



LAKEWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, December 13, 2021

7:00 P.M.

City of Lakewood

Due to COVID-19, Lakewood City Council meetings will be conducted remotely and NOT IN PERSON at this time.

Residents can virtually attend City Council meetings by watching them live on the city's YouTube channel:

<https://www.youtube.com/user/cityoflakewoodwa>

Those who do not have access to YouTube can call in to listen by telephone via Zoom: Dial +1(253) 215- 8782 and enter meeting ID: 868 7263 2373

Page No.

CALL TO ORDER

SWEARING-IN CEREMONY

ITEMS FOR DISCUSSION:

- (3) 1. Review of 3rd Quarter (2021) Financial Report. – (Memorandum)
- (132) 2. Review of Memorandum of Understanding with Rotary Club of Lakewood related to the Fort Steilacoom Park Pavilion. – (Memorandum)
- (136) 3. Special Events and Public Art Update. – (Memorandum)
- (209) 4. Pierce County Comprehensive Plan to End Homelessness Update. – (Memorandum)

ITEMS TENTATIVELY SCHEDULED FOR THE DECEMBER 20, 2021 REGULAR CITY COUNCIL MEETING:

- 1. Proclamation recognizing contributions made to the Hindu diaspora and community.
- 2. Authorizing the execution of an interlocal agreement for Comprehensive Solid and Hazardous Waste Management Planning within Pierce County. – (Motion – Consent Agenda)
- 3. Authorizing the execution of a collective bargaining agreement with Teamsters. – (Motion – Consent Agenda)

Persons requesting special accommodations or language interpreters should contact the City Clerk, 253-983-7705, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.

<http://www.cityoflakewood.us>

4. Relating to contracting indebtedness; providing for the issuance, sale and delivery of not to exceed \$12,200,000 aggregate principal amount of limited tax general obligation bonds to provide funds to finance a portion of the City's capital improvement program projects and the costs of issuance of the bonds; fixing or setting parameters with respect to certain terms and covenants of the bonds; appointing the City's designated representative to approve the final terms of the sale of the bonds; and providing for other related matters. – (Ordinance – Regular Agenda)
5. Relating to the approval of projects to be funded with revenue generated by the City of Lakewood's Transportation Benefit District. – (Ordinance – Regular Agenda)
6. Creation of Tree Preservation Ad hoc Committee. – (Resolution – Regular Agenda)
7. Approving the American Rescue Plan Act (ARPA) program expenditures. – (New Business – Regular Agenda)

REPORTS BY THE CITY MANAGER

Public Employment Relations Commission (PERC) Notice of Compliance.

CITY COUNCIL COMMENTS

ADJOURNMENT

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To: Mayor and City Councilmembers
 From: Tho Kraus, Deputy City Manager
 Through: John J. Caulfield, City Manager
 Date: December 13, 2021
 Subject: 2021 Q3 Financial Report

Introduction

The intent of the financial report is to provide an overview of activity in all funds through September 30, 2021. The 2021/2022 mid-biennium and ARPA (American Rescue Plan Act) budget adjustments as approved by the City Council on November 15, 2021 are included in order to provide a more comprehensive report that is reflective of current activity. Additionally, performance measures and other data reporting are included at the end of this report.

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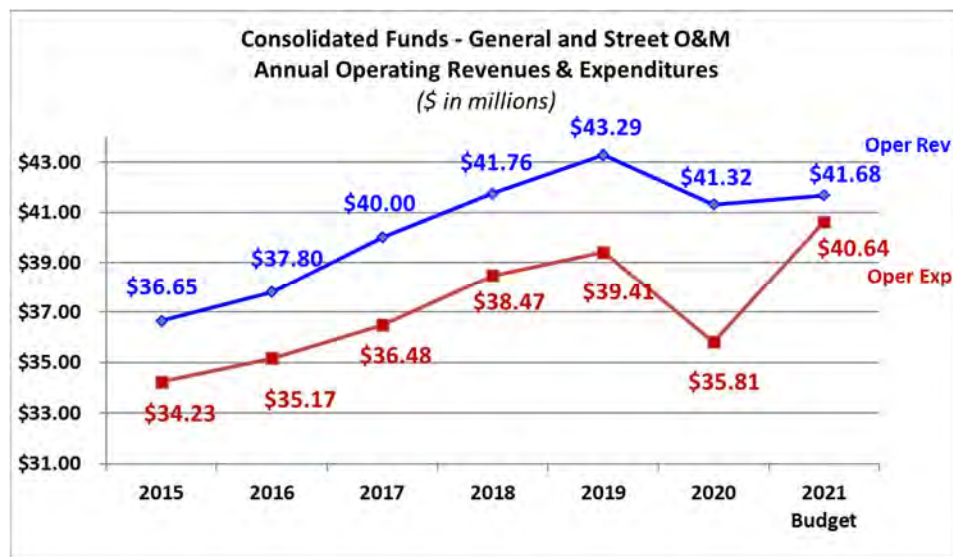
Consolidated Funds - General/Street O&M

The funds are combined in this presentation, as these two funds are the City's primary general governmental operating funds. In 2021, the General Fund anticipates providing an annual subsidy of \$1.55M, which equates to 62% of the Street O&M Fund sources.

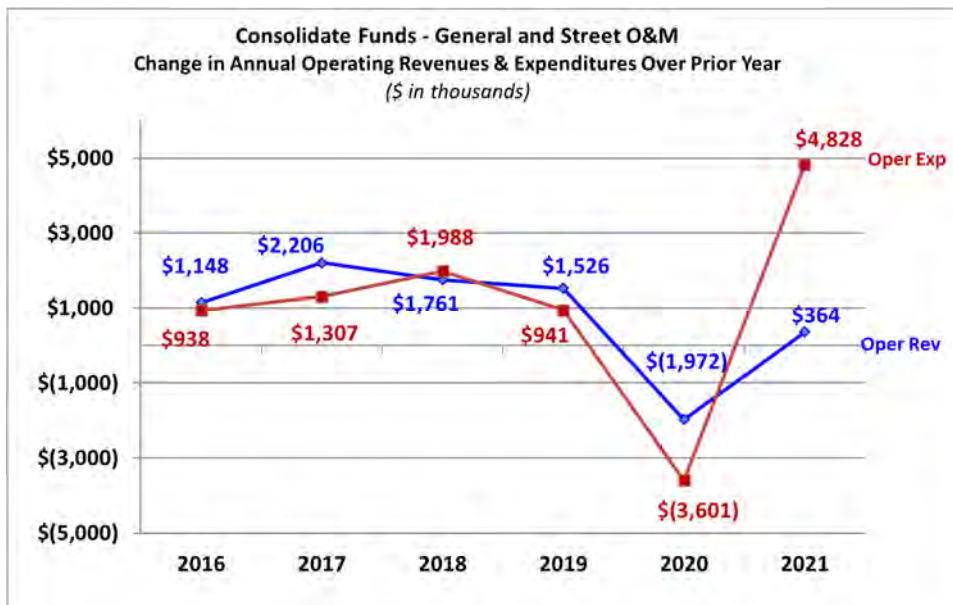
Consolidated General & Street O&M Funds	2015 Annual Actual	2016 Annual Actual	2017 Annual Actual	2018 Annual Actual	2019 Annual Actual	2020 Annual Actual	2021 Revised Budget
Operating Revenue	\$ 36,648,190	\$ 37,796,664	\$ 40,002,901	\$ 41,764,092	\$ 43,289,960	\$ 41,318,153	\$ 41,682,596
Operating Expenditures	\$ 34,234,619	\$ 35,172,853	\$ 36,480,054	\$ 38,468,132	\$ 39,409,137	\$ 35,808,185	\$ 40,635,814
Operating Income / (Loss)	\$2,413,571	\$2,623,811	\$ 3,522,847	\$ 3,295,960	\$ 3,880,823	\$ 5,509,968	\$ 1,046,782

The following table and charts provide a comparison of operating revenues, operating expenditures and the resulting operating income/loss for the current and historical years.

The following graph illustrates the total current budgeted and historical operating revenues and expenditures.



The following graph illustrates the change in total revenues collected and expenditures compared to the prior year.



Consolidated Funds – General and Street O&M Ending Fund Balance and Cash

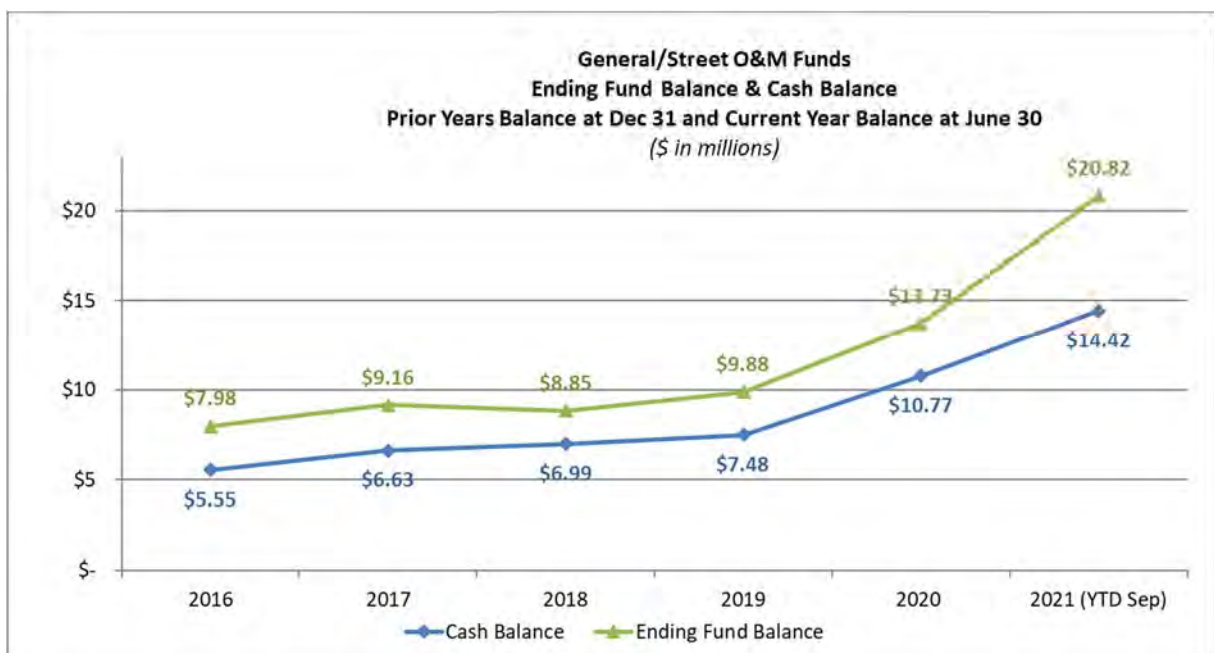
In support of the City's financial integrity, the City Council adopted on September 15, 2014, a set of financial policies including fund balance reserves totaling 12% of General/Street O&M Funds operating revenues. For the 2021 budget, this 12% equates to \$4.70M as follows:

- **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. A 2% reserve fund based on the General/Street O&M Funds operating revenues equates to \$834K.
- **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. A 5% reserve fund based on the General/Street O&M Funds operating revenues equates to \$2.08M.
- **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. A 5% reserve fund based on the General/Street O&M Funds operating revenues equates to \$2.08M.

Additionally, on November 15, 2021 the City Council via Ordinance 764 established an Economic Development Opportunity Fund within the General Fund ending fund balance for the purpose of accumulating excess funds from the General Fund and other funds that are eligible to provide funding for economic development opportunity related expenditures. The set aside amount as approved in the 2021/2022 mid-biennium budget adjustment is \$1,000,000 in each year of 2021 and 2022 for a total of \$2,000,000. The City shall appropriate and use the funds as approved by the City Council.

The following table and graph below provides the current and historical General/Street O&M Funds ending balance and cash & investment.

Year	Total Ending Fund Balance	Total Cash
2016	\$ 7,975,155	5,545,118
2017	\$ 9,163,535	6,634,879
2018	\$ 8,847,536	6,986,782
2019	\$ 9,878,841	7,483,611
2020	\$ 13,730,802	10,769,320
2021 (YTD Sep)	\$ 20,824,342	14,422,015



						2021 YTD Actual vs 2020 YTD Actual		2021 YTD Actual vs 2021 YTD Budget	
General & Street O&M Funds Combined Summary	2020		2021			Over / (Under)		Over / (Under)	
	Annual Actual	YTD Actual	Revised Budget	YTD Budget	Actual	\$ Chg	% Chg	\$ Chg	% Chg
REVENUES:									
Property Tax	\$ 7,259,756	\$ 6,610,045	\$ 7,412,100	\$ 6,752,010	\$ 6,875,908	265,863	4.0%	123,898	1.8%
Local Sales & Use Tax	11,946,044	8,750,175	12,000,000	8,885,590	10,874,993	2,124,817	24.3%	1,989,402	22.4%
Sales/Parks	671,080	490,511	650,000	483,534	588,038	97,527	19.9%	104,504	21.6%
Brokered Natural Gas Use Tax	39,494	24,491	34,000	24,518	39,527	15,036	61.4%	15,009	61.2%
Criminal Justice Sales Tax	1,213,087	877,634	1,193,000	877,422	1,058,054	180,420	20.6%	180,632	20.6%
Admissions Tax	96,599	86,621	150,000	112,622	125,757	39,136	45.2%	13,135	11.7%
Utility Tax	5,402,943	3,989,676	5,479,100	4,049,038	4,006,590	16,914	0.4%	(42,447)	-1.0%
Leasehold Tax	6,903	3,809	4,300	2,266	4,874	1,065	28.0%	2,608	115.1%
Gambling Tax	1,910,429	1,291,926	2,800,000	2,075,717	2,708,916	1,416,990	109.7%	633,199	30.5%
Franchise Fees	4,289,904	3,191,261	4,269,000	3,182,835	3,280,266	89,005	2.8%	97,431	3.1%
Development Service Fees (CED)	2,252,765	1,497,589	1,760,200	1,216,206	1,523,140	25,551	1.7%	306,934	25.2%
Permits & Fees (PW)	147,236	119,101	106,500	82,251	134,276	15,175	12.7%	52,025	63.3%
License & Permits (BL, Alarm, Animal)	354,013	266,368	382,525	299,130	281,985	15,616	5.9%	(17,146)	-5.7%
State Shared Revenues	2,188,859	1,619,313	2,092,105	1,574,519	1,638,577	19,264	1.2%	64,058	4.1%
Intergovernmental	453,830	361,640	216,110	162,670	176,361	(185,279)	-51.2%	13,692	8.4%
Parks & Recreation Fees	127,720	106,446	191,250	160,174	141,742	35,296	33.2%	(18,432)	-11.5%
Police Contracts, including Extra Duty	1,237,632	891,237	1,138,500	633,522	633,522	(257,715)	-28.9%	-	0.0%
Other Charges for Services	18	18	1,800	1,476	3,667	3,648	19957.5%	2,190	148.4%
Fines & Forfeitures - Municipal Court	608,159	550,016	588,205	477,279	452,630	(97,386)	-17.7%	(24,649)	-5.2%
Fines & Forfeitures - Camera Enforcement	665,148	555,021	800,000	598,618	767,700	212,680	38.3%	169,082	28.2%
Miscellaneous/Interest/Other	161,833	130,658	129,201	93,614	70,332	(60,327)	-46.2%	(23,282)	-24.9%
Interfund Transfers	284,700	213,525	284,700	213,525	213,525	-	0.0%	-	0.0%
Subtotal Operating Revenues	\$ 41,318,153	\$ 31,627,083	\$ 41,682,596	\$ 31,958,535	\$ 35,600,379	\$ 3,973,296	12.6%	\$ 3,641,844	11.4%
EXPENDITURES:									
City Council	134,101	101,258	148,287	110,670	97,682	(3,575)	-3.5%	(12,988)	-11.7%
City Manager	636,362	481,337	711,784	530,626	431,469	(49,867)	-10.4%	(99,156)	-18.7%
Municipal Court	1,853,556	1,401,296	1,997,484	1,471,341	1,277,084	(124,212)	-8.9%	(194,257)	-13.2%
Administrative Services	1,840,554	1,384,129	1,918,275	1,455,467	1,428,144	44,015	3.2%	(27,323)	-1.9%
Legal	1,430,939	1,041,216	1,628,883	1,161,066	1,043,243	2,027	0.2%	(117,823)	-10.1%
Community & Economic Development	2,188,040	1,413,975	2,534,721	1,674,239	1,611,581	197,606	14.0%	(62,658)	-3.7%
Parks, Recreation & Community Services	2,407,609	1,711,126	3,116,742	2,278,408	1,891,254	180,128	10.5%	(387,155)	-17.0%
Police	22,920,852	17,070,209	25,564,202	18,931,433	17,102,861	32,651	0.2%	(1,828,572)	-9.7%
Street Operations & Engineering	1,807,679	1,412,786	\$2,393,590	1,748,333	\$1,588,489	175,703	12.4%	(159,843)	-9.1%
Non-Departmental	107,234	95,185	136,925	119,093	102,358	7,174	7.5%	(16,735)	-14.1%
Interfund Transfers	481,260	268,564	484,921	268,885	268,885	320	0.1%	-	0.0%
Subtotal Operating Expenditures	\$ 35,808,185	\$ 26,381,081	\$ 40,635,814	\$ 29,749,561	\$ 26,843,050	461,969	1.8%	(2,906,511)	-9.8%
OPERATING INCOME (LOSS)	\$ 5,509,968	\$ 5,246,001	\$ 1,046,782	\$ 2,208,974	\$ 8,757,329	\$ 3,511,327	66.9%	\$ 6,548,355	296.4%
OTHER FINANCING SOURCES:									
Grants, Contrib, 1-Time Source	3,446,592	1,324,913	869,756	639,070	639,070	(685,844)	-51.8%	-	0.0%
Transfers In	-	-	-	-	-	-	n/a	-	n/a
Subtotal Other Financing Sources	\$ 3,446,592	\$ 1,324,913	\$ 869,756	\$ 639,070	\$ 639,070	\$ (685,844)	-51.8%	\$ -	0.0%
OTHER FINANCING USES:									
Capital & Other 1-Time	4,089,922	1,899,775	2,331,064	859,109	859,109	(1,040,666)	-54.8%	-	0.0%
Interfund Transfers	1,014,676	802,676	3,484,047	1,443,750	1,443,750	641,074	79.9%	-	0.0%
Subtotal Other Financing Uses	\$ 5,104,598	\$ 2,702,451	\$ 5,815,111	\$ 2,302,859	\$ 2,302,859	\$ (399,592)	-14.8%	\$ -	0.0%
Total Revenues and Other Sources	\$ 44,764,745	\$ 32,951,996	\$ 42,552,352	\$ 32,597,605	\$ 36,239,448	\$ 3,287,452	10.0%	\$ 3,641,844	11.2%
Total Expenditures and other Uses	\$ 40,912,783	\$ 29,083,532	\$ 46,450,925	\$ 32,052,420	\$ 29,145,909	\$ 62,377	0.2%	\$ (2,906,511)	-9.1%
Beginning Fund Balance:	\$ 9,878,841	\$ 9,878,841	\$13,730,802	\$ 13,730,803	\$ 13,730,803	\$ 3,851,962	39.0%	\$ -	0.0%
Ending Fund Balance:	\$ 13,730,803	\$ 13,747,305	\$ 9,832,229	\$ 14,275,987	\$ 20,824,342	\$ 7,077,037	51.5%	\$ 6,548,355	45.9%
Ending Fund Balance as a % of Oper Rev	33.2%	43.5%	23.6%	44.7%	58.5%				
Reserve - Total Target 12% of Oper Rev:	\$ 4,958,178	\$ 4,958,178	\$ 5,001,911	\$ 5,001,912	\$ 5,001,912				
2% Contingency Reserves	\$ 826,363	\$ 826,363	\$ 833,652	\$ 833,652	\$ 833,652				
5% General Fund Reserves	\$ 2,065,908	\$ 2,065,908	\$ 2,084,130	\$ 2,084,130	\$ 2,084,130				
5% Strategic Reserves	\$ 2,065,908	\$ 2,065,908	\$ 2,084,130	\$ 2,084,130	\$ 2,084,130				
Set Aside Economic Dev Opportunity Fund	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000				
Undesignated/Reserved for 2021-2024 Budgets	\$ 8,772,625	\$ 8,789,126	\$ 4,830,317	\$ 8,274,076	\$ 14,822,431				

Note: Undesignated/Reserved Balances are one-time funds and per the city's financial policies may not be used for ongoing operations.

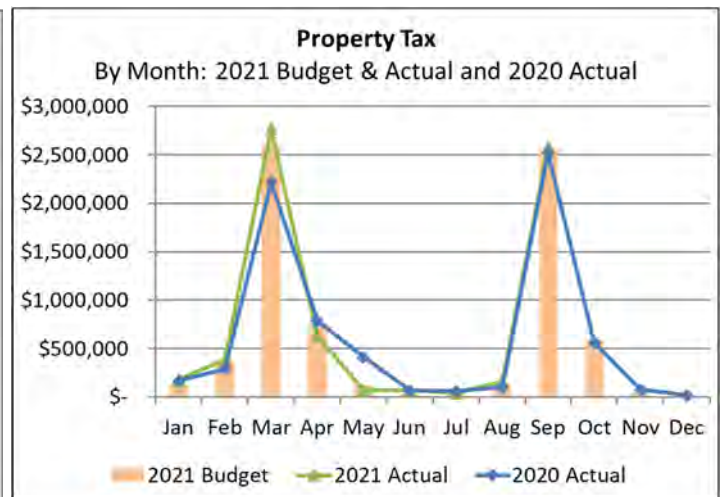
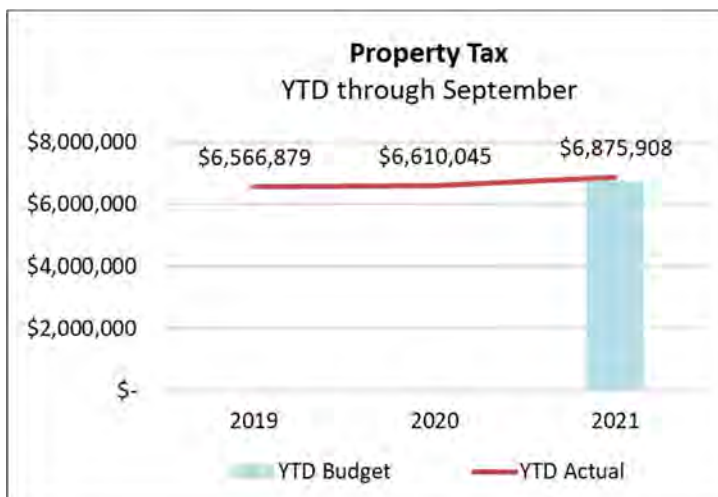
Additionally, 2020 ending fund balance increased by \$117,220 due to additional 2020 transactions posted after publication of the 2020 year-end financial report.

Property Tax

A property tax rate is placed on each piece of property within the City and is used for general governmental purpose. The rate is expressed in “dollars per \$1,000 assessed value (AV), and is a function of the property tax levy permitted by law and adopted by the 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 land, buildings, and residential homes, and on inventory and improvements to commercial property.

Levy Rate Per \$1,000 Assessed Value (AV)			
Taxing District	2019	2020	2021
City of Lakewood	\$ 1.03	\$ 0.98	\$ 0.91
Emergency Medical Services	0.44	0.50	0.49
Flood Control	0.08	0.10	0.10
Pierce County	1.13	1.05	0.98
Port of Tacoma	0.18	0.18	0.17
Rural Library	0.50	0.47	0.44
School District	2.88	3.78	3.74
Sound Transit	0.21	0.20	0.20
Washington State	2.62	3.01	2.93
West Pierce Fire District	2.48	2.81	2.67
Total Levy Rate	\$ 11.54	\$ 13.08	\$ 12.63
Total AV (\$ in billions)	\$ 6.93	\$ 7.46	\$ 8.11

Property Tax Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 144,853	\$ 167,149	\$ 124,516	\$ 175,819	\$ 8,670	5.2%	\$ 51,303	41.2%
Feb	492,293	288,602	370,884	386,370	97,768	33.9%	15,486	4.2%
Mar	2,595,070	2,212,886	2,600,688	2,765,349	552,463	25.0%	164,661	6.3%
Apr	601,934	786,517	763,259	631,535	(154,982)	-19.7%	(131,724)	-17.3%
May	32,454	412,020	121,571	68,297	(343,723)	-83.4%	(53,274)	-43.8%
Jun	25,420	66,088	33,869	65,822	(266)	-0.4%	31,953	94.3%
Jul	37,309	59,647	47,578	42,677	(16,970)	-28.5%	(4,901)	-10.3%
Aug	168,603	99,526	138,384	160,391	60,865	61.2%	22,007	15.9%
Sep	2,468,943	2,517,610	2,551,259	2,579,648	62,038	2.5%	28,389	1.1%
Oct	535,490	559,245	589,209	-	-	-	-	-
Nov	41,237	73,883	49,394	-	-	-	-	-
Dec	15,837	16,583	21,487	-	-	-	-	-
Total YTD	\$ 6,566,879	\$ 6,610,045	\$ 6,752,010	\$6,875,908	\$ 265,863	4.0%	\$ 123,899	1.8%
Total Annual	\$ 7,159,443	\$ 7,259,756	\$ 7,412,100	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):			1.9%					



Sales & Use Tax

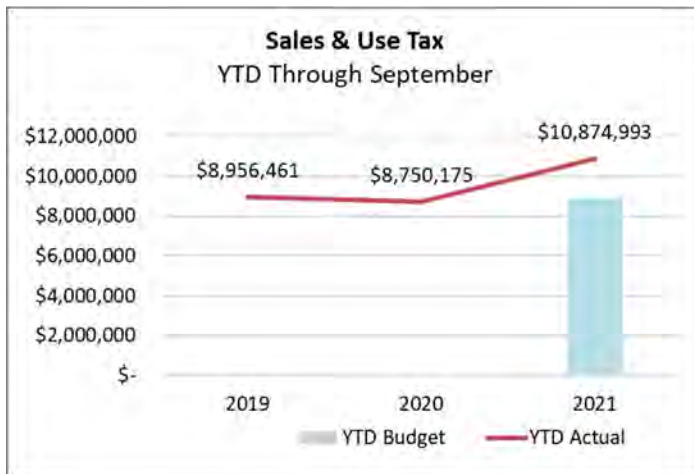
The City imposes a sales and use tax of 1% to fund general government programs. Of this total, 15% is provided to Pierce County per state law. The City imposes both the basic 0.5% and the optional 0.5% sales and use tax. This tax is imposed on personal and business purchases of tangible property. The retail sales tax is also assessed on some services such as repairs and construction. The City receives 1% of the sales tax rate. Of the 1%, the City receives 0.84% (Pierce County receives 15% of the 1% and the State receives 1% of the 1% leaving 0.84% to the City).

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%
Pierce County Mental Health & Chemical Dependency	0.10%
Total Tax on Sales & Use	10.00%

Sales Tax								
Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 866,122	\$ 921,305	\$ 874,296	1,045,104	\$ 123,799	13.4%	\$ 170,808	19.5%
Feb	834,944	815,257	867,376	1,069,437	254,180	31.2%	202,061	23.3%
Mar	1,094,051	801,220	1,025,039	1,339,293	538,074	67.2%	314,255	30.7%
Apr	936,605	835,856	906,422	1,254,417	418,561	50.1%	347,996	38.4%
May	1,009,891	1,069,435	992,458	1,223,441	154,006	14.4%	230,982	23.3%
Jun	1,106,875	1,105,668	1,097,376	1,345,673	240,005	21.7%	248,297	22.6%
Jul	1,033,260	1,047,578	1,012,609	1,225,560	177,982	17.0%	212,952	21.0%
Aug	1,027,630	1,008,016	1,023,061	1,186,091	178,075	17.7%	163,030	15.9%
Sep	1,047,083	1,145,841	1,086,954	1,185,976	40,135	3.5%	99,022	9.1%
Oct	972,142	1,072,199	993,468	-	-	-	-	-
Nov	942,492	909,197	959,930	-	-	-	-	-
Dec	1,083,910	1,214,472	1,161,012	-	-	-	-	-
Total YTD	\$ 8,956,461	\$ 8,750,175	\$ 8,885,590	\$ 10,874,993	\$ 2,124,817	24.3%	\$ 1,989,402	22.4%
Annual Total	\$ 11,955,004	\$ 11,946,044	\$ 12,000,000	n/a	n/a	n/a	n/a	n/a

5-Year Ave Change (2016 - 2020): 6.0%

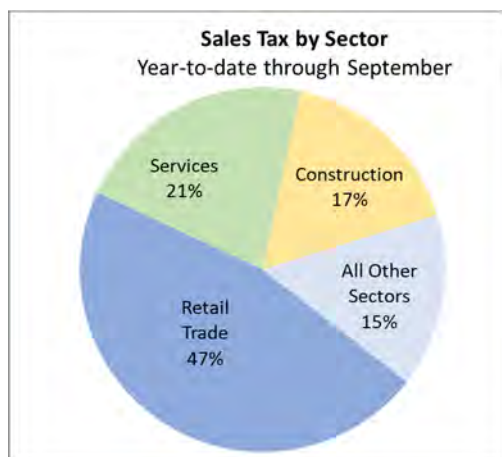
Note on Wholesale Sales Tax Classification: Sales tax applies if the buyer does not have a reseller permit or exemption certificate.



Sales & Use Tax by Sector								
Year-to-date through September								
Sector	Actual		Over / (Under)		Explanation of Variance Increase / (Decrease) \$ in Thousands			
			Change from 2020					
	2020	2021	\$	%				
Retail Trade	\$ 4,056,573	\$ 5,047,815	\$ 991,242	24.4%	\$351	37%	Motor Vehicle and Parts Dealers	
					\$159	30%	Miscellaneous Store Retailers	
					\$105	13%	General Merchandise Stores	
					\$101	63%	Clothing and Clothing Accessories Stores	
					\$ 64	38%	Health and Personal Care Stores	
					\$ 57	43%	Furniture and Home Furnishings Stores	
					\$ 45	10%	Building Material & Garden Equipment & Supplies	
					\$ 41	29%	Electronics and Appliance Stores	
					\$ 34	21%	Sporting Goods, Hobby, Musical Instrument & Books	
					\$ 25	27%	Gasoline Stations	
					\$ 13	4%	Food and Beverage Stores	
					\$ (4)	-3%	Nonstore Retailers	
Services	1,897,076	2,321,878	424,802	22.4%	\$199	21%	Food Services and Drinking Places	
					\$ 61	20%	Repair and Maintenance	
					\$ 44	15%	Administrative and Support Services	
					\$ 31	37%	Professional, Scientific, and Technical Services	
					\$ 26	42%	Personal and Laundry Services	
					\$ 22	29%	Accommodation	
					\$ 20	36%	Amusement, Gambling, and Recreation Industries	
					\$ 19	112%	Educational Services	
					\$ 3	17%	Waste Management and Remediation Services	
Construction	1,384,601	1,829,409	444,808	32.1%	\$234	27%	Construction of Buildings	
					\$110	32%	Specialty Trade Contractors	
					\$100	60%	Heavy and Civil Engineering Construction	
Wholesale Trade	393,693	468,407	74,714	19.0%	\$ 43	15%	Merchant Wholesalers, Durable Goods	
					\$ 31	31%	Merchant Wholesalers, Nondurable Goods	
Information	361,316	384,535	23,219	6.4%	\$ 11	79%	Data Processing, Hosting, and Related Services	
					\$ 11	25%	Other Information Services	
					\$ 4	48%	Motion Picture and Sound Recording Industries	
					\$ 1	1%	Telecommunications	
					\$ (2)	-53%	Broadcasting (except Internet)	
					\$ (2)	-6%	Publishing Industries (except Internet)	
Finance, Insurance, Real Estate	348,699	435,679	86,980	24.9%	\$ 78	28%	Rental and Leasing Services	
					\$ 15	27%	Credit Intermediation and Related Activities	
					\$ 1	23%	Real Estate	
					\$ (8)	-72%	Securities, Commodity Contracts, and Other Financi	
Manufacturing	132,272	167,717	35,445	26.8%	\$ 13	319%	Machinery Manufacturing	
					\$ 5	84%	Wood Product Manufacturing	
					\$ 4	62%	Food Manufacturing	
					\$ 4	31%	Apparel Manufacturing	
					\$ 3	29%	Miscellaneous Manufacturing	
					\$ 3	39%	Beverage and Tobacco Product Manufacturing	
					\$ 3	40%	Furniture and Related Product Manufacturing	
					\$ 2	26%	Computer and Electronic Product Manufacturing	
					\$ 1	13%	Fabricated Metal Product Manufacturing	
					\$ (3)	-96%	Primary Metal Manufacturing	
Government	126,055	155,702	29,647	23.5%	\$ 18	18%	Administration of Economic Programs	
					\$ 10	66%	Govt/Unclassifiable	
Other	49,891	63,850	13,959	28.0%	\$ 8	51%	Transit and Ground Passenger Transportation	
					\$ 2	6%	Support Activities for Transportation	
					\$ 1	79%	Truck Transportation	
Total	\$ 8,750,175	\$ 10,874,993	\$ 2,124,817	24.3%				

Note on Wholesale Tax Classification: Sales tax applies if the buyer does not have a reseller permit or exemption certificate. Additionally, purchases made for personal or household use is not exempt from sales tax. This includes items used in a business that are not resold, such as office supplies, tools, equipment and equipment rentals.

Retail trade, the largest economic sector, accounts for 47% of collections, followed by services and construction, which account for 21% and 17%, respectively.



Top 10 Taxpayers (Grouped by Sector) Year-to-date through September				
Sector	2020	2021	Over / (Under)	
			Change from 2020	
			\$	%
Administrative and Support Services	\$ 130,053	\$ 151,206	\$ 134,985	138.9%
Building Material and Garden Equipment	245,941	254,753	12,625	6.6%
Construction of Buildings	82,812	339,666	60,702	138.7%
General Merchandise Stores	639,776	643,477	35,065	79.4%
Heavy and Civil Engineering Construction	126,313	177,981	14,315	27.6%
Miscellaneous Store Retailers	181,821	239,571	(2,430)	-3.9%
Motor Vehicle and Parts Dealers	323,113	504,478	26,977	83.0%
Rental and Leasing Services	146,231	145,306	15,817	44.6%
Total	\$ 1,876,058	\$ 2,456,438	\$ 580,379	30.9%

The Marketplace Fairness Act, effective January 1, 2018, resulted in an increase in sales tax distributions for all cities and counties, but also eliminated the SST mitigation payments that many cities and counties have received since 2008. SST mitigation helped compensate jurisdictions for sales tax revenues that were lost when the state switched from an origin-based to destination-based sales tax for delivery of goods. As jurisdictions receive increased sales tax revenues from internet and remote sales, their SST mitigation payments are reduced by a corresponding amount, and all mitigation payments will cease as of October 1, 2019. The City's SST mitigation ceased mid-2018 since sales tax from the Marketplace Fairness Act exceeded SST mitigation.

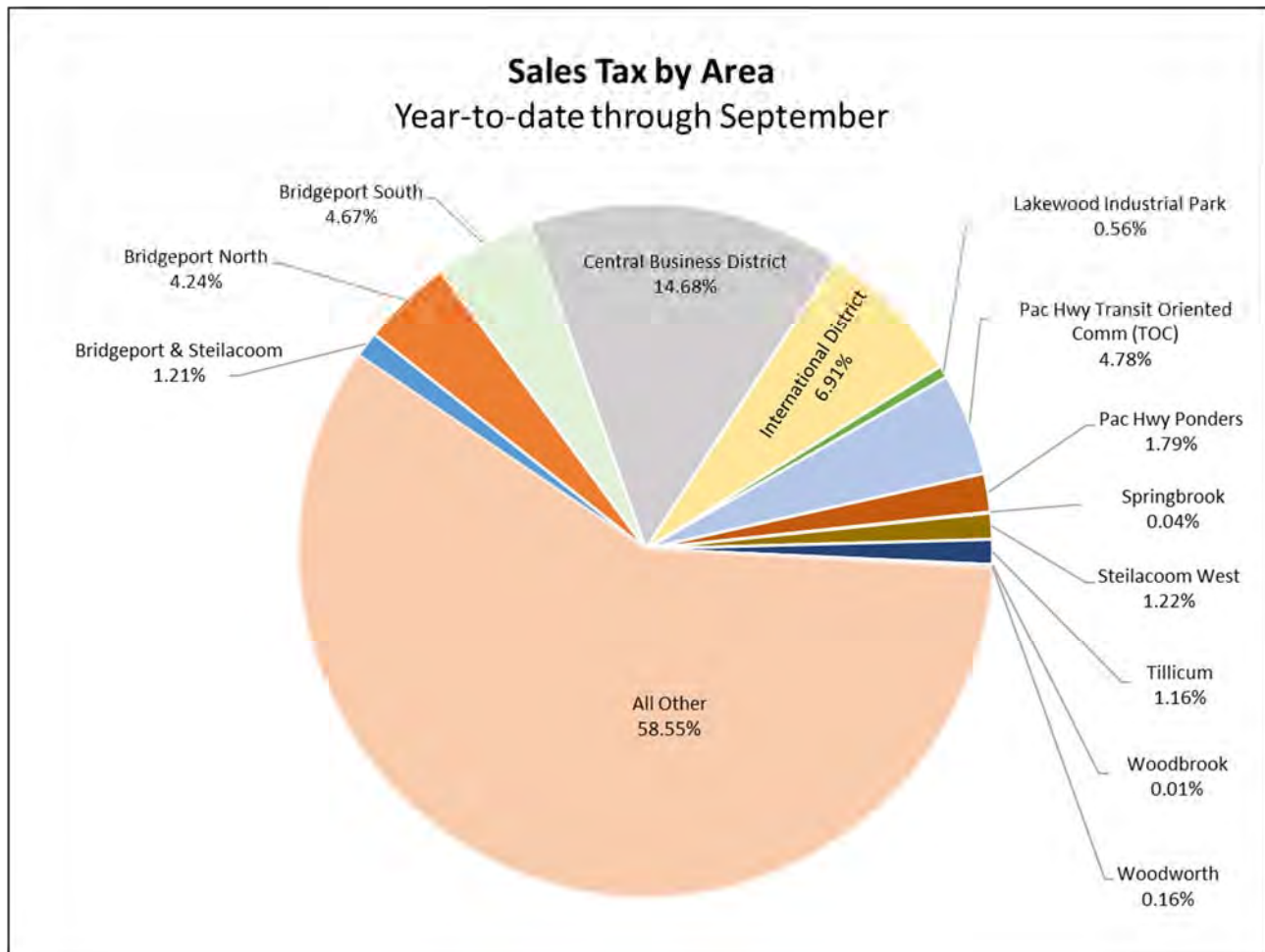
Marketplace Fairness Act				
Year	AWC Annual Est	Annual Actual	Over/Under Estimate	
			\$	%
2018	\$ 83,017	\$ 121,932	\$ 38,915	46.9%
2019	\$ 254,620	\$ 157,863	\$ (96,757)	-38.0%
2020	\$ 325,104	\$ 268,037	\$ (57,067)	-17.6%
2021	\$ 364,509			
2022	\$ 397,231			
2023	\$ 433,026			
Total	\$ 1,857,507			

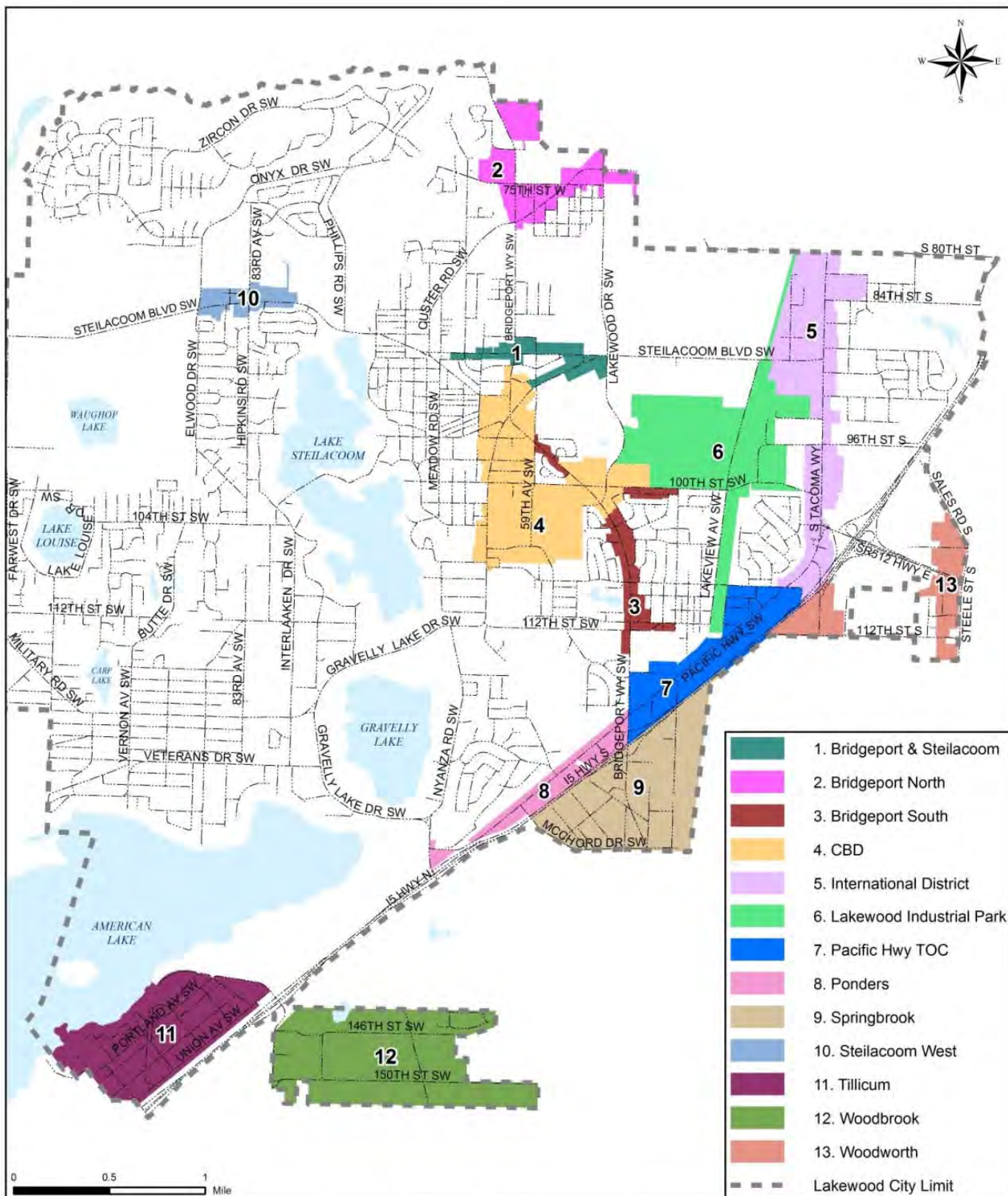
Marketplace Fairness Act Quarterly Distributions						
	2018	2019	2020	2021	Chg From Prior Year Over/(Under)	
					\$	%
Q1	\$ 27,107	\$ 32,686	\$ 44,164	\$ 79,229	\$ 35,065	79.4%
Q2	28,007	36,003	69,638	83,651	14,013	20.1%
Q3	29,402	39,758	68,020	76,691	8,671	12.7%
Q4	37,416	49,416	86,215			
Total YTD	\$ 84,516	\$ 108,447	\$ 181,822	\$ 239,571	\$ 57,749	31.8%
Total Annual	\$ 121,932	\$ 157,863	\$ 268,037	n/a	n/a	n/a

The following section provides a sales tax comparison by retail area and is based on UBI numbers and physical location addresses received from the Washington State Business License database, matched against UBI numbers in the City's sales tax database.

The area category title "All Other" which includes food services & drinking places, construction, and telecommunications attempts to capture: businesses that have multiple locations reporting under a single UBI number is excluded from the retail area reporting (such as Walgreens, O'Reilly's, Starbucks, Dollar Tree, McDonald's, etc.); businesses that do not fall under the retail area as currently defined (such food services & drinking places); or businesses that do not have a physical location in the City but are providing services within the City limits (telecommunications and construction). Businesses are added to the sales and use tax area periodically throughout the year; therefore, amounts reported in previous periods may differ.

Area	Map ID	Location
Bridgeport & Steilacoom	1	Steilacoom Boulevard from John Dower Road to Lakewood Drive
Bridgeport North	2	Bridgeport Wy from Custer Rd to University Place city limit & Custer Road from Bridgeport Way to Tacoma city limit
Bridgeport South	3	Bridgeport Way from 108th Street to 59th Avenue
Central Business District	4	Lakewood Towne Center, the Colonial Center, and Lowes/Hobby Lobby Complex
International District	5	South Tacoma Way and Durango Avenue from 87th Street to the B&I
Lakewood Industrial Park	6	Lakeview Avenue from 108th Street to Steilacoom Boulevard and Lakewood Industrial Park
Pacific Highway TOC	7	Pacific Highway from 108th St SW to Bridgeport Way
Pacific Highway Ponders	8	Pacific Highway from Gravelly Lake Drive to Bridgeport Way
Springbrook	9	Springbrook Neighborhood
Steilacoom West	10	Steilacoom Drive from 87th Avenue to Phillips Road
Tillicum	11	Tillicum Neighborhood
Woodbrook	12	Woodbrook Neighborhood
Woodworth	13	112th Street & South Tacoma Way/Steel Street/Sales Road (East Lakewood)





Retail Tax Areas

Map Date: April 03, 2015
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This product was prepared with care by City of Lakewood GIS. City of Lakewood expressly disclaims any liability for any inaccuracies which may yet be present. This is not a survey. Datasets were collected at different accuracy levels by various sources. Data on this map may be shown at scales larger than its original compilation. Call 253-589-2489 for further information.

