750**	**$ 164,750**	**$ 233,750**	**$ 294,750**	**$ 238,750**	**$ 206,750**	**$ 1,307,500**

Ref#	Project Name	2021	2022	2023	2024	2025	2026	Total
503.0003	Additional Wireless Access Points (Wi-Fi)	$ -	$ -	$ 20,000	$ -	$ -	$ 12,000	$ 32,000
503.0009	Expand Video Surveillance	-	20,000	-	50,000	-	10,000	80,000
503.0011	Server/Hardware Upgrades	30,000	6,000	-	6,000	-	6,000	48,000
502.0015	Computer Replacement	138,750	138,750	138,750	138,750	138,750	138,750	832,500
503.0029	SAN Implementation (Storage Area Network)	-	-	-	35,000	-	-	35,000
503.0041	CyberSecurity	-	-	-	50,000	10,000	10,000	70,000
503.0043	Digital Kiosks	-	-	75,000	15,000	90,000	30,000	210,000
	Total Project Costs	**$ 168,750**	**$ 164,750**	**$ 233,750**	**$ 294,750**	**$ 238,750**	**$ 206,750**	**$ 1,307,500**

Project Costs	$ 2,021	$ 2,022	$ 2,023	$ 2,024	$ 2,025	$ 2,026	Total
1-Time Capital	$ 30,000	$ 20,000	$ 95,000	$ 100,000	$ 75,000	$ 10,000	$ 330,000
1-Time M&O	138,750	138,750	138,750	138,750	138,750	138,750	832,500
Ongoing - Net M&O Impact	-	6,000	-	56,000	25,000	58,000	145,000
Total Project Costs	**$ 168,750**	**$ 164,750**	**$ 233,750**	**$ 294,750**	**$ 238,750**	**$ 206,750**	**$ 1,307,500**

6-Year (2021-2026) Strategic Plan
Information Technology

Reference #: 503.0003
Project Name: Additional Wireless Access Points (Wi-Fi)
Department: City-Wide

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. Phase III will begin in 2023. Working in partnership with the Police department, CED 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 in-car 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. As the city continues to expand online services it is imperative that investments are made in the city's wireless infrastructure in areas of low income throughout the city to ensure these resources are available to all. City technology team members will implement wireless solutions at selected parks throughout the city which will provide secure access for first responders, city staff and a separate secure wireless network for guests. This is of critical importance in areas of low income where Wi-Fi might not be available.

Project Cost / Operational Impact:

Initial one-time capital cost is for additional Wireless Access point hardware in public spaces throughout the City.
The net m&o impact is for maintenance contract renewal occurring every three years.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Unfunded	$ -	$ -	$ 20,000	$ -	$ -	$ 12,000	$ 32,000
Total Funding Sources	**$ -**	**$ -**	**$ 20,000**	**$ -**	**$ -**	**$ 12,000**	**$ 32,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
1-Time Capital	$ -	$ -	$ 20,000	$ -		$ -	$ 20,000
Ongoing - Net M&O Impact	-	-	-	-	-	12,000	12,000
Total Project Costs	**$ -**	**$ -**	**$ 20,000**	**$ -**	**$ -**	**$ 12,000**	**$ 32,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Strategic Plan
Information Technology

Reference #: 503.0009
Project Name: Expand Video Surveillance
Department: City-Wide

Project Description & Justification:

Over the past several years 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 other areas to support public safety. Beginning in 2022, Information Technology team members will begin placing additional cameras throughout the city in key areas throughout the city. Several of these cameras will be used to provide the public with viewing capability such as the boat launch at American Lake, Fort Steilacoom Park and many others. In addition, team members will evaluate existing fixed cameras to determine if any should be replaced with Pan-Tilt-Zoom cameras. These types of cameras will provide better viewing angles, enhanced operational security and in some cases 360 degree controlled viewing.

Project Cost / Operational Impact:

There is no operational impact.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
General Government/General Fund	$ -	$ 20,000	$ -	$ -	$ -	$ -	$ 20,000
Unfunded	-	-	-	50,000	-	10,000	60,000
Total Funding Sources	**$ -**	**$ 20,000**	**$ -**	**$ 50,000**	**$ -**	**$ 10,000**	**$ 80,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
1-Time Capital	$ -	$ 20,000	$ -	$ 50,000		$ 10,000	$ 80,000
Total Project Costs	**$ -**	**$ 20,000**	**$ -**	**$ 50,000**	**$ -**	**$ 10,000**	**$ 80,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Strategic Plan
Information Technology

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. 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. $30,000 is required in 2021 to replace hardware that has reached end of life and warranty renewal periods. In addition, $6,000 in year 2022 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.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
General Government	$ 30,000	$ 6,000	$ -	$ 6,000	$ -	$ 6,000	$ 48,000
Total Funding Sources	**$ 30,000**	**$ 6,000**	**$ -**	**$ 6,000**	**$ -**	**$ 6,000**	**$ 48,000**

Total Project Costs	2021	2022	2023	2024	2025	2026	Total
1-Time Capital	$ 30,000		$ -	$ -	$ -	$ -	$ 30,000
Ongoing - Net M&O Impact	-	6,000	-	6,000	-	6,000	18,000
Total Project Costs	**$ 30,000**	**$ 6,000**	**$ -**	**$ 6,000**	**$ -**	**$ 6,000**	**$ 48,000**

6-Year (2021-2026) Strategic Plan
Information Technology

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 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 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.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
General Government/General Fund	$ 138,750	$ 138,750	$ -	$ -	$ -	$ -	$ 277,500
Unfunded	-	-	138,750	138,750	138,750	138,750	555,000
Total Funding Sources	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 832,500**

Project Costs	2021	2022	2023	2024	2025	2026	Total
1-Time M&O	$ 138,750	$ 138,750	$ 138,750	$ 138,750	$ 138,750	$ 138,750	$ 832,500
Total Project Costs	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 138,750**	**$ 832,500**

6-Year (2021-2026) Strategic Plan
Information Technology

Reference #: 503.0029
Project Name: SAN Implementation (Storage Area Network)
Department: Police

Project Description & Justification:

In 2019 the city's secondary data center was put into operation located at the City of Lakewood's Police Department. This co-location 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 & cables and additional backup hardware.

Project Cost / Operational Impact:

The initial 1-time/capital cost was $100,000 for the purchase of the system which was already budgeted in 2019.
The annual operating cost is for m&o which begins in 2024.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
General Government/General Fund	$ -	$ -	$ -	$ 35,000	$ -	$ -	$ 35,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 35,000**	**$ -**	**$ -**	**$ 35,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
Ongoing - Net M&O Impact	$ -	$ -	$ -	$ 35,000	$ -	$ -	$ 35,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 35,000**	**$ -**	**$ -**	**$ 35,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Strategic Plan
Information Technology

Reference #: 503.0041
Project Name: CyberSecurity
Department: Information Technology

Project Description & Justification:

Cybersecurity is the practice of protecting systems, networks, and programs from digital attacks. These cyberattacks are usually aimed at accessing, changing, or destroying sensitive information; extorting money from the city; or interrupting normal business processes. Implementing effective cybersecurity measures is particularly challenging today because there are more devices than people, and attackers are becoming more innovative. Because a threat could enter a smart-city infrastructure at any compromised point, the risk can quickly grow as one system can then compromise the next. As our physical infrastructure becomes increasingly digitalized, it also becomes increasingly vulnerable to cyber-attack. In today's highly connected and increasingly automated society, it is vital that the leaders recognize the role that digital can and must play in both evolving and protecting the city's physical infrastructure. The City of Lakewood's digital systems are just as important as physical ones and requires an evolving strategy to protect against intrusions. Information Technology staff will continue to invest in leading edge technologies to ensure the safety and security of its infrastructure.

Project Cost / Operational Impact:

Initial one-time cost estimated at $50,000
Ongoing M&O $10,000

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Unfunded	$ -	$ -	$ -	$ 50,000	$ 10,000	$ 10,000	$ 70,000
Total Funding Sources	**$ -**	**$ -**	**$ -**	**$ 50,000**	**$ 10,000**	**$ 10,000**	**$ 70,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
1-Time Capital	$ -	$ -	$ -	$ 50,000	$ -	$ -	$ 50,000
Ongoing - Net M&O Impact	-	-	-	-	10,000	10,000	20,000
Total Project Costs	**$ -**	**$ -**	**$ -**	**$ 50,000**	**$ 10,000**	**$ 10,000**	**$ 70,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

6-Year (2021-2026) Strategic Plan
Information Technology

Reference #: 503.0043
Project Name: Digital Kiosks
Department: Information Technology

Project Description & Justification:

Digital kiosks can be used for wayfinding, contacting emergency facilities, sharing important city information like details on restaurants, local attractions and events, providing up-to-date public transportation news, introducing interesting city facts, and provide advertisement solutions for businesses creating a stream of revenue for the City of Lakewood. Kiosks can also be used as self-service portals to access Lakewood's online resources such as online payments, phone directories, dashboards, public records submission & retrieval along with other crucial services. Smart City kiosks incorporate an all-weather, rugged design and the ability to implement data collection sensors. Kiosks will provide the city additional collaboration tools to communicate with citizens and visitors, provide the community with more information about the city. Digital kiosks can also be incorporated with citywide service providers, utility companies, and Lakewood's Municipal Court to allow residents and visitors to pay their regular bills along with any other city or court-issued fines or fees. From court fines to power bills, water bills, and parking tickets, bill payment kiosks allow users to make payments through the form of their choice, eliminating the need to remit payment online, in-person, or through the mail. These convenient solutions can be strategically placed in a variety of locations throughout a city to promote efficiency and prompt payment by alleviating the stress of making payment through a specific form or in a specific location.