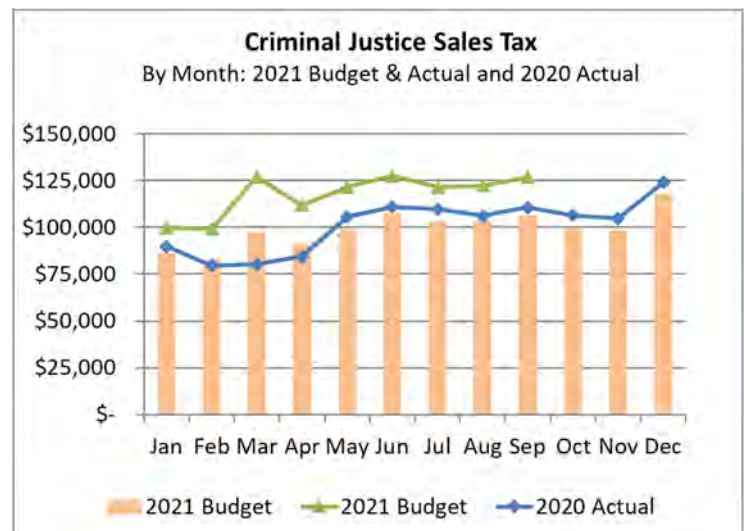
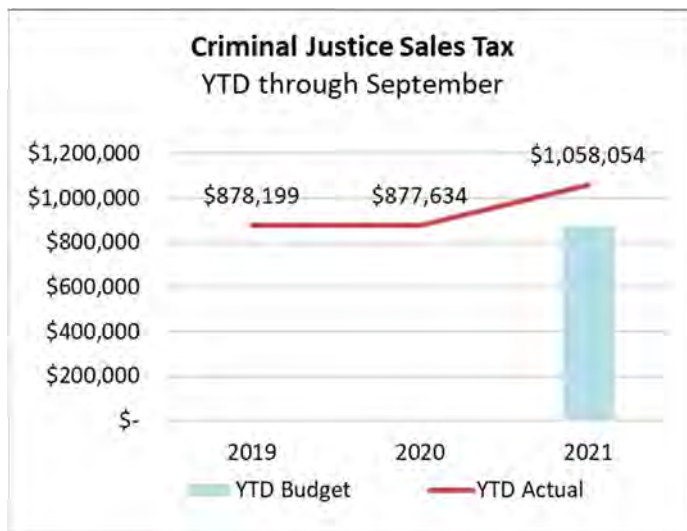
Sales & Use Tax by Area							
Year-to-date through September							
Map ID/Area	2020	2021	Over / (Under)		Explanation of Variance		
			Change from 2020		Increase / (Decrease)		
			\$	%	\$ in Thousands		
1 Bridgeport & Steilacoom	\$ 113,708	\$ 132,079	\$ 18,371	16.2%	\$ 9	17%	Services
					\$ 9	15%	Retail Trade
2 Bridgeport North	482,941	461,226	(21,715)	-4.5%	\$ 3	9%	Services
					\$ (25)	-6%	Retail Trade
3 Bridgeport South	449,088	507,662	58,574	13.0%	\$ 18	10%	Retail Trade
					\$ 14	37%	Fin, Ins, Real Est
					\$ 10	39%	Construction
					\$ 9	6%	Services
					\$ 4	13%	Wholesale Trade
					\$ 2	27%	Manufacturing
4 Central Business District	1,390,886	1,596,858	205,973	14.8%	\$ 187	19%	Retail Trade
					\$ 17	4%	Services
					\$ 3	11%	Information
5 International District	590,603	751,544	160,941	27.3%	\$ 112	43%	Retail Trade
					\$ 40	25%	Services
					\$ 4	31%	All Other Categories
					\$ 3	277%	Wholesale Trade
					\$ 1	51%	Construction
					\$ 1	0%	Fin, Ins, Real Est
6 Lakewood Industrial Park	51,737	60,689	8,953	17.3%	\$ 5	1084%	Wholesale Trade
					\$ 2	6%	Services
					\$ 1	39%	Manufacturing
7 Pacific Highway (TOC) Transit Oriented Commercial	424,956	520,129	95,173	22.4%	\$ 81	21%	Retail Trade
					\$ 14	36%	Services
8 Pacific Highway Ponders	171,535	195,151	23,616	13.8%	\$ 23	27%	Retail Trade
					\$ 5	9%	Services
					\$ 1	-418%	Manufacturing
					\$ (5)	-24%	Construction
9 Springbrook	13,614	4,797	(8,817)	-64.8%	\$ (9)	-87%	Fin, Ins, Real Est
10 Steilacoom West	121,604	132,736	11,132	9.2%	\$ 9	73%	Services
					\$ 1	1%	Retail Trade
11 Tillicum	112,347	126,220	13,873	12.3%	\$ 11	29%	Retail Trade
					\$ 2	3%	Services
					\$ 1	6%	Manufacturing
					\$ 1	11%	Construction
12 Woodbrook	4,905	1,436	(3,469)	-70.7%	\$ (3)	-73%	Retail Trade
13 Woodworth	16,162	17,690	1,528	9.5%	\$ 2	15%	Services
Other:							
Food Services, Drinking Places	364,801	531,348	166,547	45.7%	\$ 148	46%	Services
					\$ 18	44%	Retail Trade
Construction	1,327,352	1,766,030	438,679	33.0%	\$ 439	33%	Construction
Telecommunications	232,107	235,067	2,960	1.3%	\$ 3	1%	Telecommunications
All Other Categories	2,881,829	3,834,329	952,500	33.1%	\$ 559	38%	Retail Trade
					\$ 164	29%	Services
					\$ 82	54%	Fin, Ins, Real Est
					\$ 63	18%	Wholesale Trade
					\$ 30	24%	Government
					\$ 30	30%	Manufacturing
					\$ 18	17%	Information
					\$ 8	25%	All Other Categories
					\$ 1	1651%	Other
Total	\$ 8,750,175	\$ 10,874,993	\$ 2,124,817	24.3%			

Criminal Justice Sales Tax

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. Only counties may impose this non-voted 0.1% sales tax for criminal justice purposes, but the county must share its revenues with all cities and towns in the county. 10% of the funds are distributed to the county in which the tax was collected. The remaining 90% of the funds is distributed to the county (for unincorporated areas) and cities within the county based on population as last determined by the Office of Financial Management. The Department of Revenue retains 1% as an administrative fee.

Moneys received from this tax are restricted 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 70.123.020.

Criminal Justice Sales Tax Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 86,119	\$ 89,960	\$ 86,171	99,947	\$ 9,987	11.1%	\$ 13,776	16.0%
Feb	80,465	79,544	83,041	99,087	19,543	24.6%	16,046	19.3%
Mar	103,541	80,282	97,470	127,037	46,755	58.2%	29,567	30.3%
Apr	93,925	84,461	91,055	111,841	27,380	32.4%	20,786	22.8%
May	99,682	105,683	99,270	121,585	15,902	15.0%	22,315	22.5%
Jun	106,377	110,982	107,308	127,625	16,643	15.0%	20,318	18.9%
Jul	102,027	109,830	103,310	121,635	11,805	10.7%	18,324	17.7%
Aug	102,362	106,236	103,364	122,384	16,148	15.2%	19,020	18.4%
Sep	103,700	110,656	106,433	126,914	16,258	14.7%	20,481	19.2%
Oct	97,137	106,529	99,254	-	-	-	-	-
Nov	95,954	104,888	98,218	-	-	-	-	-
Dec	107,767	124,037	118,106	-	-	-	-	-
Total YTD	\$ 878,199	\$ 877,634	\$ 877,422	\$ 1,058,054	\$ 180,421	20.6%	\$ 180,632	20.6%
Annual Total	\$ 1,179,057	\$ 1,213,087	\$ 1,193,000	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):			4.7%					

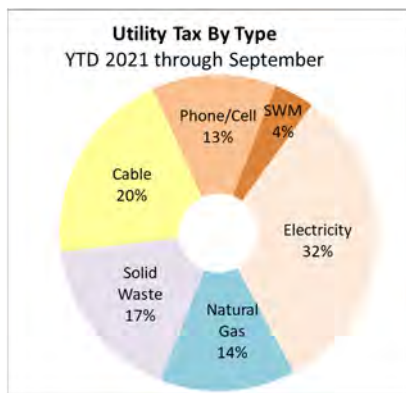
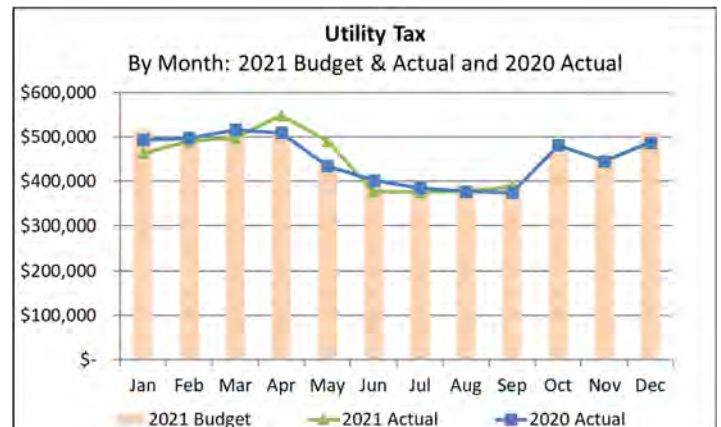


Utility Tax

The City levies a tax on utilities provided within the city. The tax is currently 5% of gross income for electric and gas services and 6% of gross income for solid waste, cable, cellular phone, landlines and storm drainage.

Utility Tax Audit. December 2019 includes \$82K received from an audit of a major phone provider for the tax period January 1, 2012 through May 31, 2018. In May 2021, the City received \$73K from an audit of a major phone provider for the tax period May 2012 through December 2020.

Utility Tax								
Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Budget vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 482,703	\$ 492,960	\$ 515,632	\$ 462,655	\$ (30,305)	-6.1%	\$ (52,977)	-10.3%
Feb	494,221	497,700	499,969	490,246	(7,454)	-1.5%	(9,723)	-1.9%
Mar	513,387	515,720	509,328	496,804	(18,916)	-3.7%	(12,524)	-2.5%
Apr	509,876	509,190	510,839	548,293	39,103	7.7%	37,454	7.3%
May	438,676	434,542	437,651	490,158	55,616	12.8%	52,507	12.0%
Jun	406,169	402,144	403,545	376,706	(25,438)	-6.3%	(26,839)	-6.7%
Jul	378,731	384,505	388,922	375,618	(8,887)	-2.3%	(13,304)	-3.4%
Aug	383,662	377,613	390,295	377,828	215	0.1%	(12,467)	-3.2%
Sep	394,350	375,303	392,857	388,283	12,980	3.5%	(4,574)	-1.2%
Oct	490,378	480,846	466,094	-	-	-	-	-
Nov	504,221	445,436	455,134	-	-	-	-	-
Dec	578,978	486,985	508,834	-	-	-	-	-
Total YTD	\$ 4,001,773	\$ 3,989,677	\$ 4,049,038	\$ 4,006,590	\$ 16,913	0.4%	\$ (42,447)	-1.0%
Total Annual	\$ 5,575,350	\$ 5,402,943	\$ 5,479,100	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		-0.8%						

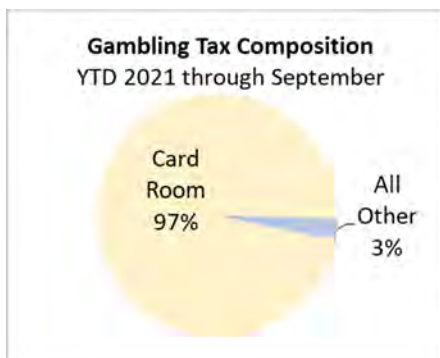
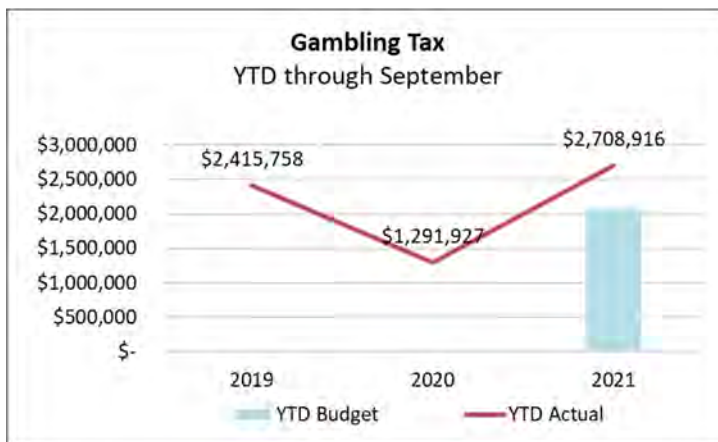


Utility Tax by Type									
Year-to-date through September									
Type	2020		2021			Over / (Under)			
	Annual Actual	YTD Actual	Annual Budget	YTD Budget	YTD Actual	2021 YTD Actual vs 2020 YTD Actual		2021 Actual vs 2020 YTD Budget	
						\$	%	\$	%
Electricity	\$ 1,662,189	\$ 1,235,911	\$ 1,748,000	\$ 1,254,300	\$ 1,288,735	\$ 52,824	4.3%	\$ 34,435	2.7%
Natural Gas	711,112	518,755	681,000	526,473	551,355	32,600	6.3%	24,882	4.7%
Solid Waste	878,978	655,722	886,000	665,478	688,658	32,936	5.0%	23,180	3.5%
Cable	1,075,202	792,185	1,061,000	803,972	804,300	12,115	1.5%	328	0.0%
Phone/Cell	807,400	636,716	842,000	646,189	507,247	(129,469)	-20.3%	(138,942)	-21.5%
SWM	268,062	150,385	261,100	152,623	166,296	15,911	10.6%	13,673	9.0%
Total	\$ 5,402,943	\$ 3,989,677	\$ 5,479,100	\$ 4,049,038	\$ 4,006,590	\$ 16,913	0.4%	\$ (42,448)	-1.0%

Gambling Tax

The City levies a gambling tax on gross receipts derived by operators of gambling activities, including punchboards; pull tabs, bingo, raffles, amusement games, and social card rooms. Fund raising activities and charitable and non-profit organizations that involve game of chance are subject to the tax. The gambling tax rates by activity are as follows: card rooms (11% of gross receipts), punch boards (3% of gross receipts), pull tabs (5% of gross receipts), bingo (5% off gross receipts less amounts paid as prizes), raffles (5% of gross receipts less amount paid as prizes); amusement games (2% of gross receipts less amount paid as prizes). Gambling tax from card rooms account for the majority of the revenues.

Gambling Tax								
Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 232,365	\$ 221,353	\$ 241,436	\$ 232,113	\$ 10,760	4.9%	\$ (9,323)	-3.9%
Feb	276,487	239,499	244,227	223,710	(15,789)	-6.6%	(20,517)	-8.4%
Mar	316,973	116,855	249,112	347,645	230,790	197.5%	98,533	39.6%
Apr	287,987	764	207,244	306,619	305,855	40033.4%	99,375	48.0%
May	290,634	-	206,238	338,481	338,481	-	132,243	64.1%
Jun	248,101	113,131	214,187	273,233	160,102	141.5%	59,046	27.6%
Jul	192,822	200,210	224,021	361,766	161,556	80.7%	137,745	61.5%
Aug	277,725	118,950	237,461	295,328	176,378	148.3%	57,867	24.4%
Sep	292,664	281,165	251,791	330,022	48,857	17.4%	78,231	31.1%
Oct	224,158	226,662	227,049	-	-	-	-	-
Nov	250,787	167,453	236,326	-	-	-	-	-
Dec	209,109	224,388	260,908	-	-	-	-	-
Total YTD	\$ 2,415,758	\$ 1,291,927	\$ 2,075,717	\$ 2,708,916	\$ 1,416,989	109.7%	\$ 633,199	30.5%
Total Annual	\$ 3,099,810	\$ 1,910,431	\$ 2,800,000	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		-5.9%	COVID-19 caused closure affected March through June 2020.					



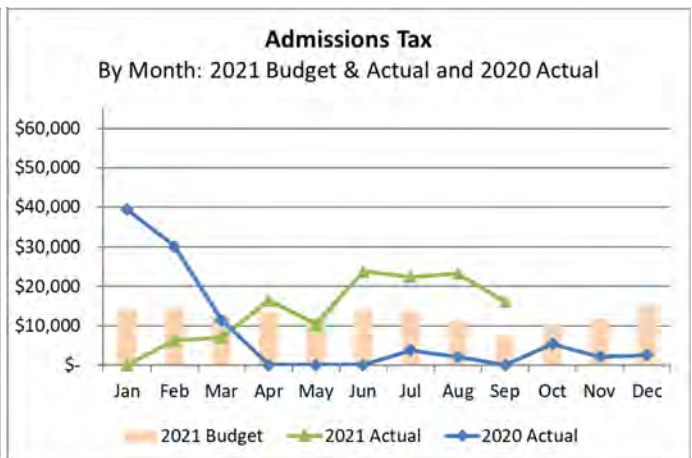
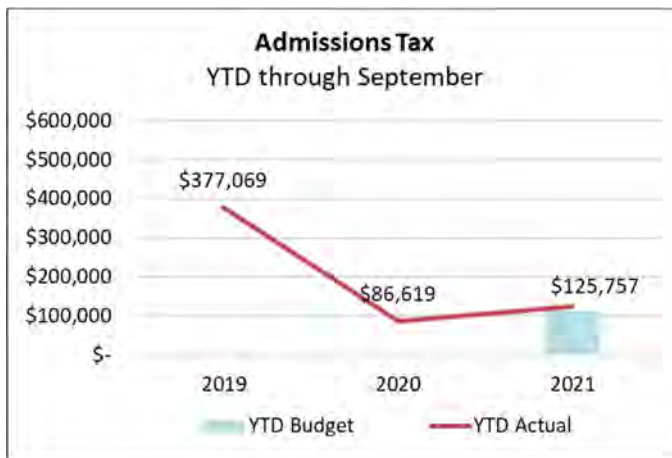
Card Room Gambling Tax - Major Establishments Only						
Year-to-date through September						
Major Establishment	2019	2020		2021	Over / (Under)	
	Actual	Actual	YTD	YTD Actual	YTD 2021 Actual vs YTD 2020 Actual	
					\$	%
Chips Casino	\$ 902,660	\$ 548,388	\$ 346,101	\$ 902,205	\$ 556,104	160.7%
Great American Casino	667,826	351,655	246,824	368,041	121,217	49.1%
Macau Casino	789,618	566,617	402,972	778,507	375,535	93.2%
Palace Casino	617,032	374,182	243,967	582,892	338,925	138.9%
Total	\$2,977,136	\$1,840,841	\$1,239,864	\$2,631,645	\$ 1,391,781	112.3%

Covid-19 Restrictions closed the card rooms for mid-March through mid-June 2020.

Admissions Tax

The City levies an admissions tax of 5% on activities such as movie and play tickets, entrance fees and over charges to clubs. The tax is levied on the person or organization collecting the admission fee.

Admissions Tax Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs Budget	
					\$	%	\$	%
Jan	\$ 40,681	\$ 39,325	\$ 14,100	\$ 7	\$ (39,318)	-100.0%	\$ (14,093)	-100.0%
Feb	31,915	30,115	14,158	6,301	(23,814)	-79.1%	(7,857)	-55.5%
Mar	41,565	11,369	12,651	6,970	(4,399)	-38.7%	(5,681)	-44.9%
Apr	54,869	-	13,525	16,432	16,432	-	2,907	21.5%
May	45,834	2	11,777	10,354	10,352	517600.0%	(1,423)	-12.1%
Jun	44,332	-	13,899	23,805	23,805	-	9,906	71.3%
Jul	50,429	3,752	13,702	22,495	18,743	499.5%	8,793	64.2%
Aug	39,231	2,058	11,298	23,271	21,213	1030.8%	11,973	106.0%
Sep	28,213	-	7,511	16,122	16,122	-	8,611	114.6%
Oct	36,870	5,339	10,270	-	-	-	-	-
Nov	39,323	2,105	11,649	-	-	-	-	-
Dec	51,618	2,535	15,459	-	-	-	-	-
Total YTD	\$ 377,069	\$ 86,621	\$ 112,622	\$ 125,757	\$ 39,136	45.2%	\$ 13,135	11.7%
Total Annual	\$ 504,880	\$ 96,599	\$ 150,000	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020): -16.8% Decreases in 2020 and 2021 due to COVID-19 caused closure/reduced capacity.								



Admissions Tax by Payer Year-to-Date through September							
Major Establishment	2019		2020		2021 Actual	Over / (Under)	
	Annual	YTD	Actual	YTD		YTD 2021 Actual vs YTD 2020 Actual	
						\$	%
AMC Theatres	\$ 318,466	\$ 234,147	\$ 61,598	\$ 57,297	\$ 82,968	\$ 25,671	44.8%
Déjà Vu	7,520	6,899	-	-	-	-	-
Grand Prix Raceway	22,137	16,131	6,455	5,808	7,358	1,550	26.7%
Great American Casino	-	-	-	-	-	-	-
Oakbrook Golf Club	-	-	5,030	-	16,903	16,903	-
Regal Cinemas	152,093	115,229	23,516	23,516	18,529	(4,987)	-21.2%
Star Lite Swap Meet	4,663	4,663	-	-	-	-	-
Total	\$ 504,879	\$ 377,069	\$ 96,599	\$ 86,621	\$ 125,757	\$ 39,136	45.2%

Note: Star Lite Swap Meet closed on 5/31/2019 and Déjà Vu closed in 9/18/2019.

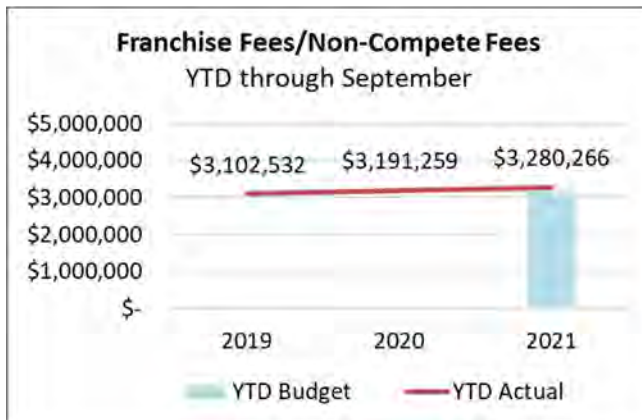
Oakbrook Golf Club tax effective 10/1/2020. Regal Cinemas reopened May 2021.

Franchise Fees & Non-Compete 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 franchises. 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	11/02/25	6.00%	-	-
Comcast Cable	12/04/25	6.00%	5.00%	-
Integra Communications	07/27/24	6.00%	-	-
Lakeview Light & Power	12/23/22	5.00%	-	-
Lakewood Water District	12/22/26	-	-	6.00%
Pierce County Sanitary Sewer	03/13/31	-	-	6.00%
Puget Sound Energy	01/20/26	5.00%	-	-
Rainier Connect (formerly Click!)	05/07/24	6.00%	5.00%	-
TPU Light	06/01/25	-	-	6.00%
TPU Water	11/23/21	-	-	8.00%
Waste Connections	12/31/25	6.00%	4.00%	-
Small Cell Wireless (fee is admin cost)				
- AT&T Small Wireless	06/08/25	-	-	-

Franchise Fees/Non-Compete Fees Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs Budget	
					\$	%	\$	%
Jan	\$ -	\$ -	\$ -	\$ -	-	-	-	-
Feb	79,748	82,474	81,677	64,436	(18,038)	-21.9%	(17,241)	-21.1%
Mar	909,401	951,080	936,254	947,940	(3,140)	-0.3%	11,686	1.2%
Apr	-	-	-	-	-	-	-	-
May	78,814	86,860	82,874	86,552	(308)	-0.4%	3,678	4.4%
Jun	947,375	960,754	962,514	976,967	16,213	1.7%	14,453	1.5%
Jul	-	-	-	-	-	-	-	-
Aug	82,636	86,140	85,116	84,107	(2,033)	-2.4%	(1,009)	-1.2%
Sep	1,004,558	1,023,951	1,034,400	1,120,262	96,311	9.4%	85,862	8.3%
Oct	-	-	-	-	-	-	-	-
Nov	77,808	72,925	78,034	-	-	-	-	-
Dec	964,798	1,025,718	1,008,131	-	-	-	-	-
Total YTD	\$ 3,102,532	\$ 3,191,259	\$ 3,182,835	\$ 3,280,266	\$ 89,007	2.8%	\$ 97,431	3.1%
Total Annual	\$ 4,145,138	\$ 4,289,902	\$ 4,269,000	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		3.7%						

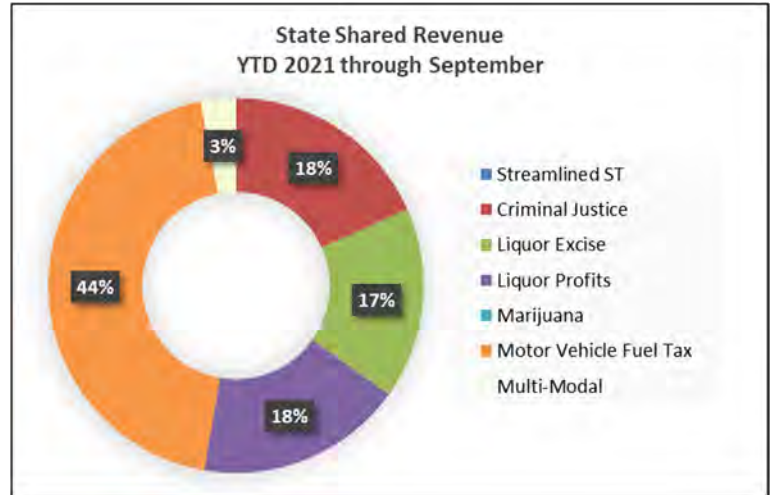


Franchise Fees/Non-Compete Fees by Type Year-to-date through September										
Type	2019 Actual	2020		2021			Over / (Under)			
		Annual Actual	YTD Actual	Annual Budget	YTD Budget	YTD Actual	2021 Actual vs 2020 Actual		2021 Actual vs YTD Budget	
							\$	%	\$	%
Cable	\$ 888,488	\$ 898,527	\$ 662,087	\$ 901,000	\$ 666,212	\$ 669,346	7,259	1.1%	3,134	0.5%
Water	526,830	528,130	374,620	433,000	308,207	410,992	36,372	9.7%	102,785	33.3%
Sewer	961,344	999,895	752,096	1,028,000	775,918	806,852	54,756	7.3%	30,934	4.0%
Solid Waste	645,175	655,787	489,183	667,000	499,273	513,376	24,193	4.9%	14,103	2.8%
Electric	1,123,301	1,204,366	903,274	1,240,000	933,225	879,700	(23,574)	-2.6%	(53,525)	-5.7%
Small Cell	-	3,200	10,000	-	-	-	(10,000)	-100.0%	-	n/a
Total	\$ 4,145,138	\$ 4,289,902	\$ 3,191,259	\$ 4,269,000	\$ 3,182,835	\$ 3,280,266	\$ 89,007	2.8%	\$ 97,431	3.1%

State Shared Revenues

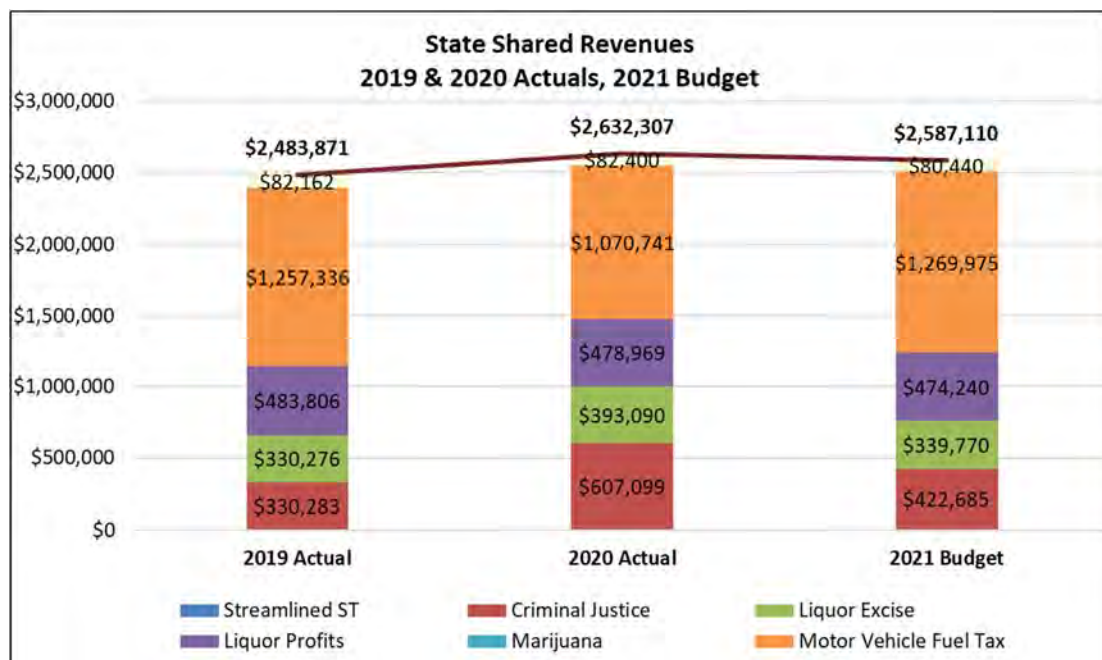
State-shared revenues are from taxes and fees collected by the State and disbursed to municipalities based on population or other criteria. The source of these shared revenues include: sales tax mitigation, criminal justice, leasehold excise tax, state lodging tax sharing, liquor excise tax and liquor profits, and motor vehicle fuel tax.

The following tables provides a comparison of state shared revenues, including the portion of motor vehicle fuel tax, increased gas tax and multi-modal revenue receipted directly in the transportation capital fund.



State Shared Revenue Year-to-date through September							
Revenue	2019 Annual Actual	2020		2021		2021 YTD Actual vs 2020 YTD Actual	
		Annual Actual	YTD Actual	Annual Budget	YTD Actual	Over/(Under)	
						\$	%
CJ-Violent Crimes/Population	\$ 94,809	\$ 102,436	\$ 76,500	\$ 95,000	\$ 77,698	\$ 1,198	1.6%
CJ-Special Programs	64,628	67,713	50,665	70,235	54,133	3,468	6.8%
CJ-DUI Cities	8,069	9,072	6,715	8,000	7,595	880	13.1%
CJ-High Crime	162,777	427,878	298,917	249,450	225,700	(73,217)	-24.5%
Liquor Excise Tax	330,276	393,090	296,951	339,770	329,596	32,645	11.0%
Liquor Board Profits	483,806	478,969	359,232	474,240	355,765	(3,467)	-1.0%
Marijuana Enforcement Profits	8	8	8	-	-	(8)	-100.0%
Motor Vehicle Fuel Tax	841,601	709,693	530,324	855,410	588,090	57,766	10.9%
Subtotal - General/Street	\$ 1,985,974	\$ 2,188,859	\$ 1,619,312	\$ 2,092,105	\$ 1,638,576	\$ 19,264	1.2%
Motor Vehicle Fuel Tax	343,752	289,874	216,611	344,330	240,206	23,595	10.9%
Increase Motor Vehicle Fuel Tax	71,983	71,174	53,381	70,235	52,866	(515)	-1.0%
Multi-Modal	82,162	82,400	61,007	80,440	60,418	(589)	-1.0%
Subtotal - Capital Projects	497,897	443,448	330,999	495,005	353,490	\$ 22,491	6.8%
Total State Shared Revenue	\$ 2,483,872	\$ 2,632,307	\$ 1,950,311	\$ 2,587,110	\$ 1,992,066	\$ 41,755	2.1%

Motor vehicle fuel tax decrease in 2020 is due to COVID-19 stay home/work from home whereas hybrid telework/in office in 2021.



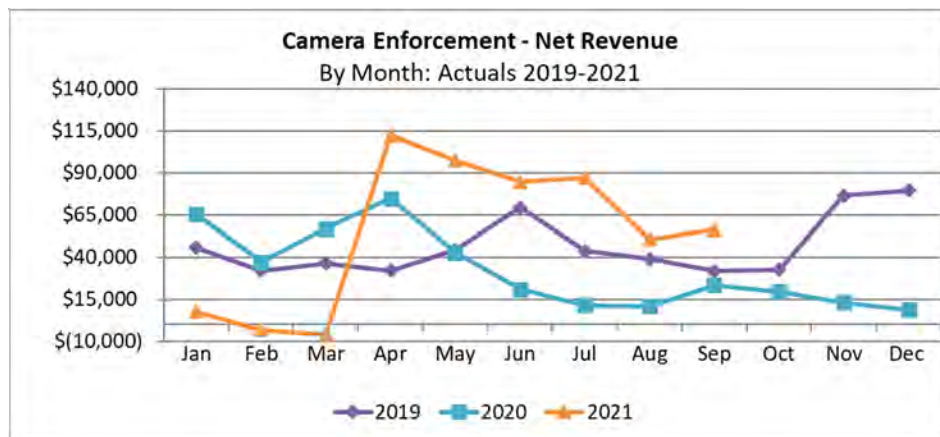
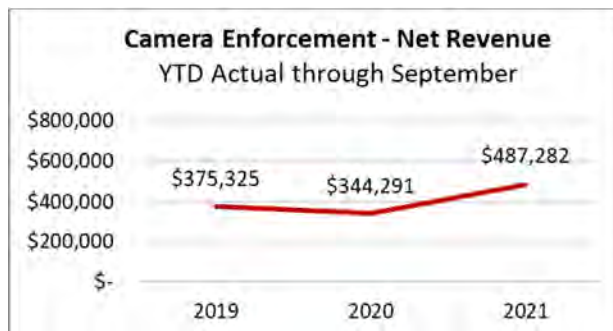
POLICE

Photo Infraction – Red Light/School Zone Enforcement

The City currently has eight cameras operating at five locations:

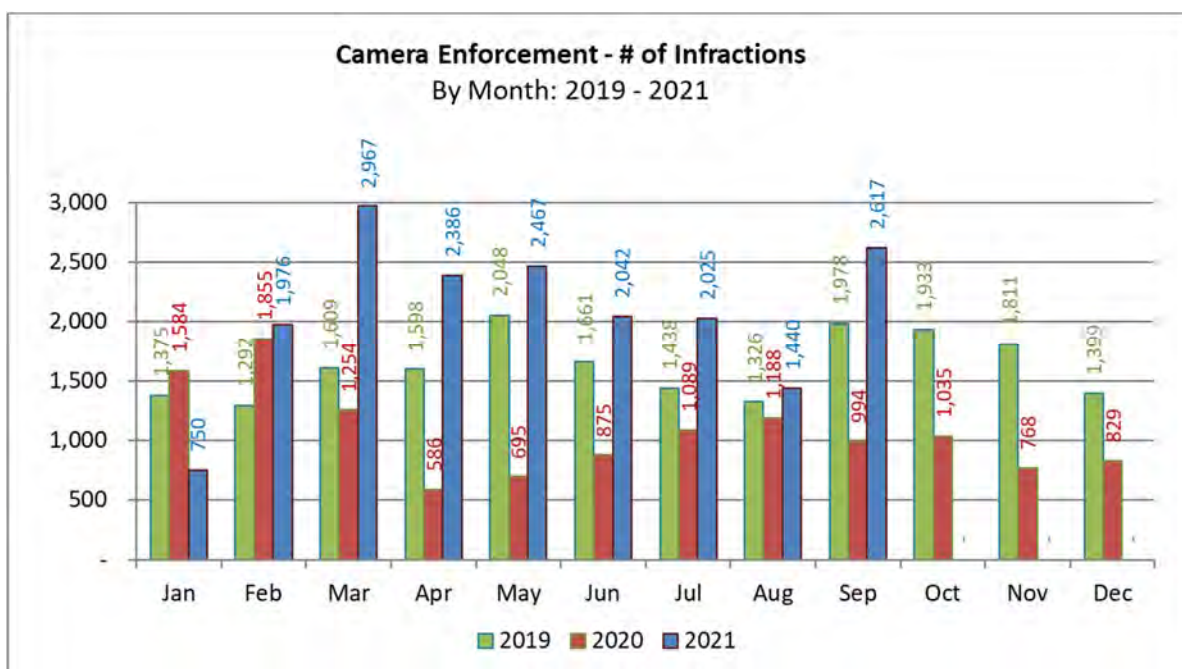
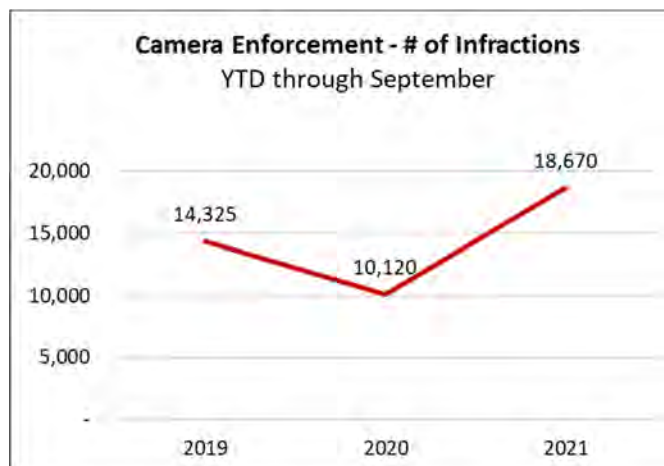
- Two (2) school zone cameras located at: 5405 Steilacoom Blvd – WB and 9904 Gravelly Lake Drive – SB.
- Six (6) red light cameras located at:
 - Bridgeport Blvd SW & San Francisco Ave SW – SB & NB
 - Steilacoom Blvd SW & Phillips Rd SW – WB & EB
 - South Tacoma Way & SR 512 – NB & SB.

Photo Infraction - Red Light / School Zone Enforcement Year-to-Date through September											
Month	Year 2019			Year 2020			Year 2021			Over / (Under) Net Revenue 2021 vs 2020	
	Gross Revenue	Vendor Payment	Net Revenue	Gross Revenue	Vendor Payment	Net Revenue	Gross Revenue	Vendor Payment	Net Revenue	\$	%
Jan	\$ 77,124	\$ 31,455	\$ 45,669	\$ 97,729	\$ 32,240	\$ 65,489	\$ 30,145	\$ 22,500	\$ 7,645	\$ (57,844)	-88.3%
Feb	64,380	32,240	32,140	69,584	32,240	37,344	29,016	32,240	(3,224)	(40,568)	-108.6%
Mar	68,761	32,240	36,521	79,403	22,500	56,903	26,207	32,240	(6,033)	(62,936)	-110.6%
Apr	64,478	32,240	32,238	97,456	22,500	74,956	144,618	32,240	112,378	37,422	49.9%
May	76,632	32,240	44,392	57,712	15,000	42,712	129,806	32,240	97,566	54,854	128.4%
Jun	101,799	32,240	69,559	39,750	18,750	21,000	116,950	32,240	84,710	63,710	303.4%
Jul	76,168	32,240	43,928	34,022	22,500	11,522	119,476	32,240	87,236	75,714	657.1%
Aug	71,272	32,240	39,032	33,450	22,500	10,950	82,813	32,240	50,573	39,623	361.9%
Sep	64,088	32,240	31,848	45,915	22,500	23,415	88,671	32,240	56,431	33,016	141.0%
Oct	64,963	32,240	32,723	42,056	22,500	19,556	-	-	-	-	-
Nov	108,665	32,240	76,425	36,846	23,798	13,048	-	-	-	-	-
Dec	111,736	32,240	79,496	31,227	22,500	8,727	-	-	-	-	-
Total	\$664,700	\$289,375	\$375,325	\$555,021	\$210,730	\$344,291	\$767,700	\$280,420	\$487,282	\$ 142,991	41.5%
Total Annual	\$950,064	\$386,095	\$563,969	\$665,150	\$279,528	\$385,622	n/a	n/a	n/a	n/a	n/a



# of Infraction Notices Generated Year-to-date through September															
	BP Way & San Francisco			Steilacoom & Phillips			South Tacoma Way & SR512			School Zones			Total		
Month	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
Jan	72	67	69	222	273	143	533	498	538	548	746	-	1,375	1,584	750
Feb	65	49	76	278	292	207	540	587	611	409	927	1,082	1,292	1,855	1,976
Mar	53	48	78	280	244	219	736	408	778	540	554	1,892	1,609	1,254	2,967
Apr	51	53	113	278	251	243	665	282	850	604	-	1,180	1,598	586	2,386
May	62	77	114	368	123	324	737	495	902	881	-	1,127	2,048	695	2,467
Jun	92	101	108	422	101	361	778	673	974	369	-	599	1,661	875	2,042
Jul	101	85	110	415	185	433	771	819	1,137	151	-	345	1,438	1,089	2,025
Aug	100	97	100	382	248	330	695	843	1,010	149	-	-	1,326	1,188	1,440
Sep	62	87	98	347	179	285	690	728	1,006	879	-	1,228	1,978	994	2,617
Oct	79	89	-	344	166	-	685	780	-	825	-	-	1,933	1,035	-
Nov	72	98	-	314	121	-	512	549	-	913	-	-	1,811	768	-
Dec	65	62	-	285	157	-	493	610	-	556	-	-	1,399	829	-
Total YTD	658	664	866	2,992	1,896	2,545	6,145	5,333	7,806	4,530	2,227	7,453	14,325	10,120	18,670
Total Annual	874	913	n/a	3,935	2,340	2,545	7,835	7,272	7,806	6,824	2,227	n/a	19,468	12,752	n/a

COVID-19 caused school closures and stay home/work from home affected school zone and red light camera infractions notices generated in 2020 and early 2021. The huge spike beginning in April 2021 is due to schools opening up and violations after pandemic.



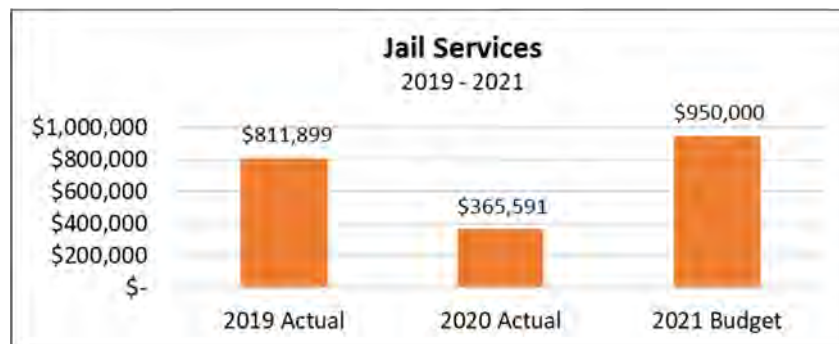
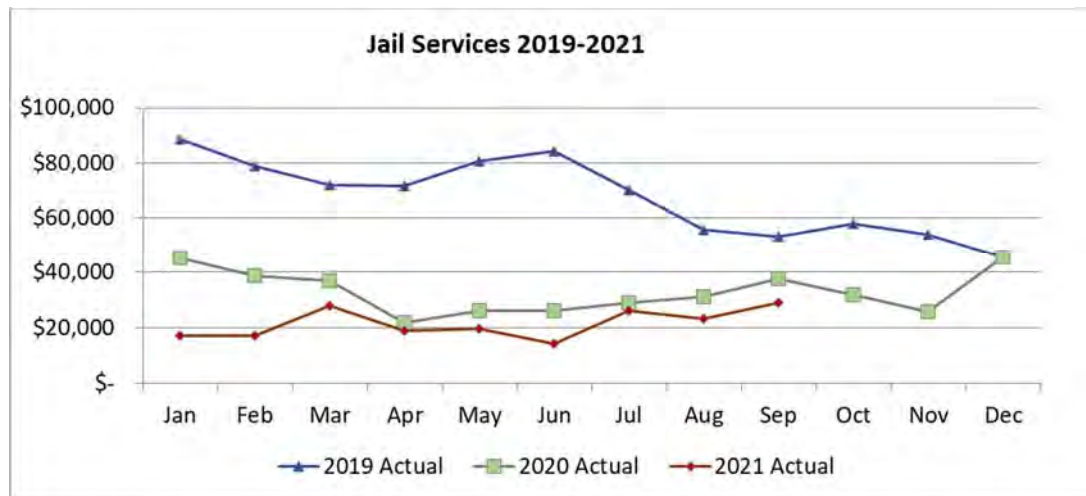
Jail Services

The City contracts with various agencies to provide jail services. Current contracts are with Nisqually and Pierce County.

2021 Jail Rates					
Pierce County	Booking Fee	\$59.66	Nisqually	Booking Fee	\$20.00
	Daily Rate	\$90.57		Daily Rate	\$65.00
	Escort Fee*	\$139.24		Major Medical Costs	City Pays
	Mental Health Fee	\$235.30			
	Special Identification Proces	\$194.27			
	Major Medical Costs	City Pays			

Service Period	Year 2019				Year 2020				Year 2021			
	Pierce			Total by Month	Pierce			Total by Month	Pierce			Total by Month
	Nisqually	County	Medical		Nisqually	County	Medical		Nisqually	County	Medical	
Jan	\$ 65,097	\$ 17,695	\$ 5,666	\$ 88,458	\$ 32,955	\$ 12,167	\$ -	\$ 45,122	\$ 14,662	\$ 1,349	\$ 1,085	\$ 17,095
Feb	55,820	15,059	8,036	78,914	22,685	16,085	-	38,770	16,610	513	-	17,123
Mar	52,065	13,109	6,659	71,833	24,310	12,645	-	36,955	27,534	300	-	27,834
Apr	55,426	15,713	452	71,591	13,994	7,630	-	21,624	18,087	572	-	18,659
May	53,300	27,369	-	80,669	20,995	5,188	-	26,183	17,353	2,178	-	19,531
Jun	56,745	27,580	-	84,325	19,305	6,808	-	26,113	11,146	2,992	-	14,138
Jul	53,425	14,769	1,973	70,166	18,891	9,864	208	28,963	21,419	4,530	-	25,949
Aug	35,620	14,360	5,558	55,538	21,522	9,740	-	31,262	21,516	1,765	-	23,281
Sep	29,120	24,179	-	53,299	28,176	9,454	-	37,630	27,079	1,918	-	28,996
Oct	21,480	26,515	9,791	57,786	26,251	5,451		31,702	-	-	-	-
Nov	30,909	22,967	-	53,876	21,965	3,694		25,659	-	-	-	-
Dec	33,235	12,209	-	45,444	13,698	1,908		15,606	-	-	-	-
Annual Total	\$ 542,242	\$ 231,524	\$ 38,133	\$ 811,899	\$ 264,747	\$ 100,636	\$ 208	\$ 365,591	\$ 175,404	\$ 16,118	\$ 1,085	\$ 192,607
	Annual Budget			\$ 950,000	Annual Budget			\$ 950,000	Annual Budget *			\$ 950,000
	Annual Exp as % of Annual Budget			85.5%	YTD as % of Annual Budget			38.5%	YTD as % of Annual Budget			20.3%

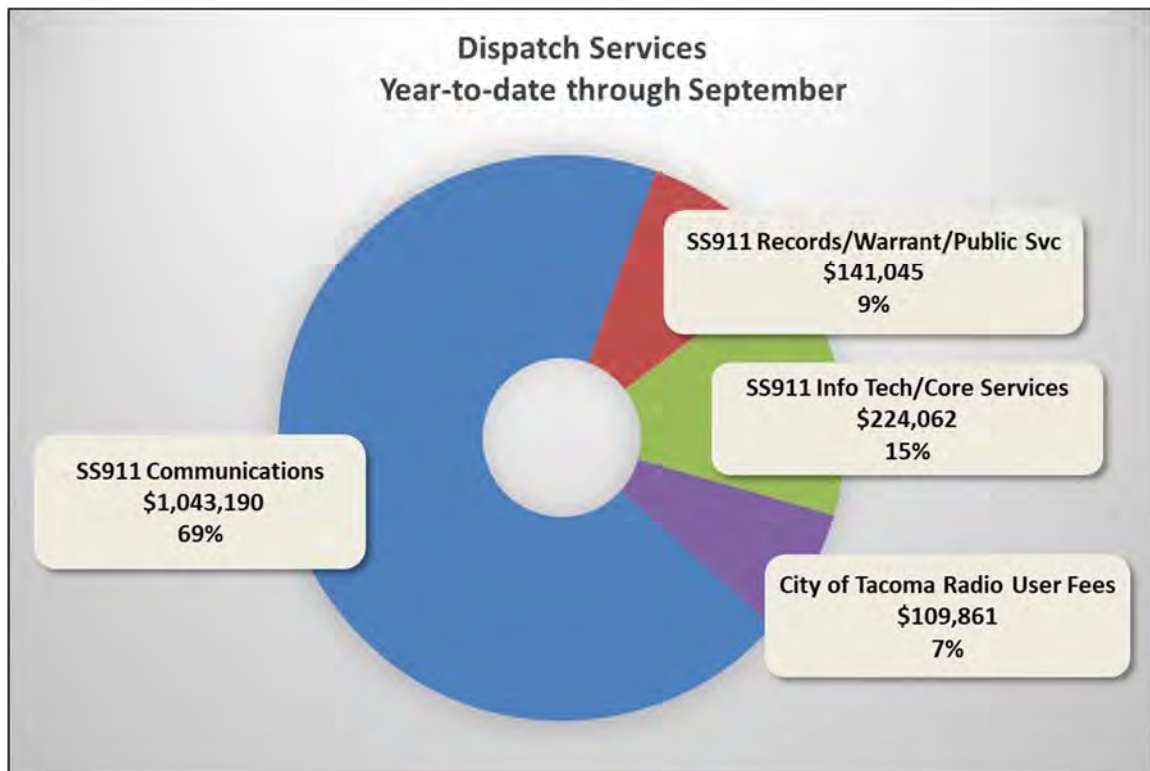
* 2021 annual budget totals \$950,000 (\$700,000 ongoing + \$250,000 1-time).



Dispatch Services

South Sound 911 PDA (Public Development Authority) provides dispatch emergency communication, records and technology services, and regional, interoperable first responder radio system.

South Sound 911 Dispatch Services Year-to-date through September				
Category	2019 Annual	2020 Annual	2021	
			Annual Budget	Actual
Communication	\$ 1,509,250	\$ 1,448,880	\$ 1,390,920	\$ 1,043,190
Records/Warrant/Public Services	156,870	188,013	188,060	141,045
Information Technology/Core Services	284,810	294,480	298,750	224,062
Subtotal	\$ 1,950,930	\$ 1,931,373	\$ 1,877,730	\$ 1,408,297
Radio User Fees City of Tacoma	118,841	117,464	145,560	109,861
Total Dispatch Services	\$ 2,069,771	\$ 2,048,837	\$ 2,023,290	\$ 1,518,158
Change Over Prior Year - \$	\$ (49,148)	\$ (20,934)	\$ (25,547)	
Change Over Prior Year - %	-2.3%	-1.0%	-1.2%	

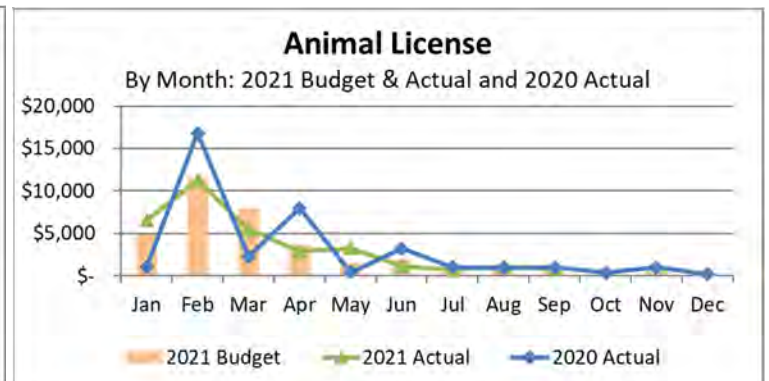


Animal License

The City requires all dogs and cats over the age of eight weeks and residing in the city limits to be licensed annually. All licenses expire on December 31. Licenses not renewed by February 28 are subject to a \$2 late penalty.

Animal License Fees		
Fee Type	Senior (65+) or	
	Regular	Physically Disabled
Unaltered Dogs/Cats	\$55.00	\$30.00
Spayed/Neutered Dogs	\$20.00	\$10.00
Spayed/Neutered Cats	\$12.00	\$4.00
Pets Unders 6 Months Old	\$4.00	\$4.00
Service Dogs	\$0.00	\$0.00
Late Fee (after February 28)	\$2.00	\$2.00

Animal License Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs Budget	
					\$	%	\$	%
Jan	\$ 8,561	\$ 1,055	\$ 4,903	\$ 6,557	\$ 5,502	521.5%	\$ 1,654	33.7%
Feb	250	16,839	11,608	11,271	(5,568)	-33.1%	(337)	-2.9%
Mar	17,903	2,291	7,917	5,453	3,162	138.0%	(2,464)	-31.1%
Apr	2,394	7,986	3,718	2,927	(5,059)	-63.3%	(791)	-21.3%
May	3,183	410	1,520	3,275	2,865	698.8%	1,755	115.4%
Jun	1,609	3,216	1,952	1,193	(2,023)	-62.9%	(759)	-38.9%
Jul	1,063	1,049	1,177	704	(345)	-32.9%	(473)	-40.2%
Aug	848	943	928	1,115	172	18.3%	187	20.1%
Sep	714	995	705	869	(126)	-12.7%	164	23.3%
Oct	987	370	527	-	-	-	-	-
Nov	700	1,011	735	-	-	-	-	-
Dec	626	213	310	-	-	-	-	-
Total YTD	\$ 36,525	\$ 34,784	\$ 34,428	\$ 33,364	\$ (1,420)	-4.1%	\$ (1,064)	-3.1%
Total Annual	\$ 38,838	\$ 36,378	\$ 36,000	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020): -1.8%								



Animal Control Year-to-date through September								
Operating Revenues & Expenditures	2019 Annual Actual	2020		2021		Over / (Under)		
		Annual Actual	YTD Actual	Annual Est	YTD Actual	2021 Actual vs 2020 Actual		
						\$	%	
Operating Revenue:								
Animal License	\$ 38,838	\$ 36,376	\$ 34,784	\$ 36,000	\$ 33,364	\$ (1,420)	-4.1%	
Animal Services - City of Dupont	33,252	33,917	25,438	34,514	25,947	509	2.0%	
Animal Services - Town of Steilacoom	18,012	15,630	11,094	16,601	13,208	2,114	19.1%	
Total Operating Revenues	\$ 90,101	\$ 85,923	\$ 71,316	\$ 87,115	\$ 72,519	\$ 1,203	1.7%	
Operating Expenditures:								
Personnel	190,591	196,614	154,379	201,175	160,453	6,074	3.9%	
Supplies	1,855	569	569	4,340	575	6	1.1%	
Humane Society	132,365	121,795	109,589	150,534	115,579	5,990	5.5%	
Other Services & Charges	-	151	-	1,200	-	-	n/a	
Total Operating Expenditures	\$ 324,812	\$ 319,129	\$ 264,537	\$ 357,249	\$ 276,608	\$ 12,071	4.6%	
Net Program Cost	\$ (234,711)	\$ (233,206)	\$ (193,221)	\$ (270,134)	\$ (204,089)	\$ (10,868)	5.6%	

Note - operating expenditures do not include internal service allocations (such as vehicle repairs & maintenance, vehicle replacement reserves, etc.) as all police internal service charges are accounted for under Command Section.

Alarm Permits and Fees

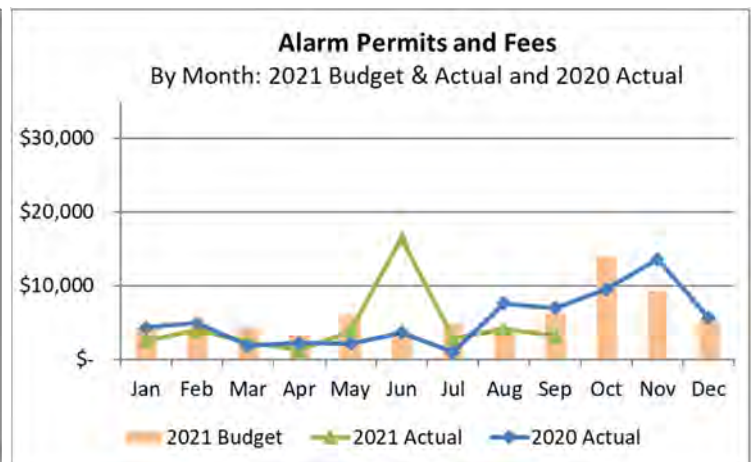
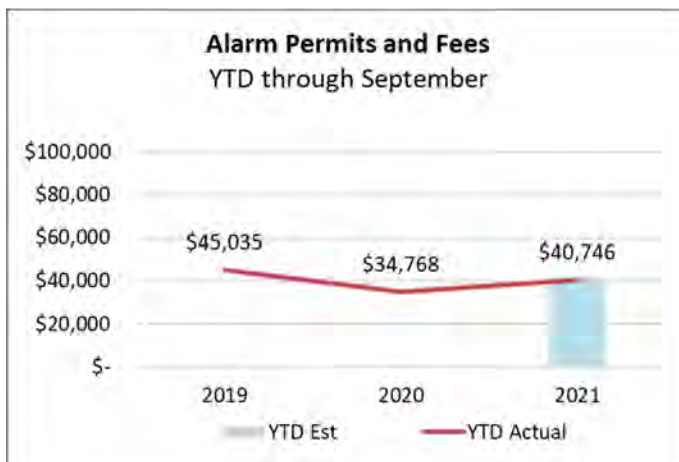
False alarms cost the City and citizens thousands of dollars per year and take officers away from actual emergencies. The false alarm ordinance includes a registration process, provides for annual alarm permit fees for residential and business alarms, and provides for fees for false alarms to encourage all alarm users to maintain the reliability of and to properly use their alarm equipment.

Alarm Permits and Fees Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 11,037	\$ 4,333	\$ 4,271	\$ 2,564	\$ (1,769)	-40.8%	\$ (1,707)	-40.0%
Feb	1,594	4,933	4,354	3,930	(1,003)	-20.3%	(424)	-9.7%
Mar	3,026	1,832	4,366	2,425	593	32.4%	(1,941)	-44.5%
Apr	3,418	2,219	3,333	1,259	(960)	-43.3%	(2,074)	-62.2%
May	2,135	2,184	6,026	3,917	1,733	79.3%	(2,109)	-35.0%
Jun	3,770	3,638	3,694	16,442	12,804	352.0%	12,748	345.2%
Jul	10,912	1,001	4,893	2,868	1,867	186.5%	(2,025)	-41.4%
Aug	2,708	7,619	4,391	4,117	(3,502)	-46.0%	(274)	-6.2%
Sep	6,435	7,009	6,219	3,223	(3,786)	-54.0%	(2,996)	-48.2%
Oct	9,634	9,543	14,042	-	-	-	-	-
Nov	23,419	13,577	9,188	-	-	-	-	-
Dec	6,261	5,647	5,223	-	-	-	-	-
Total YTD	\$ 45,035	\$ 34,768	\$ 41,547	\$ 40,746	\$ 5,978	17.2%	\$ (801)	-1.9%
Total Annual	\$ 84,349	\$ 63,535	\$ 70,000	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		-8.0%						

Note: The table reflects gross revenue and does not take into account of related processing and other fees totaling \$51,379 in 2019, \$31,736 in 2020 and \$19,089 YTD 2021.

The number of new registrations have been trending downward from 2017 to 2019. The number of customers that have renewed each year has also trended downward and could be due to several reasons: the customer moved and did not provide notification; the customer cancelled their alarm service and did not provide notification; or the customer was not aware they had to renew the permit. The number of billable false alarms have decreased, which is a natural progression of the program. As customers become more aware of the expectations and are more diligent in the management of the alarm system, the number of false alarms decrease. Another trend PMAM is seeing throughout all of their customer base is the dollars collected have decreased due to the COVID-19 pandemic. From March through June 2021, PMAM did not see any major impacts, but moving into the second half of the year, customers are prioritizing their finances by necessity over luxury.

The increase in June 2021 is mainly due to yearly renewal charges for a major company.



Seizure Funds

Fund 180 Narcotics Seizure Fund

The purpose of this fund is for 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.

The 2021 original adopted budget includes \$120,000 to 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 carry forward budget adjustment added \$106,196 funded by 2020 ending fund for potential eligible narcotics seizure related activity. The 2021/2022 mid-biennium budget adjustment added \$14,500 funded by transfer in from fleet & equipment reserves to pay for transfer of narcotics funded vehicle to general police operations.

Fund 180 - Narcotics Seizure Year-to-date through September				
	2019 Annual Actual	2020 Annual Actual	2021	
			Annual Budget	YTD Actual
Sources:				
Forfeitures	\$ 123,275	\$ 71,670	\$ 14,500	\$ 15,794
Law Enforcement Contracts	38,171	33,485	-	2,217
Interest /Misc	6,098	1,197	-	126
Total Sources	\$ 167,544	\$ 106,352	\$ 14,500	\$ 18,136
Uses:				
Investigations	201,584	162,477	120,696	53,981
Capital Purchases	-	-	120,000	-
Total Uses	\$ 201,584	\$ 162,477	\$ 240,696	\$ 53,981
Sources Over/(Under) Uses	\$ (34,040)	\$ (56,125)	\$ (226,196)	\$ (35,845)
Beginning Balance	\$ 316,361	\$ 282,321	\$ 226,196	\$ 226,196
Ending Balance	\$ 282,321	\$ 226,196	\$ -	\$ 190,351

Fund 181 Felony Seizure Fund

The state statute authorizes the seizure of assets that have been or was actually employed as an instrumentality in the commission or in the 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 a compensation for the commission of, any felony, or which was acquired in whole or in part with the proceeds traceable to the commission of a felony. Funds shall be used exclusively by the City in the expansion and improvement of law enforcement activity; however may not be used to supplant existing funding sources.

The 2020 carry forward budget adjustment added \$47,837 funded by 2020 ending fund for potential eligible felony seizure related activity.

Fund 181 - Felony Seizure Year-to-date through September				
	2019 Annual Actual	2020 Annual Actual	2021	
			Annual Budget	YTD Actual
Sources:				
Forfeitures	\$ 14,121	\$ 42,620	\$ -	\$ -
Interest /Misc	-	40	-	30
Total Sources	\$ 14,121	\$ 42,660	\$ -	\$ 30
Uses:				
Investigations	21,022	2,966	47,837	11,133
Total Uses	\$ 21,022	\$ 2,966	\$ 47,837	\$ 11,133
Sources Over/(Under) Uses	\$ (6,901)	\$ 39,694	\$ (47,837)	\$ (11,103)
Beginning Balance	\$ 15,044	\$ 8,143	\$ 47,837	\$ 47,837
Ending Balance	\$ 8,143	\$ 47,837	\$ -	\$ 36,734

Fund 182 Federal Seizure Fund

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; personal or political 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.

The 2021 original adopted budget includes \$120,000 to provide for half of the cost of the new SRT vehicle. The other half of the new vehicle is funded by narcotics seizures. The 2020 carry forward budget adjustment added \$40,906 for purchase of replacement boat.

Fund 182 - Federal Seizure				
Year-to-date through September				
	2019 Annual Actual	2020 Annual Actual	2021	
			Annual Budget	YTD Actual
Sources:				
Forfeitures	\$ 264,203	\$ 63,492	\$ -	\$ -
Interest/Misc	-	1,132	-	1,054
Total Sources	\$ 264,203	\$ 64,624	\$ -	\$ 1,054
Uses:				
Crime Prevention	4,374	399	40,906	-
Capital Purchases	-	163,147	120,000	-
Total Uses	\$ 4,374	\$ 163,546	\$ 160,906	\$ -
Sources Over/(Under) Uses	\$ 259,829	\$ (98,922)	\$ (160,906)	\$ 1,054
Beginning Balance	\$ -	\$ 259,829	\$ 160,906	\$ 160,907
Ending Balance	\$ 259,829	\$ 160,907	\$ -	\$ 161,961

Fund 195 Public Safety Grants

The purpose of this fund is to account for the revenues and expenditures related to public safety grants. The following table provides a financial summary of these grants.

Public Safety Grants	Year-to-date through September			
	Beginning Balance	Revenue	Expenditure	Ending Balance
Dept. of Justice - Bulletproof Vest Partnership	\$ -	\$ 15,399	\$ 15,399	\$ -
Dept. of Justice - Justice Assistance Grant - Bicycles	-	27,395	27,395	-
Dept. of Justice - Justice Assistance Grant - COVID	-	24,154	24,154	-
Dept. of Justice - Veterans Treatment Court	-	62,235	62,235	-
Pierce County - WTSC - Phlebotomy Certification	-	148	148	-
Washington Auto Theft Prevention Authority (WATPA)	-	198,859	198,859	-
Washington State Military Department - Emergency	-	25,439	25,439	-
Washington State Parks & Recreation Boaters Safety	-	11,868	11,868	-
Washington Traffic Safety Commission (WTSC) Impaired Driving	-	6,626	6,626	-
Total	\$ -	\$ 372,121	\$ 372,121	\$ -

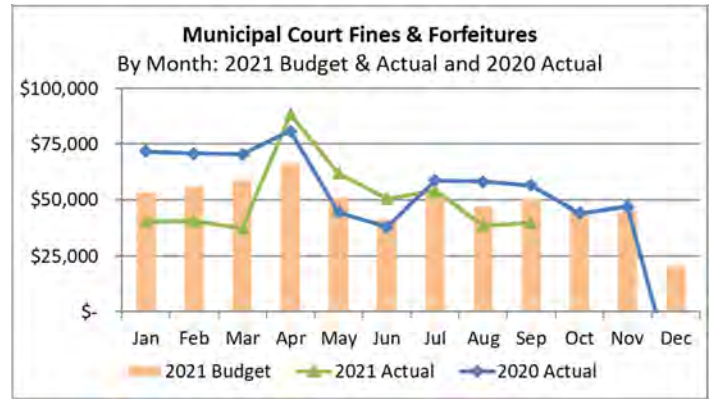
Public Safety Grants	2021	
	Annual Budget	YTD Sep
Dept. of Justice - Bulletproof Vest Partnership	\$ 19,361	\$ 15,399
Dept. of Justice - JAG Bicycles	36,959	27,395
Dept. of Justice - JAG COVID Emergency Supplement	40,541	24,154
Dept. of Justice - Rifle Noise Suppressors	2,069	-
Dept. of Justice - Veterans Treatment Court	224,819	62,235
Pierce County - Phlebotomy	2,721	148
Washington Auto Theft Prevention Authority (WATPA)	268,600	198,859
Washington State Military Department - Emergency Management (EMPG)	76,244	25,439
Washington State Parks & Recreation Boaters Safety	11,867	11,868
Washington State Patrol - Phlebotomy Mobile Unit	20,000	-
Washington Traffic Safety Commission (WTSC) Impaired & Distracted Driving	7,428	6,626
Washington Traffic Safety Commission (WTSC) Seatbelts	2,372	-
Total	\$ 712,981	\$ 372,121

MUNICIPAL COURT

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

Municipal Court Fines & Forfeitures Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs Budget	
					\$	%	\$	%
Jan	\$ 76,991	\$ 71,738	\$ 53,285	\$ 40,542	\$ (31,196)	-43.5%	\$ (12,743)	-23.9%
Feb	78,043	70,791	56,024	40,724	(30,067)	-42.5%	(15,300)	-27.3%
Mar	71,343	70,471	58,725	37,627	(32,844)	-46.6%	(21,098)	-35.9%
Apr	63,866	80,802	66,338	88,547	7,745	9.6%	22,209	33.5%
May	86,843	44,622	50,973	62,056	17,434	39.1%	11,083	21.7%
Jun	52,973	38,097	41,331	50,509	12,412	32.6%	9,178	22.2%
Jul	51,449	58,687	53,376	54,057	(4,630)	-7.9%	681	1.3%
Aug	82,274	58,214	46,943	38,634	(19,580)	-33.6%	(8,309)	-17.7%
Sep	70,292	56,595	50,284	39,934	(16,661)	-29.4%	(10,350)	-20.6%
Oct	54,188	44,210	45,557	-	-	-	-	-
Nov	78,483	47,094	44,936	-	-	-	-	-
Dec	46,026	(33,161)	20,433	-	-	-	-	-
Total YTD	\$ 634,074	\$ 550,017	\$ 477,279	\$ 452,630	\$ (97,387)	-17.7%	\$ (24,649)	-5.2%
Total Annual	\$ 812,771	\$ 608,160	\$ 588,205	n/a	n/a	n/a	n/a	n/a

5-Year Ave Change (2016 - 2020): -8.2%

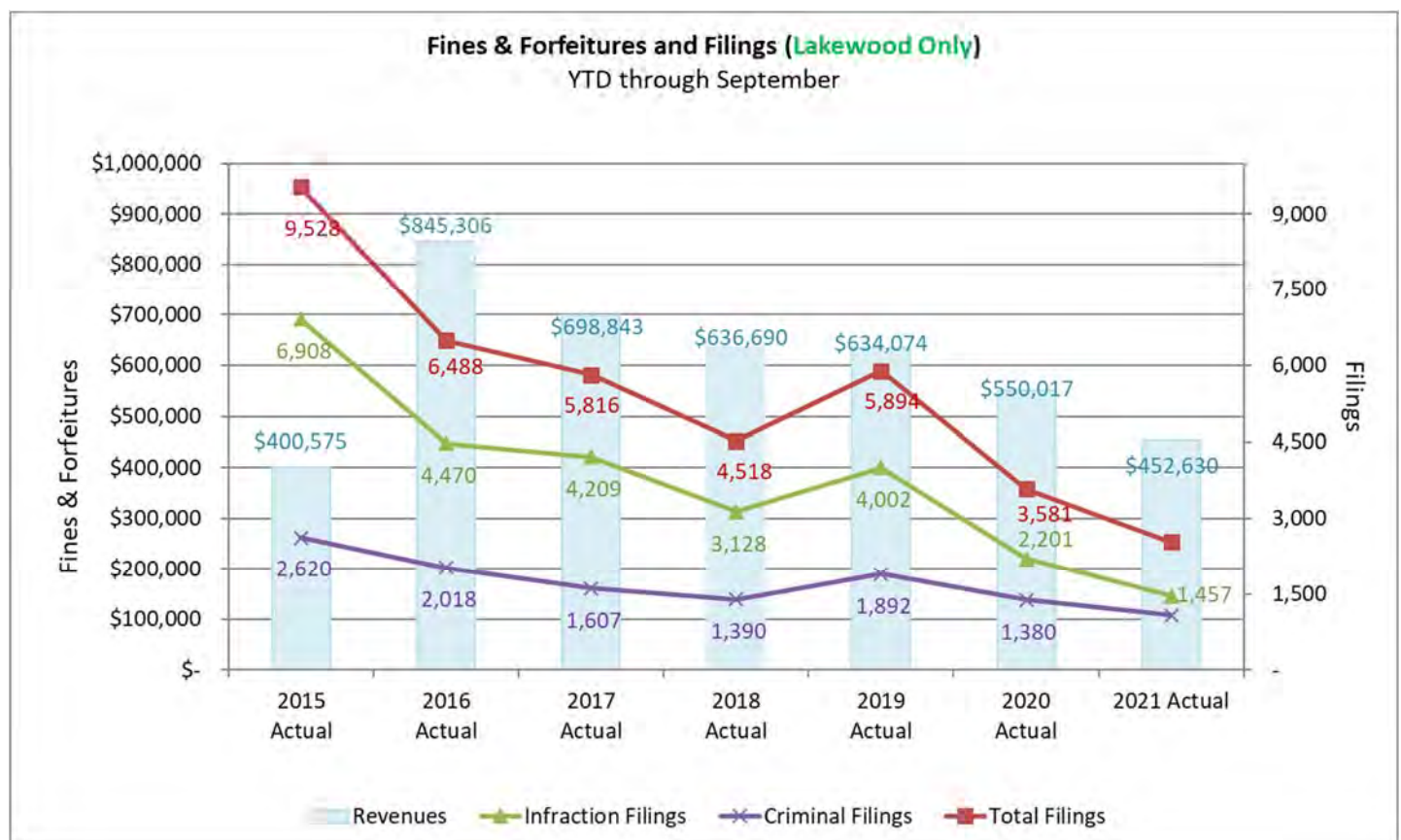


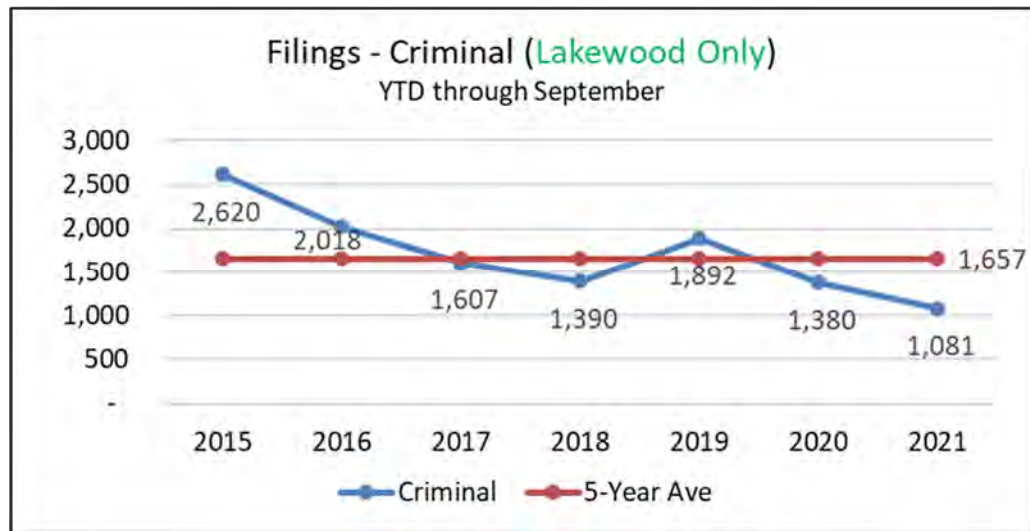
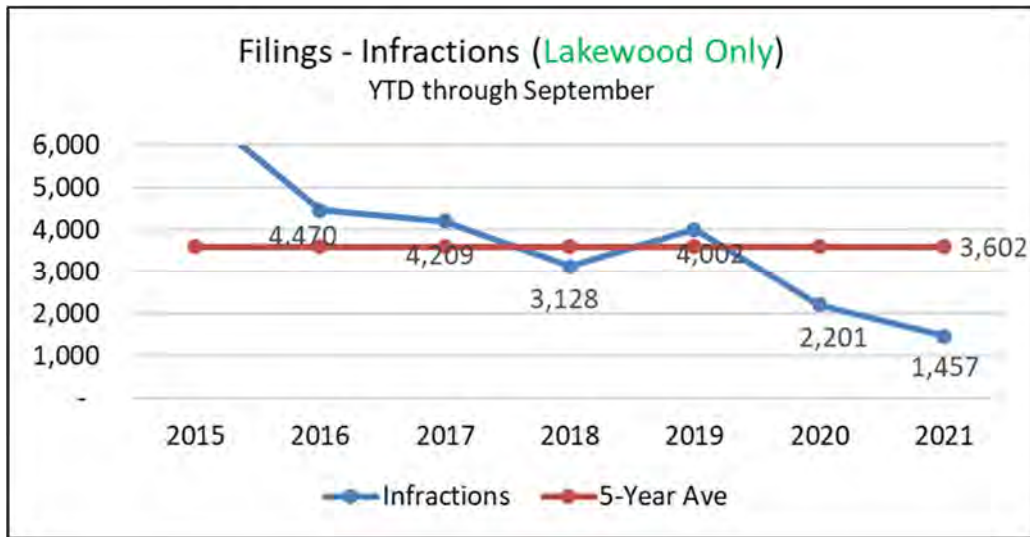
Municipal Court Fines & Forfeitures Year-to-date through September										
Category	2019 Actual	2020		2021			Over / (Under)		Over / (Under)	
		Annual Actual	YTD Actual	Annual Budget	YTD Budget	YTD Actual	2021 YTD Actual vs 2020 YTD Actual	%	2021 YTD Actual vs 2021 YTD Budget	%
Admin, Filing, Copy, Forms, Legal	\$ 51,015	\$ 42,168	\$ 32,884	\$ 41,050	\$ 28,535	\$ 28,260	\$ (4,624)	-14.1%	\$ (275)	-1.0%
Detention & Correction Services	158,640	95,415	101,001	190,255	87,644	85,998	(15,003)	-14.9%	(1,646)	-1.9%
Civil Penalties	2,720	1,740	1,450	1,800	1,258	1,059	(391)	-27.0%	(199)	-15.8%
Civil Infraction Penalties	484,398	384,788	356,573	283,000	309,417	296,117	(60,456)	-17.0%	(13,300)	-4.3%
Civil Parking Infractions	1,498	1,420	1,125	2,000	976	5,376	4,251	377.9%	4,400	450.7%
Criminal Traffic Misdemeanor Fines	38,272	10,961	8,955	13,000	7,771	7,638	(1,317)	-14.7%	(133)	-1.7%
Criminal Non-Traffic Fines	7,751	20,678	7,679	8,000	6,663	(9,397)	(17,076)	-222.4%	(16,060)	-241.0%
Court Cost Recoupment	16,514	18,633	15,556	18,800	13,499	15,603	47	0.3%	2,104	15.6%
Interest/Other/Misc	51,965	32,358	24,794	30,300	21,515	21,975	(2,819)	-11.4%	460	2.1%
Total	\$ 812,771	\$ 608,160	\$ 550,017	\$ 588,205	\$ 477,279	\$ 452,630	\$ (97,387)	-17.7%	\$ (24,649)	-5.2%

Municipal Court Year-to-date through September							
Operating Revenues & Expenditures	2019	2020		2021		Over / (Under)	
	Annual	Annual	YTD	Annual	YTD	2021 YTD Actual vs 2020 YTD Actual	
	Actual	Actual	Actual	Budget	Actual	\$	%
Operating Revenue:							
Fines & Forfeitures	\$ 812,771	\$ 608,160	\$ 550,017	\$ 588,205	\$ 452,630	\$ (97,388)	-17.7%
Court Services - City of University Place	153,321	251,187	195,664	6,000	6,000	(189,664)	-96.9%
Court Services - Town of Steilacoom	155,276	87,364	69,364	63,916	50,944	(18,420)	-26.6%
Court Services - City of DuPont	121,505	35,565	35,565	68,079	52,470	16,905	47.5%
Total Operating Revenues	\$ 1,242,873	\$ 982,276	\$ 850,610	\$ 726,200	\$ 562,044	\$ (288,566)	-33.9%
Operating Expenditures:							
Judicial Services	1,065,824	1,045,965	802,973	1,076,609	765,316	(37,657)	-4.7%
Professional Services*	591,672	562,198	421,208	572,000	395,533	(25,675)	-6.1%
Probation & Detention	301,019	245,393	177,115	342,403	116,234	(60,881)	-34.4%
Total Operating Expenditures	\$ 1,958,515	\$ 1,853,556	\$ 1,401,296	\$ 1,991,012	\$ 1,277,083	\$ (124,213)	-8.9%
Net Revenue (Cost)	\$ (715,642)	\$ (871,280)	\$ (550,686)	\$ (1,264,812)	\$ (715,039)	\$ (164,353)	29.8%

* Professional Services includes Pro-Tem Judge, Public Defender, Jury/Witness Fees and Interpreter Services.

The following charts provides current and historical filings and fines & forfeitures for Lakewood (does not include photo infraction filings and revenues).

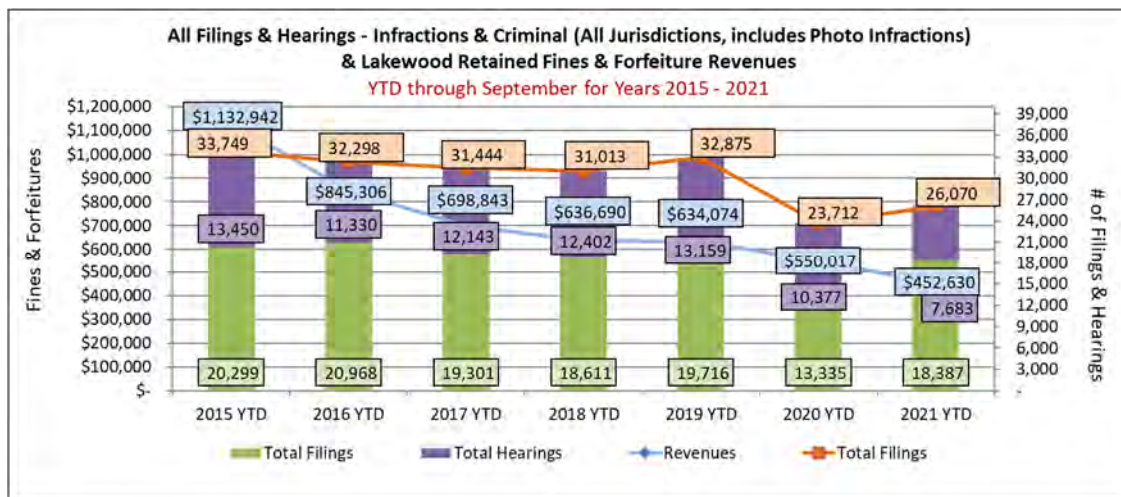




Fines & Forfeitures Retained by Contract Jurisdictions						
(Received by the City of Lakewood and Remitted to Contract Jurisdictions)						
Contract Jurisdiction	2016 Annual	2017 Annual	2018 Annual	2019 Annual	2020 Annual	2021 YTD Sep
City of University Place	\$ 64,187	\$ 70,720	\$ 86,876	\$ 63,086	\$ 68,482	\$ 30,498
Town of Steilacoom	69,060	90,649	104,858	99,374	65,191	52,744
City of DuPont	88,908	95,501	78,473	68,131	40,715	33,084
Total	\$ 222,155	\$ 256,870	\$ 270,208	\$ 230,591	\$ 174,388	\$ 116,326

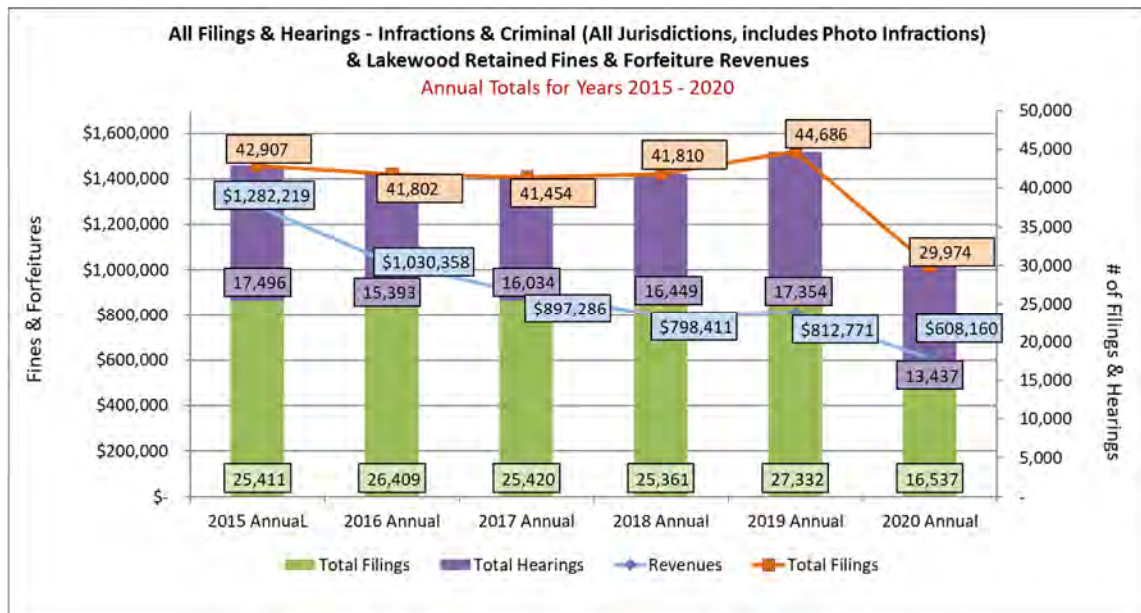
Filings and Hearings by Jurisdiction – YTD September

Total YTD Sep	FILINGS				HEARINGS				Total Filing & Hearings
	Infractions	Criminal	Photo/ Camera	Total Filings	Infractions	Criminal	Photo/ Camera	Total Hearings	
2021	2,141	1,230	15,016	18,387	1,015	6,462	206	7,683	26,070
Lakewood	1,457	1,081	15,016	17,554	800	5,658	206	6,664	24,218
University Place	12	5	-	17	39	325	-	364	381
Steilacoom	489	72	-	561	116	252	-	368	929
DuPont	183	72	-	255	60	227	-	287	542
2020	3,324	1,697	8,314	13,335	1,916	8,257	204	10,377	23,712
Lakewood	2,201	1,380	8,314	11,895	1,472	6,888	204	8,564	20,459
University Place	332	151	-	483	174	835	-	1,009	1,492
Steilacoom	525	85	-	610	167	292	-	459	1,069
DuPont	266	81	-	347	103	242	-	345	692
2019	5,559	2,335	11,822	19,716	1,959	10,988	212	13,159	32,875
Lakewood	4,002	1,892	11,822	17,716	1,451	8,854	212	10,517	28,233
University Place	286	236	-	522	162	1,283	-	1,445	1,967
Steilacoom	798	149	-	947	244	470	-	714	1,661
DuPont	473	58	-	531	102	381	-	483	1,014
2018	5,064	2,452	11,095	18,611	1,798	10,355	249	12,402	31,013
Lakewood	3,128	1,806	11,095	16,029	1,204	8,032	249	9,485	25,514
University Place	486	279	-	765	196	1,223	-	1,419	2,184
Steilacoom	799	170	-	969	226	455	-	681	1,650
DuPont	651	197	-	848	172	645	-	817	1,665
2017	6,267	2,264	10,770	19,301	2,014	9,836	293	12,143	31,444
Lakewood	4,209	1,607	10,770	16,586	1,467	7,384	293	9,144	25,730
University Place	501	311	-	812	177	1,455	-	1,632	2,444
Steilacoom	897	150	-	1,047	187	445	-	632	1,679
DuPont	660	196	-	856	183	552	-	735	1,591
2016	6,250	2,780	11,938	20,968	2,015	9,026	289	11,330	32,298
Lakewood	4,470	2,018	11,938	18,426	1,526	6,919	289	8,734	27,160
University Place	477	334	-	811	130	1,152	-	1,282	2,093
Steilacoom	528	124	-	652	138	365	-	503	1,155
DuPont	775	304	-	1,079	221	590	-	811	1,890
2015	8,661	3,295	8,343	20,299	3,800	9,365	285	13,450	33,749
Lakewood	6,908	2,620	8,343	17,871	3,616	8,229	285	12,130	30,001
University Place	255	346	-	601	184	1,136	-	1,320	1,921
Steilacoom	611	164	-	775	-	-	-	-	775
DuPont	887	165	-	1,052	-	-	-	-	1,052



Filings and Hearings by Jurisdiction – Annual Totals

Annual Totals	FILINGS				HEARINGS				Total Filing & Hearings
	Infractions	Criminal	Photo/ Camera	Total Filings	Infractions	Criminal	Photo/ Camera	Total Hearings	
2020	4,120	2,274	10,143	16,537	2,408	10,762	267	13,437	29,974
Lakewood	2,777	1,876	10,143	14,796	1,788	9,005	267	11,060	25,856
University Place	392	201	-	593	242	1,067	-	1,309	1,902
Steilacoom	633	102	-	735	226	374	-	600	1,335
DuPont	318	95	-	413	152	316	-	468	881
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

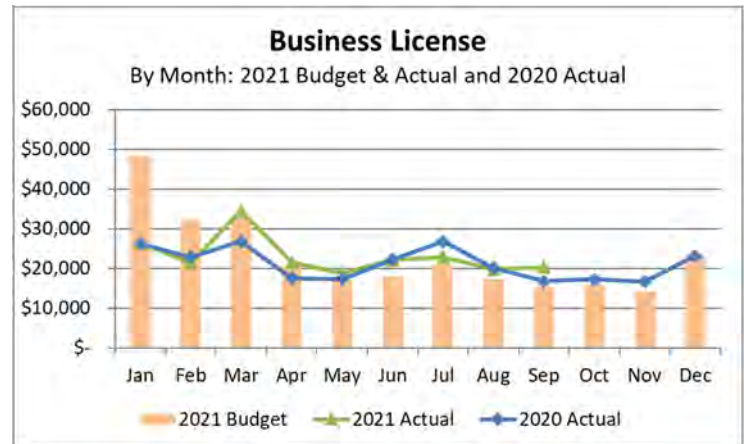
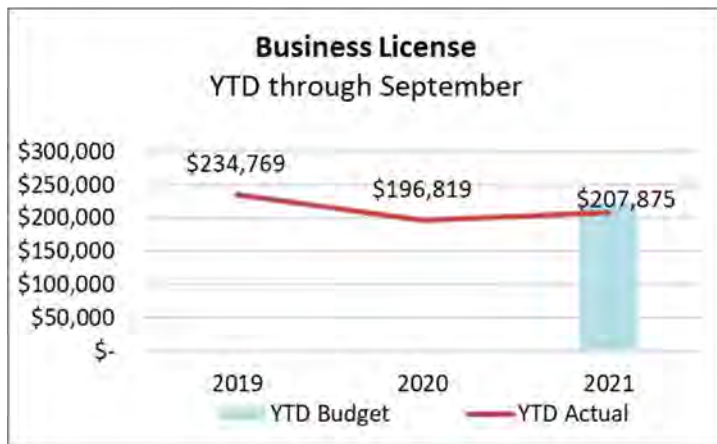


COMMUNITY & ECONOMIC DEVELOPMENT

Business License

Businesses located or doing business in the City are required to obtain a local business license prior to commencing operations. Business license fees are set by the City Council and may change 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. Organization 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.

Business License Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 34,715	\$ 26,180	\$ 48,166	\$ 26,370	\$ 190	0.7%	\$ (21,796)	-45.3%
Feb	26,320	22,935	32,162	21,420	(1,515)	-6.6%	(10,742)	-33.4%
Mar	38,489	26,790	33,063	34,490	7,700	28.7%	1,427	4.3%
Apr	30,280	17,625	20,722	21,490	3,865	21.9%	768	3.7%
May	20,725	17,350	17,174	18,780	1,430	8.2%	1,606	9.4%
Jun	21,715	22,220	17,988	22,175	(45)	-0.2%	4,187	23.3%
Jul	22,940	26,814	21,345	22,945	(3,869)	-14.4%	1,600	7.5%
Aug	20,650	20,090	17,339	19,855	(235)	-1.2%	2,516	14.5%
Sep	18,935	16,815	15,199	20,350	3,535	21.0%	5,151	33.9%
Oct	21,395	17,240	15,942	-	-	-	-	-
Nov	15,100	16,775	14,307	-	-	-	-	-
Dec	21,225	23,270	23,119	-	-	-	-	-
Total YTD	\$ 234,769	\$ 196,819	\$ 223,156	\$ 207,875	\$ 11,056	5.6%	\$ (15,281)	-6.8%
Annual Total	\$ 292,489	\$ 254,104	\$ 276,525	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020): -1.7%								



General business licenses were down in 2020 due to the closure of the State Business License Services (BLS) office as a result of COVID-19 causing delays in processing. BLS deferred the general business license expirations dates, thus less revenue from renewals. Business activity is overall is down due to the pandemic, however is picking up in 2021. Specialty licenses are down in 2021 compared to 2019 due to the closure of Déjà vu on September 18, 2019 to the closure of the State Business License Services (BLS) office as a result of COVID-19 causing delays in processing. BLS deferred the general business license expirations dates, thus less revenue from renewals. Business activity is overall is down due to the pandemic, however is picking up in 2021. Specialty licenses are down in 2021 compared to 2019 due to the closure of Déjà vu on September 18, 2019.