Project Cost / Operational Impact:

The initial 1-time/capital cost is for the purchase of the systems, 2023 & 2025.
The annual operating cost is for m&o.

Funding Sources	2021	2022	2023	2024	2025	2026	Total
Unfunded	$ -	$ -	$ 75,000	$ 15,000	$ 90,000	$ 30,000	$ 210,000
Total Funding Sources	**$ -**	**$ -**	**$ 75,000**	**$ 15,000**	**$ 90,000**	**$ 30,000**	**$ 210,000**

Project Costs	2021	2022	2023	2024	2025	2026	Total
1-Time Capital	$ -	$ -	$ 75,000	$ -	$ 75,000	$ -	$ 150,000
Ongoing - Net M&O Impact	-	-	-	15,000	15,000	30,000	60,000
Total Project Costs	**$ -**	**$ -**	**$ 75,000**	**$ 15,000**	**$ 90,000**	**$ 30,000**	**$ 210,000**

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
Net M&O Impact	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**

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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.

Accounting System — 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.

Accrual Basis — 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.

Adjusted Budget — The budget as revised through supplemental appropriations approved by Council during the year.

Allocation — To set aside or designate funds for specific purposes. An allocation does not authorize the expenditure of funds.

Appropriation — An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources.

Arbitrage — 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.

Assessed Valuation — The estimated value placed upon real and personal property by the King County Assessor as the basis for levying property taxes.

Audit — 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:

- ascertain whether financial statement fairly present financial positions and results of operations;
- test whether transactions have been legally performed;
- identify areas for possible improvements in accounting practices and procedures;
- ascertain whether transactions have been recorded accurately and consistently;
- and ascertain the stewardship of officials responsible for governmental resources

BARS — The State of Washington prescribed Budgeting, Accounting, Reporting Systems Manual for which compliance is required for all governmental entities in the State of Washington.

Balanced Budget — 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.

Base Budget — Ongoing expense for personnel, contractual services, and the replacement of supplies

	and minor equipment required to maintain service levels previously authorized by City Council.
Beginning Fund Balance	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.
Benefits	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.
Biennial Budget	A budget applicable to a two-year fiscal period.
Bond (Debt Instrument)	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.
Budget	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.
Budget Amendment	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.
Budget Calendar	The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.
Budgets and Budgetary Accounting	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.
Budgetary Control	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.
Budget Document	The official written statement prepared by the budget office and supporting staff, which presents the proposed budget to the City Council.
Community Development Block Grant (CDBG)	Funding provided for the purpose of carrying out eligible community development and housing activities.

Capital	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.
Capital Facilities Plan (CFP)	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.
Capital Improvement Program (CIP)	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.
Certificates of Participation	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.
Certificate of Deposit	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.
Comprehensive Plan	A general plan that outlines growth and land use for residential, commercial, industrial, and open space areas.
Consumer Price Index (CPI)	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.
Contingency	A budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.
Cost of Living Adjustment (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
Councilmanic Bonds	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.
Debt Service	Payment of interest and repayment of principal to holders of the City's debt instruments.
Deficit	(1) The excess of an entity's liabilities over its assets (see Fund Balance) (2) The excess of expenditures or expenses over revenues during a single accounting period.
Department	Basic organizational unit of City government responsible for carrying out a specific function.

Depreciation	(1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.
Division	A group of homogenous cost centers within a department.
Designated Fund Balance	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.
Enterprise Fund	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.
Expenditures/ Expenses	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.
Fees	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.
Fiscal Year	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.
Full-Time Equivalent Position (FTE)	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.
Fund	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.)
Fund Balance	Difference between assets and liabilities (the equity) reported in governmental funds. Fund balances are classified as reserved or unreserved/undesignated. Reserved funds: an account used to indicate that a portion of fund equity is legally restricted for a specific purpose. Unreserved or undesignated funds: 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.
General Fund	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.

General Obligation	Bonds for which the full faith and credit of the insuring government are pledged for Bonds payment.
Goal	A long-range statement of broad direction, purpose, or intent, based on the needs of the community.
Grant	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.
Growth Management Act (GMA)	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.
Infrastructure	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)
Indebtedness	The state of owing financial resources to other financial institutions and investors.
Interfund Services	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.
Interfund Transfers	Contributions from one City fund to another in support of activities of the receiving fund. Loans are not included.
Intergovernment Services	Services purchased from other government agencies and normally include types of services that only government agencies provide.
Internal Control	A plan of organization for purchasing, accounting, and other financial activities, which, among other things, provides that: • The duties of employees are subdivided so that no single employee handles a financial action from beginning to end. • Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed. • Records and procedures are arranged appropriately to facilitate effective control.
Internal Service Fund	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.
Investment	Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.

Level of Service	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.
Levy	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.
Levy Rate	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.
Liability	Debt or other legal obligations arising out of transactions in the past which must be liquidated renewed or refunded at some future date.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Mitigation Fees	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.
Modified Accrual Basis	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).
Net Interest Cost	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.
Object	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.
Objective	A specific measurable achievement that may be accomplished within a specific time frame.
Operating Budget	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.
Performance Measures	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.

Personnel Services	Includes total wages and benefits.
Program Activity	A broad function or a group of similar or related services/activities having a common purpose.
Proposed Budget	The City Manager's recommended budget submitted to the City Council and Public in October of each year.
Proprietary Funds	Recipients of goods or services pay directly to these funds. Revenues are recorded at the time services are provided, and all expenses incurred in earnings 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.
Public Works Trust Fund Loans (PWTFL)	A state revolving loan fund that provides low interest loans to help local governments maintain or improve essential public works systems.
Rainy Day Reserve	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.
Real Estate Excise Tax (REET)	A tax levied on real estate sales and used for payment of debt and capital purposes.
Replacement Reserves	A portion of fund equity built up for specific assets for the purpose of purchasing the replacement of those assets.
Reserve	An account used to indicate that a portion of fund equity is legally restricted for a specific purpose.
Residual Equity Transfer	Non-recurring or non-routine interfund transfers of equity between funds.
Resources	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
Retained Earnings	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.
Revenue	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.
Revenue Estimate	A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically a future fiscal year.
Salaries and Wages	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.

Services and Charges	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.
Special Revenue Funds	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.
Standard Work Year	2,080 hours or 260 days is equivalent of one work year.
Strategic Plan	A plan outlining the goals and strategies the City will focus on over the next six years.
Subsidy	Financial assistance provided by one fund to another fund (e.g. General Fund subsidy of the Street Fund)
Supplemental Appropriation	An appropriation approved by Council after the initial budget adoption. Supplemental appropriations are approved by Council during the year.
Supplies	Items used to deliver services, such as office supplies, short-lived minor equipment with no material value, periodicals and books, and generic computer software.
Taxes	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.
Tax Rate	The amount of tax stated in terms of units per $1,000 of assessed value of taxable property. The tax rate is the result of dividing the tax levied by the assessed value of the taxing district.
Transportation Improvement Program (TIP)	A comprehensive program used to identify specific transportation projects for improvement to enhance local, regional, state, and federal transportation systems.
Unreserved Fund Balance	The difference between fund assets and fund liabilities of governmental or similar trust funds that is available for general expenditures.
User Fees	The payment of a fee for direct receipt of a public service by the person benefiting from the service.
Yield	The rate earned on an investment based on the price paid for the investment, the interest earned during the period held, and the selling price or redemption value of the investment.

Acronym List

AA	Affirmative Action
AASHTO	American Association of State Highway and Transportation Officials
ACLU	American Civil Liberties Union
ADA	Americans with Disability Act
A&E	Architecture and Engineering
AFIS	Automated Fingerprint Information System
AFSCME	American Federal, State, County, and Municipal Employees
AICP	American Institute of Certified Planners
AICPA	American Institute of Certified Public Accountants
A/P	Accounts Payable
APA	American Payroll Association
APA	American Planning Association
APWA	American Public Works Association
A/R	Accounts Receivable
ARMA	Association of Records Managers and Administrators
ASCE	American Society of Civil Engineers
ASPA	American Society for Public Administration
ASTM	American Society for Testing & Materials
AV	Assessed Valuation
AWC	Association of Washington Cities
BARS	Budgeting, Accounting, and Reporting System (State)
CAFR	Comprehensive Annual Financial Report
CARES	Coronavirus Aid, Relief, and Economic Security Act
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
COL	City of Lakewood
COP	Certificate of Participation
COVID	Coronavirus (COVID-19)
CPI	Consumer Price Index
CPSD	Clover Park School District
CRF	Coronavirus Relief Funds
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"
HCT	Highway Capacity Transit
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
LIFT	Local Infrastructure Financing Tool
LPIG	Lakewood Police Independent Guild
LPMG	Lakewood Police Management Guild
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
REPI	Readiness and Environmental Protection Integration
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
TIGER	Transportation Investment Generating Economic Recovery
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
USAF	United States Air Force
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
WMBE	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

2021 FEE SCHEDULE

Resolution 2020-14 Adopted by City Council on November 16, 2020

	Fee Type	Fee Amount
All		
	Taxes and Pass-Through Costs	All appropriate taxes and pass-through costs are added to fees when they are incurred, even if not specified in the fee schedule.
A.	**Copies/Duplication**	
	Legal/City Clerk	
	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
	Various Departments	
	Public Records:	
	Copies of Public Records	$0.15 per page
	Scanned Public Records into Electronic Format	$0.10 per page
	Electronic files or attachments uploaded to email, cloud-based storage service or other means of electronic delivery.	$0.05 cents per 4 files or attachments
	Transmission of public records in an electronic format.	$0.10 per gigabyte
	Digitial Storage Media or Device; Container or Envelope used to mail copies to requestor and postage/delivery charge.	Actual Cost
	Note: - Charges can be combined if more than one type applies. - Pursuant to RCW 42.56.120(2)(b), the City of Lakewood is not calculating/assessing all actual costs for copying records because to do so would be unduly burdensome for the following reasons: (1) The City does not have the resources to conduct a study to determine all actual copying costs for every actual cost type; and (2) To conduct such a study would interfere with other essential city functions; and (3) even if the City were to conduct such a study, the systems in place facilitate tasks other than public records production.	
	Non Sufficient Funds (NSF) Fee	$25.00
	Public Works	
	Engineering Standards Manual	Cost plus 15%
B.	**City Hall Rental Fees** - *Two-hour minimum reservation required for facility use*	
	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.	