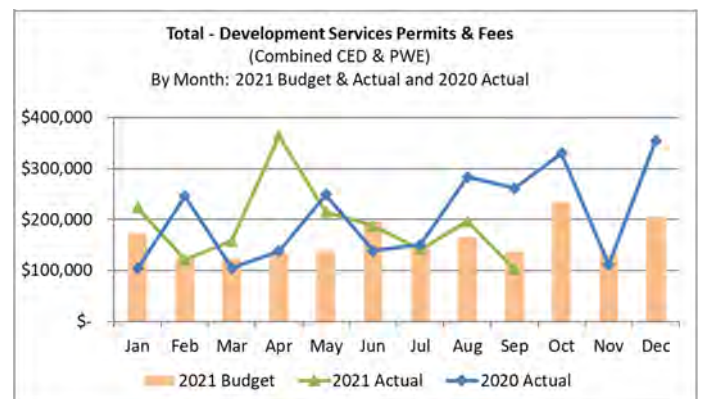
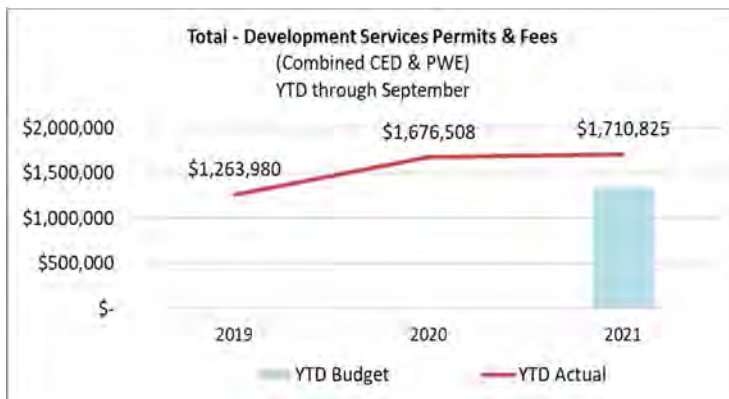
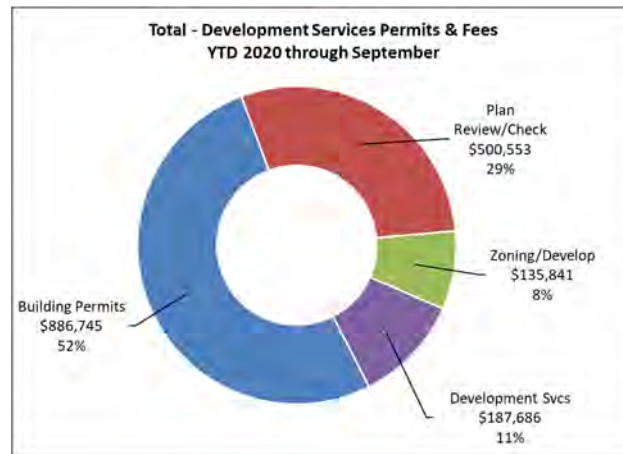
Business License By Type Year-to-date through September							
Month	2019 Annual	2020		2021		Over / (Under)	
		Annual	YTD	Budget	YTD Actual	2021 YTD Actual vs 2020 YTD Actual	
						\$	%
General	\$ 257,545	\$ 239,815	\$ 183,280	\$ 240,000	\$ 197,300	\$ 14,020	7.6%
Specialty	34,944	14,289	13,539	36,525	10,575	(2,964)	-21.9%
Total	\$ 292,489	\$ 254,104	\$ 196,819	\$ 276,525	\$ 207,875	\$ 11,056	5.6%

Development Services Permits & Fees

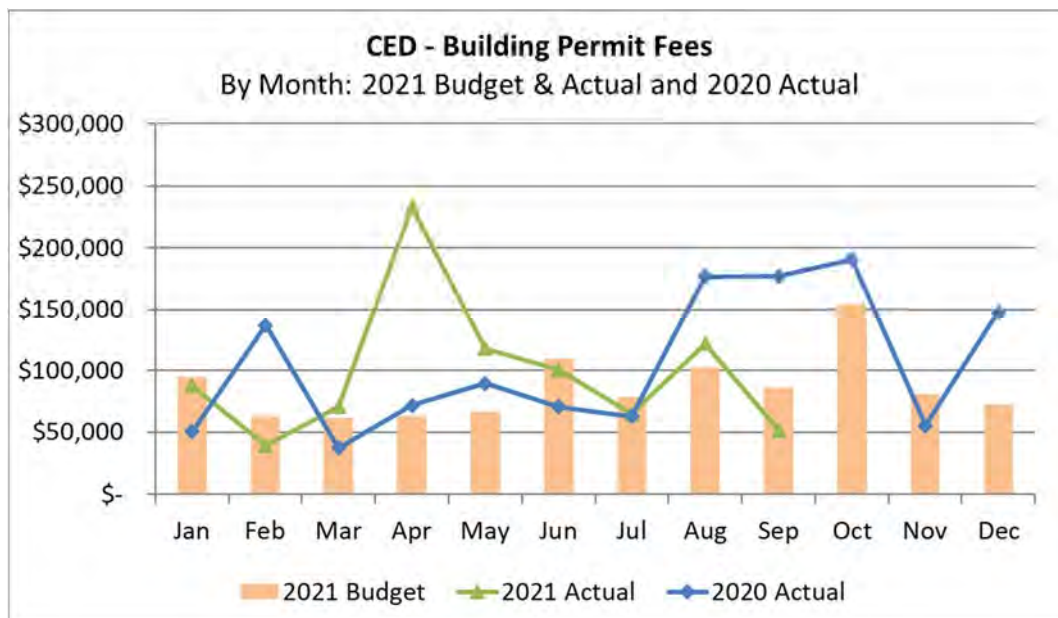
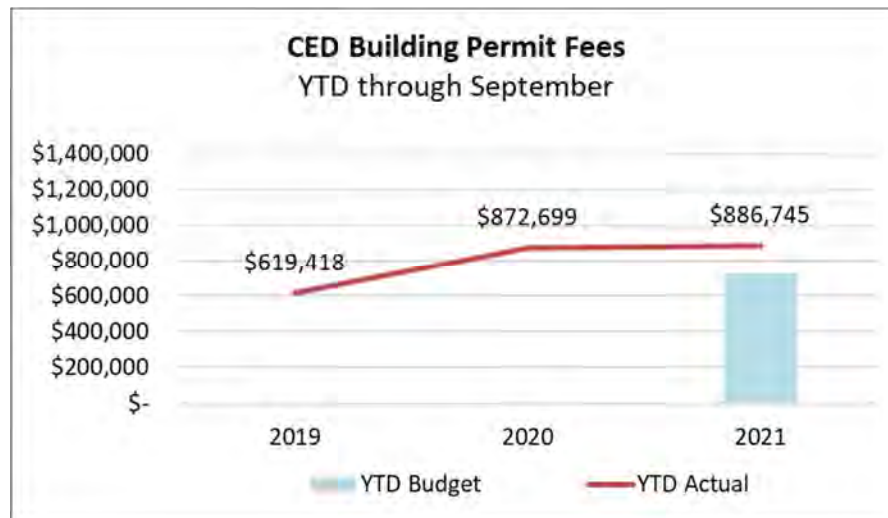
Development Services Permits & Fees include revenues from Community & Economic Development (Fund 001 General Fund) and Public Works Engineering Services (Fund 101 Street Engineering and Fund 401 SWM Engineering).

Community and Economic Development permits and fees include building and related permits (i.e. mechanical, plumbing), plan review fees, plan check fees and zoning and development fees. Public Works Engineering permits and fees include oversize load permits, right-of-way permits, site development permits street vacation permits, street opening permits and engineering review services.

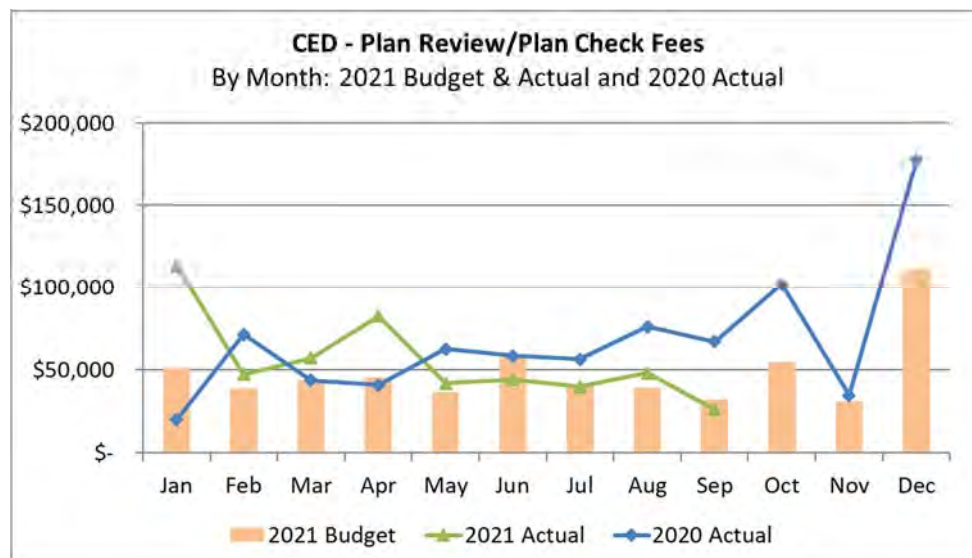
Total - Development Services Permits & Fees (Combined CED & PWE) Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 81,118	\$ 104,008	\$ 172,398	\$ 223,911	\$ 119,903	115.3%	\$ 51,513	29.9%
Feb	79,946	246,268	128,470	121,333	(124,935)	-50.7%	(7,137)	-5.6%
Mar	148,373	104,847	123,918	157,680	52,833	50.4%	33,762	27.2%
Apr	137,095	137,944	134,796	363,968	226,024	163.9%	229,172	170.0%
May	129,841	249,214	139,067	214,688	(34,526)	-13.9%	75,621	54.4%
Jun	157,651	138,946	196,615	187,746	48,800	35.1%	(8,869)	-4.5%
Jul	184,624	150,805	142,604	140,942	(9,863)	-6.5%	(1,662)	-1.2%
Aug	167,992	283,230	165,562	196,127	(87,103)	-30.8%	30,565	18.5%
Sep	177,340	261,246	136,748	104,430	(156,816)	-60.0%	(32,318)	-23.6%
Oct	256,594	329,860	234,081	-	-	-	-	-
Nov	216,659	111,357	131,720	-	-	-	-	-
Dec	209,356	354,208	210,722	-	-	-	-	-
Total YTD	\$ 1,263,980	\$ 1,676,508	\$ 1,340,178	\$ 1,710,825	\$ 34,317	2.0%	\$ 370,647	27.7%
Total Annual	\$ 1,946,589	\$ 2,471,932	\$ 1,916,700	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		17.3%						



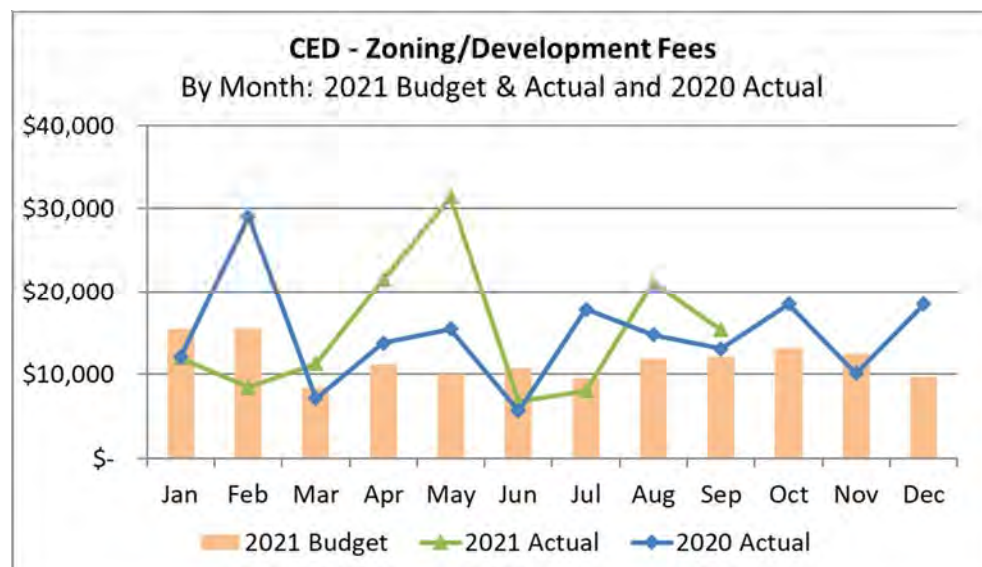
CED - Building Permit Fees								
Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 37,664	\$ 50,272	\$ 94,941	\$ 87,473	\$ 37,201	74.0%	\$ (7,468)	-7.9%
Feb	32,461	136,871	62,857	39,191	(97,680)	-71.4%	(23,666)	-37.7%
Mar	56,949	37,180	61,121	70,527	33,347	89.7%	9,406	15.4%
Apr	55,884	71,701	62,914	233,354	161,653	225.5%	170,440	270.9%
May	58,981	89,589	66,940	117,693	28,104	31.4%	50,753	75.8%
Jun	78,037	70,566	109,619	100,532	29,966	42.5%	(9,087)	-8.3%
Jul	86,656	62,726	78,165	64,643	1,917	3.1%	(13,522)	-17.3%
Aug	100,468	176,682	102,926	121,642	(55,040)	-31.2%	18,716	18.2%
Sep	112,318	177,112	86,616	51,690	(125,422)	-70.8%	(34,926)	-40.3%
Oct	168,457	190,511	154,527	-	-	-	-	-
Nov	148,441	55,369	80,479	-	-	-	-	-
Dec	69,586	147,713	72,195	-	-	-	-	-
Total YTD	\$ 619,418	\$ 872,699	\$ 726,101	\$ 886,745	\$ 14,046	1.6%	\$ 160,644	22.1%
Total Annual	\$ 1,005,902	\$ 1,266,291	\$ 1,033,300	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		16.4%						



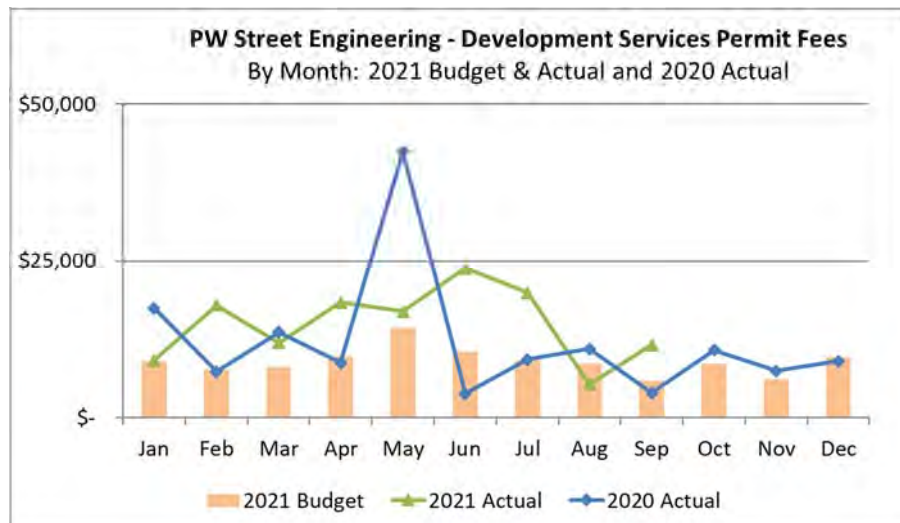
CED - Plan Review/Plan Check Fees								
Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Estimate	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 20,271	\$ 19,758	\$ 51,075	\$ 113,615	\$ 93,857	475.0%	\$ 62,540	122.4%
Feb	19,617	71,472	38,695	47,394	(24,078)	-33.7%	8,699	22.5%
Mar	65,985	43,523	43,663	57,098	13,575	31.2%	13,435	30.8%
Apr	46,362	40,794	45,539	82,668	41,874	102.6%	37,129	81.5%
May	37,242	62,631	36,694	41,850	(20,781)	-33.2%	5,156	14.1%
Jun	39,477	58,319	57,762	44,261	(14,058)	-24.1%	(13,501)	-23.4%
Jul	72,564	56,290	40,954	39,689	(16,601)	-29.5%	(1,265)	-3.1%
Aug	45,135	76,218	38,978	48,110	(28,108)	-36.9%	9,132	23.4%
Sep	38,033	67,124	31,615	25,868	(41,256)	-61.5%	(5,747)	-18.2%
Oct	53,300	101,986	54,600	-	-	-	-	-
Nov	54,348	34,565	30,773	-	-	-	-	-
Dec	111,166	177,955	111,050	-	-	-	-	-
Total YTD	\$ 384,685	\$ 496,129	\$ 384,977	\$ 500,553	\$ 4,424	0.9%	\$ 115,576	30.0%
Total Annual	\$ 603,499	\$ 810,634	\$ 581,400	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		23.8%						



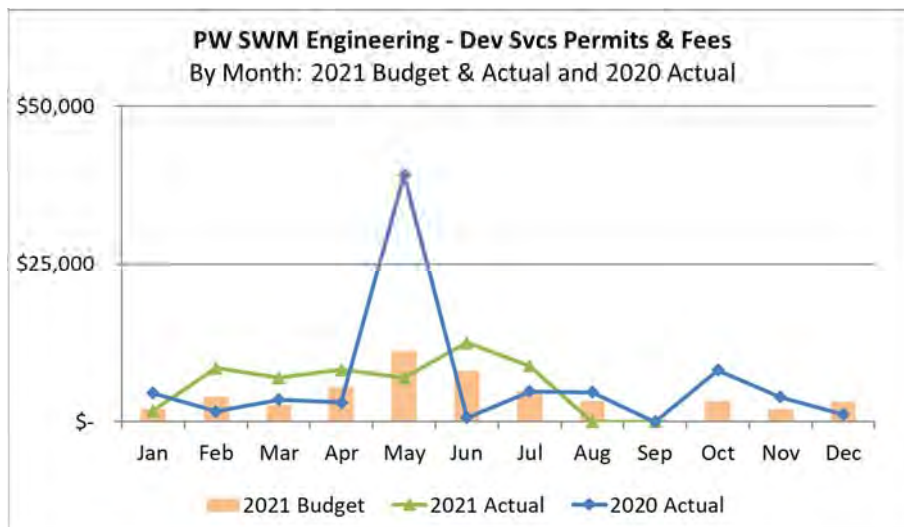
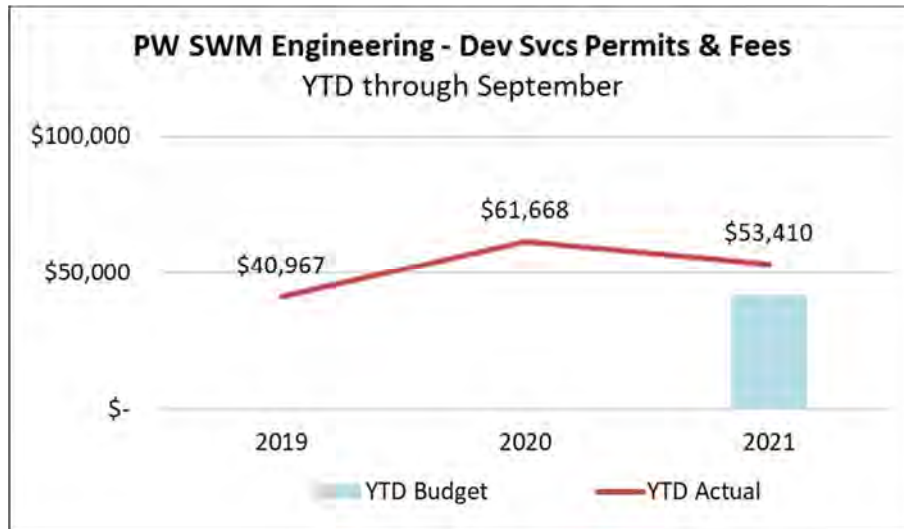
CED - Zoning/Development Fees								
Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 14,630	\$ 12,112	\$ 15,515	\$ 11,960	\$ (152)	-1.3%	\$ (3,555)	-22.9%
Feb	15,961	29,024	15,437	8,472	(20,552)	-70.8%	(6,965)	-45.1%
Mar	7,370	7,118	8,479	11,295	4,177	58.7%	2,816	33.2%
Apr	14,446	13,770	11,214	21,462	7,692	55.9%	10,248	91.4%
May	11,801	15,459	10,019	31,379	15,920	103.0%	21,360	213.2%
Jun	15,710	5,611	10,786	6,769	1,158	20.6%	(4,017)	-37.2%
Jul	5,754	17,829	9,638	8,080	(9,749)	-54.7%	(1,558)	-16.2%
Aug	7,662	14,780	11,855	21,070	6,290	42.6%	9,215	77.7%
Sep	15,230	13,060	12,185	15,354	2,294	17.6%	3,169	26.0%
Oct	14,763	18,487	13,203	-	-	-	-	-
Nov	7,270	10,130	12,463	-	-	-	-	-
Dec	9,030	18,460	14,704	-	-	-	-	-
Total YTD	\$ 108,564	\$ 128,763	\$ 105,130	\$ 135,841	\$ 7,078	5.5%	\$ 30,711	29.2%
Total Annual	\$ 139,627	\$ 175,840	\$ 145,500	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		13.3%						



PW Street Engineering - ROW Permits & Fees								
Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 8,169	\$ 17,366	\$ 8,874	\$ 9,113	\$ (8,253)	-47.5%	\$ 239	2.7%
Feb	7,306	7,276	7,594	17,841	10,565	145.2%	10,247	134.9%
Mar	11,739	13,526	7,999	11,865	(1,661)	-12.3%	3,866	48.3%
Apr	14,288	8,679	9,657	18,289	9,610	110.7%	8,632	89.4%
May	14,805	42,492	14,237	16,846	(25,646)	-60.4%	2,609	18.3%
Jun	17,293	3,825	10,463	23,714	19,889	520.0%	13,251	126.6%
Jul	15,150	9,210	9,038	19,785	10,575	114.8%	10,747	118.9%
Aug	11,112	10,925	8,522	5,305	(5,620)	-51.4%	(3,217)	-37.8%
Sep	10,484	3,950	5,866	11,518	7,568	191.6%	5,652	96.3%
Oct	15,824	10,738	8,543	-	-	-	-	-
Nov	5,975	7,408	6,101	-	-	-	-	-
Dec	18,448	8,955	9,607	-	-	-	-	-
Total YTD	\$ 110,346	\$ 117,249	\$ 82,251	\$ 134,276	\$ 17,027	14.5%	\$ 52,025	63.3%
Total Annual	\$ 150,593	\$ 144,349	\$ 106,500	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		4.0%						



PW SWM - Permits & Fees								
Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 385	\$ 4,500	\$ 1,992	\$ 1,750	\$ (2,750)	-61.1%	\$ (242)	-12.2%
Feb	4,602	1,625	3,887	8,435	6,810	419.1%	4,548	117.0%
Mar	6,330	3,500	2,656	6,895	3,395	97.0%	4,239	159.6%
Apr	6,115	3,000	5,473	8,195	5,195	173.2%	2,722	49.7%
May	7,012	39,043	11,177	6,920	(32,123)	-82.3%	(4,257)	-38.1%
Jun	7,133	625	7,984	12,470	11,845	1895.2%	4,486	56.2%
Jul	4,500	4,750	4,809	8,745	3,995	84.1%	3,936	81.9%
Aug	3,615	4,625	3,280	-	-	-	-	-
Sep	1,275	-	466	-	-	-	-	-
Oct	4,250	8,138	3,208	-	-	-	-	-
Nov	625	3,885	1,905	-	-	-	-	-
Dec	1,126	1,125	3,166	-	-	-	-	-
Total YTD	\$ 40,967	\$ 61,668	\$ 41,724	\$ 53,410	\$ (8,258)	-13.4%	\$ 11,686	28.0%
Total Annual	\$ 46,968	\$ 74,815	\$ 50,000	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		28.0%						



Cost Recovery – Development Services

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

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

The table below provides historical annual and current estimated annual and actual subsidy and recovery ratio by program.

Development Services Permits & Fees (Includes Community & Economic Development, Public Works Engineering & Surface Water Management) <i>Year-to-date through September</i>							
	2016 Annual Actual	2017 Annual Actual	2018 Annual Actual	2019 Annual Actual	2020 Annual Actual	2021 Annual Budget	YTD Actual
Operating Revenues:							
Building Related Permits	696,696	860,776	1,390,775	1,005,902	1,266,291	1,033,300	886,745
Plan Review/Plan Check Fees	370,220	661,291	625,754	603,498	810,634	581,400	500,553
Other Zoning/Development Fees	105,660	134,106	188,137	139,627	175,840	145,500	135,841
Oversize Load Permits	5,126	6,851	6,636	4,591	3,370	3,000	9,693
ROW Permits	82,318	88,026	100,148	97,035	65,164	52,000	69,222
Site Development Permits	63,753	79,678	113,246	93,936	149,632	100,000	106,820
Other PWE Permits & Fees	50	2,754	-	2,000	1,000	1,500	1,951
Total Operating Revenue	\$1,323,823	\$1,833,482	\$ 2,424,696	\$ 1,946,589	\$ 2,471,931	\$ 1,916,700	\$ 1,710,825
Operating Expenditures:							
Current Planning	662,641	630,971	659,093	718,158	715,817	783,106	630,356
Long Range Planning	135,641	171,058	192,837	218,809	196,147	243,255	160,907
Building	909,265	1,014,891	1,035,962	1,146,618	1,135,909	1,307,579	690,530
Development Services	301,241	325,821	331,330	382,403	365,394	417,452	273,486
Total Operating Expenditures	\$2,008,788	\$2,142,741	\$ 2,219,222	\$ 2,465,988	\$ 2,413,267	\$ 2,751,392	\$ 1,755,279
General Fund Subsidy Amount	\$ 684,965	\$ 309,259	\$ (205,474)	\$ 519,399	\$ (58,664)	\$ 834,692	\$ 44,454
Recovery Ratio	66%	86%	109%	79%	102%	70%	97%
5-Year Average Actual Recovery: General Fund Subsidy (2016 - 2020) \$ 249,897 Recovery Ratio (2016 - 2020) 88%							

Note:

- Expenditures do not include indirect overhead cost allocation for finance, human resources, legal, legislative and executive functions.
- Public Works Development Services Permits includes associated revenues and expenditures accounted for in the SWM Fund; also includes 10% overhead cost.

Fund 105 Property Abatement / Rental Housing Safety Program / 1406 Affordable Housing Program

Property Abatement

The Property Abatement portion of this fund accounts for projects that the City has identified and processed through the abatement program. All revenue and 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 program for the purpose of funding additional abatement projects.

Property Abatement Year-to-date through September				
Operating Revenues & Expenditures	2019 Annual Actual	2020 Annual Actual	2021	
			Annual Budget	YTD Actual
Operating Revenue:				
Abatement Charges	\$ 138,739	\$ 59,134	\$ 77,000	\$ 69,434
Misc/Interest/Other	40,206	13,401	35,000	40,329
Total Operating Revenues	\$ 178,946	\$ 72,535	\$ 112,000	\$ 109,762
Operating Expenditures:				
Personnel Costs	46,364	31,419	48,000	34,525
Supplies	91	642	-	587
Professional Services	84,315	60,513	709,386	226,224
Other Services & Charges	1,704	360	-	521
Total Operating Expenditures	\$ 132,474	\$ 92,934	\$ 757,386	\$ 261,856
Net Program Income (Cost)	\$ 46,472	\$ (20,398)	\$ (645,386)	\$ (152,094)
Other Sources / (Uses)				
Transfer In From General Fund	60,000	60,000	35,000	35,000
Total Sources / (Uses)	\$ 60,000	\$ 60,000	\$ 35,000	\$ 35,000
Beginning Balance	\$ 464,313	\$ 570,784	\$ 610,386	\$ 610,387
Ending Balance	\$ 570,784	\$ 610,386	\$ -	\$ 493,291

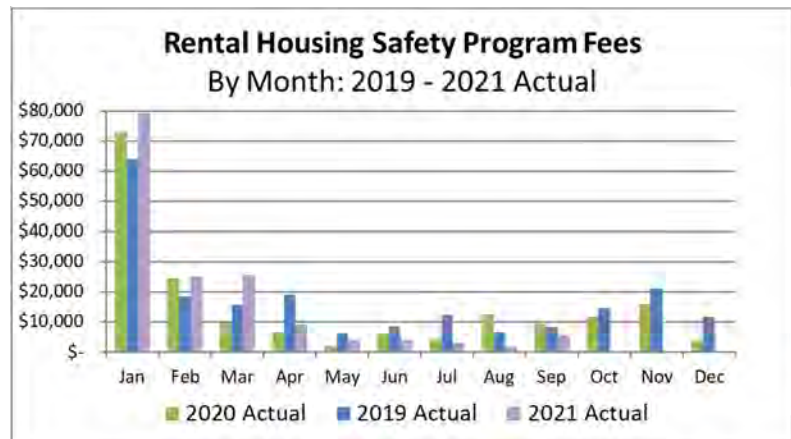
Owner's Name	Property Address	Year Built	Date Started	Abatement Order Date	Date Completed	Nuisance
Western State Hospital	5 separate houses (#44, 45, 46, 48 & 49)			NA	3/1/2021	
Vanzelia LLC	8413 Vaternas Dr. SW, Lakewood 98498	1949	12/5/2019	NA	3/23/2021	
Kenneth & Michelle Winters	8320 Mt. Tacoma Dr. SW, 98498 (Kens Tires)			NA	1/4/2021	
Cedrona Park LLC	7116 146th St. SW, Lakewood 98439	1978	3/10/2021	NA	5/12/2021	
Eun Taek Yi/ Bankers Ins. Co.	11618 Pacific Highway SW, Lakewood, 98499	1974	8/26/2020	9/29/2020	7/1/2021	x
John Fotheringham	15013 - 15015 Union Ave. SW, Lakewood, 98439		1/19/2021	NA	7/15/2021	
Henry S. Stockman	11614 Military Rd. SW, Lakewood, 98498	1914	10/15/2018	NA	8/3/2021	x
Creekside Community Church	XXX I5Hwy N, lakewood, WA 98499	NA	8/6/2020	3/2/2021	10/14/2021	x
EGU Washington	7127 150th St. SW, Lakewood, 98439		9/21/2020	10/30/2020	10/31/2021	
Jonathan Chang	12632 Lincoln Ave. SW, Lakewood, 98499	1940	1/9/2020	8/21/2020		x
Karwan Village LLC	2621 84th St. S. Lakewood, 98499	1967	1/9/2019	7/9/2019		
WFC Lakewood Colonial LLC	9314-16 Bridgeport Way SW, Lakewood, 98499	1978	11/15/2018	7/16/2019		
WFC Lakewood Colonial LLC	9320-30 Bridgeport Way SW, Lakewood, 98499	1965/78	11/15/2018	7/16/2019		
National Retail Properties LP	6112 100th St. SW, Lakewood, 98499	1979	5/16/2019	7/17/2019		
Lisa Lafave	8602 Maple St. SW, Lakewood, 98498	1917	7/9/2017	12/5/2019		
Yong Sik & Soo Kyung Yun	8410 S Tacoma Way, Lakewood, 98499	1940	6/6/2019	10/21/2019		
Popsy LLC	8113 Sherwood Forest St. SW, Lakewood 98498	1961	7/31/2019	10/4/2019		
Kenneth & Donna Buster	7119 Foster St. SW, Lakewood, 98499		10/30/2019	2/6/2020		
Bavid & Mishaella Trullinger	8604 Maple St. SW, Lakewood, 98498	1917	10/24/2019	12/5/2019		
Moon & Jung Kim	12314 Pacific Hwy SW, Lakewood, 98499	1971	4/9/2020	11/9/2020		
Mitch Homes LLC/ Ladder Properties LLC	7407-7409 146th St. SW, Lakewood 98439	1908	1/28/2021	3/1/2021		
Idella Whitfield	573 Lake Louise Dr. SW, Lakewood, 98498	1979	12/14/2020	4/15/2021		
Zhao Xiu Fen & Jin Yang	12521 Addison St. SW, Lakewood 98439	1940	1/27/2021	5/6/2021		
Patsy Lininger	9704-9706 121st St. SW, Lakewood, 98498	1968	1/21/2021	2/17/2021		x
Dirk Mayberry	9616 Gravelly Lake Dr. SW, Lakewood, 98499	1955	11/1/2021			
Verna Cheatham	5501 116th St. SW, Lakewood, 98499	1974	12/14/2020	7/12/2021		
5408SBLVD LLC	5408 Steilacoom Blvd. SW, Lakewood 98499	1927	11/1/2021			
Dong H Shin & Sang J Han	3407 86th St. S., Lakewood, 98499	1934	5/11/2021	10/14/2021		
UP Castle LLC	7301 150th St. SW, Lakewood, 98439	1923	5/11/2021	10/14/2021		
Benjamin M. Stockman	11206 Military Rd. SW, Lakewood, 98498	1942	7/29/2021			x
Brian Buckner	8808 Wildaire Rd. SW, Lakewood, 98498	1995	10/21/2021			

Rental Housing Safety Program

On August 1, 2016, the Lakewood City Council approved Ordinance No. 644 creating a Rental Housing Safety Program (RHSP). The program requires all residential rental properties (apartments, single family homes, duplexes, etc.) within Lakewood city limits to be registered. The program is designed to ensure that all rental housing units comply with specific life and safety standards and are providing a safe place for tenants to live. As of October 4, 2017, all rental properties owners will be required to register their property with the City every year and have the property inspected once every five years.

Rental Housing Safety Program Year-to-date through September				
Operating Revenues & Expenditures	2019 Annual Actual	2020 Annual Actual	2021 Annual Budget	2021 YTD Actual
Operating Revenue:				
Registration Program Fees	\$ 205,307	\$ 179,398	\$ 175,300	\$ 157,397
Total Operating Revenues	\$ 205,307	\$ 179,398	\$ 175,300	\$ 157,397
Operating Expenditures:				
Personnel Costs	172,420	218,137	222,150	161,631
Supplies	738	687	-	755
Professional Services	487	222	-	370
Other Services & Charges	17	329	300	15
Internal Service Charges	26,179	44,345	77,850	-
Total Operating Expenditures	\$ 199,841	\$ 263,719	\$ 300,300	\$ 162,771
Net Program Income (Cost)	\$ 5,466	\$ (84,321)	\$ (125,000)	\$ (5,374)
Other Sources / (Uses)				
Transfer In From General Fund	25,000	25,000	\$ 149,287	50,000
Total Sources / (Uses)	\$ 25,000	\$ 25,000	\$ 149,287	\$ 50,000
Beginning Balance	\$ 4,568	\$ 35,034	\$ (24,287)	\$ (24,287)
Ending Balance	\$ 35,033	\$ (24,287)	\$ -	\$ 20,338

Rental Housing Safety Program Fees Year-to-date through September			
Month	2019	2020	2021
Jan	\$ 63,805	72,979	79,429
Feb	18,464	24,523	24,951
Mar	15,639	9,715	25,589
Apr	19,103	6,480	9,181
May	6,086	1,844	3,907
Jun	8,374	5,867	4,039
Jul	12,153	4,330	2,938
Aug	6,510	12,498	1,720
Sep	8,163	9,453	5,643
Oct	14,459	11,754	-
Nov	20,922	16,058	-
Dec	11,629	3,897	-
Total YTD	\$ 158,297	\$ 147,689	\$ 157,397
Annual Total	\$ 205,307	\$ 179,398	n/a
2021 Annual Estimate =			\$ 175,000
2021 % of Revenue Collected =			90%



1406 Affordable Housing Program

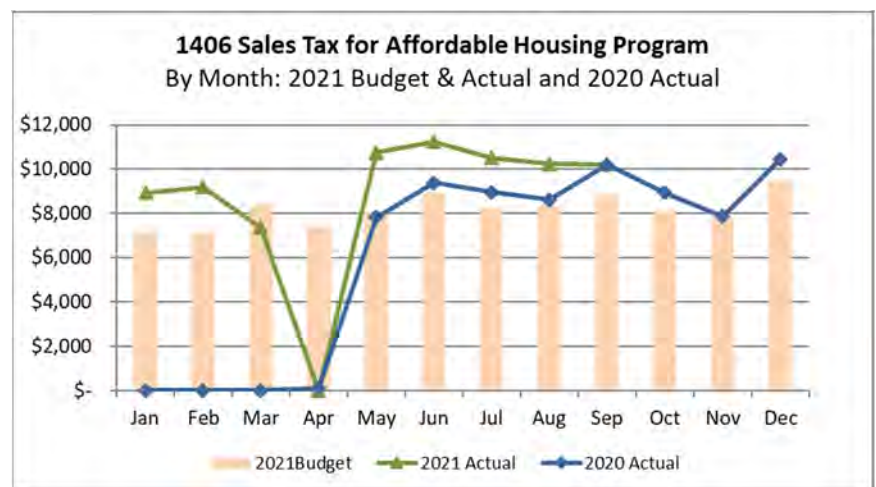
On March 2, 2020, the City Council approved Ordinance 731 relating to local sales and use tax, authorizing the maximum capacity of the tax authorized under the provisions of Substitute House Bill 1406 for affordable and supporting housing. The revenue to the City is a credit of the state's sales tax. With adoption of this ordinance, the City is able to impose the rate of 0.0073%. According to the Department of Revenue (DOR), the maximum amount the City may receive is \$98K per state fiscal year for twenty years totaling an estimated \$1.95M. The City notified DOR on March 13, 2020 and DOR began imposing the tax effective May 1, 2020. The City received its first full distribution amount in July 2020 with some funds trickling through in May and June due to early returns filed.

The direction from the Lakewood City Council 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.

The City is presently working with several homeowners to assist with repairs not eligible under the City's CDBG housing program. Examples of repair applications to-date: decks and landings; a detached garage; and fencing. As of quarter end, loans have not been approved. Once the loans are authorized, work is scheduled for completion in the first quarter of 2022. The CED housing webpage has been updated and simplified. The webpage refers to "housing repairs," rather listing out separate 1406 Housing or CDBG Housing Repair Programs. Persons interested in making application are directed to a staff person via the webpage. Based on the applicant's specific needs, and income levels, that staff person places them into the appropriate housing repair program.

1406 Affordable Housing Program Year-to-date through September			
Operating Revenues & Expenditures	2020 Actual	2021	
		Annual Budget	YTD Actual
Operating Revenue:			
Sales & Use Tax	\$ 72,316	\$ 98,000	\$ 78,464
Total Operating Revenues	\$ 72,316	\$ 98,000	\$ 78,464
Operating Expenditures:			
Program Costs	-	170,315	-
Total Operating Expenditures	\$ -	\$ 170,315	\$ -
Net Program Income (Cost)	\$ 72,316	\$ (72,315)	\$ 78,464
Other Sources / (Uses)			
Transfer In From General Fund	-	-	-
Total Sources / (Uses)	\$ -	\$ -	\$ -
Beginning Balance	\$ -	\$ 72,316	\$ 72,316
Ending Balance	\$ 72,316	\$ -	\$ 150,780

1406 Affordable Housing Program Year-to-date through September			
Month	2020	2021	
		Budget	Actual
Jan	\$ -	\$ 7,140	8,941
Feb	-	7,084	9,198
Mar	-	8,371	7,349
Apr	107	7,402	-
May	7,811	8,105	10,758
Jun	9,379	8,962	11,237
Jul	8,959	8,270	10,527
Aug	8,618	8,355	10,243
Sep	10,203	8,877	10,211
Oct	8,924	8,113	-
Nov	7,860	7,839	-
Dec	10,456	9,482	-
Total YTD	\$ -	\$ 72,566	\$ 78,464
Annual Total	\$ 72,316	\$ 98,000	\$ 78,464



Fund 190 Community Development Block Grant

Fund 190 CDBG is predominantly comprised of U.S. Department of Housing and Urban Development funds for Community Development Block Grant Entitlements (CDBG), HOME program funding through the Lakewood and Tacoma HOME Consortium and Section 108 Loan Guarantees. There is also a grant from the Nisqually Tribe for minor home repairs and West Pierce Fire & Rescue for emergency assistance for displaced residents.

Through the planning and citizen participation process CDBG and HOME spending priorities are set on an annual basis, to be broken out into funding projects for physical improvements, public service (not to exceed 15%), housing, economic development, and administration (not to exceed 20%).

CDBG:

CDBG Funds may be used to fund an array of projects and activities qualifying under any of four categories:

- (1) Physical/Infrastructure Improvements
- (2) Public Service
- (3) Housing
- (4) Economic Development

Investments made in various housing programs (Major Home Repair/Sewer Loan Program, Down Payment Assistance, and Multi-family Housing), and economic development activities (Microenterprise Loan Program) have created multiple Revolving Loan Funds (RLF) for each of the funded activities.

In addition to tracking the various CDBG grant allocation's revenue and expenditures in Fund 190 CDBG, notes receivable for Housing Program Loans are also tracked. These are revolving loans for Major Home Repair, Major Home Repair for Sewer and Down Payment Assistance for qualifying homebuyers.

CDBG Entitlement Funding History			
Program Year	Annual Allocation	Change Over Prior Year	
		\$	%
2021	573,352	\$ (22,563)	-3.8%
2020	595,915	\$ 32,791	5.8%
2019	563,124	1,893	0.3%
2018	561,231	76,865	15.9%
2017	484,366	17,316	3.7%
2016	467,050	(698)	-0.1%
2015	467,748	(4,004)	-0.8%
2014	471,752	(9,846)	-2.0%
2013	481,598	10,703	2.3%
2012	470,895	(106,895)	-18.5%
2011	577,790	(114,016)	-16.5%
2010	691,806	50,755	7.9%
2009	641,051	5,749	0.9%
2008	635,302	(24,966)	-3.8%
2007	660,268	(3,682)	-0.6%
2006	663,950	(77,700)	-10.5%
2005	741,650	(43,350)	-5.5%
2004	785,000	(21,000)	-2.6%
2003	806,000	(91,000)	-10.1%
2002	897,000	(46,000)	-4.9%
2001	943,000	30,000	3.3%
2000	913,000	n/a	n/a
Total	\$ 14,092,848		

The following tables provide a summary of loans and grants for Major Home and Sewer Repair Down Payment Assistance. These are zero interest loans with 20-year terms. Payments are revolving which dictates that the principal received is applied to current program expenditures before billing CDBG.

Major Home Repairs & Sewer and Down Payment Assistance Loans and Grants:

Major Home Repairs & Sewers (MHRS) / Down Payment Assistance (DPA)				
Loans and Grants				
As of September 30, 2021				
Program Year	MHRS		DPA	
	# of Projects	Original Amount	# of Projects	Original Amount
2021	6	\$ 133,336	-	\$ -
2020	4	\$ 97,931	-	\$ -
2019	6	\$ 158,982	-	\$ -
2018	9	\$ 181,300	-	\$ -
2017	4	\$ 72,325	-	\$ -
2016	6	\$ 129,356	-	\$ -
2015	1	\$ 37,144	-	\$ -
2014	5	\$ 72,979	1	\$ 3,365
2013	8	\$ 144,408	-	\$ -
2012	9	\$ 106,977	1	\$ 2,250
2011	8	\$ 170,407	-	\$ -
2010	13	\$ 256,287	2	\$ 8,619
2009	6	\$ 102,652	5	\$ 23,791
2008	3	\$ 37,224	4	\$ 19,379
2007	4	\$ 56,345	2	\$ 8,700
2006	6	\$ 67,556	1	\$ 7,000
2005	7	\$ 69,634	-	\$ -
2004	4	\$ 36,058	3	\$ 14,901
2003	8	\$ 49,136	8	\$ 35,336
2002	3	\$ 19,999	-	\$ -
2001	-	\$ -	11	\$ 51,621
2000	-	\$ -	1	\$ 5,000
Total	120	\$ 2,000,036	39	\$ 179,962

Major Home Repairs & Sewer Loans Detail:

Major Home Repair & Sewer Loans (MHRS)									
As of September 30, 2021									
Loan ID #	Original Loan / Grant Amount	Principal & Interest Paid / Other	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate	
Year 2002									
3 = Total # Loans/Grants									
0 = Total Outstanding	\$ 19,999	\$ 19,999	\$ -						
MHR-001	\$ 6,000	\$ 6,000	\$ -	9/23/2002		Paid Off		0.0%	
MHR-003	\$ 5,999	\$ 5,999	\$ -	2/24/2003		Paid Off		0.0%	
MHR-004	\$ 8,000	\$ 8,000	\$ -	5/5/2003		Paid Off		0.0%	
Year 2003									
8 = Total # Loans/Grants									
1 = Total Outstanding	\$ 49,137	\$ 41,181	\$ 7,956						
MHR-006	\$ 7,831	\$ 7,831	\$ -	7/23/2003		Paid Off		0.0%	
MHR-008	\$ 4,523	\$ 4,523	\$ -	9/8/2003	10/1/2023	Paid Off	9/8/2023	0.0%	
MHR-009	\$ 7,956	\$ -	\$ 7,956	9/16/2003	10/1/2023		9/10/2023	0.0%	
MHR-011	\$ 7,237	\$ 7,237	\$ -	10/21/2003		Paid Off		0.0%	
MHR-018	\$ 6,950	\$ 6,950	\$ -	1/28/2004		Paid Off		0.0%	
MHR-016	\$ 6,640	\$ 6,640	\$ -	3/2/2004	3/1/2024	Paid Off	2/25/2024	0.0%	
MHR-019	\$ 8,000	\$ 8,000	\$ -	5/12/2004		Paid Off		0.0%	
MHR-017	\$ -	\$ -	\$ -	5/21/2004		Written Off		0.0%	
Year 2004									
4 = Total # Loans/Grants									
0 = Total Outstanding	\$ 36,058	\$ 36,058	\$ -						
MHR-020	\$ 12,554	\$ 12,554	\$ -	9/15/2004		Paid Off		0.0%	
MHR-030	\$ 7,504	\$ 7,504	\$ -	9/23/2004		Paid Off		0.0%	
MHR-029	\$ 8,000	\$ 8,000	\$ -	11/1/2004		Written Off		0.0%	
MHR-024	\$ 8,000	\$ 8,000	\$ -	12/3/2004		Paid Off		0.0%	
Year 2005									
7 = Total # Loans/Grants									
2 = Total Outstanding	\$ 69,634	\$ 49,989	\$ 19,645						
MHR-038	\$ 7,064	\$ 7,064	\$ -	8/29/2005		Paid Off		0.0%	
MHR-031	\$ 9,235	\$ 1,590	\$ 7,645	9/1/2005	4/1/2016		3/1/2026	0.0%	
MHR-032	\$ 7,302	\$ 7,302	\$ -	9/2/2005		Paid Off		0.0%	
MHR-034	\$ 7,993	\$ 7,993	\$ -	10/19/2005		Paid Off		0.0%	
MHR-036	\$ 15,840	\$ 15,840	\$ -	12/15/2005		Paid Off		0.0%	
MHR-040	\$ 10,200	\$ 10,200	\$ -	4/11/2006		Paid Off		0.0%	
MHR-047	\$ 12,000	\$ -	\$ 12,000	6/7/2006	6/1/2026		6/1/2026	0.0%	
Year 2006									
6 = Total # Loans/Grants									
2 = Total Outstanding	\$ 67,556	\$ 48,942	\$ 18,614						
MHR-046	\$ 9,697	\$ 9,697	\$ -	7/26/2006		Paid Off		0.0%	
MHR-052	\$ 11,927	\$ 11,927	\$ -	11/14/2006	12/1/2026	Paid Off	11/8/2026	0.0%	
MHR-053	\$ 11,858	\$ 11,858	\$ -	12/20/2006		Paid Off		0.0%	
MHR-055	\$ 10,126	\$ 3,500	\$ 6,626	1/3/2007	1/1/2027		12/27/2026	0.0%	
MHR-056	\$ 11,960	\$ 11,960	\$ -	5/22/2007		Paid Off		0.0%	
MHR-054	\$ 11,988	\$ -	\$ 11,988	4/25/2007	5/1/2027		4/19/2027	0.0%	
Year 2007									
4 = Total # Loans/Grants									
2 = Total Outstanding	\$ 56,346	\$ 26,179	\$ 30,167						
MHR-061	\$ 11,777	\$ -	\$ 11,777	11/8/2007	12/1/2027		11/2/2027	0.0%	
MHR-062	\$ 18,390	\$ -	\$ 18,390	11/20/2007	12/1/2027		11/14/2027	0.0%	
MHR-063	\$ 19,291	\$ 19,291	\$ -	11/20/2007		Paid Off		0.0%	
MHR-064	\$ 6,888	\$ 6,888	\$ -	2/4/2008		Paid Off		0.0%	