2021 FEE SCHEDULE - continued

Fee Type		Fee Amount
C. PLANNING AND DEVELOPMENT FEES		
Administrative Fee		
Technology Fee		2% of the total planning permit cost
Plat/Subdivision Fees		
Preliminary Plat		$3,850.00 plus $100.00 per lot; plus $2,500 hearing examiner deposit [(1)]
Plat Amendment (before final plat approval)		
	Major	$1,320.00 plus $100 per lot; plus $2,500.00 hearing examiner deposit [(1)]
	Minor	$660.00 plus $100 per lot; $2,500.00 hearing examiner deposit [(1)]
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 [(1)]
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
Discretionary Land Use Permits		
Conditional Use Permits		$2,200.00 plus $2,500.00 hearing examiner deposit [(1)]
Master Facilities Plan		$2,200.00 plus $2,500.00 hearing examiner deposit [(1)]
Major Variances		$1,200.00 plus $2,500.00 hearing examiner deposit [(1)]
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 $2,500.00 hearing examiner deposit [(1)]
Shoreline Conditional Use Permit/Shoreline Variance		$2,300.00 plus $2,500.00 hearing examiner deposit [(1)]
Written Shoreline Exempt Determination *(The fee applies only to requests for a written determination by the Community and Economic Development Departmnt that the project is exempt from the Shoreline Master Program.)*		$150.00
Appeals & Reconsiderations		
Reconsideration of a Decision of the Hearing Examiner		$300.00 plus $2,500.00 hearing examiner cost deposit [(1)]
Appeal of the Administrative Officer's Decision		$450.00
Appeal of SEPA Determination		$450.00
Amendments to Plans & Regulations		
Amendments to the Comprehensive Plan & other related policy documents		$2,100.00
Amendments to Development Regulations		$2,600.00
Amendments to the Shoreline Master Program		$3,200.00
Site-Specific Rezone		$3,100.00

2021 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	**CED Zoning Certification Fee**	**Compliance check w/ permit conditions**
	$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 based on the value of the proposed development to be undertaken. The value of the proposed construction/development shall be determined based on professional estimates by a licensed engineer, architect, landscape designer or contractor. These estimates may include but are not limited to, grade and fill of the site, paving, placement of utilities, lighting, landscaping, and other site improvements. The combined total of the cost estimates for all development on the site shall be the established value basis for the zoning certification and site plan review fee 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.	

2021 FEE SCHEDULE - continued

	Fee Type		Fee Amount
C.	**PLANNING AND DEVELOPMENT FEES - continued**		
	Miscellaneous Planning Fees		
	Accessory Living Quarters		$100.00
	Design Review		$200.00 Application fees may be reduced by 50% if the application is for a mixed use building. Fee reduction applies to site plan review/zoning certification and design review. Fee waivers do not apply to SEPA, short plat, subdivision or other permit requests associated with the development of a site, nor does fee reduction apply to mixed use development where the commercial and residential uses are not located within the same building.
	Time Extensions		$240.00
	Annexation Petition		
		Notice of Intent to Commence Annexation	$320.00
		Petition to Annex	$2,500.00
	[(1)] Hearing Examiner Fees		
	Where Examiner Review is required for any related use permit, appeal, etc., the applican is responsible for and required to pay actual Hearing Examiner costs, which may be higher or lower than the deposit amount.		
	Other Fees		
	Staff Review Fees (includes re-inspection and investigative fees, and additional staff review when the processing of the application exceeds the application base fees as outlined in the fee schedule.)		$92.00 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		$250.00
	WTF Administrative Use Permit		$800.00
	WTF Conditional Use Permit		$2,000.00

2021 FEE SCHEDULE - continued

Fee Type			Fee Amount
C.	**PLANNING AND DEVELOPMENT FEES - continued**		
	SEPA & Wetland Fees		
	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 applicable Process I and II applications located outside of Downtown Subarea Plan Boundaries	$550.00
		Environmental Checklist for applicable Process III, IV, and V applications (e.g. conditional use permits, variances, shoreline substantial development permits, plats, master plans, and land use map/text changes located outside of the Downtown Subarea Plan Boundaries	$1,840.00
		Environmental Checklist for applicable Process V applications (e.g. generalized or comprehensive ordinance text amendments, area-wide amendments, annexations, and adoption of new planning-related ordinance)	Staff review hourly rate; $2,500.00 deposit is required
		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 $2,500.00 hearing examiner deposit [(1)]
		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).
	Multi-Family Tax Exemption (MFTE) Applications (LMC 3.64.030)		
	Conditional Certificate Application		$800.00
	Extension of Conditional Certificate of Application		$500.00
	Final Certificate of Application		$500.00
	8-Year Tax Exemption Annual Monitoring Fee (due payable upon final certificate)		$800.00
	12-Year Tax Exemption Annual Monitoring Fee (due payable upon final certificate)		$1,200.00
	Tree Removal/Replacement Permit Fees		
	Significant Tree Removal Permit		No Fees
	Off-Site Tree Replacement Permit (when trees are not being replaced onsite)		$400.00 for each replacement tree

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
D.	**GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS**	
	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 *Construction Costbook* 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:	
	Valuation	**Corresponding Permit Fee**
	$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.

2021 FEE SCHEDULE - continued

Fee Type		Fee Amount
D.	**GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS - continued**	
	Plan Review Fees	
	Plan review fees shall be 65 percent (65%) of the Building Permit Fee with a minimum fee of one hour ($92.00) Plan review for residential site specific base plans shall be $500.	
	Other Fees	
	Demolition Fees	
	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
	Mobile Home Setup Permit	$184.00
	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
	General Comments	
	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 $92.00 per hour (2 hour minimum).	
	3) A reinspection fee shall be calculated at $92.00 per occurrence.	
	4) Additional plan review resulting from revisions, resubmittals and other documents shall be calculated at $92.00 per hour of staff time expended.	
	5) Additional hourly rates for which no specific fee is identified shall be calculated at $92.00 per hour.	
	6) Expedited plan review by the use of outside consultants for plan checking and/or inspections will be the actual coast calculated by outside consultant. The consultant fees shall be paid directly to the outside consultant. Thereafter, the Building Official will adjust the City's building permit review fees.	
	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) 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.	
	9) Foundation only permit for phased commercial and multifamily projects, 10 percent of the ICC Building Valuation.	
	10 Shell only permits for phased commercial and multifamily building, 80 percent of the ICC Building Valuation per square foot.	
	11 Review of minor additions or revisions to plans before permit issuance, $92 per hour, minimum, one hour. Major revisions to plans will require a new plan review fee. Revisions submitted in response to plan review comments do not require additional plan review fee. Shell only permits for phased commercial and multifamily buildings, 80 percent of the ICC	
	12 Review of minor additions or revisions to plans after permit issuance, $92 per hour, minimum, one hour.	
	13 Review of deferred submittals, $92 per hour, minimum one hour.	
	14 Tenant improvements for shell building, 50 percent of the ICC Building valuation per square foot. Said tenant improvement is limited to nonstructural tenant alterations not included in the building permit for the new shell building. This work is limited to improvements of previously unoccupied space.	
	15 Work without permits; double fees for building permits and plan review fees.	
	16 Building permit extension (after two extensions have been previously authorized by the Building Official. The fee is 0.5 hours at the CED hourly rate (see Staff Review Fees under Other Fees section).	

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
D.	**GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS - continued**	
	Mechanical Permit Fees	
	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.	
	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	$1,700.00 for the first $100,000 plus $12.00 for each additional $1,000 or fraction thereof.
	Mechanical Review Fees	
	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:	
	Equipment Unit Schedule Description	**Fee**
	Permit Issuance	$34.00
	Issuing supplemental permits	$12.00
	Furnaces up to and including 100,000 BTU	$22.00
	Furnaces over 100,000 BTU	$29.00
	Appliance vents	$12.00
	Repair or additions to A/C systems	$22.00
	Boilers, compressors and absorption systems up to and including 3 horsepower	$29.00
	Boilers, compressors and absorption systems over 3 horsepower and including 15 horsepower	$53.00
	Boilers, compressors and absorption systems over 15 horsepower and including 30 horsepower	$76.00
	Boilers, compressors and absorption systems over 30 horsepower and including 50 horsepower	$100.00
	Boilers, compressors and absorption systems over 50 horsepower	$123.00
	Air handlers up to and including 25 tons	$18.00
	Air handlers over 25 tons	$29.00
	Evaporative coolers	$41.00
	Ventilation and exhaust (fans and hoods)	$18.00
	Incinerators, domestic type	$29.00
	Incinerators, international type	$41.00
	Each gas piping from 1 to 5 outlets	$12.00
	- Additional outlets per outlet	$3.00
	Miscellaneous	$18.00

2021 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

2021 FEE SCHEDULE - continued

Fee Type			Fee Amount
E.	**GEOGRAPHICAL INFORMATION SYSTEMS AND OTHER FEES**		
	Geographical Information Systems (GIS)		
	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:		
	Standard Mapping Products		
	Photo Quality Paper (11 X 17)		$15.00 each
	Wall Map (22 X 34)		$20.00 each
	Wall Map (33 X 44)		$25.00 each
	ELECTRONIC MEDIA: CD-ROM		$15.00
	Administrative Services		
	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
F.	**PUBLIC WORKS PERMIT FEES**		
	Administrative Fee		
	Technology Fee		2% of the total public works permit cost
	Permits		
	Site Development Permit *(covers site work, including erosion control, clearing, grading and drainage)*		
		Project Value	**Permit Fee**
		$0 - 15,000	$920.00
		$15,001 - $50,000	$1,840.00
		$50,001 - $150,000	$4,600.00
		$150,001 - $1,000,000	$8,280.00
		Over $1,000,001	$16,560.00
		Project Value is defined as the value of all improvements outside the building footprint.	
	Right-of-Way Permit *(authorization to use right-of-way for minor construction, parking or other non-intrusive use)*		$184.00 plus any staff time in excess of 2 hours at $92.00 per hour
	Annual Right-of-Way Permit (authorization for utility companies to use right-of-way for non-intrusive maintenance activities)		$500.00
	Pavement Degradation Fee : *(recovers loss in pavement serviceability due to pavement cuts):*		
		Road Material, Type, PCI Score	**PDF Fee**
		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

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
F.	**PUBLIC WORKS PERMIT FEES - continued**	
	Right-of-Way Vacation Permit *("Sale" or vacation of city right-of-way to abutting property owners)*	$1,840.00
	Street Opening Permit *(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.)*	$920.00 plus any staff time in excess of 10 hours at $92.00 per hour
	Oversize Load Permit *(all vehicles in excess of legal weight or size limitations according to RCW 46.44 shall obtain an oversize load permit prior to operating on Lakewood streets)*	Individual ~~$~~184.00 Annual $552.00 Additional costs shall apply if police escorts or signal technician work is required.
	Reinspection Fee *(to cover cost of each reinspection, required in conjunction with a Right-of-Way Permit, necessary to assure compliance with the requirements of the permit)*	$92.00
	General Inspection Fee *(for inspection not otherwise listed)*	$92.00 per hour
	Miscellaneous Permits *(any Public Works permit not covered by the fee schedule, if performed by an employee)*	Rate will be based on actual hourly costs, plus benefits (30%), operating costs (16%) and central services costs (16%)
	Professional Services Contracts *(any private or public professional service contract needed)*	Rate will be billed 100%, plus 10% administrative charges

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
G.	**PARKS AND RECREATION PROGRAMS (Facility/Use)**	
	Parks, Recreation & Community Services	
	Special Use Permit*	
	Events	$200.00 - $500.00
	Colonial Plaza and Major events	$1,000.00
	Event Deposit	$250.00 - $500.00 per event
	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)*	
	Alcohol Permit Fee ** (must be purchased in addition to a special use permit)	
	Small events	$200.00
	Large events	$500.00
	Major events	$1,000.00
	** Special conditions apply	
	Facility Use Cancellation Fees	
	- Recreation Administrative Fee	$10.00 (non-refundable)
	- Special Use Permit - less than 30 days prior to	(0%) 100% retained by City
	- Special Use - 31-60 days prior to use	(50% refunded) 50% retained by City
	- Special Use - more than 61 days prior to use	(75% refunded) 25% retained by City
	Lakewood Senior Activity Center (two hour minimum)	
	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	$25.00 per hour
	Cancellation Fees	
	- Facility Deposit/Fees (less than 30 days)	(0%) 100% retained by City
	- Facility Deposit/Fees (31-60 days prior)	(50% refunded) 50% retained by City
	- Facility Deposit/Fees (more than 61 days prior)	(75% refunded) 25% retained by City
	Boat Launch	
	Per launch (Credit/Debit Cards Only)	$15.00
	Resident Season Pass	$125.00 plus tax
	Non-Resident Season Pass	$150.00 plus tax
	Overnight Pass	$50.00
	Commercial Pass	$250.00
	Outdoor Market Vendors	**Daily Rate**
	Regular Stall 10x10	$25.00
	Regular Stall 10x 20 or Food Trucks	$50.00
	Please note that this fee structure does not apply to the City's annual SummerFEST event. Fees for SummerFEST vendors, sporting event coordinators, specialty activities, food trucks and other event elements may vary based on activity, logistics, location, anticipated guests, number of days or hours of operation, sponsorship, in-kind services and other conditions.	
	Neighborhood Parks	
	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)

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
G.	**PARKS AND RECREATION PROGRAMS (Facility/Use) - continued**	
	Fort Steilacoom Park	
	Large Picnic Shelter - Full day only May-Sep	
	- 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
	Small Picnic Shelters - Full day only May - Sep	
	- 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
	Pavilion	
	- 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
	Sport Field Use Fees	
		With one field preparation, per field, per day
	- 1 Field	$200.00
	- 2 Fields	$275.00
	- 3 Fields	$350.00
	- 4 Fields	$425.00
	- 5 Fields	$500.00
		Without field preparation, per day
	- 1 Field	$150.00
	- 2 Fields	$200.00
	- 3 Fields	$250.00
	- 4 Fields	$300.00
	- 5 Fields	$350.00
	Baseball Field #5 at Fort Steilacoom Park	$25.00 per game or $50.00 per day
	Single Sports Field (no preparation)	$40.00 per 60 minutes
	Tournament Deposit and Cancellation Fee *(A full refund or credit less*	
	- Nonrefundable tournament reservation fee *(does not go towards tournament fees)*	$100.00
	- Tournament Deposit Fee *(will go towards tournament fees)*	$100.00 per field
	- Tournament cancelled less than 30 days prior	50% of deposit refunded
	- Tournament cancelled 31-60 days prior	75% of deposit refunded
	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)	$50.00 per prep $75 per mid day mound change

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
G.	**PARKS AND RECREATION PROGRAMS (Facility/Use) - continued**	
	Other Fees	
	Open Space: Half Day (10:00 a.m. - 2:00 p.m.) or (3:00 p.m. - 7:00 p.m.) Full Day (10:00 a.m. - 7:00 p.m.) - May require a special use permit.	 $100.00 $200.00
	Jumpy House Permits - Must be inspected and requires insurance.	$20.00 each
	Non-Refundable Vendor Application Fee	$25.00
	Advertising banner	$100.00 per day
	Concessions	$25.00 - $50.00 per day
	Additional Staff Fee	$25.00 per hour
	Parking, camping and other revenue collected by renter for event	15% of gross revenue
	Neighborhood Shelters - Full day only May-Sep	
	- 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
	McGavick Center Facility Use/Rental	
	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.	

2021 FEE SCHEDULE - continued

	Fee Type		Fee Amount
H.	**FIRE CODE OFFICIAL & INTERNATIONAL FIRE CODE (IFC) FEES**		
	Community & Economic Development		
	Site Development Plan Review (plats, short plats, commercial projects, residential infill's etc.)		
		Basic review fee	$250.00
		- Additional review (over two hours)	$125.00 per hour
	Vehicle Gates (includes plan review, inspection and testing)		$125.00 per hour
	Construction Plan Review - A plan review fee will be charged for fire department review of requirements for construction and inspection of the IFC requirements for buildings classified as Group A, B, E, F, H, I, M, R, S and U. The plan review fee shall be:		15% of the plan review fee established for Building Permit Plan Review with a minimum fee of $125.00
	Fireworks Fees		
	1)	Fees for temporary fireworks stand permit	$100.00
	2)	Fees for a public display permit	$245.00
	3)	A liability insurance policy(ies) is/are required in acordance with the Fireworks Ordinance for both fireworks stands and public displays as follows:	
		- $500,000 for injuries to any one person in one accident or occurrence;	
		- $1,000,000 for injuries to two or more persons in any one accident or occurrence;	
		- $500,000 for damage to property in any one accident or occurrence; and/or	
		- $1,000,000 combines single limit for any one accident or occurrence	
	4)	A bond for clean-up is required in accordance with the Fireworks Ordinance for all fireworks stands (in a bond or cashiers check)	$500.00
	Fire Alarm Systems		
		Tenant Improvements (1st four zones)	$215.00 plus $6.00 (per
		- Additional zones	$54.00 (each)
		Residential (one and two-family dwellings)	$215.00 plus $6.00 (per
		Commercial and Multi-Family (1st four zones)	$325 plus $6.00 (per device)
		- Additional zones	$54.00 (each)
		- Sprinkler supervision only	$270.00
		Fire Alarm Permit Fee for upgrading of an existing system	50 percent (50%) of the fee
		Fire Alarm Plan Review Fee	25 percent (25%) of the
	Underground Sprinkler Supply (includes plan review,		$325.00
	New Suppression Systems (Halon, CO2, Dry Chemical, FM200, Integren, etc.):		
		- 1 to 5 nozzles	$200.00
		- Over 5 nozzles	$200.00 plus $20.00 per nozzle over 5
		- Bottle(s)	$30.00 per bottle