Major Home Repair & Sewer Loans (MHRs) - continued

As of September 30, 2021

Loan ID #	Original Loan / Grant Amount	Total Principal & Interest Paid / Other	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate
Year 2008								
3 = Total # Loans/Grants								
1 = Total Outstanding	\$ 37,224	\$ 25,325	\$ 11,899					
MHR-066	\$ 11,899	\$ -	\$ 11,899	8/21/2008	9/1/2028		8/15/2028	0.0%
MHR-069	\$ 11,980	\$ 11,980	\$ -	12/29/2008		Written Off		0.0%
MHR-070	\$ 13,345	\$ 13,345	\$ -	2/12/2009		Paid Off		0.0%
Year 2009								
6 = Total # Loans/Grants								
2 = Total Outstanding	\$ 102,653	\$ 81,946	\$ 20,707					
MHR-075	\$ 14,397	\$ 14,397	\$ -	9/21/2009	9/1/2013	Paid Off	9/1/2016	0.0%
MHR-077	\$ 12,597	\$ 3,452	\$ 9,145	11/13/2009	12/1/2013		11/1/2016	0.0%
MHR-079	\$ 23,168	\$ 23,168	\$ -	11/4/2009		Paid Off		0.0%
MHR-073	\$ 14,137	\$ 2,575	\$ 11,562	12/23/2009	6/1/2013		12/1/2017	0.0%
MHR-080	\$ 13,164	\$ 13,164	\$ -	4/16/2010		Paid Off		0.0%
MHR-082	\$ 25,190	\$ 25,190	\$ -	5/28/2010	6/1/2030	Paid Off	6/1/2030	0.0%
Year 2010								
13 = Total # Loans/Grants								
6 = Total Outstanding	\$ 256,287	\$ 160,930	\$ 95,357					
MHR-076	\$ 25,110	\$ -	\$ 25,110	7/2/2010	7/1/2030		6/25/2013	0.0%
MHR-087	\$ 19,930	\$ 4,260	\$ 15,670	9/30/2010	9/1/2030		9/23/2030	0.0%
MHR-088	\$ 21,124	\$ -	\$ 21,124	9/30/2010	10/1/2030		9/24/2030	0.0%
MHR-083	\$ 26,232	\$ 26,232	\$ -	10/8/2010		Paid Off		0.0%
MHR-089	\$ 3,474	\$ -	\$ 3,474	10/29/2010	11/1/2030		10/22/2030	0.0%
MHR-086	\$ 21,778	\$ 21,778	\$ -	11/29/2010		Paid Off		0.0%
MHR-093	\$ 24,390	\$ 24,390	\$ -	2/28/2011	6/1/2016	Paid Off	2/18/2031	0.0%
MHR-092 (Grant)	\$ 12,100	\$ 12,100	\$ -	2/28/2011			n/a	n/a
MHR-090	\$ 16,770	\$ 16,770	\$ -	3/14/2011	4/1/2031	Paid Off	3/8/2031	0.0%
MHR-094	\$ 25,020	\$ 25,020	\$ -	4/4/2011	4/1/2031	Paid Off	3/29/2031	0.0%
MHR-085	\$ 22,449	\$ 9,000	\$ 13,449	5/14/2014	7/1/2014		7/1/2029	0.0%
MHR-096 (Grant)	\$ 11,120	\$ 11,120	\$ -	4/21/2011			n/a	n/a
MHR-095	\$ 26,790	\$ 10,260	\$ 16,530	6/28/2011	4/1/2015		4/1/2031	0.0%
Year 2011								
8 = Total # Loans/Grants								
3 = Total Outstanding	\$ 170,407	\$ 110,726	\$ 59,681					
MHR-098	\$ 22,293	\$ -	\$ 22,293	7/21/2011	8/1/2031		7/13/2031	0.0%
MHR-100	\$ 18,858	\$ 18,858	\$ -	9/20/2011	6/1/2017	Paid Off	9/14/2016	0.0%
MHR-101	\$ 26,182	\$ 26,182	\$ -	11/9/2011	12/1/2031	Paid Off	11/2/2016	0.0%
MHR-102	\$ 6,386	\$ 6,386	\$ -	12/19/2011		Paid Off		0.0%
MHR-099	\$ 19,414	\$ -	\$ 19,414	12/30/2011	1/1/2031		12/21/2031	0.0%
MHR-107	\$ 27,300	\$ 27,300	\$ -	1/10/2012		Short Sale		0.0%
MHR-103	\$ 24,974	\$ 7,000	\$ 17,974	1/11/2012	8/1/2017		1/5/2017	0.0%
MHR-105/to MHR-162	\$ 25,000	\$ 25,000	\$ -	5/14/2012	6/1/2022	Sub-Ordinate	5/8/2017	0.0%
Year 2012								
9 = Total # Loans/Grants								
5 = Outstanding Loans	\$ 106,977	\$ 27,714	\$ 79,263					
MHR-106	\$ 28,913	\$ -	\$ 28,913	8/28/2012	9/1/2022		8/21/2022	0.0%
MHR-112	\$ 12,230	\$ -	\$ 12,230	2/27/2013	3/1/2033		2/20/2033	0.0%
MHR-113	\$ 17,850	\$ -	\$ 17,850	12/8/2012	12/1/2032		12/4/2032	0.0%
MHR-114 (Grant)	\$ 1,696	\$ 1,696	\$ -	7/18/2012			n/a	n/a
MHR-117	\$ 10,174	\$ 10,174	\$ -	6/17/2013		Paid Off		0.0%
MHRS-01	\$ 7,150	\$ 7,150	\$ -	9/27/2012		Paid Off		0.0%
MHRS-05	\$ 10,022	\$ -	\$ 10,022	9/18/2012	10/1/2032		9/11/2032	0.0%
MHRS-06	\$ 10,248	\$ -	\$ 10,248	9/27/2012	12/1/2017		9/20/2017	0.0%
MHRS-07	\$ 8,694	\$ 8,694	\$ -	9/11/2012	12/1/2017		9/5/2017	0.0%

Major Home Repair & Sewer Loans (MHRs) - continued

As of September 30, 2021

Loan ID #	Original Loan / Grant Amount	Total Principal & Interest Paid / Other	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate
Year 2013								
8 = Total # Loans/Grants								
3 = Total Outstanding	\$ 144,408	\$ 86,751	\$ 57,657					
MHR-118	\$ 27,921	\$ 27,921	\$ -	10/16/2013	10/10/2018	Paid Off	10/10/2018	0.0%
MHR-119	\$ 11,969	\$ 11,969	\$ -	7/1/2013		Paid Off		0.0%
MHR-120	\$ 15,100	\$ 15,100	\$ -	11/22/2013	1/1/2014	Paid Off	12/1/2033	0.0%
MHR-121 (Grant)	\$ 8,457	\$ 8,457	\$ -	9/6/2013			n/a	n/a
MHR-122 (Grant)	\$ 12,597	\$ 12,597	\$ -	10/3/2013			n/a	n/a
MHR-123	\$ 24,938	\$ 4,488	\$ 20,450	3/6/2014	5/1/2014		5/1/2034	0.0%
MHR-124	\$ 31,238	\$ 6,219	\$ 25,019	4/14/2014	8/1/2014		8/1/2034	0.0%
MHR-091	\$ 12,188	\$ -	\$ 12,188	1/23/2014	8/17/2034		8/17/2015	0.0%
Year 2014								
5 = Total # Loans/Grants								
1 = Total Outstanding	\$ 72,979	\$ 62,648	\$ 10,331					
MHR-126	\$ 11,140	\$ 11,140	\$ -	9/22/2014	12/1/2014	Paid Off	1/12/2034	0.0%
MHR-127	\$ 12,558	\$ 12,558	\$ -	2/5/2015		Paid Off		0.0%
MHR-128	\$ 14,014	\$ 3,683	\$ 10,331	1/14/2015	4/1/2015		3/1/2035	0.0%
MHR-129	\$ 24,497	\$ 24,497	\$ -	12/30/2014	3/1/2015	Paid Off	3/1/2035	0.0%
MHR-04	\$ 10,770	\$ 10,770	\$ -	1/29/2015	4/1/2015	Paid Off	4/1/2035	0.0%
Year 2015								
1 = Total # Loans/Grants								
1 = Outstanding Loans	\$ 37,144	\$ 7,332	\$ 29,812					
MHR-132	\$ 37,144	\$ 7,332	\$ 29,812	12/22/2015	2/1/2016		1/1/2036	0.0%
Year 2016								
6 = Total # Loans/Grants								
3 = Total Outstanding	\$ 129,356	\$ 80,881	\$ 48,475					
MHR-133	\$ 25,000	\$ 25,000	\$ -	8/16/2016	8/1/2036	Paid Off	7/1/2036	0.0%
MHR-135	\$ 28,303	\$ 4,448	\$ 23,855	12/9/2016	2/1/2017		1/1/2037	0.0%
MHR-136	\$ 10,702	\$ 10,702	\$ -	12/5/2016	1/1/2037	Paid Off	1/1/2037	0.0%
MHR-09	\$ 12,724	\$ 2,970	\$ 9,754	12/19/2016	2/1/2017		1/1/2037	0.0%
MHR-10	\$ 37,761	\$ 37,761	\$ -	12/19/2016	2/1/2017	Paid Off	1/1/2037	0.0%
MHR-138	\$ 14,866	\$ -	\$ 14,866	1/20/2017	12/1/2037		12/31/2037	0.0%
Year 2017								
4 = Total # Loans/Grants								
2 = Total Outstanding	\$ 72,322	\$ 41,316	\$ 31,006					
MHR-08	\$ 8,243	\$ -	\$ 8,243	6/15/2017	6/1/2037		6/1/2037	0.0%
MHR-11	\$ 23,289	\$ 23,289	\$ -	6/19/2017	8/1/2017	Paid Off	7/1/2037	0.0%
MHR-137	\$ 28,225	\$ 5,462	\$ 22,763	11/15/2017	12/1/2037		11/1/2037	0.0%
MHR-145	\$ 12,565	\$ 12,565	\$ -	11/16/2017	1/1/2037	Paid Off		0.0%
Year 2018								
9 = Total # Loans/Grants								
7 = Total Outstanding	\$ 181,300	\$ 30,005	\$ 151,295					
MHR-140	\$ 14,779	\$ 14,779	\$ -	1/29/2018	1/1/2038	Paid Off	1/29/2038	0.0%
MHR-142	\$ 9,405	\$ -	\$ 9,405	1/29/2018	1/1/2038		1/29/2038	0.0%
MHR-146	\$ 23,625	\$ -	\$ 23,625	2/16/2018	2/1/2038		2/16/2038	0.0%
MHR-149	\$ 5,201	\$ -	\$ 5,201	2/6/2018	2/1/2038		2/1/2038	0.0%
MHR-150	\$ 5,201	\$ -	\$ 5,201	1/11/2018	1/1/2038		1/11/2038	1.0%
MHR-151	\$ 12,686	\$ 12,686	\$ -	2/16/2018	3/1/2018	Paid Off	3/1/2038	1.0%
MHR-147	\$ 15,000	\$ 1,715	\$ 13,285	7/28/2018	7/1/2038		7/28/2038	0.0%
MHR-154	\$ 70,203	\$ 825	\$ 69,378	11/29/2018	11/1/2038		11/29/2038	0.0%
MHR-162/MHR-105	\$ 25,200	\$ -	\$ 25,200	12/6/2018	12/1/2038		12/6/2038	0.0%

Major Home Repair & Sewer Loans (MHRs) - continued

As of September 30, 2021

Loan ID #	Original Loan / Grant Amount	Total Principal & Interest Paid / Other	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate
Year 2019								
6 = Total # Loans/Grants								
5 = Total Outstanding	\$ 158,982	\$ 40,791	\$ 118,191					
MHR-155	\$ 22,442	\$ 2,712	\$ 19,730	2/28/2019	6/1/2019		5/1/2039	1.0%
MHR-158	\$ 44,800	\$ 347	\$ 44,453	5/15/2019	8/1/2019		6/1/2039	1.0%
MHR-160	\$ 36,736	\$ 36,736	\$ -	4/26/2019	6/1/2019	Paid Off	5/1/2039	1.0%
MHR-161	\$ 33,595	\$ 565	\$ 33,030	5/8/2019	6/30/2019		6/1/2039	1.0%
MHR-164	\$ 12,215	\$ -	\$ 12,215	2/13/2020	1/1/2039		1/1/2039	1.0%
MHR-165	\$ 9,194	\$ 431	\$ 8,763	8/1/2019	8/1/2019		7/1/2039	1.0%
Year 2020								
4 = Total # Loans/Grants								
4 = Total Outstanding	\$ 97,931	\$ 956	\$ 96,975					
MHR-163	\$ 23,791	\$ 956	\$ 22,835	3/12/2020	3/1/2040		3/1/2040	1.0%
MHR-168	\$ 30,500	\$ -	\$ 30,500	2/6/2020	2/1/2040		2/1/2040	0.0%
MHR-173	\$ 3,440	\$ -	\$ 3,440	5/26/2020	5/26/2040		5/26/2040	0.0%
MHR-177	\$ 40,200	\$ -	\$ 40,200	11/20/2020	11/1/2040		11/1/2040	1.0%
Year 2021								
6 = Total # Loans/Grants								
6 = Total Outstanding	\$ 133,336	\$ 318	\$ 133,018					
MHR-172	\$ 42,000	\$ -	\$ 42,000	3/8/2021	3/1/2041		3/1/2041	0.0%
MHR-175	\$ 12,336	\$ 318	\$ 12,018	1/14/2021	1/1/2041		1/1/2041	1.0%
MHR-178	\$ 9,000	\$ -	\$ 9,000	3/8/2021	3/1/2041		3/1/2041	0.0%
MHR-180	\$ 20,000	\$ -	\$ 20,000	3/8/2021	3/1/2041		3/1/2041	0.0%
MHR-183	\$ 25,000	\$ -	\$ 25,000	9/7/2021	9/1/2041		9/1/2041	0.0%
MHR-184	\$ 25,000	\$ -	\$ 25,000	9/3/2021	9/1/2041		9/1/2041	0.0%
Life-to-Date Total								
120 = Total # Loans/Grants								
56 = Total Outstanding	\$ 2,000,036	\$ 979,987	\$ 1,020,049					

Down Payment Assistance Loans & Grants Detail:

Down Payment Assistance - Loans & Grants									
As of September 30, 2021									
Loan ID #	Original Loan/Grant Amount	Principal Payments & Other	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate	
Year 2000									
1 = Total # Loans/Grants									
0 = Total Outstanding	\$ 5,000	\$ 5,000	\$ -						
DPA-001	\$ 5,000	\$ 5,000	\$ -	12/5/2001		Paid Off		0.0%	
Year 2001									
11 = Total # Loans/Grants									
1 = Total Outstanding	\$ 51,622	\$ 51,442	\$ 180						
DPA-002	\$ 5,000	\$ 5,000	\$ -	7/2/2001		Paid Off		0.0%	
DPA-004	\$ 3,366	\$ 3,366	\$ -	8/28/2001		Paid Off		0.0%	
DPA-005	\$ 5,000	\$ 5,000	\$ -	9/4/2001		Paid Off		0.0%	
DPA-006	\$ 5,000	\$ 5,000	\$ -	9/20/2001		Paid Off		0.0%	
DPA-007	\$ 5,000	\$ 5,000	\$ -	9/21/2001		Written Off		0.0%	
DPA-008	\$ 4,425	\$ 4,425	\$ -	10/18/2001		Paid Off		0.0%	
DPA-009	\$ 3,973	\$ 3,973	\$ -	12/5/2001	10/26/2021	Paid Off	10/26/2021	0.0%	
DPA-012	\$ 5,000	\$ 5,000	\$ -	1/25/2002		Paid Off		0.0%	
DPA-011	\$ 5,000	\$ 5,000	\$ -	1/31/2002		Paid Off		0.0%	
DPA-013	\$ 4,778	\$ 4,778	\$ -	2/28/2002		Paid Off		0.0%	
DPA-014	\$ 5,080	\$ 4,900	\$ 180	3/21/2002	9/1/2017		2/1/2022	0.0%	
Year 2003									
8 = Total # Loans/Grants									
0 = Total Outstanding	\$ 35,336	\$ 35,336	\$ -						
DPA-015	\$ 5,000	\$ 5,000	\$ -	8/1/2003		Paid Off		0.0%	
DPA-016	\$ 2,167	\$ 2,167	\$ -	8/20/2003		Paid Off		0.0%	
DPA-017 (Grant)	\$ 5,000	\$ 5,000	n/a	12/3/2003			n/a	n/a	
DPA-018 (Grant)	\$ 5,000	\$ 5,000	n/a	1/22/2004			n/a	n/a	
DPA-020 (Grant)	\$ 3,169	\$ 3,169	n/a	2/17/2004			n/a	n/a	
DPA-022 (Grant)	\$ 5,000	\$ 5,000	n/a	4/22/2004			n/a	n/a	
DPA-021 (Grant)	\$ 5,000	\$ 5,000	n/a	4/29/2004			n/a	n/a	
DPA-023 (Grant)	\$ 5,000	\$ 5,000	n/a	6/30/2004			n/a	n/a	
Year 2004									
3 = Total # Loans/Grants									
0 = Total Outstanding	\$ 14,901	\$ 14,901	\$ -						
DPA-024	\$ 5,000	\$ 5,000	\$ -	9/2/2004		Paid Off		0.0%	
DPA-025	\$ 4,901	\$ 4,901	\$ -	9/28/2004		Paid Off		0.0%	
DPA-026	\$ 5,000	\$ 5,000	\$ -	5/2/2005		Paid Off		0.0%	
Year 2006									
1 = Total # Loans/Grants									
1 = Total Outstanding	\$ 7,000	\$ 585	\$ 6,415						
DPA-027	\$ 7,000	\$ 585	\$ 6,415	7/26/2006	7/17/2026		7/17/2026	0.0%	
Year 2007									
2 = Total # Loans/Grants									
1 = Total Outstanding	\$ 8,700	\$ 3,500	\$ 5,200						
DPA-029	\$ 5,200	\$ -	\$ 5,200	2/28/2008	2/27/2028		2/27/2028	0.0%	
DPA-030	\$ 3,500	\$ 3,500	\$ -			Written Off		0.0%	
Year 2008									
4 = Total # Loans/Grants									
0 = Total Outstanding	\$ 19,379	\$ 19,379	\$ -						
DPA-032	\$ 6,959	\$ 6,959	\$ -	11/21/2008		Written Off		0.0%	
DPA-033	\$ 2,550	\$ 2,550	\$ -	12/22/2008	2/18/2028	Paid Off	12/18/2028	0.0%	
DPA-034	\$ 6,995	\$ 6,995	\$ -	Short Sale		Written Off		0.0%	
DPA-035	\$ 2,875	\$ 2,875	\$ -	5/11/2009	4/27/2029	Paid Off	4/27/2029	0.0%	

Down Payment Assistance - Loans & Grants (continued)

As of September 30, 2021

Loan ID #	Original Loan/Grant Amount	Principal Payments & Other	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate
Year 2009								
5 = Total # Loans/Grants								
1 = Total Outstanding	\$ 23,791	\$ 16,791	\$ 7,000					
DPA-041	\$ 7,000	\$ 7,000	\$ -	9/30/2009		Paid Off		0.0%
DPA-042	\$ 4,410	\$ 4,410	\$ -	10/9/2009	10/7/2029	Paid Off	10/7/2029	0.0%
DPA-044	\$ 2,091	\$ 2,091	\$ -	11/30/2009		Paid Off		0.0%
DPA-046	\$ 7,000	\$ -	\$ 7,000	5/12/2010	5/5/2030		5/5/2030	0.0%
DPA-055	\$ 3,290	\$ 3,290	\$ -	6/18/2010		Paid Off		0.0%
Year 2010								
1 = Total # Loans/Grants								
2 = Total Outstanding	\$ 8,619	\$ 7,000	\$ 1,619					
DPA-048	\$ 1,619	\$ -	\$ 1,619	11/18/2010	10/29/2030		10/29/2030	0.0%
DPA-049	\$ 7,000	\$ 7,000	\$ -	5/25/2011	5/16/2031	Paid Off	5/16/2031	0.0%
Year 2012								
1 = Total # Loans/Grants								
1 = Total Outstanding	\$ 2,250	\$ -	\$ 2,250					
DPA-050	\$ 2,250	\$ -	\$ 2,250	10/24/2012	10/16/2032		10/16/2032	0.0%
Year 2014								
1 = Total # Loans/Grants								
1 = Total Outstanding	\$ 3,364	\$ 3,364	\$ -					
DPA-051	\$ 3,364	\$ 3,364	\$ -	9/30/2014		Paid Off		0.0%
Life-to-Date Total								
39 = Total # Loans/Grant								
6 = Total Outstanding	\$ 179,962	\$ 157,298	\$ 22,664					

CDBG Loan Detail:

The City of Lakewood note receivable from Living Access Support Alliance (LASA) of \$250,000 is for partial funding of the Client Services Center project. This is a 20 year deferred loan at zero interest.

CDBG Entitlement Loan - Living Access Support Alliance Loan (LASA)

As of September 30, 2021

Loan ID #	Original Loan/Grant Amount	Total Principal Paid	Loans Receivable	Closing Date	First Payment Date	Maturity Date	Interest Rate
2013-01	\$ 250,000	\$ -	\$ 250,000	6/2/2014	7/23/2023	6/2/2034	0.0%
Life-to-Date Total							
1 = Total # Loans							
1 = Outstanding	\$ 250,000	\$ -	\$ 250,000				

HOME:

In accordance with HOME federal regulations, expenditures for the HOME program have primarily focused investment in the creation of, maintenance of, or acquisition of affordable housing for low and moderate income individuals. Programs funded include the Housing Rehabilitation Program (single-family homeowner rehabilitation), Down Payment Assistance, and the Affordable Housing Fund (investments primarily with Habitat for Humanity and various non-profit housing providers). The Housing Rehabilitation, Down Payment, and Affordable Housing Funds all have corresponding Revolving Loan Funds (RLF) established in accordance with HUD regulations, which allow for the recapture and reuse of loan funds for similar housing activities.

The HOME program is 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 Home Down Payment Loans, to the City of Lakewood. The notes on these loans are held and tracked by the Lakewood and Tacoma HOME Consortium in Tacoma, and are not accounted for in Fund 190 CDBG.

HOME Housing Rehabilitation Loans As of September 30, 2021		
Program Year	# of Projects	Original Amount
2021	-	\$ -
2020	-	\$ -
2019	-	\$ -
2018	1	\$ 82,718
2017	1	\$ 37,432
2016	1	\$ 74,611
2015	2	\$ 88,697
2014	-	\$ -
2013	1	\$ 36,258
2012	4	\$ 201,175
2011	2	\$ 131,300
2010	3	\$ 178,130
2009	6	\$ 412,750
2008	7	\$ 289,765
2007	3	\$ 179,546
2006	7	\$ 379,452
2005	7	\$ 286,313
2004	10	\$ 390,697
2003	11	\$ 363,099
2002	5	\$ 155,471
2001	3	\$ 126,899
2000	1	\$ 40,000
Total	75	\$ 3,454,313

HOME Housing Rehabilitation Loan Detail:

HOME Housing Rehabilitation Loans											
As of September 30, 2021											
Loan ID #	Original Loan Amount	Loan Reduction	Net Loan Amount	Principal Paid & Write Offs	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate	
Year 2000											
1 = Total # Loans	\$ 40,000	\$ -	\$ 40,000	\$ 40,000	\$ -						
LHR-001	\$ 40,000	\$ -	\$ 40,000	\$ 40,000	\$ -	9/23/2002		Paid Off		0.0%	
Year 2001											
3 = Total # Loans	\$ 126,899	\$ -	\$ 126,899	\$ 126,899	\$ -						
LHR-002	\$ 49,979	\$ -	\$ 49,979	\$ 49,979	\$ -	7/23/2003		Paid Off		0.0%	
LHR-004	\$ 40,000	\$ -	\$ 40,000	\$ 40,000	\$ -	9/8/2003		Paid Off		0.0%	
LHR-005	\$ 36,920	\$ -	\$ 36,920	\$ 36,920	\$ -	9/16/2003		Paid Off		0.0%	
Year 2002											
5 = Total # Loans	\$ 155,471	\$ 361	\$ 155,110	\$ 139,663	\$ 15,447						
LHR-003	\$ 39,028	\$ -	\$ 39,028	\$ 39,028	\$ -	9/15/2004		Paid Off		0.0%	
LHR-006	\$ 50,000	\$ -	\$ 50,000	\$ 50,000	\$ -	7/22/2002		Paid Off		0.0%	
LHR-007	\$ 30,735	\$ -	\$ 30,735	\$ 30,735	\$ -	9/23/2004		Paid Off		0.0%	
LHR-008	\$ 15,808	\$ 361	\$ 15,447	\$ -	\$ 15,447	2/28/2003	2/1/2023		2/28/2023	0.0%	
LHR-011	\$ 19,900	\$ -	\$ 19,900	\$ 19,900	\$ -	12/3/2004		Paid Off		0.0%	
Year 2003											
11 = Total # Loans	\$ 363,099	\$ 6,806	\$ 356,293	\$ 222,299	\$ 133,994						
LHR-009	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ 40,000	7/31/2003	4/1/2023		8/23/2025	0.0%	
LHR-013	\$ 35,328	\$ -	\$ 35,328	\$ 35,328	\$ -	9/1/2005		Paid Off		0.0%	
LHR-020	\$ 18,744	\$ -	\$ 18,744	\$ 15,608	\$ 3,136	11/13/2003	11/1/2023		11/13/2023	0.0%	
LHR-012	\$ 68,321	\$ -	\$ 68,321	\$ 68,321	\$ -	10/19/2005		Paid Off		0.0%	
LHR-019	\$ 23,344	\$ 2,100	\$ 21,244	\$ -	\$ 21,244	12/18/2003	12/18/2023		12/18/2023	0.0%	
LHR-016	\$ 42,304	\$ -	\$ 42,304	\$ 42,304	\$ -	4/11/2006		Paid Off		0.0%	
LHR-012B	\$ 23,145	\$ -	\$ 23,145	\$ 23,145	\$ -	5/14/2004		Paid Off		0.0%	
LHR-026	\$ 28,760	\$ 4,702	\$ 24,058	\$ -	\$ 24,058	5/4/2004	5/1/2024		5/4/2024	0.0%	
LHR-032	\$ 13,473	\$ -	\$ 13,473	\$ 13,473	\$ -	6/21/2004		Paid Off		0.0%	
LHR-014	\$ 45,560	\$ 4	\$ 45,556	\$ -	\$ 45,556	6/1/2024	6/1/2024			0.0%	
LHR-022	\$ 24,120	\$ -	\$ 24,120	\$ 24,120	\$ -	6/7/2006		Paid Off		0.0%	
Year 2004											
10 = Total # Loans	\$ 390,697	\$ 1,849	\$ 388,848	\$ 287,690	\$ 101,158						
LHR-021	\$ 34,100	\$ 111	\$ 33,989	\$ -	\$ 33,989	7/28/2004	7/1/2024		7/28/2024	0.0%	
LHR-018/099X	\$ 44,153	\$ -	\$ 44,153	\$ 44,153	\$ -	11/14/2006		Paid Off		0.0%	
LHR-031	\$ 13,072	\$ -	\$ 13,072	\$ 13,072	\$ -	12/20/2006		Paid Off		0.0%	
LHR-025R	\$ 54,015	\$ 918	\$ 53,097	\$ 53,097	\$ -	10/11/2004		Paid Off	10/11/2024	0.0%	
LHR-030	\$ 48,000	\$ -	\$ 48,000	\$ 48,000	\$ -	12/16/2004		Paid Off		0.0%	
LHR-039	\$ 38,704	\$ 489	\$ 38,215	\$ 38,215	\$ -	3/30/2005	3/30/2025	Paid Off	3/30/2025	0.0%	
LHR-027	\$ 47,838	\$ -	\$ 47,838	\$ 47,838	\$ -	4/2/2005		Paid Off		0.0%	
LHR-019B	\$ 19,500	\$ 214	\$ 19,286	\$ -	\$ 19,286	4/29/2005	4/29/2025		12/27/2026	0.0%	
LHR-041	\$ 43,315	\$ -	\$ 43,315	\$ 43,315	\$ -	5/22/2007		Paid Off		0.0%	
LHR-028	\$ 48,000	\$ 117	\$ 47,883	\$ -	\$ 47,883	6/6/2005	6/6/2025		6/6/2025	0.0%	
Year 2005											
7 = Total # Loans	\$ 286,313	\$ 248	\$ 286,065	\$ 166,194	\$ 119,871						
LHR-043	\$ 41,480	\$ -	\$ 41,480	\$ 41,480	\$ -	11/8/2007		Paid Off		0.0%	
LHR-033	\$ 33,752	\$ -	\$ 33,752	\$ 33,752	\$ -	8/29/2005		Paid Off		0.0%	
LHR-034	\$ 52,577	\$ 109	\$ 52,468	\$ 23,097	\$ 29,371	8/23/2005	8/23/2025		8/23/2025	0.0%	
LHR-038	\$ 26,504	\$ -	\$ 26,504	\$ 26,504	\$ -	2/14/2006		Paid Off		0.0%	
LHR-049	\$ 65,000	\$ -	\$ 65,000	\$ -	\$ 65,000	6/1/2006	6/1/2026		6/1/2026	0.0%	
LHR-047	\$ 25,500	\$ -	\$ 25,500	\$ -	\$ 25,500	6/8/2006	6/8/2026		6/8/2026	0.0%	
LHR-052	\$ 41,500	\$ 139	\$ 41,361	\$ 41,361	\$ -	6/23/2006	6/23/2026	Paid Off	6/23/2026	0.0%	
Year 2006											
7 = Total # Loans	\$ 379,452	\$ 256	\$ 379,196	\$ 245,302	\$ 133,894						
LHR-050	\$ 52,000	\$ -	\$ 52,000	\$ 52,000	\$ -	8/23/2006	1/1/2013	Paid Off	8/23/2026	0.0%	
LHR-040	\$ 42,420	\$ -	\$ 42,420	\$ 42,420	\$ -	10/4/2006		Paid Off		0.0%	
LHR-053	\$ 73,910	\$ -	\$ 73,910	\$ 73,910	\$ -	10/24/2006		Written Off		0.0%	
LHR-054	\$ 47,570	\$ -	\$ 47,570	\$ 47,570	\$ -	1/31/2007	8/1/2017	Paid Off	1/31/2027	0.0%	
LHR-055	\$ 69,150	\$ 17	\$ 69,133	\$ -	\$ 69,133	1/31/2007	1/31/2026		1/31/2027	0.0%	
LHR-057	\$ 65,000	\$ 239	\$ 64,761	\$ -	\$ 64,761	3/29/2007	3/29/2027		3/29/2027	0.0%	
LHR-060	\$ 29,402	\$ -	\$ 29,402	\$ 29,402	\$ -	2/12/2009		Written Off		0.0%	

HOME Housing Rehabilitation Loans

As of September 30, 2021

Loan ID #	Original Loan Amount	Loan Reduction	Net Loan Amount	Principal Paid & Write Offs	Loans Receivable	Closing Date	First Payment Date	Status	Maturity Date	Interest Rate
Year 2007										
3 = Total # Loans	\$ 179,546	\$ 176	\$ 179,370	\$ 57,060	\$ 122,310					
LHR-062	\$ 57,060	\$ -	\$ 57,060	\$ 57,060	\$ -	12/23/2009		Paid Off		0.0%
LHR-058/087	\$ 56,886	\$ 39	\$ 56,847	\$ -	\$ 56,847	8/17/2007	8/17/2018		8/17/2027	0.0%
LHR-063	\$ 65,600	\$ 137	\$ 65,463	\$ -	\$ 65,463	1/31/2008	2/1/2028		1/31/2028	0.0%
Year 2008										
7 = Total # Loans	\$ 289,765	\$ 1,409	\$ 288,356	\$ 151,073	\$ 137,284					
LHR-066	\$ 36,915	\$ -	\$ 36,915	\$ 36,915	\$ -	7/2/2010		Paid Off		0.0%
LHR-068	\$ 49,085	\$ 248	\$ 48,837	\$ -	\$ 48,838	10/10/2008	10/10/2028		10/10/2028	0.0%
LHR-071	\$ 62,845	\$ 668	\$ 62,177	\$ -	\$ 62,177	10/10/2008	10/10/2028		10/10/2028	0.0%
LHR-070	\$ 38,050	\$ -	\$ 38,050	\$ 38,050	\$ -	10/10/2008		Paid Off		0.0%
LHR-072	\$ 50,070	\$ -	\$ 50,070	\$ 50,070	\$ -	9/30/2010		Paid Off		0.0%
LHR-069	\$ 26,450	\$ 181	\$ 26,269	\$ -	\$ 26,269	2/24/2009	12/19/2028		2/24/2029	0.0%
LHR-073	\$ 26,350	\$ 312	\$ 26,038	\$ 26,038	\$ -	4/10/2009	4/10/2029	Paid Off	4/10/2029	0.0%
Year 2009										
6 = Total # Loans	\$ 412,750	\$ 6,127	\$ 406,623	\$ 225,857	\$ 180,766					
LHR-078	\$ 65,000	\$ 1,383	\$ 63,617	\$ 63,617	\$ -	9/15/2009	9/15/2029	Paid Off	9/15/2029	0.0%
LHR-074	\$ 59,525	\$ 3,243	\$ 56,282	\$ -	\$ 56,282	10/2/2009	10/2/2029		10/2/2029	0.0%
LHR-077	\$ 83,100	\$ -	\$ 83,100	\$ 83,100	\$ -	11/9/2011		Paid Off		0.0%
LHR-076	\$ 64,200	\$ 307	\$ 63,893	\$ -	\$ 63,893	11/6/2009	11/1/2029		11/6/2029	0.0%
LHR-080	\$ 61,685	\$ 1,094	\$ 60,591	\$ -	\$ 60,591	12/17/2009	12/31/2029		12/17/2029	0.0%
LHR-082	\$ 79,240	\$ 100	\$ 79,140	\$ 79,140	\$ -	2/16/2010	2/16/2030	Paid Off		0.0%
Year 2010										
3 = Total # Loans	\$ 178,130	\$ 4,873	\$ 173,257	\$ 60,019	\$ 113,238					
LHR-081	\$ 59,150	\$ 1,631	\$ 57,519	\$ 57,519	\$ -	1/31/2011	12/28/2030	Paid Off	1/31/2031	0.0%
LHR-085	\$ 52,200	\$ 3,242	\$ 48,958	\$ 2,500	\$ 46,458	2/2/2011	2/18/2031		2/2/2031	0.0%
LHR-086	\$ 66,780	\$ -	\$ 66,780	\$ -	\$ 66,780	5/5/2011	5/5/2031		5/5/2031	0.0%
Year 2011										
2 = Total # Loans	\$ 131,300	\$ 3,854	\$ 127,446	\$ 400	\$ 127,046					
LHR-090	\$ 47,500	\$ 3,617	\$ 43,883	\$ 400	\$ 43,483	4/5/2012	4/5/2032		4/5/2032	0.0%
LHR-091	\$ 83,800	\$ 237	\$ 83,563	\$ -	\$ 83,563	5/8/2012	5/8/2032		5/8/2032	0.0%
Year 2012										
4 = Total # Loans	\$ 201,175	\$ 3,693	\$ 197,484	\$ 72,542	\$ 124,939					
LHR-094	\$ 34,500	\$ 3,133	\$ 31,367	\$ 31,367	\$ -	9/28/2012	9/28/2032	Paid Off	9/28/2032	0.0%
LHR-096	\$ 50,000	\$ 560	\$ 49,442	\$ -	\$ 49,439	1/23/2013	1/29/2018		1/23/2033	0.0%
LHR-097	\$ 75,500	\$ -	\$ 75,500	\$ -	\$ 75,500	2/20/2013	2/20/2033		4/20/2033	0.0%
LHR-095	\$ 41,175	\$ -	\$ 41,175	\$ 41,175	\$ -	12/30/2014		Paid Off		0.0%
Year 2013										
1 = Total # Loans	\$ 36,258	\$ -	\$ 36,258	\$ 18,785	\$ 17,473					
LHR-066R	\$ 36,258	\$ -	\$ 36,258	\$ 18,785	\$ 17,473	8/27/2013	10/1/2013		8/27/2033	0.0%
Year 2015										
2 = Total # Loans	\$ 88,697	\$ -	\$ 88,697	\$ 37,897	\$ 50,800					
LHR-099X/018	\$ 15,947	\$ -	\$ 15,947	\$ 15,947	\$ -	12/29/2015	1/1/2016		12/29/2035	0.0%
LHR-100	\$ 72,750	\$ -	\$ 72,750	\$ 21,950	\$ 50,800	9/28/2015	11/1/2015		9/28/2035	0.0%
Year 2016										
1 = Total # Loans	\$ 74,611	\$ -	\$ 74,611	\$ 74,611	\$ -					
LHR-101	\$ 74,611	\$ -	\$ 74,611	\$ 74,611	\$ -	8/26/2016	8/26/2036	Paid Off	7/1/2036	0.0%
Year 2017										
1 = Total # Loans	\$ 37,432	\$ -	\$ 37,432	\$ 37,432	\$ -					
LHR-103	\$ 37,432	\$ -	\$ 37,432	\$ 37,432	\$ -	1/3/2018	3/1/2018		2/1/2038	0.0%
Year 2018										
1 = Total # Loans	\$ 82,718	\$ 7,718	\$ 75,000	\$ -	\$ 75,000					
LHR-104	\$ 82,718	\$ 7,718	\$ 75,000	\$ -	\$ 75,000	7/28/2018	8/1/2038		8/1/2038	0.0%
Year 2021										
0 = Total # Loans	\$ -	\$ -	\$ -	\$ -	\$ -					
Life-to-Date Total										
75 = Total # Loans	\$ 3,454,313	\$ 37,370	\$ 3,416,943	\$ 1,963,723	\$ 1,453,220					

Section 108:

The Section 108 program funds are used to fund large-scale, capital intensive economic development, housing, public facilities, and infrastructure and community development projects throughout Lakewood. This funding source most closely mirrors CDBG program regulations and requirements, in that, it must meet the national objective of serving low and moderate income individuals (primarily through the creation or retention of jobs for low and moderate income persons). Funding is to be awarded to qualifying projects as “gap funding” and is typically the final piece of the financing puzzle required to complete a project’s budget. Funds are to be provided as loans with terms up to 20 years and carry standard underwriting and collateralization requirements. Section 108 loans require borrower (jurisdiction) to pledge current and future CDBG allocations as principal security for the loan guarantee with additional collateral security being provided to the City by the final borrower (business or end use).

In 2012, the City of Lakewood was awarded \$2,888,000 from HUD for Section 108 Loan Guarantee funds. To be eligible for continuation of this loan program, the City must reapply every five years, which the City did not. If the City were to reapply, the City may be eligible for \$1.9M (as of end of March 2021). Changes in underwriting requirements and complexity, along with lower borrowing rates were some of the determining factors to not reapply and pursue this financing source only as last resort.

Section 108 Loans								
<i>As of September 30, 2021</i>								
Loan ID #	Original Loan/Grant Amount	Total Principal Paid	Total Interest Paid	Loan Balance	Closing Date	First Payment Date	Maturity Date	Interest Rate
Year 2014								
1 = Total # Loans								
1 = Total Outstanding	\$ 700,000	\$ 191,000	\$ 132,805	\$ 509,000				
Curbside Motors	\$ 700,000	\$ 191,000	\$ 132,805	\$ 509,000	12/5/2014	8/1/2015	8/1/2034	4.25%
Year 2015								
1 = Total # Loans								
1 = Total Outstanding	\$ 310,000	\$ 31,000	\$ 69,798	\$ 279,000				
Living Access Support Alliance (LASA)	\$ 310,000	\$ 31,000	\$ 69,798	\$ 279,000	8/1/2015	8/1/2020	8/1/2034	4.25%
Year 2017								
1 = Total # Loans								
0 = Total Outstanding	\$ 141,000	\$ 141,000	\$ 6,349	\$ -				
City of Lakewood 108th Street	\$ 141,000	\$ 141,000	\$ 6,349	\$ -	8/31/2017	8/1/2018	8/31/2020	1.5% variable
Life-to-Date Total								
3 = Total # Loans								
2 = Total Outstanding	\$ 1,151,000	\$ 363,000	\$ 208,952	\$ 788,000				

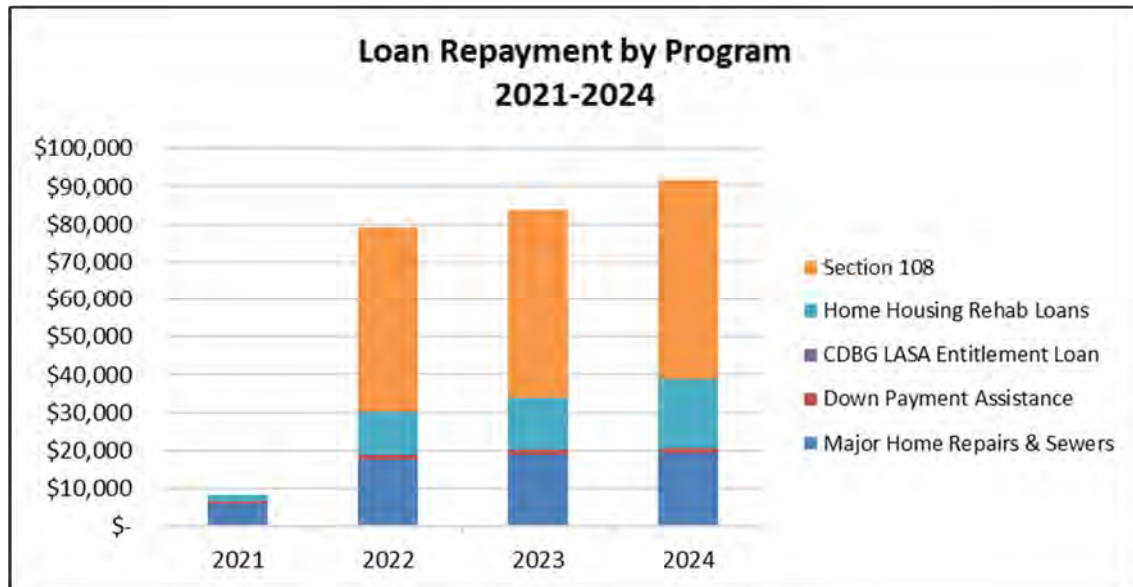
On August 31, 2017, the City entered into a Contract Loan Guarantee with Housing Urban Development for the overlay project 108th Street. The loan amount is \$141,000 to be paid with three years of CDBG entitlement funds. This was approved in the annual action plan and the note application. The security pledge is the City’s full faith and credit. The interest rate is variable and is set by LIBOR. As of 9/30/2020 the outstanding principal balance for this loan is zero.

A Section 108 Loan in the amount of \$700,000 was issued in 2014 for Curbside Motors Incorporated and another for \$310,000 in 2015 for Living Access Support Alliance by the United States Department of Housing and Urban Development (HUD) to the City. The outstanding combined principal balance as of September 30, 2021 of \$788,000 is being repaid by a third party and, therefore, is not recognizable as debt on the City’s long-term debt schedule or City’s financials.

Loan Repayment by Program

The following table provides a schedule of loan repayments by program.

Loan Repayment by Program	2021	2022	2023	2024	2025-2029	2030-2060
Major Home Repairs & Sewers	\$ 6,143	\$ 17,698	\$ 18,819	\$ 19,136	\$ 104,049	\$ 854,204
Down Payment Assistance	531	1,404	1,404	1,404	2,427	15,494
CDBG LASA Entitlement Loan	-	-	-	-	-	250,000
Home Housing Rehab Loans	1,816	10,964	13,725	18,428	181,793	1,226,494
Section 108	-	49,000	50,000	53,000	300,000	336,000
Total	\$ 8,490	\$ 79,066	\$ 83,948	\$ 91,968	\$ 588,269	\$ 2,682,192
Average Annual Years 2025-2029					\$ 98,045	
Average Annual Years 2030-2060						\$ 89,406



CDBG Fund Summary

The following tables provide the fund's financial information.

Fund 190 CDBG Balance Sheet As of September 30, 2021	
Assets:	
Cash	\$ 14,103
Due From Other Governments	65,138
Notes/Loan Receivable - CDBG Down Payment Assistance	22,664
Notes/Loan Receivable - CDBG Major Home & Sewer Repairs	1,020,047
Notes/Loan Receivable - CDBG LASA	250,000
Notes/Loan Receivable - Nisqually Tribe Contribution	1,222
Total Assets	\$ 1,373,174
Liabilities:	
Accounts Payable	\$ -
Retainage Payable	18,402
Payroll Payable	12,787
Interfund Loan Payable	33,777
HUD DPA Checking Interest	115
Total Liabilities	\$ 65,081
Fund Balance (Restricted)	\$ 1,308,093
Total Liabilities & Fund Balance	\$ 1,373,174

Fund 190 CDBG Summary	Year-to-date through September 30, 2021			
	Beginning Balance	Revenue	Expenditure	Fund Balance
CDBG	\$ 1,374,976	\$ 585,641	\$ 659,122	\$ 1,301,495
HOME	-	112,684	112,684	-
Nisqually Tribal	6,747	6	157	6,596
Total	\$ 1,381,723	\$ 698,331	\$ 771,963	\$ 1,308,091
CDBG	\$ 1,374,976	\$ 585,641	\$ 659,122	\$ 1,301,495
Administration	-	101,908	146,960	(45,052)
Administration - FFY 2021	-	47,646	47,646	-
Administration - Revolving Program Income	-	-	45,052	(45,052)
Administration - CARES CVD 1 & CVD 3	-	54,262	54,262	-
Physical Improvements	-	5,040	-	5,040
Low Income Street Lighting ⁽¹⁾	-	5,040	-	5,040
Housing Programs	1,124,976	90,848	124,317	1,091,507
Major Home Repair/Sewer	1,124,976	58,496	76,898	1,106,574
Emergency Assistance Displaced Resident	-	2,236	2,236	-
Admin of HOME Programs	-	23,938	23,938	-
Major/DPA Revolving Loans, Interest, Fees	-	6,178	21,245	(15,067)
Affordable Housing	250,000	-	-	250,000
CDBG Loan	250,000	-	-	250,000
CARES - CVD 1 & CVD 3 Programs	-	387,845	387,845	-
Program - Economic Development	-	32,500	32,500	-
Program - Mortgage Assistance	-	355,345	355,345	-
HOME	\$ -	\$ 112,684	\$ 112,684	\$ -
Housing Rehabilitation	-	111	111	-
Affordable Housing - TBRA & Other	-	112,573	112,573	-
NISQUALLY & OTHER	\$ 6,747	\$ 6	\$ 157	\$ 6,596
Emergency Assist Displaced Residents	441	-	-	441
Emergency Assist Displaced Residents	441	-	-	441
Minor Home Repairs	6,306	6	157	6,155
Minor Home Repairs	6,306	6	157	6,155
Total	\$ 1,381,723	\$ 698,331	\$ 771,963	\$ 1,308,091

(1) Low Income Street Lighting Canceled - to be returned to HUD Q4 2021.

Fund 191 Neighborhood Stabilization Program

The purpose of this fund is to account for the revenues and expenditures associated with the Federal Neighborhood Stabilization Program. The NSP was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. The NSP1 program provides funds to purchase and redevelop foreclosed and abandoned homes and residential properties. The NSP3 program provides a third round of neighborhood stabilization grants to all states and select governments on a formula basis. NSP 3 program funds have been spent. The following table provides a financial summary of the NSP program.

Neighborhood Stabilization Program	<i>Year-to-date through September 30, 2021</i>			
	Beginning Balance	Revenue	Expenditure	Ending Balance
Neighborhood Stabilization Program 1	\$ 197,609	\$ 52,182	\$ 7,117	\$ 242,675
Neighborhood Stabilization Program 3	57,505	-	43,357	14,148
Total	\$ 255,114	\$ 52,182	\$ 50,474	\$ 256,822

Fund 192 South Sound Military Communities Partnership

The purpose of this fund is to account for the revenues and expenditures associated with the Federal Office of Economic Adjustment Grant Program, which provides grants to assist communities with the alleviation of socioeconomic effects that may result from military base closures and realignments. This fund also accounts for all activity associated with the South Sound Military Communities Partnership (SSMCP). The following table provides a financial summary of the SSMCP and associated programs (OLDCC Office of Local Defense Community Cooperation, formerly Office of Economic Adjustment).