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
H.	**FIRE CODE OFFICIAL & INTERNATIONAL FIRE CODE (IFC) FEES - continued**	
	Above Ground Fire Sprinkler Systems	
	The fee for fire sprinkler systems shall be based on the Building Permit Fee Table. The valuation shall be based on the per square foot figure of sprinkler systems as established by policy in accordance with nationally-recognized standards.	
	Plan Review Fee *(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.
	Tenant Improvements *(relocation and addition to existing system)*	valuation 20 percent (20%)
	System	$270.00
	Standpipes (includes review, inspection and testing fees)	
	Temporary Standpipe	$162.00
	Class I	$184.00
	Class II	$297.00
	Class III	$318.00
	Other Fees	
	- Additional inspection fees may be imposed	$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 - Capactity 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 Staorage and/or Distribution System	$200.00
	Solar/Polarvoltaic Power Systems (Commercial) - Intallation and Modification	$125.00
	Spraying or Dipping Operations - Installation or Modification of Spray Booths, Room or Dip Tank	$200.00
	False Fire Alarms	
	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

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
H.	**FIRE CODE OFFICIAL & INTERNATIONAL FIRE CODE (IFC) FEES - continued**	
	Fire Code Permit Fees	
	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, Famers 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 Filled	$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

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
H.	**FIRE CODE OFFICIAL & INTERNATIONAL FIRE CODE (IFC) FEES - continued**	
	Fire Code Permit Fees - continued	
	Permit Type (continued)	**Fee**
	Mall (Covered)	$110.00
	- Kiosks, Concessions, Booths, etc.	$110.00
	- Used for Assembly (Limited)	$110.00
	- Use Open Flame, etc. (Limited)	$110.00
	- Display Flammable Liquid or Gas Filled	$110.00
	Motor Vehicle Fuel Dispensing Station	$110.00
	Organic Coatings	$110.00
	Ovens- Industrial	$110.00
	Parade Floats (limited)	$110.00
	Place of Assembly	$110.00
	Haunted House - Commercial (limited)	$110.00
	Bazaars, Boutiques, Booths or Displays	$110.00
	Flea Markets	$250.00
	Other Special Events (Limited)	$110.00
	Pyrotechnical Special Effects Material	$110.00
	Radioactive Material	$110.00
	Refrigeration Equipment (Commercial)	$110.00
	Repair Garages	$110.00
	Spraying and Dipping	$110.00
	Tents and Canopies	$110.00
	Tire and Storage	$110.00
	Welding and Cutting	$110.00
	Tax Incentive Urban Use Center Fees	
	- Application Fee	$150.00 plus $25.00 per multi-family unit, up to a maximum fee not to exceed $300.00
	- Pierce County Assessor Processing Fee (specific to the Tax Incentive Urban Use Center Application Fee)	$100.00
	- Extension to Conditional Certificate	$50.00

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
I.	**BUSINESS LICENSE FEE SCHEDULE**	
	Community & Economic Development	
	General Business License (GBL)	$60.00
	Renewal of GBL	$60.00
	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

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
J.	**RENTAL HOUSING SAFETY PROGRAM**	
	Community & Economic Development	
	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): Any applicant or licensee who fails to make application for a Rental Housing license or renewal, within 30 days after expiration of their rental license or of the commencement of business in the case of a new rental business, shall be subject to a late application fee, computed at 100 percent of the cost of the applicable license fee.	
	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
K.	**SMALL WIRELESS FACILITIES**	
	Community & Economic Development	
	Small Wireless Franchise Fee Deposit. Requires a deposit of $5,000.00 with Small Wireless 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 Wireless application review and franchise negotiation. This deposit may also be applied to administrative costs associated with negotiate a Master License Agreement for Small Wireless Facilities on City Facilities.	$5,000.00
	Small Wireless Facility Permit Fee (per facility)	$100.00
	Small Wireless Facility Annual ROW Access Fee (in lieu of ROW permits)	$270.00
	Small Wireless Facility Pole Attachment Fee ("Rent" per facility on City facilities) - This fee is prorated based on the number of days covered from Rent Comencement Date to December 31.	$276.75
	Small Wireless Facility Pole Replacement Fee (per replaced pole)	$1,000.00

2021 FEE SCHEDULE - continued

	Fee Type	Fee Amount
L.	**ANIMAL CONTROL LICENSING FEES**	
	Police	
	The annual license fees for the ownership, keeping, or having control of dogs and/or cats in the City shall be as follows:	
	- Dogs (altered)	$20.00
	- Dogs (unaltered)	$55.00
	- Cats (altered)	$12.00
	- Cats (unaltered)	$55.00
	Reduced rates for physically disabled and senior citizens, 65 years of age or older:	
	- Dogs (altered)	$10.00
	- Dogs (unaltered)	$30.00
	- Cats (altered)	$4.00
	- Cats (unaltered)	$30.00
	Animals exempted from payment of fee - Guide Dog or Service Animal (with proof)	No Fee
	In order to receive the fee advantage for altered dogs and cats, an individual must provide either proof of alteration from a licensed veterinarian or a written statement from a licensed veterinarian that the spay/neuter procedure would be harmful to the animal.	
M.	**BURGLAR/SECURITY ALARM PERMIT FEES**	
	Police	
	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

Non-Represented

(2% Range Adjustment in 2021 and 2% Range Adjustment in 2022)

Job Classification	Range		2021 Minimum	2021 Maximum	2022 Minimum	2022 Maximum
Administrative Assistant	28	hr	$ 27.59	$ 35.00	$ 28.14	$ 35.70
Human Resources Technician		mo	$ 4,782	$ 6,066	$ 4,878	$ 6,188
		yr	$ 57,390	$ 72,790	$ 58,538	$ 74,253
Evidence Supervisor	36	hr	$ 32.33	$ 41.00	$ 32.97	$ 41.83
		mo	$ 5,603	$ 7,107	$ 5,716	$ 7,250
		yr	$ 67,241	$ 85,285	$ 68,587	$ 86,999
Communications Manager	38	hr	$33.63	$42.66	$34.31	$43.52
		mo	$ 5,830	$ 7,394	$ 5,946	$ 7,543
		yr	$ 69,958	$ 88,730	$ 71,357	$ 90,514
Human Resources Analyst	39	hr	$34.31	$43.51	$34.99	$44.39
		mo	$ 5,946	$ 7,542	$ 6,065	$ 7,694
		yr	$ 71,357	$ 90,505	$ 72,785	$ 92,324
Associate City Attorney	46	hr	$ 39.41	$ 49.98	$ 40.20	$ 50.99
Equity Manager		mo	$ 6,831	$ 8,663	$ 6,967	$ 8,838
Finance Supervisor		yr	$ 81,967	$ 103,962	$ 83,607	$ 106,052
Senior Policy Analyst						
City Clerk	49	hr	$ 41.82	$ 53.04	$ 42.66	$ 54.11
		mo	$ 7,249	$ 9,194	$ 7,394	$ 9,379
		yr	$ 86,984	$ 110,325	$ 88,724	$ 112,543
Court Administrator	53	hr	$ 45.27	$ 57.41	$ 46.17	$ 58.57
		mo	$ 7,846	$ 9,952	$ 8,003	$ 10,152
		yr	$ 94,154	$ 119,419	$ 96,038	$ 121,820
Operations Superintendent	55	hr	$ 47.10	$ 59.73	$ 48.04	$ 60.93
Planning Manager		mo	$ 8,163	$ 10,354	$ 8,326	$ 10,562
Program Manager		yr	$ 97,958	$ 124,244	$ 99,918	$ 126,742
PW Division Manager						
Building Official	56	hr	$ 48.04	$ 60.93	$ 49.00	$ 62.15
Economic Development Manager		mo	$ 8,326	$ 10,561	$ 8,493	$ 10,773
		yr	$ 99,917	$ 126,729	$ 101,916	$ 129,276
Assistant City Attorney	58	hr	$ 49.98	$ 63.39	$ 50.98	$ 64.66
		mo	$ 8,663	$ 10,987	$ 8,836	$ 11,208
		yr	$ 103,953	$ 131,848	$ 106,033	$ 134,499
Chief Information Officer	61	hr	$ 53.04	$ 67.27	$ 54.10	$ 68.62
		mo	$ 9,193	$ 11,660	$ 9,377	$ 11,894
		yr	$ 110,316	$ 139,919	$ 112,523	$ 142,732
Human Resources Director	63	hr	$ 55.18	$ 69.99	$ 56.28	$ 71.39
		mo	$ 9,564	$ 12,131	$ 9,756	$ 12,375
		yr	$ 114,773	$ 145,571	$ 117,069	$ 148,498
Parks, Rec & Comm Svcs Director	69	hr	$ 62.14	$ 78.82	$ 63.38	$ 80.40
PW Engineering Director		mo	$ 10,771	$ 13,661	$ 10,987	$ 13,936
Assistant Police Chief		yr	$ 129,253	$ 163,937	$ 131,839	$ 167,233
Assistant City Mgr-CED	72	hr	$ 65.94	$ 83.64	$ 67.26	$ 85.32
Assistant City Mgr-CFO		mo	$ 11,430	$ 14,498	$ 11,659	$ 14,789
City Attorney		yr	$ 137,164	$ 173,971	$ 139,909	$ 177,469
Police Chief	73	hr	$ 67.26	$ 85.31	$ 68.61	$ 87.03
		mo	$ 11,659	$ 14,788	$ 11,892	$ 15,085
		yr	$ 139,908	$ 177,451	$ 142,707	$ 181,018
Municipal Court Judge			Employment Agreement		Employment Agreement	
City Manager			Employment Agreement		Employment Agreement	

AFSCME Contract 1/1/2020 - 12/31/2021

(2.5% COLA in 2021, 2022 Salary Schedule Subject to Negotiation)

Job Classification * Exempt from FLSA overtime	Range		2021											
			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	$16.81	$17.15	$17.50	$17.85	$18.19	$18.57	$18.93	$19.31	$19.70	$20.10	$20.50	$21.01
		mo	$2,914	$2,973	$3,032	$3,094	$3,155	$3,219	$3,282	$3,348	$3,414	$3,483	$3,553	$3,642
		yr	$34,973	$35,671	$36,385	$37,113	$37,856	$38,612	$39,384	$40,172	$40,976	$41,795	$42,631	$43,697
Court Clerk	18	hr	$23.56	$24.03	$24.50	$25.00	$25.50	$26.00	$26.53	$27.05	$27.60	$28.15	$28.71	$29.43
Evidence Custodian		mo	$4,083	$4,165	$4,248	$4,333	$4,419	$4,507	$4,597	$4,690	$4,784	$4,879	$4,976	$5,100
Office Assistant		yr	$48,990	$49,970	$50,969	$51,990	$53,029	$54,090	$2,640	$56,275	$57,400	$58,549	$59,719	$61,212
Permit Technician	24	hr	$26.51	$27.04	$27.58	$28.14	$28.69	$29.27	$29.85	$30.46	$31.06	$31.67	$32.32	$33.13
		mo	$4,594	$4,687	$4,781	$4,876	$4,973	$5,074	$5,174	$5,279	$5,383	$5,492	$5,601	$5,742
		yr	$55,139	$56,242	$57,367	$58,514	$59,684	$60,878	$62,096	$63,337	$64,604	$65,896	$67,214	$68,894
Administrative Assistant	25	hr	$27.03	$27.57	$28.13	$28.68	$29.26	$29.84	$30.43	$31.05	$31.66	$32.31	$32.94	$33.76
Associate Engineering Technician		mo	$4,685	$4,779	$4,874	$4,971	$5,072	$5,172	$5,277	$5,381	$5,490	$5,599	$5,711	$5,854
Animal Control Officer		yr	$56,222	$57,346	$58,492	$59,662	$60,856	$62,072	$63,314	$64,580	$65,872	$67,189	$68,533	$70,246
Evidence Technician	26	hr	$27.59	$28.14	$28.70	$29.27	$29.86	$30.46	$31.07	$31.68	$32.32	$32.97	$33.63	$34.47
Maintenance Worker		mo	$4,782	$4,877	$4,974	$5,075	$5,175	$5,280	$5,384	$5,493	$5,602	$5,714	$5,829	$5,974
		yr	$57,377	$58,524	$59,694	$60,888	$62,107	$63,348	$64,616	$65,908	$67,225	$68,570	$69,941	$71,690
Lead Court Clerk	28	hr	$28.68	$29.26	$29.85	$30.43	$31.05	$31.66	$32.31	$32.94	$33.61	$34.29	$34.96	$35.83
Finance Technician		mo	$4,971	$5,072	$5,173	$5,277	$5,381	$5,490	$5,599	$5,711	$5,826	$5,942	$6,061	$6,213
Public Records & Legal Specialist		yr	$59,664	$60,856	$62,074	$63,316	$64,582	$65,873	$67,191	$68,534	$69,905	$71,304	$72,730	$74,548
Assistant Planner	29	hr	$29.26	$29.85	$30.45	$31.06	$31.67	$32.31	$32.95	$33.62	$34.30	$34.97	$35.67	$36.56
		mo	$5,073	$5,174	$5,278	$5,382	$5,491	$5,600	$5,712	$5,827	$5,943	$6,062	$6,183	$6,338
		yr	$60,869	$62,086	$63,327	$64,595	$65,886	$67,204	$68,548	$69,919	$71,317	$72,744	$74,198	$76,054
Court Compliance Officer	30	hr	$29.86	$30.45	$31.06	$31.68	$32.32	$32.95	$33.62	$34.30	$34.97	$35.68	$36.40	$37.31
Lead Maintenance Worker		mo	$5,175	$5,279	$5,384	$5,492	$5,602	$5,713	$5,828	$5,945	$6,063	$6,184	$6,308	$6,466
Permit Coordinator		yr	$62,098	$63,340	$64,607	$65,899	$67,217	$68,562	$69,933	$71,331	$72,758	$74,213	$75,698	$77,590
Recreation Coordinator														
Engineering Technician	31	hr	$30.45	$31.06	$61.67	$32.31	$32.95	$33.62	$34.30	$34.97	$35.67	$36.39	$37.12	$38.05
		mo	$5,278	$5,383	$5,491	$5,600	$5,712	$5,827	$5,943	$6,062	$6,183	$6,307	$6,433	$6,594
		yr	$63,329	$64,595	$65,887	$67,204	$68,548	$69,919	$71,317	$72,744	$74,199	$75,683	$77,197	$79,127
IT Specialist	32	hr	$31.06	$31.68	$32.32	$32.95	$33.62	$34.30	$34.97	$35.68	$36.40	$37.12	$37.86	$38.81
Paralegal		mo	$5,383	$5,492	$5,602	$5,713	$5,828	$5,945	$6,063	$6,184	$6,308	$6,434	$6,563	$6,727
		yr	$64,607	$65,899	$67,217	$68,562	$69,933	$71,331	$72,758	$74,213	$75,698	$77,211	$78,756	$80,725
Code Enforcement Officer	33	hr	$31.66	$32.30	$32.94	$33.60	$34.28	$34.96	$35.66	$36.38	$37.10	$37.84	$38.60	$39.57
Compliance Inspector		mo	$5,489	$5,598	$5,710	$5,825	$5,941	$6,060	$6,181	$6,305	$6,431	$6,559	$6,690	$6,857
Construction Inspector		yr	$65,862	$67,178	$68,522	$69,893	$71,290	$72,716	$74,170	$75,653	$77,167	$78,711	$80,285	$82,291
Crime Analyst*														
Human Services Coord														
Building Inspector	34	hr	$32.32	$32.95	$33.62	$34.30	$34.97	$35.68	$36.40	$37.12	$37.86	$38.62	$39.39	$40.38
		mo	$5,601	$5,713	$5,828	$5,945	$6,063	$6,184	$6,308	$6,434	$6,562	$6,693	$6,829	$6,998
		yr	$67,214	$68,559	$69,930	$71,328	$72,755	$74,210	$75,693	$77,207	$78,752	$80,327	$81,933	$83,982
Associate Planner	36	hr	$33.60	$34.28	$34.96	$35.66	$36.38	$37.10	$37.84	$38.60	$39.37	$40.16	$40.97	$41.98
Program Coordinator		mo	$5,825	$5,941	$6,060	$6,181	$6,305	$6,431	$6,559	$6,690	$6,825	$6,961	$7,100	$7,278
		yr	$69,895	$71,292	$72,718	$74,173	$75,657	$77,169	$78,713	$80,287	$81,893	$83,530	$85,201	$87,331
Finance Analyst *	38	hr	$34.97	$35.68	$36.39	$37.12	$37.85	$38.61	$39.39	$40.18	$40.98	$41.80	$42.64	$43.70
GIS Analyst		mo	$6,062	$6,184	$6,307	$6,433	$6,562	$6,693	$6,828	$6,964	$7,103	$7,245	$7,390	$7,575
Plans Examiner		yr	$72,747	$74,202	$75,686	$77,200	$78,744	$80,319	$81,926	$83,564	$85,235	$86,940	$88,679	$90,896
Traffic Signal Technician	39	hr	$35.67	$36.39	$37.12	$37.85	$38.61	$39.39	$40.18	$40.98	$41.80	$42.64	$43.49	$44.57
Assistant Civil Engineer*		mo	$6,183	$6,307	$6,433	$6,561	$6,692	$6,828	$6,964	$7,102	$7,245	$7,389	$7,537	$7,725
		yr	$74,198	$75,683	$77,196	$78,740	$80,315	$81,921	$83,559	$85,231	$86,935	$88,674	$90,447	$92,708
Associate Civil Engineer*	43	hr	$38.62	$39.39	$40.18	$40.99	$41.81	$42.64	$43.49	$44.36	$45.25	$46.16	$47.07	$48.26
		mo	$6,693	$6,828	$6,964	$7,103	$7,245	$7,390	$7,538	$7,689	$7,843	$7,999	$8,159	$8,363
		yr	$80,322	$81,929	$83,567	$85,238	$86,943	$88,682	$90,456	$92,265	$94,110	$95,992	$97,912	$100,360
IT Administrator *	45	hr	$40.19	$41.00	$41.82	$42.65	$43.51	$44.37	$45.26	$46.17	$47.09	$48.03	$49.00	$50.23
		mo	$6,966	$7,105	$7,248	$7,392	$7,540	$7,692	$7,845	$8,001	$8,162	$8,325	$8,491	$8,704
		yr	$83,593	$85,265	$86,971	$88,710	$90,484	$92,293	$94,139	$96,022	$97,942	$99,902	$101,899	$104,447
Civil Engineer *	49	hr	$43.48	$44.35	$45.23	$46.14	$47.06	$48.00	$48.96	$49.94	$50.93	$51.96	$52.99	$54.32
		mo	$7,536	$7,687	$7,840	$7,997	$8,157	$8,320	$8,487	$8,656	$8,829	$9,006	$9,187	$9,416
		yr	$90,430	$92,239	$94,083	$95,965	$97,885	$99,842	$101,839	$103,875	$105,953	$108,073	$110,234	$112,989