South Sound Military Communities Partnership	<i>Year-to-date through September 30, 2021</i>			
	Beg Bal	Revenue	Expenditure	Ending
SSMCP	\$ 18,018	\$ 239,800	\$ 164,898	\$ 92,919
Dept. of Defense /OLDCC - Growth Management	-	317,030	317,030	-
Dept. of Defense /Tactical Tailor	-	22,908	22,908	-
Total	\$ 18,018	\$ 579,737	\$ 504,836	\$ 92,919

Fund 196 American Rescue Plan Act (ARPA)

On March 12, 2021, President Biden signed the American Rescue Plan Act of 2021 (ARPA). Per Title IX Part 8 Subtitle M of the act, ARPA allocates funds to states, counties and cities for their use to mitigate the effects of COVID-19 has had on their government's revenue and operations as well as their citizens

ARPA funds total \$1.9 trillion, of which \$350 billion is allocate to states and local governments. The State portion of the funding is \$195 billion of which \$1.25 billion minimum is distributed equally among the 50 states and the District of Columbia. The remaining state portion is distributed according to a formula that takes into account each state's share of unemployed individuals.

The local portion of the funding totals \$130 billion, which is equally divided between cities and counties. For cities, \$45.5 billion of the \$65 billion will be allocated to metropolitan cities (population over 50,000) utilizing a modified formula and the remaining amounts for smaller jurisdictions (population under 50,000) will be allocated according to population share but will not exceed 75% of their most recent budget. For counties, the \$65 billion is allocated based on the county share of population. Counties that are CDBG recipients will receive the larger share between the population based on CDBG formula.

As a metropolitan city, Lakewood was allocated \$13.77 million in ARPA funds. Funds will be disbursed in two tranches, each 50% (\$6.88M). The City received the first disbursement in August 2021 and the second disbursement is expected to occur no earlier than 12 months after (August 2022).

Eligible uses include:

- (A) to respond to the public health emergency with respect to the Coronavirus Disease 2019 (COVID-19) or its negative impacts, including assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;
- (B) to responds to workers performing essential work during the COVID-19 public health emergency by providing premium pay to eligible workers of the State, territory, or Tribal / local government that are performing such essential work, or by providing grants to eligible employers that have eligible workers who perform essential work;
- (C) for the provision of government services to the extent of the reduction in revenues of such State, territory, or Tribal/local government due to the COVID-19 public health emergency relative to revenues collected in the most recent full year of the State, territory, or Tribal / local government prior to the emergency; or
- (D) to make necessary investments in water, sewer, or broadband infrastructure.

ARPA funds are one-time monies, and commensurate with City financial policies, should only be used for one-time purposes versus ongoing operations. The additional administrative support needed to administer ARPA funds will depend on the scope and number of grants or programs the City Council directs to be established.

The total program budget as approved by the City Council via Ordinance 759 totals \$4,192,719. The balance available for future allocation is \$9,573,517. The City Council is scheduled to consider approval of additional programs in December 2021.

Life-to-date September 2021 ARPA activity and budgeted program details are provided in the sections that follow.

Program	Budget			LTD Actual thru Sep 2021		
	Program Cost	5% Direct Admin	Total	Program Cost	5% Direct Admin	Total
Total - Category 2 Negative Economic Impacts:	\$ 1,000,000	\$ 50,000	\$ 1,050,000	\$ -	\$ -	\$ -
Comfort Inn	1,000,000	50,000	1,050,000	-	-	-
Total - Category 3 Services to Disproportionately Impacted Communities:	1,273,112	63,656	1,336,768	-	-	-
Pierce County BIPOC Business Accelerator Contribution	500,000	25,000	525,000	-	-	-
Lakewood Community Services Advisory Board (CSAB) 1% Funds	137,662	6,883	144,545	-	-	-
Warriors of Change	68,450	3,423	71,873	-	-	-
Habitat for Humanity Boat Street Project	242,000	12,100	254,100	-	-	-
Rebuilding Together South Sound	325,000	16,250	341,250	-	-	-
Total - Category 6 Revenue Replacement:	1,064,420	53,219	1,117,639	-	-	-
LPD Body Cameras Purchase of Cameras & Video Storage	98,044	4,900	102,944	-	-	-
LPD Body Cameras Operation	284,045	14,202	298,247	-	-	-
Emergency Services Alert & Warning System	13,331	667	13,998	-	-	-
West Pierce Fire & Rescue	230,000	11,500	241,500	-	-	-
City Website and Multilingual Services	35,000	1,750	36,750	-	-	-
Youth Employment Program	84,000	4,200	88,200	-	-	-
City Reader Boards	320,000	16,000	336,000	-	-	-
Total - Category 7 Indirect Administration Cost:	688,312	-	688,312	25,145	-	25,145
Indirect Administrative Cost	688,312	-	688,312	25,145	-	25,145
Grand Total	\$ 4,025,844	\$ 166,875	\$ 4,192,719	\$ 25,145	\$ -	\$ 25,145

Note:

- The entire program funds are budgeted in the year the City Council approved the program even through the program may span over multiple years. The rationale for this is to account for the programs on a project length basis. Unspent funds will be carried over to the following year (2022) and unspent funds after that will roll over into the next year through 2026, which is the year in which all ARPA funds must be spent or returned to Treasury.
- Per Treasury, the funds may accumulate interest, which the City may keep and use at its discretion. The plan is to bring forward the accumulated interest earned for City Council consideration (for example, to use on other ARPA related programs or transfer to General Fund) at a later date. Life-to-date interest earnings as of September 30, 2021 totals \$511.

Program Details

Category 2 – Negative Economic Impacts

Comfort Inn – Total \$1,050,000

(Program Cost \$1,000,000 + 5% Direct Admin Cost \$50,000)

This provides for the City's conditional funding of \$1 million in capital needs, to be used in combination with funds from the City of Tacoma and Pierce County, by Low Income housing Institute (LIHI) to purchase the building and pay associated costs of closing. \$700,000 will be conditionally committed as an acquisition bridge loan, and \$300,000 will be committed as a deferred loan as permanent financing. The City understands that LIHI is seeking to leverage State Department of Commerce Funding through their Rapid Capital Housing Acquisition program in the amount of \$7,000,000. A portion of these funds will be used to repay the City's bridge loan. The City's funding amount is subject to changed based on final project capital and operating costs. If there are decreases in development costs or increases in other projected capital revenue sources, the City and other public funders explicitly reserve the right to decrease the final subsidy award to the minimum level needed. The conditional funding is subject to: the reservation of 12 emergency shelter beds for Lakewood individuals; approval of the final project development and operations budget; consistency with the City of Lakewood 5-Year 2020-2024 Consolidated Plan and FY2021 Consolidated Annual Action Plan (approved); Income and Affordability levels of the Multi-Family Lending term sheet; and additional City of Lakewood requirements will be identified as further details become available regarding the project's construction costs, operational costs, and timelines for conversion from an enhanced shelter to permanent supportive housing. The conditional commitment does not cover all federal, state, and local requirements, nor all the terms that will be included in loan documents including legal rights and obligations.

Category 3 – Services to Disproportionately Impacted Communities

Pierce County BIPOC Business Accelerator Contribution – Total \$525,000

(Program Cost \$500,000 + 5% Direct Admin Cost \$25,000)

Partnership opportunity -- Entrepreneurial & Technical Assistance with focus Opportunities. The County Council has set aside \$5M of their ARPA funds toward this initiative with the caveat that they receive matching funds from cities, non-profits and the business community. During the CARES process the County with thousands of businesses and saw some gaps and opportunities to grow entrepreneurship and help Black, Indigenous and People of color (BIPOC) communities and small and micro businesses grow their companies. Programs will have a county-wide focus to include: growing entrepreneurship; BIPOC; structured cohort opportunities; and tailored individual opportunities. Resources will go to training, technical resources needed by businesses, innovation grants to help with seed money funding, financial reporting programs and mentors/navigators to help the businesses learn to use the tools. Success measures include the number of businesses launched and growing wealth in our communities.

Lakewood Community Services Advisory Board (CSAB) 1% Funds – Total \$144,545

(Program Cost \$137,662 + 5% Direct Admin Fee \$6,883)

Allocate 1% per year in 2022 and 2023 to support human service needs. CASB members concur with the Lakewood's Promise Advisory Board that the two human services strategic initiatives (workforce development and youth mental health) are critical investments to address changes that have been exacerbated by COVID-19 pandemic. CASB recommends allocating half of the 1% allocation to the Lakewood Thrives workforce development initiative that is now being managed by Career TEAM, and half towards youth mental health. The CSAB board will need additional time working with partners to form a recommendation for a youth mental health investment. The City will work with the Clover Park School District, Communities in Schools, Lakewood's Promise, and the Lakewood Youth Council. The youth mental health recommendation is scheduled to be reviewed at the CSAB joint study session with the City Council on November 8, 2021.

Warriors of Change – Total \$71,873

(Program Cost \$68,450 + 5% Direct Admin Cost \$3,423)

The Clover Park School District (CPSD) is providing funding for school – staff and teachers, facilitator costs, and the contract with Quantum Learning. CPSD requesting funding from the City of Lakewood for Communities in Schools of Lakewood portion of the Warriors Change Program and cash incentives for student participants.

ARPA program funds total \$68,450 and will provide:

\$40,000 Student end-of-program incentives (80 students @ \$500/each)

\$8,000 Cohort-Mentor stipends (8 college age students @ \$1,000/each)

\$4,800 Administration costs for managing students and mentors (10%)

\$9,150 summer Program Coordinator costs (2 months -> 2 weeks planning + 6 week program)

\$6,500 Summer Site Coordinator costs (2 months)

\$68,450 Total Program Costs

Note: The Warriors of Change 2021 is the pilot program of a 6-week leadership development project-based learning experience for Clover Park High School rising seniors, with the hope that the program can grow to expand and serve more students for futures year.

Habitat for Humanity Boat Street Project – Total \$254,100

(Program Cost \$242,000 + 5% Direct Admin Cost \$12,100)

Provide for off-site construction costs including sanitary sewer extension, water main extension and hydrants, storm drainage, joint utility trench, and public street work (paving sidewalk, traffic control, etc.)

Rebuilding Together South Sound - Total \$341,250

(Program Cost \$325,000 + 5% Direct Admin Cost \$16,250)

Provide funds to operate a Rebuilding a Healthy Neighborhood (RaHN) Program for 1 to 2 years in each of the 4 neighborhoods that the City of Lakewood has identified as specific neighborhoods in need of attention with regards to safe and healthy housing (Tillicum/Woodbrook, Springbrook, Lakeview, and Monte Vista areas). Some Rebuilding Together Affiliates have had a much better success rate when they focus on one neighborhood for two consecutive years. Other affiliates have had good results with a single year focus in neighborhoods. The cost per neighborhood is \$65,000. The \$325,000 would provide for \$65,000/year for 5 years. A 5-year span would allow for a RaHN event in either each of the 4 neighborhoods plus an additional neighborhood or select 2 neighborhoods for 2-year programs and 1 neighborhood for a single year program.

Category 6 – Revenue Replacement

LPD Body Cameras Purchase of Cameras & Video Storage – Total \$102,944

(Program Cost \$98,044 + 5% Direct Admin Cost \$4,900)

Purchase of 80 body cameras (includes cameras, docking stations, software with training and 5-year service plan). Total estimated 1-time cost for cameras and video storage of \$336,304 is funded in part with State police reform funding of \$238,260.

LPD Body Cameras Operations – \$298,247

(Program Cost \$284,045+ 5% Direct Admin Cost \$14,202)

Funds to support Year 2021 and 2022 operations. Includes Records Specialist 1.0 FTE beginning August 2021 and Associate Attorney 1.0 FTE beginning in January 2022.

Emergency Services Alert & Warning System - Total \$13,998

(Program Cost \$13,331 + 5% Direct Admin Cost \$667)

Funds for annual subscription. Lakewood is a part of a coalition that provides emergency management services to Lakewood, University place, West Pierce Fire and Rescue and Steilacoom (joining coalition in January 2022). The coalition is evaluating its own alert and warning system. The system would allow the coalition to send emergency messages via reverse 911 to landlines and/or to any cell phone within the alert boundary. It would also allow for residents to subscribe for routine messages from the City.

West Pierce Fire & Rescue - Total \$241,500

(Program Cost \$230,000 + 5% Direct Admin Cost \$11,500)

Funds to improve 2 items of the emergency management program. They are: 1) update WPFR's Department Operations Center (DOC) and backup DOCS to better communicate with the City and stakeholders during times of emergency or disaster, including technology to hold virtual meetings. Cost of technology upgrades at 4 fire stations total \$200,000. Also, \$10,000 for HAM radios for similar level of capabilities as the City to be able to communicate seamlessly if phone and internet fail during an emergency; and 2) Translation of basic emergency messages into additional languages to better serve the community. WPFR would serve as lead on this project for the Emergency Management Coalition. Cost to translate emergency messages into the top 4 languages utilized in the fire district is approximately \$20,000.

City Website and Multilingual Services – Total \$36,750

(Program Cost \$35,000 + 5% Direct Admin Cost \$1,750)

Implementation of transition software and comprehensive overhaul of the City's website for usability improvements.

Youth Employment Program – Total \$88,200

(Program Cost \$84,000 + 5% Direct Admin Cost \$4,200)

To provide a more traditional Youth Corp work crew program for the 2022 summer season. The 12-week program would include hands on work throughout the City as well as leadership and employment readiness training. The program including estimated costs involves: 2 recreation leaders \$25,000; 8 youth workers \$57,000; and fuel and program supplies \$1,000.

196.6007 City Reader Boards - Total \$336,000

(Program Cost \$320,000 + 5% Direct Admin Cost \$16,000)

Funds to purchase 2 reader boards at \$160,000 each. Considerations for locations of the reader boards include: average daily traffic count; whether location is at a stop light; competition for attention (are there too many other signs in the area?); access to right-of-way for installation; and zoning.

Category 7 – Administrative

ARPA Administration –Finance 1.0 FTE and ARPA Coordinator 1.0 FTE – Total \$688,312

(Program Cost \$688,312 + 5% Direct Admin Cost \$0)

Limited Term Positions ending 12/31/2026 or sooner – TBD

Positions in support of ARPA Program. Add grant accountant position to ensure compliance with financial accounting, auditing and interim/annual reporting. Grant requirements, including accounting and reporting, have become increasingly complex, as well as accessing/utilizing the various specific granting agency systems and portals. Add ARPA coordinator position to assist ARPA Program Manager in various ARPA program requirements, serve as Lakewood ARPA Resident Navigator and point of contact for Lakewood businesses seeking ARPA assistance available from County, State and Federal levels. The City's Resident Navigator program referral assistance to city residents seeking ARPA rent/mortgage and utility funds, child care services, workforce training, medical and behavioral health services, and/or emergency shelter.

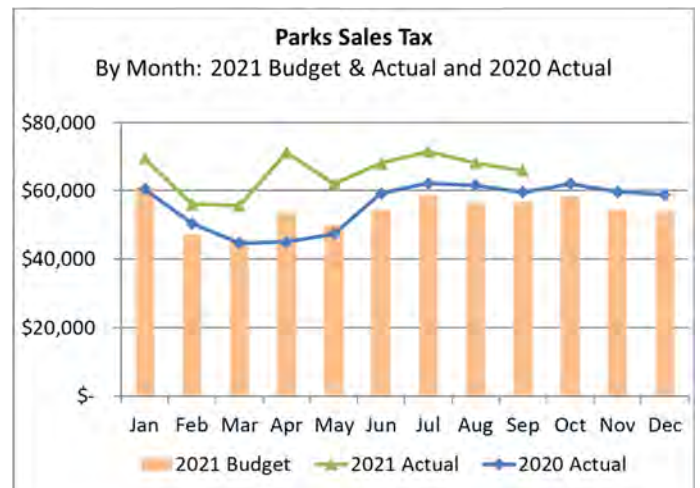
PARKS, RECREATION & COMMUNITY SERVICES

Parks Sales Tax

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 shared 50-50 between the Parks District and the cities not contained in the District and the county.

Parks Sales Tax								
Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 62,678	\$ 60,456	\$ 61,103	\$ 69,579	\$ 9,123	15.1%	\$ 8,476	13.9%
Feb	48,314	50,467	47,250	56,065	5,598	11.1%	8,815	18.7%
Mar	45,140	44,623	45,532	55,579	10,956	24.6%	10,047	22.1%
Apr	58,086	45,035	53,443	71,262	26,227	58.2%	17,819	33.3%
May	52,692	47,381	49,923	61,925	14,544	30.7%	12,002	24.0%
Jun	55,907	59,234	54,352	68,116	8,882	15.0%	13,764	25.3%
Jul	59,742	62,205	58,768	71,499	9,294	14.9%	12,731	21.7%
Aug	57,222	61,563	56,566	68,146	6,583	10.7%	11,580	20.5%
Sep	57,409	59,547	56,597	65,867	6,320	10.6%	9,270	16.4%
Oct	58,156	62,021	58,271	-	-	-	-	-
Nov	54,478	59,711	54,344	-	-	-	-	-
Dec	53,831	58,837	53,850	-	-	-	-	-
Total YTD	\$ 497,190	\$ 490,511	\$ 483,534	\$ 588,038	\$ 97,527	19.9%	\$ 104,504	21.6%
Total Annual	\$ 663,655	\$ 671,080	\$ 650,000	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		4.6%						



Cost Recovery – Parks, Recreation & Community Services

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

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

Included in the revenues is the parks sales tax, which is allocated to the various parks programs/functions based on prorated share of expenditures. The growth in parks sales tax has helped reduce the general fund subsidy amount.

The table below provides historical annual and current budgeted annual and actual subsidy and recovery ratio by program.

Parks, Recreation & Community Services Year-to-Date through September							
Program	2016 Annual Actual	2017 Annual Actual	2018 Annual Actual	2019 Annual Actual	2020 Annual Actual	2021	
						Annual Budget	YTD Actual
Recreation:							
Revenues	\$ 216,547	\$ 261,919	\$ 259,786	\$ 273,458	\$ 152,314	\$ 322,742	\$ 176,089
Expenditures	\$ 416,464	\$ 465,267	\$ 405,448	\$ 467,173	\$ 297,314	\$ 479,387	\$ 259,859
General Fund Subsidy	\$ 199,917	\$ 203,347	\$ 145,662	\$ 193,715	\$ 145,000	\$ 156,645	\$ 83,770
Recovery Ratio	52%	56%	64%	59%	51%	67%	68%
Senior Services:							
Revenues	\$ 128,002	\$ 146,667	\$ 135,302	\$ 164,863	\$ 120,842	\$ 105,285	\$ 64,750
Expenditures	\$ 221,579	\$ 222,371	\$ 236,627	\$ 246,535	\$ 180,325	\$ 243,300	\$ 113,929
General Fund Subsidy	\$ 93,576	\$ 75,703	\$ 101,325	\$ 81,672	\$ 59,483	\$ 138,015	\$ 49,179
Recovery Ratio	58%	66%	57%	67%	67%	43%	57%
Parks Facilities:							
Revenues	\$ 189,650	\$ 196,875	\$ 207,559	\$ 216,183	\$ 211,344	\$ 184,188	\$ 203,611
Expenditures	\$ 475,050	\$ 465,075	\$ 500,484	\$ 544,466	\$ 424,886	\$ 479,560	\$ 370,095
General Fund Subsidy	\$ 285,400	\$ 268,200	\$ 292,925	\$ 328,283	\$ 213,542	\$ 295,372	\$ 166,484
Recovery Ratio	40%	42%	41%	40%	50%	38%	55%
Fort Steilacoom Park:							
Revenues	\$ 222,616	\$ 229,551	\$ 282,142	\$ 298,997	\$ 245,841	\$ 272,618	\$ 254,031
Expenditures	\$ 604,482	\$ 588,850	\$ 672,444	\$ 733,560	\$ 619,238	\$ 840,313	\$ 529,747
General Fund Subsidy	\$ 381,866	\$ 359,299	\$ 390,302	\$ 434,563	\$ 373,397	\$ 567,695	\$ 275,716
Recovery Ratio	37%	39%	42%	41%	40%	32%	48%
Subtotal Direct Cost:							
Revenues	\$ 756,815	\$ 835,013	\$ 884,789	\$ 953,501	\$ 730,341	\$ 884,833	\$ 698,482
Expenditures	\$ 1,717,575	\$ 1,741,562	\$ 1,815,003	\$ 1,991,734	\$ 1,521,763	\$ 2,042,560	\$ 1,273,630
General Fund Subsidy	\$ 960,760	\$ 906,549	\$ 930,214	\$ 1,038,233	\$ 791,422	\$ 1,157,727	\$ 575,148
Recovery Ratio	44%	48%	49%	48%	48%	43%	55%
Administration (Indirect Cost):							
Revenues	\$ 79,621	\$ 87,032	\$ 89,860	\$ 94,133	\$ 122,958	\$ 104,017	\$ 103,682
Expenditures	\$ 293,036	\$ 304,327	\$ 301,174	\$ 329,201	\$ 341,371	\$ 389,134	\$ 272,636
General Fund Subsidy	\$ 213,415	\$ 217,295	\$ 211,314	\$ 235,068	\$ 218,413	\$ 285,117	\$ 168,954
Recovery Ratio	27%	29%	30%	29%	36%	27%	38%
Total Direct & Indirect Cost:							
Revenues	\$ 836,436	\$ 922,045	\$ 974,649	\$ 1,047,634	\$ 853,299	\$ 988,850	\$ 802,164
Expenditures	\$ 2,010,611	\$ 2,045,889	\$ 2,116,177	\$ 2,320,935	\$ 1,863,134	\$ 2,431,694	\$ 1,546,266
General Fund Subsidy	\$ 1,174,175	\$ 1,123,844	\$ 1,141,528	\$ 1,273,301	\$ 1,009,835	\$ 1,442,844	\$ 744,102
Recovery Ratio	42%	45%	46%	45%	46%	41%	52%
5-Year Average General Fund Subsidy (2016 - 2020)							\$ 1,144,537
5-Year Average Recovery Ratio (2016 - 2020)							45%

COVID-19 caused closure/event cancellation and participant capacity limitations in 2020 and 2021.

Farmers Market

In 2020, State pandemic restrictions forced the City to move its traditional "Night Market" to Fort Steilacoom Park, which is more wide-open and suitable to social distancing guidelines. With this move, the event experienced increased vendor sales as local demand for fresh produce in a safe environment was stimulated during the lockdown. The market is open on Fridays, May 21 through September 24, from 2:00pm -6:30pm. Future plans are to add more days to the schedule to accommodate the public interest. The market features food trucks and local wine and beer in addition to local produce and handcraft.

The following tables provide farmers market financial information.

Farmers Market Activity Year-to-date through September			
Financial Information	2020	2021	
	Annual Actual	Revised Budget	YTD Actual
Sources:			
Vendor Fees	\$ 15,896	\$ 15,000	\$ 23,176
Grants	-	57,350	20,000
Sponsorships & Donations	9,025	11,000	11,000
Lodging Tax	2,958	35,000	3,477
Total Sources	27,879	118,350	57,653
Uses:			
Temporary Personnel	2,598	19,580	-
Office & Operating Supplies	-	14,100	7,814
Professional Services	-	33,000	6,073
Advertising	2,863	15,400	8,117
Printing & Binding	-	-	118
Memberships & Dues	450	350	-
Tourism & Promotion	2,958	35,000	3,477
Total Uses *	8,869	117,430	25,599
Sources Over/(Under) Uses	\$ 19,010	\$ 920	\$ 32,054

* Uses does not include regular employees personnel costs.



Note: No market during week 11. Estimated attendance assumes average sales of \$35 per person and each person is accompanied by two other people, for a family or group of three.

Market Sales and Attendance							
Week/Month	Market Sales		2021 vs 2020 Over/(Under)		Estimated Attendance**		
	2020	2021	\$	%	2021	2021	
1 May	\$ 23,197	\$ 48,184	\$ 24,987	107.7%	1,988	4,130	
2 May	26,116	50,352	24,236	92.8%	2,239	4,316	
3 Jun	29,549	46,726	17,177	58.1%	2,533	4,005	
4 Jun	32,649	23,439	(9,210)	-28.2%	2,798	2,009	
5 Jun	33,475	47,606	14,131	42.2%	2,869	4,081	
6 Jun	31,958	28,545	(3,413)	-10.7%	2,739	2,447	
7 Jul	31,751	37,982	6,232	19.6%	2,721	3,256	
8 Jul	26,400	35,570	9,171	34.7%	2,263	3,049	
9 Jul	19,983	39,248	19,265	96.4%	1,713	3,364	
10 Jul	30,577	37,170	6,593	21.6%	2,621	3,186	
11 Jul	-	-	-	-	-	-	
12 Aug	31,750	25,977	(5,773)	-18.2%	2,721	2,227	
13 Aug	26,399	30,983	4,584	17.4%	2,263	2,656	
14 Aug	19,983	27,000	7,017	35.1%	1,713	2,314	
15 Aug	30,577	25,000	(5,577)	-18.2%	2,621	2,143	
16 Sep	31,667	33,432	1,765	5.6%	2,714	2,866	
17 Sep	30,444	34,275	3,831	12.6%	2,609	2,938	
18 Sep	29,740	35,653	5,913	19.9%	2,549	3,056	
19 Sep	29,150	38,721	9,571	32.8%	2,499	3,319	
Total - YTD Sep	\$ 515,364	\$ 645,864	\$ 130,500	25.3%	44,174	55,360	

Human Services Program

Since incorporation, the City has dedicated 1% of General Fund in for human services programs that support our most vulnerable populations and create conditions that enable people in need to access resources and support services which foster healthy and functional individuals and families where children thrive and achieve their full potential.

Agency	Program	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Allocation	Total 2017-2020
	Total	\$ 337,441	\$ 344,707	\$ 353,356	\$ 329,605	\$ 380,000	\$ 1,365,109
Access to Health & Behavior Health		\$ 59,000	\$ 42,500	\$ 59,000	\$ 54,005	\$ 41,500	\$ 214,505
Communities In Schools	Lakewood School-Wide Support	22,500	-	-	-	-	22,500
Community Healthcare	Primary Medical Care	-	-	20,000	15,000	14,000	35,000
Community Healthcare	Uncompensated Medical Care for ESL	5,000	-	-	-	-	5,000
Franciscan Health System	Children's Immunization	-	-	-	-	-	-
Lindquist Dental Clinic for Children	Dental Care for Children	12,000	17,000	14,000	14,005	15,000	57,005
Pierce County Aids Foundation	Case Management	7,500	8,500	12,500	12,500	-	41,000
Pierce County Project Access	Donated Care Program	12,000	17,000	12,500	12,500	12,500	54,000
Emotional Supports and Youth Programming		\$ 59,016	\$ 88,923	\$ 86,903	\$ 85,973	\$ 125,000	\$ 320,815
Asian Pacific Cultural Center	Promised Leaders of Tomorrow	-	-	-	-	20,000	-
Centerforce	Inclusion for Adult with Disabilities	-	-	10,000	10,000	-	20,000
Communities In Schools	After School Program	-	24,000	17,500	17,500	25,000	59,000
Lakewood Boys & Girls Club	After School Program	12,500	12,500	20,000	20,000	20,000	65,000
Pierce College	Computer Clubhouse	11,626	14,000	-	-	-	25,626
Pierce College / City of Lakewood (*)	Lakewood's Promise	17,390	19,923	21,403	25,664	25,000	84,380
Pierce County Aids Foundation	Oasis Youth Center	7,500	8,500	10,000	10,000	15,000	36,000
YMCA of Pierce & Kitsap Counties	Late Night Youth Programs	10,000	10,000	8,000	2,809	20,000	30,809
Housing Assistance and Homelessness Prevention		\$ 40,988	\$ 41,000	\$ 25,953	\$ 29,000	\$ 40,000	\$ 136,941
Catholic Community Services	Family Housing Network	15,988	16,000	11,953	15,000	14,000	58,941
Rebuilding Together South	Rebuilding Day & Year-Round Services	10,000	10,000	14,000	14,000	14,000	48,000
Tacoma Rescue Mission	Adams Street Family Shelter	15,000	15,000	-	-	12,000	30,000
Crisis Stabilization and Advocacy		\$ 113,837	\$ 107,284	\$ 106,500	\$ 85,627	\$ 68,000	\$ 413,248
Caring for Kids	Ready to Learn Fair & School Supplies	5,000	4,997	-	-	-	9,997
Greater Lakes Mental Health	Emergency Assistance	25,000	25,000	25,000	25,000	25,000	100,000
Lakewood Area Shelter Association (LASA)	Client Services Center	22,500	22,500	18,750	3,555	-	67,305
Rebuilding Hope Sexual Assault Center	Therapy & Advocacy Programs	14,893	16,000	14,000	14,000	12,500	58,893
South Sound Outreach Services	Connection Center Utility Assistance	9,444	1,287	-	-	-	10,731
Springbrook Connections	Direct Services & Resouce Connections	-	-	-	-	12,500	-
Tacoma Community House	Victims of Crime Advocacy Program	12,000	12,500	18,750	13,072	-	56,322
TACID	HELP & ACCESS Programs	-	-	-	-	-	-
YWCA Pierce County	Domestic Violence Services	25,000	25,000	30,000	30,000	18,000	110,000
Access to Food		\$ 64,600	\$ 65,000	\$ 75,000	\$ 75,000	\$ 105,500	\$ 279,600
Emergency Food Network	Food Distribution	25,000	25,000	25,000	25,000	25,000	100,000
Making a Difference Foundation	Eloise's Cooking Pot Food Delivery	-	-	-	-	15,500	-
Nourish Pierce Co (Fish Food Banks of Pierce Co)	Food Bank	25,000	25,000	20,000	20,000	25,000	90,000
St. Leo Food Connection	Children's Feeding Program	5,600	6,000	-	-	-	11,600
St. Leo Food Connection	Springbrook Mobile Food Bank	9,000	9,000	30,000	30,000	25,000	78,000
Tillicum Community Center	Emergency Services - Food	-	-	-	-	15,000	-

Fund 502 Property Management

The table below provides the operating costs of maintaining City Hall, Police Station and Sounder Station and 1-time property management expenditures.

Property Management Operating Expenditures Year-to-date through September				
	2019 Actual	2020 Actual	2021	
			Annual Budget	YTD Actual
Sources:				
M&O Revenue	\$ 683,461	\$ 702,611	\$ 695,603	\$ 546,727
Interest Earnings/Misc	14,728	2,278	-	406
Replacement Reserves Collections	100,000	100,000	-	-
1-Time M&O/Capital Contributions	-	56,178	126,500	-
Total Sources	\$ 798,189	\$ 861,067	\$ 822,103	\$ 547,133
Operating Exp:				
City Hall Facility	\$ 369,872	\$ 374,899	\$ 381,034	\$ 294,638
Personnel	121,578	122,649	125,534	90,802
Supplies	32,199	21,762	35,810	17,569
Services	109,081	127,510	80,400	111,881
Utilities	107,014	102,978	139,290	74,386
Police Station	\$ 266,904	\$ 275,469	\$ 245,052	\$ 216,068
Personnel	62,438	66,397	61,832	44,432
Supplies	12,466	12,654	25,700	22,331
Services	80,244	82,857	66,390	71,950
Utilities	111,757	113,561	91,130	77,354
Sounder Station *	\$ 61,413	\$ 54,521	\$ 69,517	\$ 36,427
Personnel	12,487	13,279	12,367	9,269
Supplies	3,278	2,085	5,000	1,518
Services	39,531	33,156	52,150	23,455
Utilities	6,116	6,001	-	2,184
Subtotal - Operating Exp	\$ 698,189	\$ 704,887	\$ 695,603	\$ 547,132
Capital & Other 1-Time:				
Caretaker House Repairs	-	-	50,000	-
CH Water Pump Repair	9,899	-	-	-
City Hall Boiler Repair & Replacement	37,456	-	-	-
City Hall Exterior Beam Painting	-	-	75,000	-
City Hall Parking Lot Improvements	-	-	5,000	-
City Hall Space Evaluation	-	-	30,000	-
Exhaust fan repair	2,410	-	-	-
Gate repair	2,160	-	-	-
Generator repair	3,700	-	-	-
HVAC & Security System	11,741	-	-	-
Light Bulb & Battery Replacement Program	2,346	757	-	-
Parks Facilities Secure Access	6,400	-	-	-
Parks O&M Facility HVAC Replacement	141	-	-	-
Parks O&M Facility LED Lighting	4,963	-	-	-
Paving of Washdown Station & Perim O&M	-	-	10,000	-
Police Station Battery Backup Upgrade/Repair	-	-	150,000	-
Police Salt Bin Cover	-	-	10,000	-
Police Firearms Range Equipment	-	-	45,000	9,822
Police Parking Lot Improvements	-	-	20,000	-
Police Station Sprinkler in	25,865	-	-	-
Police Station Window Security Film	-	7,178	-	-
Security System Repairs Front Street O&M Shop	-	-	30,000	-
Sound Transit Elevator Repair	-	-	16,500	-
Subtotal 1-Time/Capital	\$ 107,080	\$ 7,934	\$ 441,500	\$ 9,822
Total Uses	\$ 805,270	\$ 712,822	\$ 1,137,103	\$ 556,954
Sources Over/(Under) Uses	\$ (7,081)	\$ 148,245	\$ (315,000)	\$ (9,821)
Beginning Balance	\$ 493,139	\$ 436,058	\$ 584,300	\$ 584,300
Ending Balance	\$ 486,058	\$ 584,303	\$ 269,300	\$ 574,479

* Reflects Sounder Station operating expenditures accounted for in Fund 502 Property Management.

Fund 301 – Parks CIP

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.

Fund 301 Parks CIP - As of September 30, 2021		2021 Budget	2021 Actual
Revenues:			
Grants		\$ 7,583,229	\$ 347,971
Contributions/Donations		10,000	13,540
MVET		-	3,479
Interest/Other		-	1,071
Transfer In - Fund 001 General		2,562,260	643,750
Transfer In - Fund 102 REET		158,000	158,000
Transfer In - Fund 104 LTAC		140,941	68,049
Transfer In - Fund 401 SWM		206,277	-
Total Revenues		\$ 10,660,707	\$ 1,235,859
Expenditures:			
301.0003	Harry Todd Playground Replacement	1,415,918	1,211,637
301.0005	Chambers Creek Trail Planning	748,110	194
301.0006	Gateways	190,941	111,879
301.0014	Ft Steilacoom Park/South Angle Lane Parking & Elwood Fencing	353,241	142,937
301.0016	Park Equipment Replacement	67,483	14,859
301.0017	Park Playground Resurfacing	16,342	7,078
301.0018	Project Support	160,209	16,412
301.0019	Edgewater Dock	29,156	375
301.0020	Wards Lake Improvements	2,250,778	16,289
301.0022	Street Banners & Brackets Phase II	8,789	-
301.0024	Fort Steilacoom Park Barn Restoration	20,000	20,000
301.0025	Fort Steilacoom Park ADA/Sensorty All Abilities Playground	193,300	174,905
301.0027	American Lake Improvement (ADA, Playground)	2,103,795	77,332
301.0031	Fort Steilacoom Park Turf Infields	3,209,340	-
301.0032	Springbrook Park Expansion V	1,502,173	100,370
301.0034	Kiwanis Park Playground Replacement	90,000	-
301.0035	Fort Steilacoom Park Pavilion Restroom Improvements	129,304	128,688
301.0036	Service Club Sign	22,510	26,584
301.0037	Property Acquisition & Demolition (Near Washington Park)	115,700	28,845
301.0039	American Lake Park - North Parking Lot	470,000	225,223
301.0040	Fort Steilacoom Park Barn Demolition	25,000	-
301.0041	Parks Sign Replacement	20,000	-
301.0042	Downtown Park	100,000	-
Total Expenditures		\$ 13,242,089	\$ 2,303,604
Beginning Fund Balance		\$ 2,605,498	\$ 2,605,498
Ending Fund Balance		\$ 24,117	\$ 1,537,754

Fund 303 Real Estate Excise Tax

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 ranging from 1.1% for the portion of sale that is \$500,000 and less to 3.0% on the portion that is greater than \$3M. 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.

This graduated scale applies only to the state portion of real estate excise tax. The locally imposed REET remains unchanged.

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. 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%.

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

Real Estate Excise Tax Year-to-date through September								
Month	2019	2020	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 177,064	\$ 170,333	209,963	\$ 219,089	\$ 48,756	28.6%	\$ 9,127	4.3%
Feb	73,074	187,573	188,780	176,802	(10,771)	-5.7%	(11,978)	-6.3%
Mar	281,814	166,651	227,609	231,280	64,629	38.8%	3,671	1.6%
Apr	385,709	169,105	253,314	314,889	145,784	86.2%	61,575	24.3%
May	237,058	133,477	258,628	286,068	152,591	114.3%	27,439	10.6%
Jun	307,045	206,539	263,548	364,377	157,838	76.4%	100,829	38.3%
Jul	202,258	254,238	277,624	265,602	11,364	4.5%	(12,022)	-4.3%
Aug	158,917	201,397	238,587	315,485	114,088	56.6%	76,898	32.2%
Sep	222,439	243,682	285,922	698,559	454,877	186.7%	412,637	144.3%
Oct	293,584	454,960	420,514	-	-	-	-	-
Nov	154,694	814,336	381,637	-	-	-	-	-
Dec	500,975	640,825	493,873	-	-	-	-	-
Total YTD	\$ 2,045,378	\$ 1,732,995	\$ 2,203,976	\$ 2,872,151	\$ 1,139,156	65.7%	\$ 668,174	30.3%
Total Annual	\$ 2,994,631	\$ 3,643,117	\$ 3,500,000	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):		14.5%						



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).

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).*

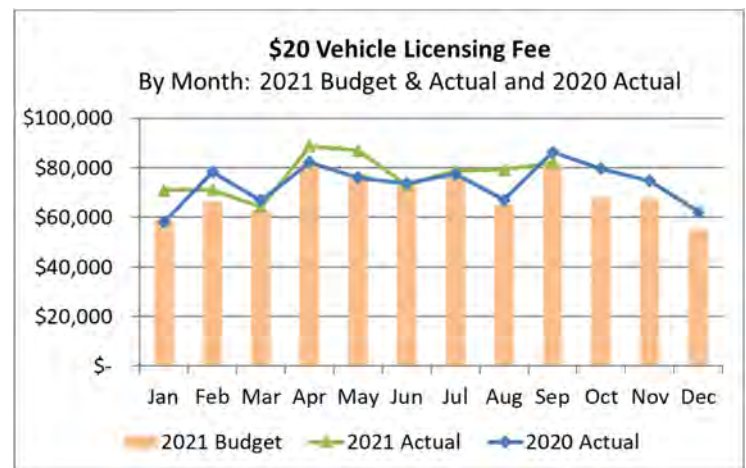
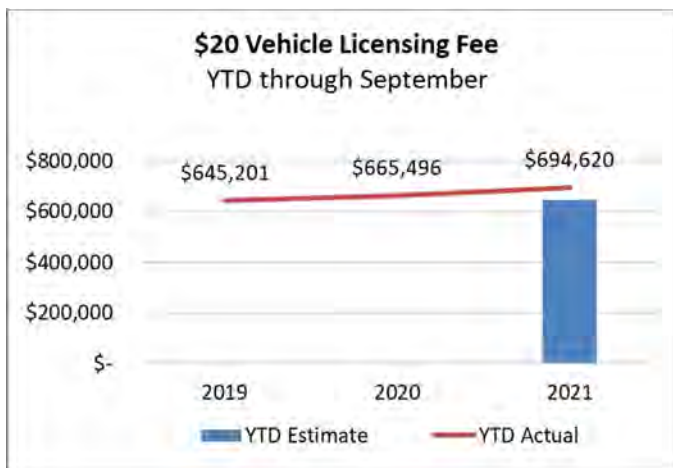
Month	Transaction Type			# of Parcels	Major Transactions - 2021		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	54	81	135	143	Single Family Residence 128 Country Club Circle SW Condo 13140 Country Club Drive SW Unit 403 Vacant Commercial Land & Improvements 7907 Washington Blvd SW Bridgeport Plaza 11001 to 10017 Bridgeport Way Americas Best Value Inn 4215 Sharondale St Industrial Land & Land Improvements 10720 26th Ave S	\$1,120,000 \$1,425,000 \$1,500,000 \$2,500,000 \$4,200,000 \$5,553,000	\$5,544 \$7,054 \$7,425 \$12,375 \$20,790 \$27,487
Feb	65	98	163	171	Woodbrook Food Center 14421 Woodbrook SW Dirk's Truck Repair 2421 110th St S Single Family Residence 8921 North Thorne Lane SW New Apartment Complex 14607 - 14619 Murray Rd SW NewDuplexes 8113 to 8133 John Dower Road SW Vacant Industrial Land 7402 150th St SW	\$1,030,000 \$1,200,000 \$1,500,000 \$1,750,000 \$1,760,500 \$3,390,017	\$5,099 \$5,940 \$7,425 \$8,663 \$8,714 \$16,781
Mar	56	99	155	158	Apartments 14405 to 14417 Union Ave SW Single Family Residence 12785 Gravelly Lake Drive SW Single Family Residence 7235 Interlaaken Drive SW Herfy's Texaco Minimart & Laundry 12706 Bridgeport Way SW	\$1,521,440 \$1,680,000 \$1,999,000 \$2,840,000	\$7,531 \$8,316 \$9,895 \$14,058
Apr	56	121	177	189	Single Family Residence 6803 75th St W Darrelyn Apartments 3409 88th St S Single Family Residence 7817 Walnut St SW Single Family Residence 12230 Gravelly Lake Dr SW The Fairy Store Cinema Plaza Pad "D" 2202 84th St S Flett Creek Plaza Condo 7602 Bridgeport Way W Unit 1A Foothills Family Property 3612 100th St SW Single Family Residence 8019 N Thorne Ln SW Days Inn 9325 S Tacoma Way	\$1,010,000 \$1,050,000 \$1,150,000 \$1,200,000 \$1,350,000 \$1,658,800 \$1,700,000 \$2,229,000 \$5,770,000	\$5,000 \$5,198 \$5,693 \$5,940 \$6,683 \$8,211 \$8,415 \$11,034 \$28,562
May	74	116	190	202	Kentucky Fried Chcken 15116 Union Ave South Single Family Residence 13006 Avenue DuBois SW Single Family Residence 108 County Club Cir SW Single Family Residence 8201 North Thorne Lane SW Monta Vista Court Apts 3407 to 3411 92nd St S	\$1,500,000 \$1,850,000 \$2,000,000 \$2,650,000 \$2,750,000	\$7,425 \$9,158 \$9,900 \$13,118 \$13,613
Jun	50	120	170	181	Single Family Residence 31 Country Club Drive SW Single Family Residence 10501 Brook Lane SW Single Family Residence 7420 North St SW Westland Apts 6124 88th St SW Single Family Residence 12629 Gravelly Lake Drive SW Single Family Residence 10311 Interlaaken Drive SW Condo 13140 Country Club Drive SW Unit 304 Heritage Bank 8801 South Tacoma Way Maple Creek Retirement Home 10420 Gravelly Lake Drive Single Family Residence 11407 Gravelly Lake Drive Oak Terrace Apts 42 Thunderbird Parkway SW	\$1,130,000 \$1,149,000 \$1,164,795 \$1,305,000 \$1,350,000 \$1,370,000 \$1,450,000 \$1,490,000 \$3,181,260 \$3,550,000 \$10,500,000	\$5,594 \$5,688 \$5,766 \$6,460 \$6,683 \$6,782 \$7,178 \$7,376 \$15,747 \$17,573 \$51,975
Jul	71	118	189	201	Commercial Retail 12314 Pacific Highway SW Single Family Residence 14 Beach Lane SW Retail, Residential & Storage Space 5503 to 5495 Steilacoom Blvd SW Single Family Residence 85 Country Club Circ SW Gas Station Mini Mart 3701 Steilacoom Blvd SW Ponders Collision Center 12424 Pacific Highway SW	\$1,000,000 \$1,338,000 \$1,500,000 \$1,699,500 \$1,900,000 \$3,911,169	\$4,950 \$6,623 \$7,425 \$8,413 \$9,405 \$19,360
Aug	42	112	154	161	Single Family Residence 6708 70th St SW Commercial Vacant Land 6145 Steilacoom Blvd SW Single Family Residence 8719 North Thorne Ln SW Black Angus Restaurant 9905 Bridgeport Way SW Other Residential 8902 Frances Folsom St SW Commercial Vacant Land Panattoni XXX 47th Ave SW Commercial Retail 9522 to 9537 Gravelly Lake Dr SW	\$1,000,000 \$1,075,000 \$1,362,000 \$1,450,000 \$1,600,000 \$4,500,000 \$10,375,000	\$4,950 \$5,321 \$6,742 \$7,178 \$7,920 \$22,275 \$51,356
Sep	43	126	169	177	Duplex 11013 to 11013 B Lagoon Lane SW Melody Apts 4914 115th St Ct SW Villa Lane Village 10102 Bridgeport Way SW Custer Square Commercial Retail 7402 to 7406 Custer Rd W Evergreen Ridge Apts 12615 to 12623 Lincoln Ave SW Woodspring Suites Hotel 11329 Pacific Hwy SW Citizen and Oak Apts 5406 82nd St SW	\$1,025,000 \$1,577,662 \$2,430,000 \$2,900,000 \$2,916,225 \$19,042,000 \$59,785,000	\$5,074 \$7,809 \$12,029 \$14,355 \$14,435 \$94,258 \$295,936
Total YTD Sep	511	991	1,502	1,583		\$212,863,368	\$1,053,674

Month	Transaction Type			# of Parcels	Major Transactions - 2020		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	60	67	127	142	Apartment Complex 14405 to 14417 Union Ave SW Crest Apartments 3276 South 92nd St Washington Oaks Apartments 15308 Washington Ave SW Carlyle Apartments 12721 47th Ave SW Clover Creek Apartments 12502 Addison St SW Eden Plaza 9312 South Tacoma Way Steilacoom Square 3865 Steilacoom Blvd SW	\$1,198,400 \$1,199,000 \$1,700,000 \$1,700,000 \$1,750,000 \$3,280,000 \$4,612,500	\$5,932 \$5,935 \$8,415 \$8,415 \$8,663 \$16,236 \$22,832
Feb	42	70	112	124	Auto Repair Services 4046 100th St SW Entertainment Bars 8920 South Tacoma Way Single Family Residence 7708 Walnut Street SW Gas Station Mini Mart 15408 Union Ave SW Western Inn 9920 South Tacoma Way	\$1,400,000 \$1,890,000 \$2,000,000 \$2,500,000 \$7,170,000	\$6,930 \$9,356 \$9,900 \$12,375 \$35,492
Mar	53	82	135	143	Single Family Residence 12746 Gravelly Lake Drive SW Malibu Apts 4120 109th St SW Grand Cedars Apts 5226 to 5230 Chicago Ave SW Amber Court Apts 12809 Lincoln Ave SW	\$1,625,000 \$2,093,000 \$2,820,000 \$3,080,000	\$8,044 \$10,360 \$13,959 \$15,246
Apr	38	73	111	174	Land & Land Improvements 5400 Chicago Ave SW Single Family Residences 124xx - 125xx Springbrook Lane	\$2,472,600 \$7,417,400	\$12,239 \$36,716
May	40	72	112	118	Vincent Apartments 3313 to 3317 92nd St South Single Family Residence 11702 Madera Drive SW Single Family Residence 8904 Frances Folsom St SW	\$1,200,000 \$1,236,000 \$1,403,000	\$5,940 \$6,118 \$6,945
Jun	43	100	143	153	Vacant Undeveloped Land 8109 North Thorne Lane SW Single Family Residence 8911 North Thorne Lane SW Medical Office 5605 100th St SW STE A-D Islander Apts 10417 to 10423 112th St SW Apt 5810 to 5816 77th St West Single Family Residence 11507 Gravelly Lake Drive SW Residential 6922 & 6918 146th St SW and 14714, 14704, 14601 Woodbrook Dr SW	\$1,000,000 \$1,010,000 \$1,100,000 \$1,175,000 \$1,300,000 \$1,872,500 \$2,514,998	\$4,950 \$5,000 \$5,445 \$5,816 \$6,435 \$9,269 \$12,449
Jul	59	103	162	174	Single Family Residence 11420 Gravelly Lake Drive SW Single Family Residence 8925 Lake Steilacoom Point Road SW Vacant Industrial Land 7301 150th Street SW Apt Condo High Rise 13140 Country Club Drive SW Unit 303 Auto Parking XXX 36th Ave Court SW Bell Garden Apartments 8810 John Dower Road SW Vacant Undeveloped Residential Land XXX Moreland Ave SW Boral Roofing 10920 Steele St S	\$1,150,000 \$1,225,000 \$1,300,000 \$1,300,000 \$2,500,000 \$2,644,000 \$2,700,000 \$6,100,000	\$5,693 \$6,064 \$6,435 \$6,435 \$12,375 \$13,088 \$13,365 \$30,195
Aug	41	95	136	138	Single Family Residence 9705 Lake Steilacoom Drive SW Single Family Residence 15 Lagoon Ln N Single Family Residence 8812 Frances Folsom St SW Single Family Residence 7308 North St S	\$1,000,000 \$1,150,000 \$1,334,000 \$1,650,000	\$4,950 \$5,693 \$6,603 \$8,168
Sep	53	98	151	165	Single Family Residence 7233 Interlaaken Drive SW Retail Trade 12612 Pacific Highway SW Single Family Residence 10807 Evergreen Terrace SW Single Family Residence 10007 Lake Steilacoom Drive SW Single Family Residence 9104 116th St SW Gas Station Mini Mart 7718 Bridgeport Way W Multi-Family Apts 110 Country Club Lane Duplex 8102 Sherwood Forest St SW Gas Station Mini Mart 8306 Tacoma Mall Boulevard	\$1,050,000 \$1,100,000 \$1,280,000 \$1,300,000 \$1,300,000 \$1,500,000 \$2,190,000 \$2,348,400 \$5,250,000	\$5,198 \$5,445 \$6,336 \$6,435 \$6,435 \$7,425 \$10,841 \$11,625 \$25,988
Oct	61	98	159	164	Single Family Residence 12617 Gravelly Lake Drive SW General Warehousing Storage 3003 107th St South Multi-Family Apts 6415 Steilacoom Blvd SW Multi-Family Apts 11216 to 11230 Kline St SW Single Family Residence 8420 Woodholme Rd SW Professional Svcs Building 5712 Main St SW Vacant Industrial Land 3451 84th St South	\$1,000,000 \$1,100,000 \$1,317,500 \$1,450,000 \$2,038,200 \$11,350,000 \$39,500,000	\$4,950 \$5,445 \$6,522 \$7,178 \$10,089 \$56,183 \$195,525
Nov	48	91	139	153	Single Family Residence 48 Loch Lane SW Jack In the Box 8814 South Tacoma Way Precision Countertops 8201 Durango St SW Clover Meadows Apartments 12517 47th Ave SW Warehouse Condo 2624 112th St S Village at Seeley Lake Apts 9221 57th Ave S	\$1,025,000 \$1,400,000 \$1,630,000 \$3,272,250 \$5,550,000 \$119,000,000	\$5,074 \$6,930 \$8,069 \$16,198 \$27,473 \$589,050
Dec	66	119	185	217	Single Family Residence 10313 Interlaaken Drive SW General Warehousing Storage 3727 112th St SW General Merchandise Retail Trade 8016 Durango St SW Governmental Services 12811 Pacific Highway SW (DHS) Business Park 10029 South Tacoma Way Beaumont Apts 8609 82nd St SW	\$1,000,000 \$2,600,000 \$2,950,000 \$5,573,000 \$18,231,250 \$62,116,500	\$4,950 \$12,870 \$14,603 \$27,586 \$90,245 \$307,477
Total YTD Sep	429	760	1,189	1,331		\$105,090,798	\$520,199
Total Annual	604	1,068	1,672	1,865		\$387,194,498	\$1,916,613

Month	Transaction Type			# of Parcels	Major Transactions - 2019		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	60	90	150	159	Commercial/Retail 5221 100th St SW Commercial/Retail (Custer Square) 4102 to 7406 Custer Rd W Apartment Complex 12802 True Lane SW	\$1,850,000 \$2,550,000 \$5,293,600	\$9,158 \$12,623 \$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 Single Family Residence 14 Country Club Drive SW General Warehousing 3401 96th St South	\$1,000,000 \$1,650,000 \$27,200,000	\$4,950 \$8,168 \$134,640
Apr	65	101	166	178	Single Family Residence 8921 North Thorne Lane SW Commercial Retail Trade 10506 Bridgeport Way SW Apartment Complex 5314 San Francisco Ave SW Beaumont Apartments 8609 82nd St SW	\$1,100,000 \$1,200,000 \$1,877,500 \$46,393,200	\$5,445 \$5,940 \$9,294 \$229,646
May	58	107	165	196	Single Family Residence 25 Forest Glen Ln SW Commercial Land & Improvements 11329 Pacific Hwy SW Commercial Land & Improvements 9530 Front St South Commercial Land & Improvements 9522 to 9537 Gravelly Lake Drive	\$1,175,000 \$1,600,000 \$5,000,000 \$7,865,000	\$5,816 \$7,920 \$24,750 \$38,932
Jun	51	116	167	185	Single Family Residence 11901 Greendale Drive SW RV Storage Yard XXX Steilacoom Blvd SW General Warehousing Storage/Farmers Coffee 9412 Front St S Walgreens 9505 Bridgeport Way SW Bridgeport Professional/Medical Svcs Bldg 7424 Bridgeport Wy Star Lite Market Place 8327 S Tacoma Way	\$1,072,500 \$1,200,000 \$1,225,000 \$4,327,714 \$7,250,000 \$11,700,000	\$5,309 \$5,940 \$6,064 \$21,422 \$35,888 \$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 Tillicum Manor Mobile Park 23 Spaces 2 Duplexes 15317 WA Ave SW Single Family Residence 7 Country Club Drive West Commercial General Merchandise Retail Trade 10408 South Tac Way Commercial 9314 to 9316 Bridgeport Way SW Commercial Lakewood Square 6010 Mt Tacoma Drive SW	\$1,500,000 \$1,618,000 \$1,795,000 \$2,425,000 \$2,500,000 \$4,466,000	\$7,425 \$8,009 \$8,885 \$12,004 \$12,375 \$22,107
Oct	55	109	164	181	Single Family Residence 12404 Gravelly Lake Drive SW Lake Center Apt 5925 99th St SW Les Schwab xxx Durango St SW Klauser Building 3625 Perkins Ln Single Family Residence 12753 Gravelly Lake Drive SW Mt Tahoma Square Phase One 9505 South Tacoma Wy Butler House 4901 115th St Ct SW Macau Casino Restaurant 9811 South Tacoma Wy CVS Pharmacy 9332 to 9400 Bridgeport Way SW	\$1,140,000 \$1,150,000 \$1,218,000 \$1,450,000 \$1,775,000 \$2,100,000 \$3,197,100 \$6,000,000 \$8,505,300	\$5,643 \$5,693 \$6,029 \$7,178 \$8,786 \$10,395 \$15,826 \$29,700 \$42,101
Nov	42	83	125	136	Meadow Park Trlr Ct & Computer Repair 7416 Custer Road W Professional Office Building 9881 Bridgeport Way LLC New Construction Multi Family Apts 15001 Woodbrook Dr SW Single Family Residence 12718 Gravelly Lake Dr SW Single Family Residence 23 Country Dr SW Dutch Brothers Coffee 6229 Lake Grove St W	\$1,000,000 \$1,120,000 \$1,350,000 \$1,940,000 \$2,000,000 \$2,095,000	\$4,950 \$5,544 \$6,683 \$9,603 \$9,900 \$10,370
Dec	69	91	160		Single Family Residence 57 Country Club Road SW Single Family Residence 10502 Brook Lane SW Single Family Residence 7117 Interlaaken Drive SW Freeport Apts 10211 47th Ave SW Medical Office 11203 Bridgeport Way SW Single Family Residence 6820 150th St SW Oakridge Condos 8008 83rd Ave SW Royal Oaks Apts 8008 to 8248 Bridgeport Way SW	\$1,002,000 \$1,021,000 \$1,450,000 \$1,751,500 \$2,160,000 \$5,000,000 \$20,169,600 \$25,154,000	\$4,960 \$5,054 \$7,178 \$8,670 \$10,692 \$24,750 \$99,840 \$124,512
Total YTD Sep	494	864	1,358	1,540		\$149,083,514	\$737,964
Total Annual	660	1,147	1,807	1,857		\$242,832,014	\$1,202,019

Fund 103 Transportation Benefit District

\$20 Vehicle Licensing Fee <i>Year-to-date through September</i>								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 60,311	\$ 57,938	\$ 58,575	70,902	\$ 12,964	22.4%	\$ 12,327	21.0%
Feb	65,498	78,329	66,287	70,983	(7,346)	-9.4%	4,696	7.1%
Mar	52,470	66,865	62,769	64,192	(2,673)	-4.0%	1,422	2.3%
Apr	80,200	82,118	81,706	88,760	6,642	8.1%	7,054	8.6%
May	86,823	75,953	77,556	86,863	10,910	14.4%	9,307	12.0%
Jun	76,931	73,676	74,450	73,042	(634)	-0.9%	(1,408)	-1.9%
Jul	69,201	77,463	76,602	78,742	1,280	1.7%	2,140	2.8%
Aug	70,290	66,960	64,823	79,022	12,062	18.0%	14,199	21.9%
Sep	83,477	86,194	81,964	82,114	(4,080)	-4.7%	150	0.2%
Oct	66,370	79,594	67,768	-	-	-	-	-
Nov	73,750	74,686	67,644	-	-	-	-	-
Dec	45,363	62,073	54,854	-	-	-	-	-
Total YTD	\$ 645,201	\$ 665,496	\$ 644,734	\$ 694,620	\$ 29,123	4.4%	\$ 49,886	7.7%
Annual Total	\$ 830,685	\$ 881,849	\$ 835,000	n/a	n/a	n/a	n/a	n/a
5-Year Ave Chg (2016 - 2020):			2.6%					



On August 6, 2012, the Lakewood City Council adopted Ordinance #550, creating a transportation benefit district (TBD) in the City of Lakewood, referred to as the Lakewood TBD. The TBD is a quasi-municipal corporation and independent taxing district created for the sole purpose of acquiring, constructing, improving, providing and funding transportation improvement within the city limits of Lakewood. It has the authority to impose certain taxes and fees, either through the vote of the people of board action, for transportation purposes. The TBD is governed by the members of the Lakewood City Council as the District's Board of Directors and the Mayor services as Chair of the Board. 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 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, however, has increased to over \$880,000 in 2020. 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.

2021 Update:

The 6-Year Transportation Capital Improvement Plan was updated for 2022-2026 and was presented to the City Council on August 8, 2021. The intent of the discussion was to establish a City Council approved priority list of projects for the City to pursue over the next 5-10 years. The City Council agreed on the top 17 transportation projects and requested a follow-up discussion on the financing strategy. The proposed financing strategy was presented to the City Council on October 25, 2021. The recommendation was to use the Transportation Benefit District \$20 vehicle license fee to leverage the issuance of bonds in support of transportation projects totaling \$11,600,000. The bonds would be repaid over a period of 20 years. Estimated annual debt service is \$835,000

Seven projects were recommended to receive funding from the Transportation Benefit District \$20 Vehicle Licensing Fee (TBD \$20 VLF) bond issuance; however, are not on the current Transportation Benefit District Ordinance. These projects are required to be included in the list of TBD eligible projects, which requires a modification to the current TBD ordinance. In addition to updating the ordinance to reflect completed projects (no change) and TBD eligible projects, the proposed ordinance also extends the TBD sunset date to coincide with the debt issuance. The TBD is currently set to expire at 12:01 AM on July 16, 2032 unless dissolved sooner. The estimated final debt service payment is December 1, 2044; therefore, the recommended sunset is 12:01 AM December 2, 2044. This TBD ordinance is scheduled for City Council consideration and approval in December 2021.

Vehicles Subject to the Vehicle Licensing Fee

The annual vehicle fee is due for each vehicle subject to license tab fees and for each vehicle subject to gross weight fees with an unladen (scale) weight of 6,000 pounds or less as described in table below. Vehicles with non-expiring registration, such as Disabled American Veteran and Collector Vehicles, are exempt from the tax. The annual vehicle licensing fee applies only when renewing a vehicle registration, and is effective upon the registration renewal date as provided by the Department of Licensing.

The following vehicles are subject to the vehicle licensing fee under RCW 82.80.140:

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

Vehicles Exempt from the Vehicle Licensing Fee

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

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

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

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

Fund 302 – Transportation CIP

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; GO bond proceeds; transfers in from the Real Estate Excise Tax Fund; contribution from General Fund, Community Development Block Grant, and the councilmanic \$20 vehicle licensing fees from the Transportation Benefit District Fund.

Fund 302 Transportation CIP - As of September 30, 2021		2021 Budget	2021 Actual
Revenues:			
Motor Vehicle Excise Tax		\$ 344,330	\$ 236,727
Increased Motor Vehicle Excise Tax		70,235	52,866
Multi-Modal Distribution		80,440	60,418
Grants		8,494,718	2,416,006
Contributions From Utilities/Developers/Partners		1,299,985	623,005
Pavement Degradation		-	28,164
Interest/Other		-	2,854
GO Bond Proceeds		6,600,000	-
Transfer In - Fund 001 General		700,000	700,000
Transfer In - Fund 102 REET		818,295	818,295
Transfer In - Fund 190 CDBG		294,960	(5,040)
Transfer In - Fund 401 SWM		4,316,155	804,009
Total Revenues		\$ 23,019,118	\$ 5,737,304
Expenditures:			
302.0000 Unallocated		-	17,093
302.0001 Personnel, Engineering & Professional Svcs		587,000	364,662
302.0002 New LED Streetlights		340,836	141,026
302.0003 Neighborhood Traffic Safety		50,248	522
302.0004 Minor Capital		320,113	278,759
302.0005 Chip Seal Program		380,000	20,555
302.0015 112th/111th Bridgeport Way to Kendrick		1,316,132	843,781
302.0024 Steilacoom Blvd - Farwest to Phillips		365,668	113,741
302.0060 Signal Projects		875,001	613,022
302.0068 Overlay: Pac Hw to 112th St SW		37,861	11,038
302.0071 Safety: SRTS - Phillips Rd Sidewalks & Bike Lanes (Steilacoom to Onyx)-P		452,000	680
302.0074 Streets: S Tacoma Way - 88th to 80th St		535,935	11,182
302.0080 Overlay: 108th Street – Bridgeport Way to Pacific Highway		703,619	721,263
302.0119 Sidewalks: Lakewood Drive - Steilacoom Blvd. to Flett Creek		993,933	849,214
302.0133 Street & Sidewalks: Steilacoom Blvd (Farwest to Weller) ROW Acquisitio		1,100,000	-
302.0134 Veterans Dr - GL Dr to Amer Lake Park		1,998,341	1,536,925
302.0135 Building, Street & Park Improvements		10,885,660	2,548,069
302.0137 Streets: Steilacoom Blvd/88th (Weller to Custer Rd.)		3,991,565	76,806
302.0138 Sidewalks: Onyx Dr SW - 89th to 97th		786,622	21,860
302.0144 146th St - Woodbrook to Murray		221,620	4,416
302.0164 Sidewalks: Farwest Dr, 112th to Lakes HS, 100th St Ct SW to Stcm Blvd		1,475,000	-
Total Expenditures		\$ 27,417,155	\$ 8,174,615
Beginning Fund Balance		\$ 4,869,919	\$ 4,869,919
Ending Fund Balance		\$ 471,882	\$ 2,432,608

Sewer CIP Funds

The Sewer Capital Project CI Fund accounts for the construction and expansion of a sewer system and related costs to maintain and operate the fund. The City Council also adopted Resolution 2018-19, which supports continuing the sewer surcharge and expanding the geographical area to include the entire city and identifies that the surcharge are to be used for design, construction and other costs associated with sewer projects beyond paying for debt service. This will allow the City to use surcharge revenue to pay for sewer projects both inside and outside of Tillicum and Woodbrook.

Fund 311 Sewer Capital Project - As of September 30, 2021		2021 Budget	2021 Actual
Revenues:			
Interest/Other		\$ -	\$ 85,449
Grant		75,000	-
Sewer Availability charges		348,760	318,034
Sewer Collection charges		235,000	234,124
Transfer In - Fund 204 Sewer Project Debt (4.75% Surcharge)		190,000	-
Total Revenues		\$ 848,760	\$ 637,607
Expenditures:			
311.0000	Unallocated	35,000	18,997
311.0002	Side Sewer CIPS	250,419	-
311.0005	Maple St Sewer Extension	1,231,042	840,547
311.0013	Fort Steilacoom Park Sewer Extension	227,000	-
Total Expenditures		\$ 1,743,461	\$ 859,544
Beginning Fund Balance		\$ 1,531,918	\$ 1,531,918
Ending Fund Balance		\$ 637,217	\$ 1,309,981

Fund 401 – Surface Water Management Operations & CIP

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 by Pierce County and are included in the semi-annual property taxes, and remitted by the County to the City.

Fund 401 Surface Water Management - As of September 30, 2021		2021 Budget	2021 Actual
Revenues:			
Storm Drainage Fees & Charges		\$ 4,401,500	\$ 2,772,543
Site Development Permits		50,000	53,410
Special Assessment		33,285	32,180
GO Bond Proceeds		1,000,000	-
Interest Earnings / Other		15,600	4,395
Grants/Contributions		3,435	31,019
Total Revenues		\$ 5,503,820	\$ 2,893,547
Expenditures:			
401.0000 Operations & Maintenance		3,197,496	1,684,779
401.0000 Transfers to Parks CIP		206,277	-
401.0000 Transfers to Transportation CIP		4,316,155	804,009
401.0000 Debt Service Payment		60,566	-
401.0008 Outfall Retrofit		124,184	467
401.0012 Outfall Retrofit Feasibility Project		60,000	-
401.0014 Water Quality Improvements		45,000	-
401.0015 Oakbrook Outfall Retrofits		219,577	-
401.0018 Waughop Lake Treatment		20,000	8
401.0020 2022 Drainage Pipe Repair Project		35,000	15,216
401.0021 American Lake Treatment Project		61,121	24,137
401.0023 Clover Creek Flood Risk Reduction Study		125,000	-
401.9999 IT Maintenance & Operations		27,613	26,248
Total Expenditures		\$ 8,497,989	\$ 2,554,864
Beginning Fund Balance		\$ 5,821,019	\$ 5,821,019
Ending Fund Balance		\$ 2,826,850	\$ 6,159,702

ADMINISTRATIVE SERVICES

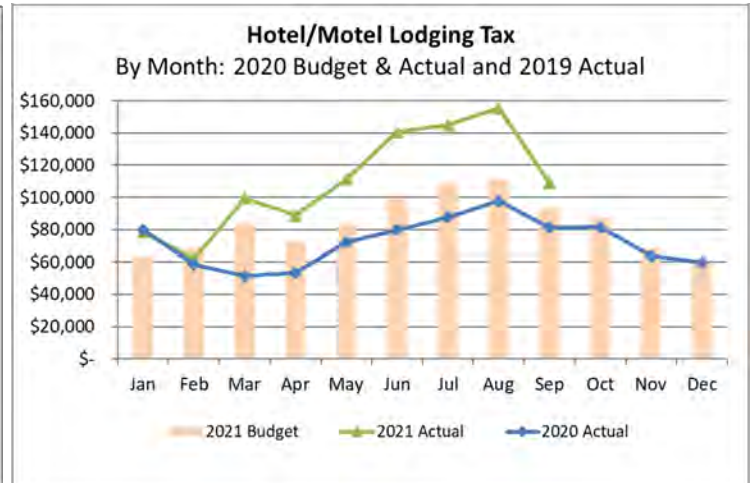
Fund 104 Hotel/Motel Lodging Tax

There is an excise tax of 7% on the sale of or charge made for the furnishing of lodging by a hotel, rooming house, tourist court, motel, trailer camp and the granting of similar license to use real property. The hotel/motel taxes generated from the rental of rooms are restricted to the promotion of tourism in the City.

The City's Lodging Tax Advisory Committee makes recommendations to the City Council in regards to how the taxes are to be used.

The 2018 overall increase is due primarily to new hotel, increased activity and additional revenue resulting from an excise tax audit performed by the state.

Hotel/Motel Lodging Tax								
Year-to-date through September								
Month	2019 Actual	2020 Actual	2021		Over / (Under)			
			Budget	Actual	2021 Actual vs 2020 Actual		2021 Actual vs 2021 Budget	
					\$	%	\$	%
Jan	\$ 52,821	\$ 80,098	\$ 63,515	\$ 78,567	\$ (1,531)	-1.9%	\$ 15,052	23.7%
Feb	65,824	58,654	68,436	61,859	3,205	5.5%	(6,577)	-9.6%
Mar	84,328	51,444	83,156	99,524	48,080	93.5%	16,368	19.7%
Apr	82,032	53,538	72,982	88,869	35,331	66.0%	15,887	21.8%
May	97,918	72,138	83,568	111,327	39,189	54.3%	27,759	33.2%
Jun	111,782	79,755	98,991	140,640	60,885	76.3%	41,649	42.1%
Jul	121,053	87,560	108,280	144,932	57,372	65.5%	36,652	33.8%
Aug	122,802	97,783	111,620	155,248	57,465	58.8%	43,628	39.1%
Sep	109,087	81,284	93,698	108,717	27,433	33.7%	15,019	16.0%
Oct	94,968	81,553	87,130		-	-	-	-
Nov	80,038	63,713	68,542		-	-	-	-
Dec	69,300	59,791	60,082		-	-	-	-
Total YTD	\$ 847,647	\$ 662,254	\$ 784,247	\$ 989,683	\$ 327,429	49.4%	\$ 205,437	26.2%
Annual Total	\$ 1,091,953	\$ 867,311	\$ 1,000,000	n/a	n/a	n/a	n/a	n/a
5-Year Ave Change (2016 - 2020):			2.9%	Decreases in 2020 due to COVID-19 caused closure/cancellation of events.				



The following table provides details of the hotel/motel lodging tax allocations for year-to-date September 30, 2021.

Hotel/Motel Lodging Tax Summary	2021	
	Annual Budget	Actual YTD Sep
4% Revenue:		
Special Hotel/Motel Tax (2%)	\$ 276,572	\$ 282,765
Transient Rental Income (2%)	308,571	282,770
Subtotal	585,143	565,535
3% Revenue:		
Special Hotel/Motel Tax (3%)	414,857	424,148
Subtotal	414,857	424,148
Interest	-	1,676
Total Revenue	1,000,000	991,359
4% Expenditure:		
Asia Pacific Cultural Center	15,000	-
City of Lakewood Communications - Imaging Promotion	40,000	37,144
City of Lakewood - Concert Series	20,000	17,748
City of Lakewood - PRCS - Farmers Market	35,000	30,646
City of Lakewood - PRCS - SummerFEST	80,000	4,250
Historic Fort Steilacoom Association	12,000	6,225
Lakewold Gardens	50,000	25,311
Lakewood Arts Festival Association	19,500	14,194
Lakewood Chamber of Commerce	90,000	49,699
Lakewood Chamber of Commerce - Nights of Lights	25,000	-
Lakewood Historical Society & Museum	35,000	23,534
Lakewood Playhouse	25,000	1,739
Lakewood Sister Cities Association - Gimhae	16,350	1,155
Lakewood Sister Cities Association - Int'l Festival	7,550	125
Tacoma Regional Convention + Visitor Bureau & Tacoma Sound Sports Commission	100,000	52,471
Subtotal	570,400	264,241
3% Expenditure:		
City of Lakewood - PRCS - Gateways	140,941	68,049
CPTC McGavick Center Payment	101,850	101,850
Subtotal	242,791	169,899
Total Expenditures	\$ 813,191	\$ 434,138
Beginning Balance	\$ 1,659,033	\$ 1,659,033
Ending Balance	\$ 1,845,842	\$ 2,216,253

Fund 501 Fleet & Equipment

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.

Fund 501 - Fleet & Equipment Fund				
<i>Year-to-date through September</i>				
	2019 Annual Actual	2020 Annual Actual	2021	
			Annual Budget	YTD Actual
Sources:				
M&O Revenue	\$ 763,367	\$ 617,408	\$ 740,720	\$ 415,876
Interest Earnings/Misc	71,013	19,472	15,000	2,932
Interfund Loan Proceeds	-	880,204	-	-
Replacement Reserves Collections	805,481	-	907,987	-
Capital Contributions	-	25,807	95,000	-
Proceeds from Sale of Assets	13,339	11,716	24,900	30,280
Transfer In from Insurance Recovery	81,184	64,851	-	-
Total Sources	\$ 1,734,384	\$ 1,619,458	\$ 1,783,607	\$ 449,089
Operating Exp:				
Fuel/Gasoline	323,206	255,476	424,150	216,240
Other Supplies	18,655	11,720	3,990	11,530
Repairs & Maintenance	499,389	380,884	327,580	221,093
Other Services & Charges	6,468	516	-	226
Subtotal - Operating Exp	\$ 847,718	\$ 648,596	\$ 755,720	\$ 449,089
Capital & Other 1-Time:				
Fleet & Equipment Replacement	941,993	490,005	836,052	520,533
Subtotal - Capital & Other 1-Time Exp	\$ 941,993	\$ 490,005	\$ 836,052	\$ 520,533
Total Uses	\$ 1,789,711	\$ 1,138,601	\$ 1,591,772	\$ 969,622
Sources Over/(Under) Uses	\$ (55,327)	\$ 480,857	\$ 191,835	\$ (520,533)
Beginning Balance	\$ 3,835,778	\$ 3,780,451	\$ 4,261,308	\$ 4,261,308
Ending Balance	\$ 3,780,451	\$ 4,261,308	\$ 4,453,143	\$ 3,740,775

Fund 503 Information Technology

The Information Technology Fund accounts for all costs and services associated with the City's Information Technology needs. This fund supports 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 leverages 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.

Fund 503 - Information Technology				
<i>Year-to-date through September</i>				
	2019 Annual Actual	2020 Annual Actual	2021	
			Annual Budget	YTD Actual
Sources:				
M&O Revenue	\$ 1,202,671	\$ 1,337,482	\$ 1,933,629	\$ 975,028
Interest Earnings/Misc	2,201	2,826	-	153
Replacement Reserves Collections	48,678	66,845	-	-
Capital Contributions/Grants	593,944	305,350	786,155	279,561
Total Sources	\$ 1,847,494	\$ 1,712,503	\$ 2,719,784	\$ 1,254,741
Operating Exp:				
Personnel	562,728	524,535	588,699	439,614
Supplies	40,330	60,796	179,520	41,384
Other Services & Charges	601,814	754,976	1,165,410	494,183
Subtotal - Operating Exp	\$ 1,204,872	\$ 1,340,307	\$ 1,933,629	\$ 975,181
Capital & Other 1-Time:				
Website Update/Redesign	4,726	520	7,499	2,226
Disaster Recover/Co-Location Police (MO)	26,800	-	20,000	19,957
Computer Replacement	131,682	142,264	162,250	46,540
Vulnerability & Penetration Testing	33,255	-	-	-
Security Enhancements	1,869	-	-	-
Server/Hardware Upgrades	28,963	-	30,000	-
Legal Workflow System	3,209	-	-	-
In Car Video System	131,949	121,333	-	-
Police SANS Storage Implementation	113,506	-	-	-
O&M Facility Fiber Installation	18,134	-	-	-
Cloud Enabled Backup Storage	37,612	-	-	-
Cybersecurity	62,239	-	80,000	-
Fiber Optic Connection FSP	-	36,860	75,000	-
Document Management System	-	3,594	296,406	210,837
CED+ / PALS Permit System	-	779	-	-
Video Surveillance	-	-	20,000	-
Disaster Recover/Co-Location Police Station	-	-	3,000	-
Redundant Voice/Data at Police Station	-	-	10,000	-
Replace Radio Antenna			22,000	-
MS Exchange Server & Client Licenses			50,000	-
Enterprise Vault			10,000	-
Subtotal - Capital & Other 1-Time Exp	\$ 593,944	\$ 305,350	\$ 786,155	\$ 279,561
Total Uses	\$ 1,798,816	\$ 1,645,657	\$ 2,719,784	\$ 1,254,742
Sources Over/(Under) Uses	\$ 48,678	\$ 66,846	\$ -	\$ (0)
Beginning Balance	\$ 90,000	\$ 138,678	\$ 205,522	\$ 205,522
Ending Balance	\$ 138,678	\$ 205,522	\$ 205,522	\$ 205,522

Fund 504 Risk Management

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.

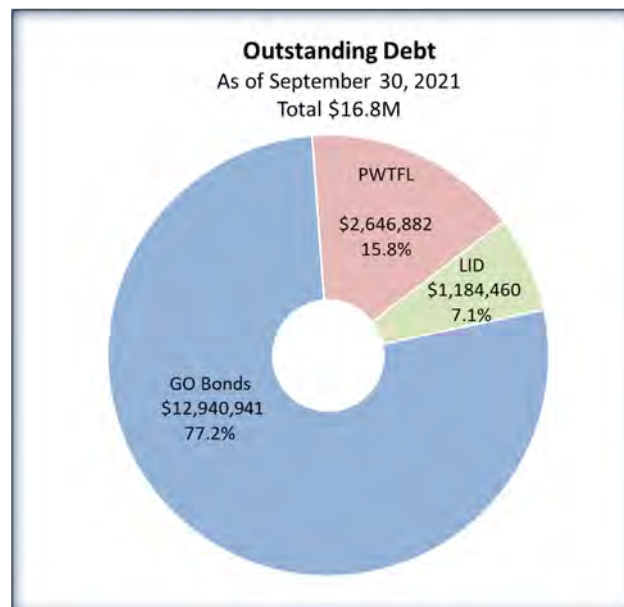
Fund 504 - Risk Management				
<i>Year-to-date through September</i>				
	2019 Annual Actual	2020 Annual Actual	2021	
			Annual Budget	YTD Actual
Sources:				
M&O Revenue	\$ 1,561,705	\$ 1,289,027	\$ 1,406,350	\$ 1,516,913
AWC Retro Refund	-	128,938	-	-
Insurance Proceeds/3rd Party Recoveries	285,680	371,383	200,000	128,114
Total Sources	\$ 1,847,385	\$ 1,789,348	\$ 1,606,350	\$ 1,645,027
Uses:				
Safety Program	2,782	2,474	13,850	2,007
AWC Retro Program	35,792	37,356	37,500	33,944
WCIA Assessment	1,411,230	1,438,931	1,355,000	1,364,838
Claims/Judgments & Settlements	316,397	245,735	200,000	244,237
Transfer Insurance Proceeds to Fleet & Equipment	81,184	64,851	-	-
Total Uses	\$ 1,847,385	\$ 1,789,348	\$ 1,606,350	\$ 1,645,027
Sources Over/(Under) Uses	\$ -	\$ -	\$ -	\$ -
Beginning Balance	\$ -	\$ -	\$ -	\$ -
Ending Balance	\$ -	\$ -	\$ -	\$ -

Debt Service

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). These two components are 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 \$108.7M and an additional \$81.1M may 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 this general purpose debt capacity, RCW 39.36.030(4) also allows voter approval of 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 \$595.4M. The tables below show the City's available debt capacity and outstanding debt as of September 30, 2021.

Computation of Limitation of Indebtedness As of September 30, 2021					
Description	General Purpose		Excess Levy Open Space & Park (voted)	Excess Levy Utility Purposes (voted)	Total Debt Capacity
	Councilmanic (Limited GO)	Excess Levy (with a vote)			
AV = \$8,111,198,629 (A)					
1.50%	\$ 121,667,979	\$ (121,667,979)			\$ -
2.50%		\$ 202,779,966	\$ 202,779,966	\$ 202,779,966	\$ 608,339,897
Add: Cash on Hand for Redemption (B)	\$ -				\$ -
Less: Bonds Outstanding	\$ (12,940,941)	\$ -	\$ -	\$ -	\$ (12,940,941)
Remaining Debt Capacity	\$108,727,039	\$81,111,986	\$202,779,966	\$202,779,966	\$595,398,956
General Capacity (C)	\$189,839,025				
(A) Final Assessed Valuation for 2021 Property Tax Collection					
(B) Debt Service Prefunding (the City currently does not prefund debt service)					
(C) Combined Total for Councilmanic and Excess Levy Capacities					



Summary of Outstanding Debt As of September 30, 2021								
Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt	Average Annual Payment	Funding Source
2020 Limited Tax General Obligation 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 Obligation 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	\$ 214,742	\$ 77,000	General Fund
Subtotal					\$ 14,904,917	\$ 12,940,941	\$ 896,000	
PWTFL 04-691-PRE-132	American Lake Gardens/ Tillicum Sewer	7/7/2005	7/7/2024	1.00%	\$ 593,864	\$ 89,145	\$ 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	\$ 1,472,410	\$ 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	\$ 728,183	\$ 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	\$ 357,143	\$ 37,000	Assessments on all Lakewood Sewer Accounts
Subtotal					\$ 7,933,864	\$ 2,646,882	\$ 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	\$ 210,000	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	\$ 852,000	\$ 71,000	Assessment on Single Business
Subtotal					\$ 4,627,461	\$ 1,184,460	\$ 337,000	
Total					\$ 27,466,242	\$ 16,772,283	\$ 1,757,000	

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 is paid out for unused vacation or compensatory time when an employee leaves the City. The calculation is made on an annual basis. As of December 31, 2020, this unfunded liability totals \$3.28M.

Legacy Cost		
Group	December 31, 2020	
	FTE	Total Liability
Non-Rep	33.00	\$ 525,929
AFSCME	86.00	\$ 664,352
LPMG	4.00	\$ 222,861
LPIG	92.00	\$ 1,845,670
Teamsters	4.00	\$ 22,168
Total	219.00	\$ 3,280,980

Cash & Investments

The City currently maintains cash in its bank account to earn earnings credit, which offsets banking service fees. The remainder is invested with the Local Government Investment Pool (LGIP). As of September 30, 2021, the total invested with the LGIP is \$40.8M with net earnings of 0.09% compared to the average yield on the 6-month Treasury Bill of 0.05%.

By Fund Summary

The following table provides a summary of each fund's activity as of September 30, 2021.

Fund	Beginning Fund Balance 1/1/2021	YTD Activity		Revenue Over/(Under) Expenditures	Ending Fund Balance 9/30/2021	Cash Balance ⁽³⁾ 9/30/2021
		Revenues ⁽¹⁾	Expenditures ⁽²⁾			
Total All Funds	\$42,200,407	\$59,962,339	\$ 53,755,896	\$ 6,206,443	\$ 48,406,853	\$ 46,054,376
001General Fund	\$13,730,802	\$35,513,835	\$ 28,420,296	\$ 7,093,539	\$ 20,824,342	\$ 14,520,827
1XX Special Revenue Funds	\$ 5,230,493	\$ 5,473,436	\$ 4,281,926	\$ 1,191,510	\$ 6,422,007	\$ 11,593,977
101 Street Operations & Maintenance	-	1,609,391	1,609,391	-	-	(98,811)
103 Transportation Benefit District	687,753	695,229	-	695,229	1,382,982	1,382,982
104 Hotel/Motel Lodging Tax	1,659,031	991,359	434,139	557,220	2,216,254	1,952,285
105 Property Abatement/RHSP/1406 Funds	658,414	430,624	424,627	5,997	664,411	664,064
106 Public Art	135,500	94	24,115	(24,021)	111,478	111,480
180 Narcotics Seizure	226,196	18,136	53,981	(35,845)	190,353	192,107
181 Felony Seizure	47,837	30	11,133	(11,103)	36,734	36,735
182 Federal Seizure	160,906	1,054	-	1,054	161,960	161,960
190 CDBG	1,381,724	698,333	771,964	(73,631)	1,308,092	14,103
191 Neighborhood Stabilization Program	255,114	52,182	50,474	1,708	256,823	256,949
192 South Sound Military Partnership	18,018	579,737	504,836	74,901	92,919	(52,577)
195 Public Safety Grants	-	372,121	372,121	(0)	(0)	114,217
196 ARPA (American Rescue Plan Act)	-	25,145	25,145	-	-	6,858,484
2XX Debt Service Fund	\$ 988,318	\$ 1,080,218	\$ 975,627	\$ 104,591	\$ 1,092,905	\$ 1,092,947
201 General Obligation Bond Debt Service	-	396,787	396,787	-	-	-
202 Local Improvement District Debt Service	248,038	88,850	98,754	(9,903)	238,135	238,134
204 Sewer Project Debt Service	607,313	594,521	480,086	114,435	721,744	721,752
251 Local Improvement District Guaranty	132,968	59	-	59	133,027	133,061
3XX Capital Project Funds	\$11,278,846	\$10,484,176	\$ 12,476,960	\$ (1,992,784)	\$ 9,286,062	\$ 8,018,087
301 Parks CIP	2,605,498	1,235,859	2,303,604	(1,067,745)	1,537,754	1,637,934
302 Transportation CIP	4,869,919	5,737,304	8,174,615	(2,437,311)	2,432,608	2,069,683
103 Real Estate Excise Tax	2,271,511	2,873,406	1,139,197	1,734,209	4,005,719	2,991,675
311 Sewer Project CIP	1,531,918	637,607	859,544	(221,937)	1,309,981	1,318,794
4XX Enterprise Funds	\$ 5,821,019	\$ 2,893,547	\$ 2,554,864	\$ 338,683	\$ 6,159,703	\$ 6,105,583
401 Surface Water Management	5,821,019	\$2,893,547	2,554,864	338,683	6,159,702	6,105,583
5XX Internal Service Funds	\$ 5,051,129	\$ 3,895,990	\$ 4,426,346	\$ (530,355)	\$ 4,520,776	\$ 4,621,898
501 Fleet & Equipment	4,261,308	449,089	969,622	(520,533)	3,740,776	3,740,774
502 Property Management	584,300	547,133	556,955	(9,822)	574,479	596,761
503 Information Technology	205,523	1,254,741	1,254,741	-	205,523	279,458
504 Risk Management	-	1,645,027	1,645,027	-	-	4,906
6XX Fiduciary Funds	\$ 99,799	\$ 621,137	\$ 619,878	\$ 1,259	\$ 101,058	\$ 101,058
631 Custodial Funds	99,799	621,137	619,878	1,259	101,058	101,058

(1) Revenues includes all sources, ongoing and one-time.

(2) Expenditures includes all uses, ongoing and one-time.

(3) Negative cash balance due to timing of grant reimbursements and/or revenue collection.

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
(001) GENERAL FUND						
REVENUES:						
Taxes	\$30,197,457	\$28,546,334	\$22,124,889	\$27,259,500	\$29,722,500	\$26,282,657
Property Tax	7,159,443	7,259,756	6,610,045	7,412,100	7,412,100	6,875,908
Local Sales & Use Tax	11,955,004	11,946,044	8,750,175	10,060,000	12,000,000	10,874,993
Sales/Parks	663,655	671,080	490,511	575,000	650,000	588,038
Brokered Natural Gas Use Tax	50,477	39,494	24,491	34,000	34,000	39,527
Criminal Justice Sales Tax	1,179,058	1,213,087	877,634	1,043,000	1,193,000	1,058,054
Admissions Tax	504,879	96,599	86,621	200,000	150,000	125,757
Utility Tax	5,575,351	5,402,943	3,989,676	5,479,100	5,479,100	4,006,590
Leasehold Tax	9,779	6,903	3,809	4,300	4,300	4,874
Gambling Tax	3,099,813	1,910,429	1,291,926	2,452,000	2,800,000	2,708,916
Franchise Fees	4,145,138	4,289,904	3,191,261	4,269,000	4,269,000	3,280,266
Cable, Water, Sewer, Solid Waste	3,021,837	3,082,339	2,277,987	3,029,000	3,029,000	2,400,566
Tacoma Power	1,123,301	1,204,366	903,274	1,240,000	1,240,000	879,700
Small Cell	-	3,200	10,000	-	-	-
Development Service Fees	1,749,026	2,252,765	1,497,589	1,755,200	1,760,200	1,523,140
Building Permits	690,016	992,686	666,366	735,600	735,600	756,029
Other Building Permit Fees	315,885	273,605	206,331	297,700	297,700	130,716
Plan Review/Plan Check Fees	603,498	810,634	496,128	581,400	581,400	500,553
Other Zoning/Development Fees	139,627	175,840	128,763	140,500	145,500	135,841
Licenses & Permits	415,674	354,013	266,368	382,525	382,525	281,985
Business License	292,489	254,104	196,819	276,525	276,525	207,875
Alarm Permits & Fees	84,348	63,533	34,767	70,000	70,000	40,746
Animal Licenses	38,838	36,376	34,783	36,000	36,000	33,364
State Shared Revenues	1,144,373	1,479,167	1,088,989	1,236,695	1,236,695	1,050,487
Criminal Justice	167,506	179,221	133,881	173,235	173,235	139,426
Criminal Justice High Crime	162,777	427,878	298,917	249,450	249,450	225,700
Liquor Excise Tax	330,276	393,090	296,951	339,770	339,770	329,596
Liquor Board Profits	483,806	478,969	359,232	474,240	474,240	355,765
Marijuana Enforcement/Excise Tax	8	8	8	-	-	-
Intergovernmental	528,086	453,830	361,640	288,665	216,110	176,361
Police FBI & Other Misc	14,080	12,870	12,870	12,000	12,000	12,960
Police-Animal Svcs-Steilacoom	18,012	15,630	11,094	16,601	16,601	13,208
Police-Animal Svcs-Dupont	33,252	33,917	25,438	34,514	34,514	25,947
Police-South Sound 911 Background Investigations	32,640	17,298	11,645	15,000	15,000	14,833
Muni Court-University Place Contract	153,321	251,187	195,664	20,000	6,000	6,000
Muni Court-Town of Steilacoom Contract	155,276	87,364	69,364	103,000	63,916	50,944
Muni Court-City of Dupont	121,505	35,565	35,565	87,550	68,079	52,470

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
(001) GENERAL FUND-continued						
Charges for Services & Fees	1,648,838	1,365,370	997,701	1,331,550	1,331,550	778,930
Parks & Recreation Fees	279,541	127,720	106,446	191,250	191,250	141,742
Police - Various Contracts	19,943	3,851	1,650	4,000	4,000	4,642
Police - Towing Impound Fees	10,000	3,000	3,000	4,000	4,000	-
Police - Extra Duty	978,470	875,281	619,962	775,000	775,000	362,130
Police - Western State Hospital Community Policing	355,500	355,500	266,625	355,500	355,500	266,750
Other	5,384	18	18	1,800	1,800	3,667
Fines & Forfeitures	1,762,837	1,273,308	1,105,037	1,363,205	1,388,205	1,220,330
Municipal Court	812,773	608,159	550,016	663,205	588,205	452,630
Photo Infraction	950,064	665,148	555,021	700,000	800,000	767,700
Miscellaneous/Interest/Other	417,942	161,833	130,658	129,201	129,201	70,332
Interest Earnings	160,388	52,458	46,279	67,930	67,930	14,469
Penalties & Interest - Taxes	167,569	34,294	28,671	7,500	7,500	13,939
Miscellaneous/Other	89,985	75,081	55,708	53,771	53,771	41,923
Interfund Transfers	284,700	284,700	213,525	284,700	284,700	213,525
Transfers In - Fund 401 SWM	284,700	284,700	213,525	284,700	284,700	213,525
Subtotal Operating Revenues	\$42,294,072	\$40,461,225	\$30,977,658	\$38,300,241	\$40,720,686	\$34,878,013
EXPENDITURES:						
City Council	135,995	134,101	101,258	148,287	148,287	97,682
Legislative	133,874	134,101	101,258	144,837	144,837	97,682
Sister City	2,121	-	-	3,450	3,450	-
City Manager	722,760	636,362	481,337	709,664	711,784	431,469
Executive	567,347	551,617	401,965	590,909	593,029	371,733
Communications	155,413	84,745	79,372	118,755	118,755	59,736
Municipal Court	1,958,515	1,853,556	1,401,296	1,990,524	1,997,484	1,277,084
Judicial Services	1,065,824	1,045,965	802,973	1,076,121	1,083,081	765,316
Professional Services	591,672	562,198	421,208	572,000	572,000	395,533
Probation & Detention	301,019	245,393	177,115	342,403	342,403	116,234
Administrative Services	1,775,396	1,840,554	1,384,129	1,911,795	1,918,275	1,428,144
Finance	1,193,231	1,265,348	956,693	1,285,342	1,289,662	991,232
Human Resources	582,165	575,206	427,437	626,453	628,613	436,913
Legal	1,706,817	1,430,939	1,041,216	1,623,752	1,628,883	1,043,243
Civil Legal Services	1,124,353	956,930	744,000	1,024,671	1,029,261	732,818
Criminal Prosecution Services	232,724	164,818	137,706	220,030	220,030	165,123
City Clerk	204,178	217,889	159,510	224,051	224,591	145,302
Election	145,562	91,302	-	155,000	155,000	-