Teamsters Contract 1/1/2019 - 12/31/2021
(2022 Salary Schedule Subject to Negotiation)

Job Classification	Grade/Step		2021 Minimum	2021 Maximum
Community Service Officer	489	hr	$ 24.09	$ 31.50
		mo	$ 4,176	$ 5,460
		yr	$ 50,107	$ 65,520

Lakewood Police Independent Guild (LPIG) Contract 1/1/2016 - 12/31/2020 (4% COLA for 2020)

(Schedule below is for 2020. 2021/2022 Salary Schedule Subject to Negotiation)

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	hr	n/a	$ 50.72	$ 53.86	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	480	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	hr	n/a	$ 47.58	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
	478	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	hr	n/a	$ 33.77	$ 34.96	$ 36.17	$ 37.44	$ 38.75	$ 40.11	$ 41.52	$ 42.96	$ 44.88
	473	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

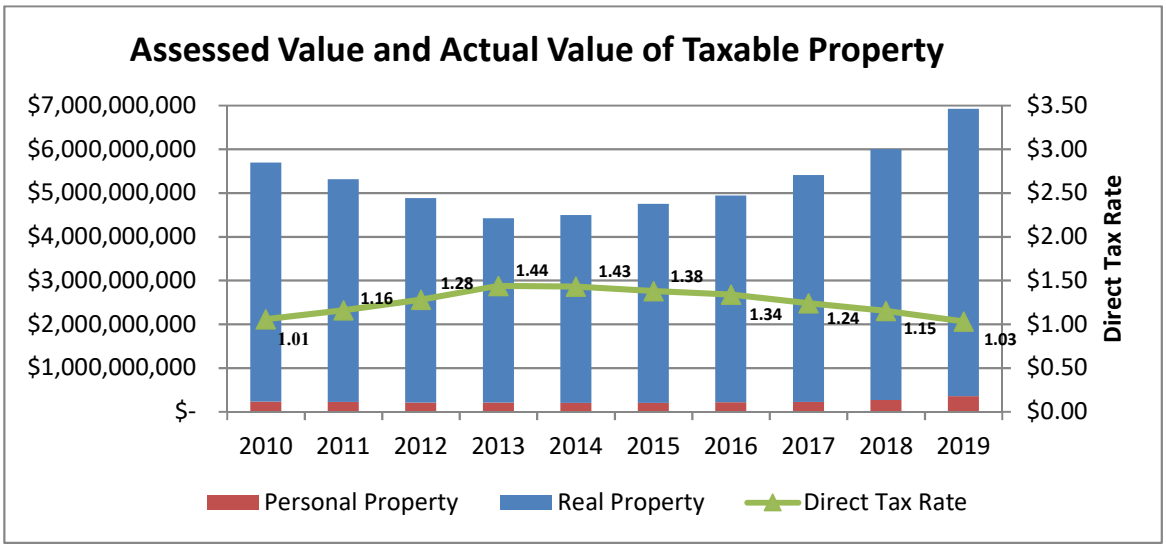
Lakewood Police Management Guild (LPMG)
Contract 1/1/2020 - 12/31/2022
(3% COLA in 2020 / 3% COLA in 2022)

Job Classification	Grade ID		2021 Step 1	2021 Step 2	2021 Step 3
Lieutenant	486	hr	$ 63.80	$ 66.02	$ 69.31
		mo	$ 11,058	$ 11,443	$ 12,014
		yr	$ 132,696	$ 137,316	$ 144,168

Job Classification	Grade ID		2022 Step 1	2022 Step 2	2022 Step 3
Lieutenant	486	hr	$ 65.71	$ 68.00	$ 71.39
		mo	$ 11,390	$ 11,786	$ 12,374
		yr	$ 136,680	$ 141,432	$ 148,488

Assessed Value and Actual Value of Taxable Property
Last Ten Fiscal Years

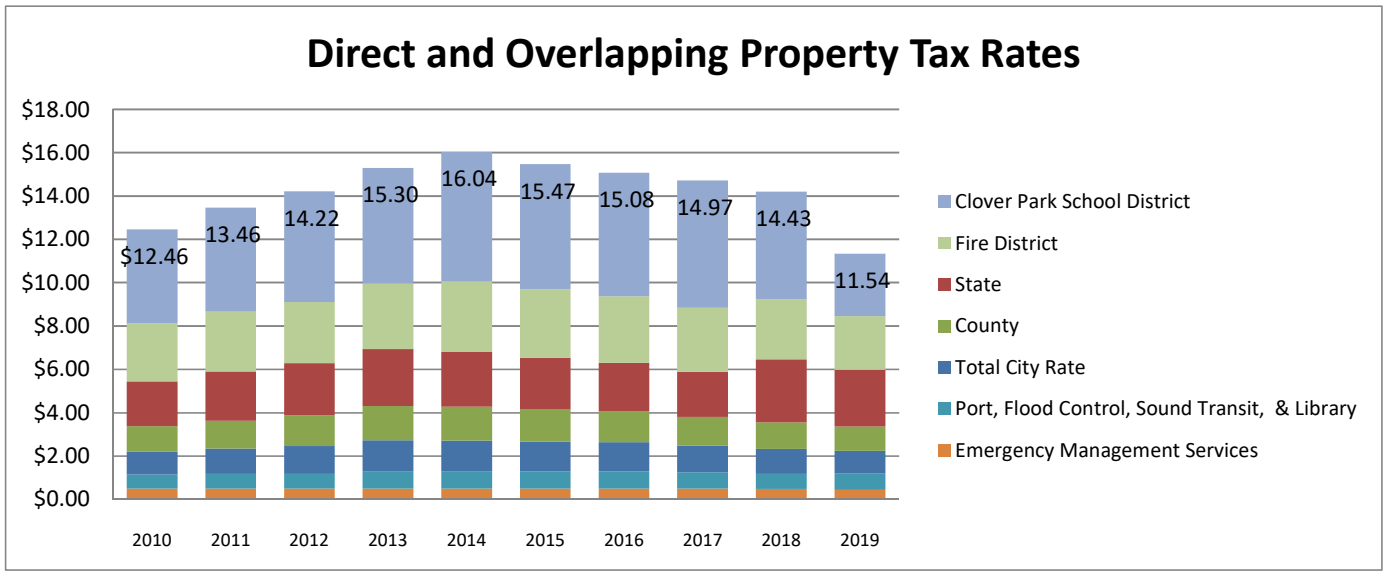
Fiscal Year	Real Property	Personal Property	Total Taxable Assessed Valuation	Total Direct Tax Rate
2010	$ 5,465,345,337	$ 227,825,096	$ 5,693,170,433	1.06
2011	5,091,367,019	225,403,490	5,316,770,509	1.16
2012	4,679,612,726	204,704,287	4,884,317,013	1.28
2013	4,212,809,774	208,123,283	4,420,933,057	1.44
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
2018	5,735,143,229	267,639,860	6,002,783,089	1.15
2019	6,569,892,973	353,487,584	6,923,380,557	1.03



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	Library	Lakewood Fire District	
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	-	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	0.50	5.88	0.47	2.96	14.97
2018	1.15	2.91	1.23	0.18	0.08	0.23	0.48	4.96	0.43	2.78	14.43
2019	1.03	2.62	1.13	0.18	0.08	0.21	0.44	2.88	0.50	2.48	11.54



Source:
Pierce County Assessor Treasurer.

Principal Property Taxpayers
Current Year and Nine Years Ago

	2019			2010		
Taxpayer	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value
Northwest Building LLC	$ 202,562,979	1	2.72%	$ 100,139,196	1	1.68%
BRE WA Village at Seeley Lake LLC	89,027,100	2	1.19%	-		0.00%
RPAI Lakewood LLC	73,361,100	3	0.98%	-		0.00%
Lakewood 231 LLC	42,578,300	4	0.57%	-		0.00%
Tacoma Gateway Lakewood LLC	42,332,900	5	0.57%	-		0.00%
Beaumont Lakewood Associates LLC	38,030,500	6	0.51%	23,000,700	8	0.39%
Lakha Lakewood Properties	29,748,600	7	0.40%	23,857,100	7	0.40%
Morningtree Park LLC	28,910,700	8	0.39%	-		0.00%
Canal Office LP	26,961,600	9	0.36%	-		0.00%
Puget Sound Energy/Gas	25,548,549	10	0.34%	25,134,346	6	0.42%
WIG Properties LLC-LKPL	-		0.00%	21,280,600	10	0.36%
Inland Western Lakewood LLC	-		0.00%	89,747,500	2	1.51%
ERP Operating LP	-		0.00%	54,918,000	3	0.92%
Wal-Mart Stores Inc #2403	-		0.00%	26,545,000	5	0.45%
Lowes of Lakewood #1081	-		0.00%	22,137,610	9	0.37%
NetFlix Inc	-		0.00%	33,525,953	4	0.56%
TOTAL	$ 599,062,328		8.03%	$ 420,286,005		7.06%

Source:
Pierce County Assessor Treasurer

Property Tax Levies and Collections
Last Ten Fiscal Years

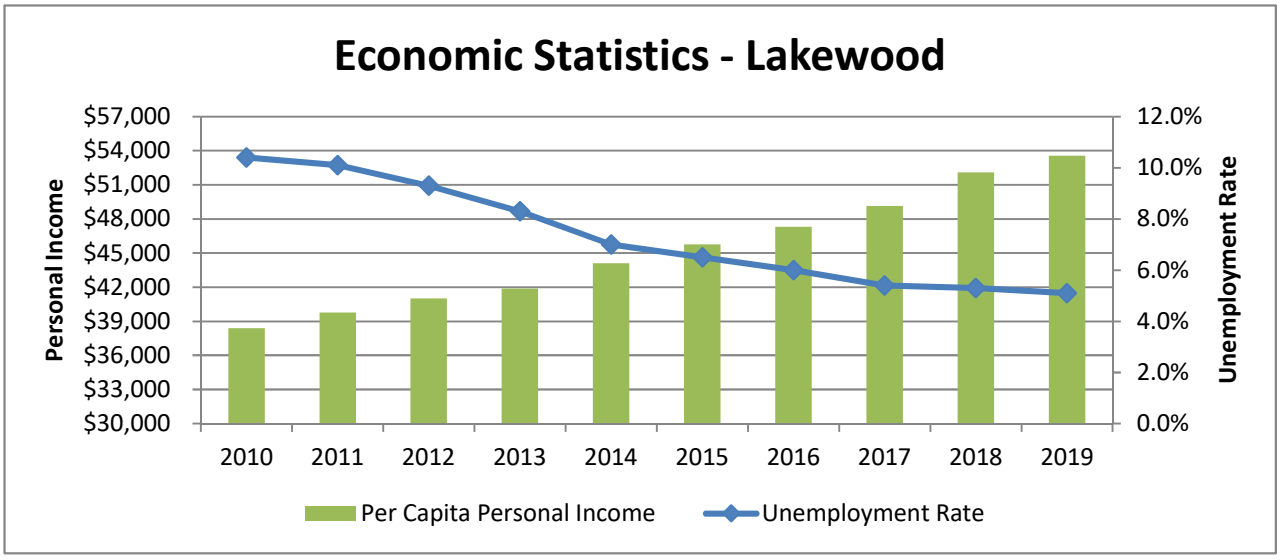
		Collected within the fiscal year of the levy			Total Collections to Date			
Fiscal	Taxes Levied for the Fiscal Year*	Amount	Percentage of Levy	Collections in Subsequent Years**	Amount	Percentage of Levy	Total Outstanding Delinquent Taxes	Ratio of Delinquent Taxes to Total Tax Levy
2010	$ 6,160,357	$ 5,806,803	94.26%	$ 353,554	$ 6,160,357	100.00%	$ (0)	0.00%
2011	6,085,869	5,898,256	96.92%	187,613	6,085,869	100.00%	(0)	0.00%
2012	6,212,866	6,031,790	97.09%	181,064	6,212,855	100.00%	11	0.00%
2013	6,313,675	6,135,401	97.18%	178,245	6,313,646	100.00%	28	0.00%
2014	6,436,485	6,248,259	97.08%	188,134	6,436,393	100.00%	91	0.00%
2015	6,662,012	6,413,233	96.27%	248,505	6,661,737	100.00%	274	0.00%
2016	6,796,282	6,545,433	96.31%	195,030	6,740,464	99.18%	55,819	0.82%
2017	7,042,224	6,738,954	95.69%	198,572	6,937,526	98.51%	104,698	1.49%
2018	7,101,387	6,935,521	97.66%	108,191	7,043,712	99.19%	57,675	0.81%
2019	7,237,250	7,070,452	97.70%	-	7,070,452	97.70%	166,799	2.30%

*Includes initial levy amount for the fiscal year and subsequent year certification adjustments.
**Amounts reported for current year are reported in the following year and adjusted for subsequent years' collection.

Source:
Pierce County Assessor Treasurer.

Demographic and Economic Statistics
Last Ten Fiscal Years

Fiscal Year	Lakewood Population(1)	Lakewood Personal Income (in thousands)(2)	Pierce County Per Capita Personal Income(3)	School Enrollment(4)	Median Household Income(5) (Pierce County)	As of 9-Mar-20 Unemployment Rate(6)
2010	58,163	$ 2,233,983	$ 38,409	11,172	$ 55,531	10.4%
2011	58,190	2,315,089	39,785	11,160	56,114	10.1%
2012	58,260	2,389,126	41,008	11,383	57,162	9.3%
2013	58,310	2,442,606	41,890	11,602	57,238	8.3%
2014	58,360	2,574,026	44,106	12,254	59,998	7.0%
2015	58,400	2,673,202	45,774	12,285	59,566	6.5%
2016	58,800	2,781,828	47,310	12,346	61,042	6.0%
2017	59,280	2,912,841	49,137	12,885	65,517	5.4%
2018	59,350	3,092,966	52,114	12,953	70,321	5.3%
2019	59,670	3,196,641	53,572	12,618	71,629	5.1%



(1) 2019: US Census Bureau; prior years: State of Washington, Office of Financial Management.
(2) Pierce County Per Capita Personal Income applied to Lakewood population. 2019 data is not yet available.
(3) Pierce County Per Capita Personal Income as provided by Bureau of Economic Analysis (BEA).
(4) Clover Park School District which is the largest in Lakewood.
(5) Median household income from the Washington State Office of Financial Management (OFM).
(6) Pierce County Unemployment Rate as provided by the Bureau of Labor Statistics (BLS).
2019 is unavailable as December is currently an estimate. Data is calculated by the monthly average, including the December estimate. Previous years have been updated per revisions by the BLS.

Principal Employers
Current Year and Ten Years Ago

		2019			2010		
Taxpayer	Type of Business	Number of Employees	Rank	% of Total City Employment	Number of Employees	Rank	% of Total City Employment
Western State Hospital	Public Sector - Mental Health Facility	2,600	1	7.4%	1,947	1	8.7%
Clover Park School District	Public Sector - Education	1,667	2	4.8%	1,696	2	7.6%
Pierce College	Public Sector - Education	1,239	3	3.5%	787	4	3.5%
Camp Murray	Military - National Guard	1,050	4	3.0%	-		
Pierce Transit	Public Sector - Transportation	950	5	2.7%	911	3	4.1%
St. Clare Hospital	Health Care	682	6	2.0%	700	5	3.1%
Aacres WA LLC	Private Social Services Network	467	7	1.3%	-		
McClane Northwest	Transportation/Warehousing	440	8	1.3%	370	6	1.7%
Wal-Mart	Retail	402	9	1.2%	-		
Clover Park Technical College	Public Sector - Education	396	10	1.1%	260	9	1.2%
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%
		9,893		28.34%	7,575		33.97%

2019 Jobs in Lakewood: 34,908

Source:
City of Lakewood Community and Economic Development Department

Capital Assets by Function
Last Ten Fiscal Years

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Transportation										
Street (center line miles)	180	180	180	180	180	180	180	180	180	180
Signals City-owned and maintained	69	69	69	69	69	69	69	69	69	69
Signals WSDOT-owned and maintained	9	9	9	9	9	9	11	11	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	-	-	-	-
Street lights City-owned and maintained	204	204	214	614	614	614	2,176	2,176	2,277	2,372
Street lights City-owned and TPU maintained	420	420	420	420	420	420	-	-	-	-
Street lights City-owned and Lakeview maintained	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	1,098	1,098
Street lights TPU-owned and maintained	353	353	353	353	353	353	-	-	-	-
Culture & Recreation										
Developed parks - acreage	77	77	77	80	80	80	82	82	82	82
Developed parks - number of parks	12	12	12	12	12	13	13	12	12	12
Undeveloped parks - acreage	456	461	461	465	467	467	467	467	467	467
Playgrounds	11	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	10	10	10	10	11	12	12	12
Community gardens	-	-	2	2	2	2	2	2	2	2
Senior Center	1	1	1	1	1	1	1	1	1	1

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

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
SECURITY OF PERSONS & PROPERTY										
Police Information										
Offenses:										
Forcible Rape (including attempts)	39	45	38	30	34	58	55	67	38	55
Robbery	137	114	109	90	89	93	103	94	90	107
Criminal Homicide	-	2	3	2	1	2	-	5	7	5
Aggravated Assault	316	343	319	278	247	339	375	322	332	387
Vehicle Theft	272	308	233	205	215	260	368	375	382	315
Burglary (commercial & residential)	584	604	725	642	644	566	616	507	492	415
Larceny	1,882	1,943	2,089	1,832	1,681	1,991	2,097	2,052	2,041	1,706
Arson	10	3	13	14	15	13	15	11	15	9
Citations:										
Traffic	5,461	8,608	6,633	5,753	8,980	8,202	6,595	5,023	3,697	5,493
Red Light Photo	8,310	8,039	8,225	8,586	8,827	10,586	7,289	11,336	11,927	12,644
Fixed Speed Photo	5,842	6,062	5,814	5,744	4,669	3,384	9,749	6,198	6,571	6,876
ECONOMIC ENVIRONMENT										
Building Related Permits & Values										
Building Permits	1,379	1,666	1,392	1,927	1,339	1,336	1,207	1,540	1,718	1,839
Estimated Value (in millions)	$ 39	$ 62	$ 46	$ 147	$ 52	$ 56	$ 65	$ 76	$ 124	$ 88

Source

(1) City of Lakewood Police Department

(2) City of Lakewood Community and Economic Environment Department

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