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
(001) GENERAL FUND-continued						
Community & Economic Development	2,266,964	2,188,040	1,413,975	2,519,919	2,534,721	1,611,581
Current Planning	718,158	715,817	542,295	775,895	783,106	630,356
Long Range Planning	218,809	196,147	148,859	240,978	243,255	160,907
Building	1,146,618	1,135,909	635,898	1,303,025	1,307,579	690,530
Economic Development	183,379	140,167	86,923	200,021	200,780	129,788
Parks, Recreation & Community Services	2,903,440	2,407,609	1,711,126	2,930,296	3,116,742	1,891,254
Human Services	403,779	370,123	185,974	482,039	482,039	194,513
Administration	329,201	341,371	261,334	312,761	389,134	272,636
Recreation	467,173	297,314	218,434	479,387	479,387	259,859
Senior Services	246,535	180,325	129,429	243,300	243,300	113,929
Parks Facilities	544,466	424,886	338,928	444,965	479,560	370,095
Fort Steilacoom Park	733,560	619,238	445,065	789,994	840,313	529,747
Street Landscape Maintenance	178,727	174,352	131,961	177,850	203,009	150,474
Police	24,953,309	22,920,852	17,070,209	24,460,328	25,564,202	17,102,861
Command	4,084,467	3,413,795	2,672,063	3,840,266	4,488,236	2,649,113
Jail Service	811,899	365,591	292,623	700,000	700,000	192,607
Dispatch Services/SS911	2,069,771	2,048,834	1,536,602	1,995,290	2,023,290	1,518,158
Investigations	3,935,607	3,898,138	2,835,204	4,326,224	4,326,224	2,882,364
Patrol	7,730,510	7,522,202	5,458,090	7,743,477	8,171,381	5,740,075
Special Units	373,704	291,102	202,668	268,573	268,573	142,574
SWAT/Special Response Team	148,476	37,322	20,001	70,730	70,730	66,022
Neighborhood Policing Unit (Formerly Crime Prevention)	1,195,099	1,287,326	966,592	1,328,064	1,328,064	965,804
Contracted Services (Extra Duty, offset by Revenue)	1,033,057	900,942	690,433	775,000	775,000	568,293
Community Safety Resource Team (CSRT)	403,968	370,379	291,372	478,116	478,116	305,106
Training	843,556	749,949	555,936	812,777	812,777	600,282
Traffic Policing	928,309	883,041	657,836	955,384	955,384	517,536
Property Room	276,447	229,129	177,141	314,888	314,888	188,721
Reimbursements	356,392	276,459	212,777	64,650	64,650	185,506
Emergency Management	51,141	47,987	25,603	39,640	39,640	23,672
Animal Control	324,810	319,129	264,538	357,249	357,249	276,606
Road & Street/Camera Enforcement	386,095	279,528	210,730	390,000	390,000	280,420
Non-Departmental	121,530	107,234	95,185	136,925	136,925	102,358
Citywide	121,530	107,234	95,185	136,925	136,925	102,358
IT 6-Year Strategic Plan & Fleet/Equip Reserves	-	-	-	-	-	-
Interfund Transfers	1,983,711	1,462,408	1,059,179	1,866,823	1,916,600	1,152,662
Transfer to Fund 101 Street O&M	1,512,108	981,149	790,614	1,381,902	1,431,679	883,777
Transfer to Fund 105/190 Abatement Program	35,000	35,000	35,000	35,000	35,000	35,000
Transfer to Fund 201 GO Bond Debt Service	436,603	446,260	233,564	449,921	449,921	233,885
Subtotal Operating Expenditures	\$38,528,437	\$34,981,655	\$25,758,910	\$38,298,313	\$39,673,903	\$26,138,338
% Expenditure Change over Prior Year	2.8%	-9.2%		9.5%	13.4%	
OPERATING INCOME (LOSS)	3,765,635	5,479,570	5,218,748	1,928	1,046,783	8,739,675
As a % of Operating Expenditures	9.8%	15.7%	20.3%	0.01%	2.64%	33.44%

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
(001) GENERAL FUND-continued						
<i>OTHER FINANCING SOURCES:</i>						
Grants, Donations/Contrib, 1-Time	544,035	3,434,273	1,324,595	100,250	869,756	635,822
Contributions/Donations/Other	97,102	58,319	23,652	100,250	193,046	60,780
Grants	446,933	3,375,954	1,300,943	-	676,710	575,042
Subtotal Other Financing Sources	\$544,035	\$3,434,273	\$1,324,595	\$100,250	\$869,756	\$635,822
<i>OTHER FINANCING USES:</i>						
Capital & Other 1-Time	1,620,058	4,042,415	1,867,413	185,656	2,209,181	838,207
Municipal Court	94,366	76,136	43,863	8,800	87,810	54,155
City Council	-	-	-	-	-	-
City Manager	25,796	1,666	620	17,131	113,312	16,537
Administrative Services	32,136	5,447	3,345	8,190	36,917	16,960
City-Wide COVID-19 Grants	-	2,877,860	1,017,473	-	2,689	2,825
IT 6-Year Strategic Plan & I/S Charges to be Allocated	-	-	-	-	-	-
Legal/Clerk	57,002	34,302	26,490	8,825	61,881	36,646
Community & Economic Development	600,928	293,575	214,595	14,663	415,776	156,951
Parks, Recreation & Community Services	102,495	156,355	114,273	40,262	423,454	174,183
Police	707,335	597,075	446,755	87,785	1,067,342	379,950
Interfund Transfers	1,663,097	1,014,676	802,676	880,000	3,605,930	1,443,750
Transfer Out - Fund 101 Street	-	-	-	-	121,883	-
Transfer Out - Fund 105 Property Abatement/RHSP	50,000	50,000	50,000	50,000	125,000	50,000
Transfer Out - Fund 106 Public Art	100,000	-	-	-	22,500	-
Transfer Out - Fund 192 SSMCP	50,000	50,000	50,000	50,000	50,000	50,000
Transfer Out - Fund 301 Parks CIP	479,300	494,129	282,129	80,000	2,586,547	643,750
Transfer Out - Fund 302 Transportation CIP	983,797	393,547	393,547	700,000	700,000	700,000
Transfer Out - Fund 311 Sewer	-	27,000	27,000	-	-	-
Subtotal Other Financing Uses	\$3,283,155	\$5,057,091	\$2,670,089	\$1,065,657	\$5,815,111	\$2,281,957
Total Revenues and Other Sources	\$42,838,107	\$43,895,498	\$32,302,252	\$38,400,491	\$41,590,442	\$35,513,835
Total Expenditures and other Uses	\$41,811,592	\$40,038,746	\$28,428,999	39,363,970	\$45,489,014	\$28,420,296
Beginning Fund Balance:	\$8,847,534	\$9,874,049	\$9,874,049	\$5,767,631	\$13,730,802	\$13,730,802
Ending Fund Balance:	\$9,874,049	\$13,730,802	\$13,747,302	\$4,804,152	\$9,832,230	\$20,824,341
Ending Fund Balance as a % of Gen/Street Operating Rev	22.8%	33.2%	43.5%	12.2%	23.6%	58.5%
Reserve - Total Target 12% Reserves & Set Aside	\$5,194,795	\$4,958,178	\$4,958,178	\$4,711,458	\$6,001,912	\$6,001,912
2% Contingency Reserves	\$865,799	\$826,363	\$826,363	\$785,243	\$833,652	\$833,652
5% General Fund Reserves	\$2,164,498	\$2,065,908	\$2,065,908	\$1,963,108	\$2,084,130	\$2,084,130
5% Strategic Reserves	\$2,164,498	\$2,065,908	\$2,065,908	\$1,963,108	\$2,084,130	\$2,084,130
Set Aside for Economic Development Opportunity Fund	\$0	\$0	\$0	\$0	\$1,000,000	\$1,000,000
Unreserved/Designated 2023-2024 Budget	\$4,679,253	\$8,772,623	\$8,789,123	\$92,695	\$3,830,319	\$14,822,430

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 101 STREET OPERATIONS & MAINTENANCE						
<i>REVENUES:</i>						
Permits	154,287	147,196	119,061	106,500	106,500	134,276
Engineering Review Fees	-	40	40	-	-	-
Motor Vehicle Fuel Tax	841,601	709,693	530,324	855,410	855,410	588,090
Subtotal Operating Revenues	\$ 995,888	\$ 856,929	\$ 649,425	\$ 961,910	\$ 961,910	\$ 722,366
<i>EXPENDITURES:</i>						
Street Lighting	367,112	353,182	220,808	337,210	337,210	260,746
Traffic Control Devices	386,439	235,746	140,656	430,523	430,523	186,341
Snow & Ice Response	5,446	28,747	28,521	45,500	45,500	33,667
Road & Street Preservation	1,633,811	1,190,004	1,022,801	1,514,151	1,580,357	1,107,735
I/S Charges to be Allocated	-	-	-	-	-	-
Subtotal Operating Expenditures	\$2,392,808	\$1,807,679	\$1,412,786	\$2,327,384	\$2,393,590	\$1,588,489
OPERATING INCOME (LOSS)	(\$1,396,920)	(\$950,750)	(\$763,361)	(\$1,365,474)	(\$1,431,680)	(\$866,123)
<i>OTHER FINANCING SOURCES:</i>						
Grants		12,000	-	-	-	-
Judgments, Settlements/Miscellaneous	589	319	319	-	-	3,247
Transfer In From General Fund	1,512,108	981,149	790,614	1,381,902	1,553,562	883,777
Subtotal Other Financing Sources	\$1,512,697	\$993,467	\$790,933	\$1,381,902	1,553,562	\$887,025
<i>OTHER FINANCING USES:</i>						
Building, Vehicles, Equipment & Other 1-Time	110,987	47,507	32,361	16,428	121,883	20,902
Subtotal Other Financing Uses	\$110,987	\$47,507	\$32,361	\$16,428	\$121,883	\$20,902
Total Revenues and Other Sources	\$2,508,585	\$1,850,396	\$1,440,358	\$2,343,812	\$2,515,472	\$1,609,391
Total Expenditures and other Uses	\$2,503,796	\$1,855,185	\$1,445,147	\$2,343,812	\$2,515,472	\$1,609,391
Beginning Fund Balance:	\$0	\$4,789	\$4,789	\$0	\$0	\$0
Ending Fund Balance:	\$4,789	\$0	\$0	\$0	\$0	\$0

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 103 LAKEWOOD TRANSPORTATION BENEFIT DISTRICT						
REVENUES:						
\$20 Vehicle License Fee (Net of State Admin Fee)	830,684	881,849	665,496	835,000	835,000	694,620
Interest Earnings	3,447	904	757	-	-	610
Total Revenue	\$834,131	\$882,753	\$666,253	\$835,000	\$835,000	\$695,229
EXPENDITURES:						
Transfer to Fund 302 Transportation Capital	923,000	247,457	52,457	-	-	-
Total Expenditures	\$923,000	\$247,457	\$52,457	\$0	\$0	\$0
Beginning Fund Balance:	\$141,325	\$52,457	\$52,457	\$640,000	\$687,753	\$687,753
Ending Fund Balance:	\$52,457	\$687,753	\$666,253	\$1,475,000	\$1,522,753	\$1,382,982

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 104 HOTEL/MOTEL LODGING TAX						
REVENUES:						
Special Hotel/Motel Lodging Tax (5%)	\$774,671	\$619,508	\$473,039	\$571,429	\$691,429	\$706,914
Transient Rental income Tax (2%)	317,282	247,803	189,216	228,571	308,571	282,770
Interest Earnings	22,666	7,693	7,151	-	-	1,676
Total Revenues	\$1,114,619	\$875,005	\$669,406	\$800,000	\$1,000,000	\$991,359
EXPENDITURES:						
Lodging Tax Programs	540,352	456,515	303,782	672,250	672,250	366,091
Lodging Tax Programs-Transfer Out to Fund 301 Parks CIP	178,836	320,093	-	-	140,941	68,049
Total Expenditures	\$719,189	\$776,609	\$303,782	\$672,250	\$813,191	\$434,139
Beginning Fund Balance:	\$1,165,206	\$1,560,637	\$1,560,637	\$1,247,353	\$1,659,033	\$1,659,033
Ending Fund Balance (earmarked for next year's grant awards)	\$1,560,637	\$1,659,033	\$1,926,261	\$1,375,103	\$1,845,842	\$2,216,253

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 105 PROPERTY ABATEMENT/RENTAL HOUSING SAFETY PROGRAM/1406 FUNDS						
<i>REVENUES:</i>						
Abatement Program:	238,946	132,535	95,018	147,000	147,000	144,762
Abatement Charges	138,739	59,134	30,819	77,000	77,000	69,434
Interest Earnings	36,581	13,401	4,199	35,000	35,000	40,329
Judgments & Settlements/Other Misc	3,625	-	-	-	-	-
Transfer In - Fund 001 General	60,000	60,000	60,000	35,000	35,000	35,000
Rental Housing Safety Program:	230,307	204,398	172,689	225,000	324,587	207,397
Transfer In - Fund 001 General	25,000	25,000	25,000	50,000	149,287	50,000
Rental Housing Safety Program Fees	205,307	179,398	147,689	175,000	175,300	157,397
1406 Affordable Housing Program:	-	72,316	45,077	98,000	98,000	78,464
Sales Tax	-	72,316	45,077	98,000	98,000	78,464
Total Revenues	\$469,253	\$409,250	\$312,784	\$470,000	\$569,587	\$430,623
<i>EXPENDITURES:</i>						
Abatement	132,474	92,934	43,886	147,000	757,386	261,856
Rental Housing Safety Program	199,841	263,719	194,998	225,000	300,300	162,771
1406 Affordable Housing Program	-	-	-	98,000	170,315	-
Total Expenditures	\$332,315	\$356,653	\$238,884	\$470,000	\$1,228,001	\$424,627
Beginning Fund Balance:	\$468,879	\$605,817	\$605,817	\$0	\$658,414	\$658,414
Ending Fund Balance:	\$605,817	\$658,414	\$679,717	\$0	\$0	\$664,410
Abatement Program	\$570,784	\$610,386	\$621,916	\$0	\$0	\$493,292
Rental Housing Safety Program	\$35,033	(\$24,288)	\$12,724	\$0	\$0	\$20,338
1406 Affordable Housing Program	\$0	\$72,316	\$45,077	\$0	\$0	\$150,780

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 106 PUBLIC ART						
<i>REVENUES:</i>						
Interest Earnings	893	722	675	-	-	94
Facility Rentals	21,000	(3,000)	(1,500)	7,500	7,500	-
Transfer In - Fund 001 General	100,000	-	-	-	22,500	-
Total Revenues	\$121,893	(\$2,278)	(\$825)	\$7,500	\$30,000	\$94
<i>EXPENDITURES:</i>						
Arts Commission Programs	-	-	-	2,000	10,000	-
Public Art	4,000	5,000	5,000	5,500	155,500	24,115
Total Expenditures	\$4,000	\$5,000	\$5,000	\$7,500	\$165,500	\$24,115
Beginning Fund Balance:	\$24,885	\$142,778	\$142,778	\$0	\$135,500	\$135,500
Ending Fund Balance:	\$142,778	\$135,500	\$136,953	\$0	\$0	\$111,479

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 180 NARCOTICS SEIZURE						
<i>REVENUES:</i>						
Forfeitures	123,275	71,670	57,878	-	-	15,794
Law Enforcement Contracts	38,171	33,485	16,521	-	-	2,217
Interest Earnings	6,098	1,197	1,120	-	-	126
Transfer In from Fleet & Equipment Fund	-	-		-	14,500	-
Total Revenues	\$167,544	\$106,352	\$75,519	-	14,500	18,136
<i>EXPENDITURES:</i>						
Investigations /Predictive Policing	201,584	162,477	115,287	-	120,696	53,981
Capital Purchases	-	-	-	120,000	120,000	-
Total Expenditures	\$201,584	\$162,477	\$115,287	\$120,000	\$240,696	\$53,981
Beginning Fund Balance:	\$316,361	\$282,321	\$282,321	\$120,000	\$226,196	\$226,196
Ending Fund Balance:	\$282,321	\$226,196	\$242,552	\$0	\$0	\$190,351

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 181 FELONY SEIZURE						
<i>REVENUES:</i>						
Forfeitures/Misc/Interest	14,121	42,660	42,651	-	-	30
Total Revenues	\$14,121	\$42,660	\$42,651	\$0	\$0	\$30
<i>EXPENDITURES:</i>						
Investigations/Predictive Policing	21,022	2,966	1,939	-	47,837	11,133
Total Expenditures	\$21,022	\$2,966	\$1,939	\$0	\$47,837	\$11,133
Beginning Fund Balance:	\$15,044	\$8,143	\$8,143	\$0	\$47,837	\$47,837
Ending Fund Balance:	\$8,143	\$47,837	\$48,855	\$0	\$0	\$36,735

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 182 FEDERAL SEIZURE						
<i>REVENUES:</i>						
Forfeitures	264,203	63,492	63,492	-	-	919
Interest Earnings	-	1,132	1,042	-	-	135
Total Revenues	\$264,203	\$64,624	\$64,534	\$0	\$0	\$1,054
<i>EXPENDITURES:</i>						
Crime Prevention	4,374	399	-	-	40,906	-
Capital	-	163,147	-	120,000	120,000	-
Total Expenditures	\$4,374	\$163,546	\$0	\$120,000	\$160,906	\$0
Beginning Fund Balance:	\$0	\$259,829	\$259,829	\$120,000	\$160,907	\$160,907
Ending Fund Balance:	\$259,829	\$160,907	\$324,363	\$0	\$0	\$161,960

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 190 CDBG						
<i>REVENUES:</i>						
Grants	843,178	385,342	288,999	595,000	4,364,908	693,266
Section 108 Loan Proceeds	-	-	-	-	-	-
Interest Earnings	6	16	12	-	-	6
Miscellaneous/Contributions	1,309	3,411	1,611	-	-	5,061
Total Revenues	\$844,493	\$388,769	\$290,622	\$595,000	\$4,364,908	\$698,333
<i>EXPENDITURES:</i>						
Grants	348,605	402,213	320,716	595,000	5,746,632	771,964
Transfer Out - Fund 302 Transportation	486,445	8,056	3,016	-	-	-
Total Expenditures	\$835,050	\$410,269	\$323,732	\$595,000	\$5,746,632	\$771,964
Beginning Fund Balance:	\$1,393,781	\$1,403,224	\$1,403,224	\$0	\$1,381,724	\$1,381,724
Ending Fund Balance:	\$1,403,224	\$1,381,724	\$1,370,114	\$0	\$0	\$1,308,093

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 191 NEIGHBORHOOD STABILIZATION PROGRAM						
<i>REVENUES:</i>						
Grant-NSP 1	55,697	43,741	-	-	42,000	46,093
Grant-NSP 3	-	57,505	57,505	-	-	-
Abatement Charges	-	-	-	63,000	-	-
Abatement Interest	1,766	12,257	12,257	15,000	-	6,090
Total Revenues	\$57,462	\$113,503	\$69,763	\$78,000	\$42,000	\$52,182
<i>EXPENDITURES:</i>						
Grant-NSP 1	3,662	822	652	78,000	297,114	7,117
Grant-NSP 3	-	-	-	-	-	43,357
Total Expenditures	\$3,662	\$822	\$652	\$78,000	\$297,114	\$50,474
Beginning Fund Balance:	\$88,632	\$142,433	\$142,433	\$0	\$255,115	\$255,115
Ending Fund Balance:	\$142,433	\$255,115	\$211,543	\$0	\$0	\$256,822

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 192 SSMCP (SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP)						
<i>REVENUES:</i>						
Grants	241,825	461,015	384,105	-	8,909,228	339,937
Partner Participation	182,400	186,000	184,700	177,500	186,000	189,800
Misc/Other	1	500	500	-	-	-
Transfer In From Fund 001 General	50,000	50,000	50,000	50,000	50,000	50,000
Total Revenues	\$474,227	\$697,515	\$619,305	\$227,500	\$9,145,228	\$579,737
<i>EXPENDITURES:</i>						
OEA/SSMCP	494,496	732,928	610,527	227,500	9,163,073	504,836
Total Expenditures	\$494,496	\$732,928	\$610,527	\$227,500	\$9,163,073	\$504,836
Beginning Fund Balance:	\$73,700	\$53,431	\$53,431	\$0	\$18,018	\$18,018
Ending Fund Balance:	\$53,431	\$18,018	\$62,208	\$0	\$173	\$92,919

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 195 PUBLIC SAFETY GRANTS						
<i>REVENUES:</i>						
Grants	317,474	535,656	350,614	132,328	715,481	372,121
Total Revenues	\$317,474	\$535,656	\$350,614	\$132,328	\$715,481	\$372,121
<i>EXPENDITURES:</i>						
Grants	317,473	535,656	350,613	132,328	715,481	372,121
Total Expenditures	\$317,473	\$535,656	\$350,613	\$132,328	\$715,481	\$372,121
Beginning Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$0

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 196 ARPA (AMERICAN RESCUE PLAN ACT) GRANT						
<i>REVENUES:</i>						
Grants	-	-		-	4,192,719	24,634
Interest				-	-	511
Total Revenues	-	\$0	\$0	\$0	\$4,192,719	\$25,145
<i>EXPENDITURES:</i>						
Grants	-	-	-	-	4,192,719	25,145
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 4,192,719	\$ 25,145
Beginning Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$0

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 201 GENERAL OBLIGATION BOND DEBT SERVICE						
<i>REVENUES:</i>						
Transfer-In From Fund 001 General	436,603	446,260	233,564	449,921	449,921	233,885
Transfer-In From Fund 102 REET	164,000	535,296	1,110,000	1,240,900	1,240,900	162,902
Total Revenues	\$600,603	\$981,556	\$1,343,564	\$1,690,821	\$1,690,821	\$396,787
<i>EXPENDITURES:</i>						
Principal & Interest - 59th Avenue	77,000	77,000	77,000	77,000	77,000	77,000
Principal & Interest - Police Station - 2009/2016	210,181	209,006	17,261	212,594	212,594	15,935
Principal & Interest - LOCAL LED Streetlight	155,025	154,650	133,700	160,327	160,327	140,950
Principle & Interest - Transp CIP Bond - 2019-2022 LTGO	158,396	540,900	140,450	1,240,900	1,240,900	133,950
Total Expenditures	\$600,603	\$981,556	\$368,411	\$1,690,821	\$1,690,821	\$396,787
Beginning Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance:	\$0	\$0	\$975,154	\$0	\$0	\$0

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE						
<i>REVENUES:</i>						
Interest	1,876	1,407	1,287	-	-	165
Assessments	201,429	270,724	102,048	268,920	254,590	88,686
LID 1109 Bond Proceeds for Admin Fees (Fund 302)	-	17,730	17,300	-	-	-
Total Revenues	\$203,305	\$289,861	\$120,635	\$268,920	\$254,590	\$88,850
<i>EXPENDITURES:</i>						
LID 1101/1103	167,641	10,800	779	109,833	220,611	860
LID 1108	68,293	65,521	-	62,749	63,661	312
LID 1109	-	600	600	96,338	97,732	97,582
Total Expenditures	\$235,934	\$76,921	\$1,379	\$268,920	\$382,004	\$98,754
Beginning Fund Balance:	\$67,726	\$35,097	\$35,097	\$0	\$248,038	\$248,038
Ending Fund Balance:	\$35,097	\$248,038	\$154,353	\$0	\$120,624	\$238,134

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 204 SEWER PROJECT DEBT SERVICE						
<i>REVENUES:</i>						
Sewer Charges (4.75% Sewer Surcharge)	822,295	791,007	590,006	785,000	785,000	588,305
Interest Earnings/Other	20,829	4,127	3,115	6,600	6,600	567
Sanitary Side Sewer Connection Home Loan Repayment	7,767	30,413	6,245	8,881	8,881	5,649
Total Revenues	\$850,891	\$825,547	\$599,366	\$800,481	\$800,481	\$594,521
<i>EXPENDITURES:</i>						
Principal & Interest	485,023	482,554	482,554	480,086	480,086	480,086
Transfer To Fund 311 Sewer Capital	987,000	55,000	55,000	190,000	190,000	-
Total Expenditures	1,472,023	\$537,554	\$537,554	\$670,086	\$670,086	\$480,086
Beginning Fund Balance:	\$940,452	\$319,321	\$319,321	\$578,288	\$607,313	\$607,313
Ending Fund Balance:	\$319,321	\$607,313	\$381,133	\$708,683	\$737,708	\$721,748

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE						
<i>REVENUES:</i>						
Interest Earnings	2,606	674	629	-	-	93
Total Revenues	\$2,606	\$674	\$629	\$0	\$0	\$93
<i>EXPENDITURES:</i>						
Transfer Out - Fund 001 General	-	-	-	-	-	-
Total Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Beginning Fund Balance:	\$129,688	\$132,294	\$132,294	\$132,294	\$132,968	\$132,968
Ending Fund Balance:	\$132,294	\$132,968	\$132,923	\$132,294	\$132,968	\$133,062

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 301 PARKS CAPITAL						
<i>REVENUES:</i>						
Grants	714,360	2,112,047	363,761	332,000	7,583,229	347,971
Motor Vehicle Excise Tax for Paths & Trails	4,978	4,198	3,137	-	-	3,479
Interest Earnings	33,800	12,768	12,128	-	-	1,071
Contributions/Donations/Utility & Developers	208,974	5,023	3,550	-	10,000	13,540
Transfer In From Fund 001 General	479,300	494,129	282,129	80,000	2,562,260	643,750
Transfer In From Fund 102 REET	1,443,130	519,589	519,589	158,000	158,000	158,000
Transfer In From Fund 104 Hotel/Motel Lodging Tax	178,836	320,093	-	-	140,941	68,049
Transfer In From Fund 302 Transportation CIP	5,087	-	-	-	-	-
Transfer In From Fund 401 Surface Water Mgmt	131,537	-	-	-	206,277	-
Transfer In - Fund 502 Property Management	50,000	-	-	-	-	-
Total Revenues	\$3,250,004	\$3,467,848	\$1,184,294	\$570,000	\$10,660,707	\$1,235,859
<i>EXPENDITURES:</i>						
Capital	2,025,972	3,478,905	682,645	570,000	13,242,089	2,303,604
Transfer to Fund 102 REET	-	100,000	-	-	-	-
Total Expenditures	\$2,025,972	\$3,578,905	\$682,645	\$570,000	\$13,242,089	\$2,303,604
Beginning Fund Balance:	\$1,492,525	\$2,716,557	\$2,716,557	\$0	\$2,605,500	\$2,605,500
Ending Fund Balance:	\$2,716,557	\$2,605,500	\$3,218,206	\$0	\$24,118	\$1,537,755

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 302 TRANSPORTATION CAPITAL PROJECT						
REVENUES:						
Motor Vehicle Excise Tax	338,774	285,676	213,474	344,330	344,330	236,727
State Transportation Package - Multi-Modal Distribution	82,162	81,341	61,007	80,440	80,440	60,418
State Transportation Package - Increased Gas Tax (MVET)	71,893	71,174	53,381	70,235	70,235	52,866
Traffic Mitigation Fees	103,505	-	-	-	-	-
Pavement Degradation Fees	52,741	28,135	25,128	-	-	28,164
Grants	1,421,106	2,192,897	1,517,504	4,786,400	8,494,718	2,416,006
Contributions from Utilities/Developers/Partners	179,351	150,126	150,126	150,302	1,299,985	623,005
LID Financing	-	922,757	922,757	-	-	-
Proceeds from Sale of Asset/Street Vacation	200,000	65,203	65,203	-	-	-
Interest/Other	136,879	57,861	55,090	-	-	2,854
GO Bond Proceeds	8,055,905	3,029,885	-	6,600,000	6,600,000	-
Transfer In - Fund 001 General	983,797	512,000	512,000	700,000	700,000	700,000
Transfer In - Fund 102 REET	1,304,031	1,100,950	552,228	679,295	818,295	818,295
Transfer In - Fund 103 TBD	923,000	247,457	52,457	-	-	-
Transfer In - Fund 190 CDBG	486,445	8,056	3,016	-	294,960	(5,040)
Transfer In - Fund 401 SWM	788,275	492,901	314,504	1,575,000	4,316,155	804,009
Total Revenues	\$15,127,864	\$9,246,420	\$4,497,875	\$14,986,002	\$23,019,118	\$5,737,304
EXPENDITURES:						
Capital Projects	7,256,185	14,571,364	9,862,957	15,732,002	27,417,155	8,164,235
Debt Issue Cost	55,881	19,500	-	-	-	10,380
Transfer Out - Fund 301 Parks CIP	5,087	-	-	-	-	-
Transfer Out - Fund 201 GO Bond Debt Service	-	17,730	17,300	-	-	-
Transfer Out - Fund 401 SWM	-	241,840	241,840	-	-	-
Intefund Loan Repayment	-	880,204	880,204	-	-	-
Total Expenditures	\$7,317,153	\$15,730,638	\$11,002,301	\$15,732,002	\$27,417,155	\$8,174,615
Beginning Fund Balance:	\$3,543,426	\$11,354,136	\$11,354,136	\$927,246	\$4,869,918	\$4,869,918
Ending Fund Balance:	\$11,354,136	\$4,869,918	\$4,849,710	\$181,246	\$471,881	\$2,432,607

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 303 REAL ESTATE EXCISE TAX						
<i>REVENUES:</i>						
Real Estate Excise Tax	2,994,634	3,643,117	1,732,995	1,800,000	3,500,000	2,872,151
Interest Earnings	7,380	2,413	2,256	-	-	1,255
Transfer In - Fund 301 Parks CIP	-	100,000	-	-	-	-
Total Revenue	\$3,002,014	\$3,745,530	\$1,735,251	\$1,800,000	\$3,500,000	\$2,873,406
<i>EXPENDITURES:</i>						
Transfer Out - Fund 201 GO Bond Debt Service	164,000	535,296	1,110,000	1,240,900	1,240,900	162,902
Transfer Out - Fund 301 Parks CIP	1,443,130	519,589	519,589	158,000	158,000	158,000
Transfer Out - Fund 302 Transportation CIP	1,304,031	1,219,403	670,681	679,295	818,295	818,295
Total Expenditures	\$2,911,161	\$2,274,288	\$2,300,270	\$2,078,195	\$2,217,195	\$1,139,197
Beginning Fund Balance:	\$709,416	\$800,269	\$800,269	\$540,095	\$2,271,510	\$2,271,510
Ending Fund Balance:	\$800,270	\$2,271,510	\$235,250	\$261,900	\$3,554,315	\$4,005,719

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 311 SEWER CAPITAL PROJECT						
<i>REVENUES:</i>						
Grants	450,000	-	-	-	75,000	-
Sewer Availability Charge	245,401	297,919	213,438	165,000	583,760	552,158
Interest Earnings	18,382	5,381	4,986	-	-	81,496
Proceeds from Lien	1,474	1,543	647	-	-	3,953
Transfer In Fund 001 General	-	27,000	27,000	-	-	-
Transfer In From Fund 401 Surface Water Mgmt	-	8,000	-	-	-	-
Transfer In Fund 204 Sewer Debt (Sewer Surcharge 4.75%)	987,000	55,000	55,000	190,000	190,000	-
Transfer In Fund 312 Sanitary Sewer Connection Capital	815,483	-	-	-	-	-
Total Revenues	\$2,517,741	\$394,844	\$301,072	\$355,000	\$848,760	\$637,607
<i>EXPENDITURES:</i>						
Capital/Administration	1,390,145	108,745	70,677	795,000	1,743,461	859,544
Total Expenditures	\$1,390,145	\$108,745	\$70,677	\$795,000	\$1,743,461	\$859,544
Beginning Fund Balance:	\$118,225	\$1,245,820	\$1,245,820	\$465,586	\$1,531,919	\$1,531,919
Ending Fund Balance:	\$1,245,820	\$1,531,919	\$1,476,215	\$25,586	\$637,218	\$1,309,982

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 401 SURFACE WATER MANAGEMENT						
<i>REVENUES:</i>						
Storm Drainage Fees & Charges	4,256,773	4,480,680	3,072,698	4,351,500	4,401,500	2,772,543
Site Development Permit Fee	46,968	74,816	61,668	50,000	50,000	53,410
Interest Earnings & Misc	79,984	22,701	21,032	15,600	15,600	4,258
Subtotal Operating Revenues	\$4,383,724	\$4,578,197	\$3,155,398	\$4,417,100	\$4,467,100	\$2,830,211
<i>EXPENDITURES:</i>						
Engineering Services	1,431,957	1,430,305	1,024,952	1,860,808	1,885,946	1,064,775
Operations & Maintenance	810,393	623,702	302,149	961,416	961,416	406,479
Revenue Bonds - Debt Service (15-Year Life, 4%)	-	-	-	126,000	126,000	-
Transfer to Fund 001 General Admin Support	284,700	284,700	213,525	284,700	284,700	213,525
Subtotal Operating Expenditures	\$2,527,049	\$2,338,707	\$1,540,626	\$3,232,924	\$3,258,062	\$1,684,779
OPERATING INCOME (LOSS)	\$1,856,675	\$2,239,490	\$1,614,772	\$1,184,176	\$1,209,038	\$1,145,432
<i>OTHER FINANCING SOURCES:</i>						
Grants/Contributions	-	120,168	103,536	-	3,435	31,019
American Lake Management District	119,313	32,337	31,808	33,285	33,285	32,317
Flood Control Opportunity Fund	-	300,202	300,202	-	-	-
Revenue Bonds - Bond Proceeds	-	-	-	1,000,000	1,000,000	-
Transfer In From Fund 302 Transportation Capital	-	241,840	241,840	-	-	-
Subtotal Other Financing Sources	\$119,313	\$694,546	\$677,387	\$1,033,285	\$1,036,720	\$63,336
<i>OTHER FINANCING USES:</i>						
Capital/1-Time	225,438	903,821	844,991	231,665	656,374	41,939
American Lake Management District	124,619	14,584	13,634	29,886	61,121	24,137
Transfer to Fund 301 Parks CIP	133,958	-	-	-	206,277	-
Transfer to Fund 302 Transportation Capital	785,855	492,901	314,504	1,575,000	4,316,155	804,009
Transfer To Fund 311 Sewer Capital	-	8,000	-	-	-	-
Subtotal Other Financing Uses	\$1,269,870	\$1,419,305	\$1,173,129	\$1,836,551	\$5,239,927	\$870,085
Total Revenues and Other Sources	\$4,503,037	\$5,272,743	\$3,832,785	\$5,450,385	\$5,503,820	\$2,893,547
Total Expenditures and other Uses	\$3,796,920	\$3,758,013	\$2,713,755	\$5,069,475	\$8,497,989	\$2,554,864
Beginning Fund Balance:	\$3,600,172	\$4,306,289	\$4,306,289	\$1,500,405	\$5,821,019	\$5,821,019
Ending Fund Balance:	\$4,306,289	\$5,821,019	\$5,425,319	\$1,881,315	\$2,826,850	\$6,159,702
Ending Fund Balance as a % of Operating Rev/Exp	98.2%	127.1%	171.9%	42.6%	63.3%	217.6%
33% Operating Reserves (of operating expenditures)	\$833,926	\$771,773	\$508,407	\$1,066,865	\$1,075,160	\$1,075,160
1% Capital Reserves	\$458,330	\$453,795	\$453,795	\$490,130	\$490,130	\$490,130
American Lake Management District	\$16,571	\$31,237	\$32,314	\$31,549	\$314	\$36,330
Unreserved / (Shortfall):	\$2,997,462	\$4,564,214	\$4,430,803	\$292,771	\$1,261,246	\$4,558,082

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 501 FLEET & EQUIPMENT						
<i>OPERATING REVENUES:</i>						
M&O Revenue	763,367	617,408	427,714	740,720	740,720	415,876
Interest Earnings	71,013	19,472	18,229	15,000	15,000	2,932
Total Revenues	\$834,380	\$636,880	\$445,943	\$755,720	\$755,720	\$418,809
<i>OPERATING EXPENDITURES:</i>						
Fuel/Gasoline	323,206	255,476	175,376	424,150	424,150	216,240
Other Supplies	18,655	11,720	7,993	3,990	3,990	11,530
Repairs & Maintenance	499,389	380,884	271,316	327,580	327,580	221,093
Other Services & Charges	6,468	516	475	-	-	226
Total Expenditures	\$847,719	\$648,597	\$455,160	\$755,720	\$755,720	\$449,089
Operating Revenue Over/(Under) Expenditures	(\$13,339)	(\$11,716)	(\$9,216)	\$0	\$0	(\$30,280)
<i>OTHER FINANCING SOURCES:</i>						
Interfund Loan (Fund 302 LID Interim Financing)	-	880,204	880,204	-	-	-
Replacement Reserves Collections	805,481	-	-	-	907,987	-
Capital Contribution	-	25,807	-	-	119,900	-
Proceeds From Sale of Assets	13,339	11,716	9,216	-	-	30,280
Transfer In From Fund 001 General	-	-	-	-	-	-
Transfer In from Fund 181 Felony Seizure	-	-	-	-	-	-
Transfer In From Fund 504 Risk Management	81,184	64,851	58,574	-	-	-
Total Other Financing Sources	\$900,004	\$982,578	\$947,994	\$0	\$1,027,887	\$30,280
<i>OTHER FINANCING USES:</i>						
Fleet & Equipment New & Replacement	941,993	490,005	112,182	484,000	821,552	520,533
Transfer to Fund 180 Narcotics Seizure	-	-	-	-	14,500	-
Transfer to Fund 502 Information Technology	-	-	-	-	-	-
Total Other Financing Uses	\$941,993	\$490,005	\$112,182	\$484,000	\$836,052	\$520,533
Total Revenues	\$1,734,384	\$1,619,459	\$1,393,938	\$755,720	\$1,783,607	\$449,089
Total Expenditures	\$1,789,712	\$1,138,602	\$567,342	\$1,239,720	\$1,591,772	\$969,622
Beginning Fund Balance:	\$3,835,778	\$3,780,451	\$3,780,451	\$3,940,779	\$4,261,308	\$4,261,308
Ending Fund Balance:	\$3,780,451	\$4,261,308	\$4,607,046	\$3,456,779	\$4,453,143	\$3,740,775

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 502 PROPERTY MANAGEMENT						
<i>OPERATING REVENUES:</i>						
M&O Revenue	683,461	702,611	497,159	695,603	695,603	546,727
Interest Earnings	14,728	2,278	2,102	-	-	406
Total Operating Revenues	\$ 698,189	\$ 704,888	\$ 499,260	\$ 695,603	\$ 695,603	\$ 547,133
<i>OPERATING EXPENDITURES:</i>						
City Hall Facility	369,872	374,899	249,456	381,034	381,034	294,638
Police Station	266,905	275,469	212,631	245,052	245,052	216,068
Parking Facilities/Light Rail	61,413	54,521	37,174	69,517	69,517	36,427
Total Operating Expenditures	\$ 698,189	\$ 704,888	\$ 499,260	\$ 695,603	\$ 695,603	\$ 547,133
Operating Revenue Over/(Under) Expenditures	\$ (0)	\$ -	\$ -	\$ -	\$ -	\$ -
<i>OTHER FINANCING SOURCES:</i>						
Replacement Reserve Collections / Other 1-Time	100,000	156,178	107,667	-	126,500	-
Total Other Financing Sources	\$ 100,000	\$ 156,178	\$ 107,667	\$ -	\$ 126,500	\$ -
<i>OTHER FINANCING USES:</i>						
Capital/1-Time/6-Year Property Management Plan	157,082	7,934	757	230,000	441,500	9,822
Total Other Financing Uses	\$ 157,082	\$ 7,934	\$ 757	\$ 230,000	\$ 441,500	\$ 9,822
Total Revenues	\$ 798,188	\$ 861,066	\$ 606,927	\$ 695,603	\$ 822,103	\$ 547,133
Total Expenditures	\$ 855,271	\$ 712,823	\$ 500,017	\$ 925,603	\$ 1,137,103	\$ 556,955
Beginning Fund Balance:	\$493,139	\$436,057	\$436,057	\$389,124	\$584,300	\$584,300
Ending Fund Balance:	\$436,057	\$584,300	\$542,967	\$159,124	\$269,300	\$574,479

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 503 INFORMATION TECHNOLOGY						
<i>REVENUES:</i>						
M&O Revenue	1,202,671	1,337,482	954,508	1,891,129	1,933,629	975,028
Misc/Interest/Other	2,201	2,826	2,764	-	-	153
Total Operating Revenues	\$ 1,204,872	\$ 1,340,308	\$ 957,273	\$ 1,891,129	\$ 1,933,629	\$ 975,181
<i>EXPENDITURES:</i>						
Personnel	562,728	524,535	387,276	588,699	588,699	439,614
Supplies	40,330	60,796	55,561	179,520	179,520	41,384
Services & Charges	601,814	754,976	514,436	1,122,910	1,165,410	494,183
6-Year IT Strategic Plan/IS Expenses to be Allocated	-	-	-	-	-	-
Total Operating Expenditures	\$1,204,872	\$1,340,308	\$957,273	\$1,891,129	\$1,933,629	\$975,181
Operating Revenue Over/(Under) Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>OTHER FINANCING SOURCES:</i>						
Replacement Reserve Collection	48,678	66,845	44,563	-	-	-
Capital Contrib & Other 1-Time /6-Year Strategic Plan	593,944	305,350	220,376	168,750	786,155	279,561
Total Other Financing Sources	\$642,622	\$372,195	\$264,939	\$168,750	\$786,155	\$279,561
<i>OTHER FINANCING USES:</i>						
One-Time/Capital	593,944	305,350	220,376	168,750	786,155	279,561
Total Other Financing Uses	\$593,944	\$305,350	\$220,376	\$168,750	\$786,155	\$279,561
Total Revenues	\$1,847,494	\$1,712,503	\$1,222,211	\$2,059,879	\$2,719,784	\$1,254,741
Total Expenditures	\$1,798,816	\$1,645,658	\$1,177,648	\$2,059,879	\$2,719,784	\$1,254,741
Beginning Fund Balance:	\$90,000	\$138,678	\$138,678	\$205,522	\$205,522	\$205,523
Ending Fund Balance:	\$138,678	\$205,523	\$183,241	\$205,522	\$205,522	\$205,523

	2019 Annual Actual	2020 Annual Actual	2020 Actual YTD Sep	2021 Original Budget	2021 Current Revised	2021 Actual YTD Sep
FUND 504 RISK MANAGEMENT						
<i>REVENUES:</i>						
M&O Revenue	1,561,705	1,289,027	1,473,704	1,396,480	1,406,350	1,516,913
AWC Retro Refund	-	128,938	51,655	-	-	-
Insurance Proceeds/3rd Party Recoveries	285,680	371,383	179,992	200,000	200,000	128,114
Total Revenues	\$1,847,386	\$1,789,348	\$1,705,351	\$1,596,480	\$1,606,350	\$1,645,027
<i>EXPENDITURES:</i>						
Safety Program	2,782	2,474	1,959	3,980	3,980	2,008
AWC Retro Program	35,792	37,356	37,356	37,500	37,500	33,945
WCIA Assessment	1,411,230	1,438,931	1,438,931	1,355,000	1,364,870	1,364,838
Claims/Judgments & Settlements	316,397	245,735	168,531	200,000	200,000	244,237
Total Expenditures	\$1,766,202	\$1,724,497	\$1,646,778	\$1,596,480	\$1,606,350	\$1,645,027
<i>OTHER FINANCING SOURCES:</i>						
Capital Contribution/1-Time M&O	-	-	-	-	-	-
Total Other Financing Sources	\$0	\$0	\$0	\$0	\$0	\$0
<i>OTHER FINANCING USES:</i>						
Transfer To Fund 501 Fleet & Equipment	81,184	64,851	58,574	-	-	-
Total Other Financing Uses	\$81,184	\$64,851	\$58,574	\$0	\$0	\$0
Total Revenues	\$1,847,386	\$1,789,348	\$1,705,351	\$1,596,480	\$1,606,350	\$1,645,027
Total Expenditures	\$1,847,386	\$1,789,348	\$1,705,351	\$1,596,480	\$1,606,350	\$1,645,027
Beginning Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$0

City Council

Performance Measure	Target	Quarter 1	Quarter 2	Quarter 3
# of City Council retreats	2 times per year	1	1	0
# of City Council sponsored/supported events	20 per year	2	4	4

MLK Jr. Celebration
 APCC Asia Pacific New Year Celebration
 Community Clean-Up Event
 2021 Kids' Fest and Children's Museum at JBLM Ribbon Cutting Ceremony
 Lancer Field Dedicatoin Ceremony
 Rotary Club of Lakewood Sportsmans Dinner & Auction
 Lakewood History Museum Grand Re-Opening
 APCC Samoa Cultural Day
 National Night Out
 25th Anniversary Event Celebration

City Manager

Performance Measure	Target	Quarter 1	Quarter 2	Quarter 3
Average # of items on study session agendas	< 6 items	3.3	4	3.3
# of presentations of State of the City	10	3	3	0
# of new followers: City Twitter	45 per quarter	data not available	2,480	2612
# of new followers: LPD Twitter	45 per quarter	data not available	7,955	8428
#of new likes: City FB	45 per quarter	6	8,942	9501
#of new likes: LPD FB	45 per quarter	data not available	16,385	16893
#of new likes: Parks FB	45 per quarter	data not available	1,495	data not available
#of new likes: Senior Ctr FB	45 per quarter	data not available	494	516
# of posts: City Instagram	45 per quarter	11	36	52
# of multimedia items produced - video	3 per quarter	0	15	9

Performance Measure	Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Measure- CDBG					
# of persons with new or improved access to public facility or infrastructure	5,115	0	0	0	
# of owner-occupied units rehabilitated	12	3	4	2	
# of new affordable housing units constructed	3	0	0	0	
# persons assisted with emergency HOME tenant-based rental assistance	100	56	52	0	0
# persons assisted with emergency CDBG-CV assistance payments for rental and mortgage assistance	150	0	73	193	
# persons with access to affordable housing through fair housing activities	50	0	0	0	
# units assisted that are occupied by the elderly	tbd	0	5-Major/ 21 Rental Assistance	2- Major	
\$ program income received (CDBG & NSP)	tbd	\$58,329	\$121,954	\$81,546	
Measure - Nuisances and Abatements**					
#of dangerous building abatements completed annually	30	7	1	1	
#of dangerous building abatements pending		19	19	22	
#of public nuisances completed annually	3	0	2	1	
#of public nuisances pending		4	2	6	
Measure- RHSP					
# rental properties registered	3,732	1,624	210	58	
# rental units registered	13,915	9,811	1,045	553	
# rental properties inspected annually	913	72	75	56	
# rental units inspected annually	2,451	90	95	90	
Measure- Economic Development					
\$ investment created through economic dev efforts	\$320,000,000	\$75,907,000	\$99,777,787	\$163,270,186	
# of business retention/expansion of interviews conducted	80	21	33	25	
# of new market rate, owner-occupied housing units constructed annually	40	10	31	24	
# of projects where permit assistance was provided	40	24	15	13	
# of special projects completed	50	28	14	12	
# of economic development inquiries received	200	82	68	54	
# of participant attending forums, focus groups, or special events	500	0	0	0	
# of new companies located in Lakewood	20	243	133	180	
# of new development projects assisted	30	8	11	6	
Measure- Building Permit					
# of permits issued	tbd	380	414	393	
# of plan reviews performed	tbd	30	49	874	
# of inspections performed	tbd	1,564	1,643	1,474	
Measure- Long Range Planning					
# of privately initiated land use amendments	4	4	0	0	
# of city initiated land use amendments	6	6	9	9	
Adoption of the Lakewood Station District Subarea Plan	2nd qtr	In-process	In-process	Completed	
2021 comprehensive plan & zoning code amendments (includes energy & climate change chapter)	3rd qtr	In-process	9	Completed	
Review of 2020 shoreline restoration report	1st qtr	Completed	N/A	N/A	
Buildable Lands Report	4th qtr	In-process; dates subject to change	In-process; dates subject to change; report to city council September 7, 2021	Completed	
2022 Comprehensive Plan Docket	4th qtr	Not started	In-process	In-process	
Annual zoning development regulations update (follows close of legislative session)	3rd/4th qtrs	Not started	In-process	In-process	
ARPA administration	Annual	In-process	In-process	In-process	
Lakewood VISION 2050 population allocations	Special	In-process	In-process; tied to Buildable Lands Report	In-process	
Update Pierce County-Wide Planning Policies	4th qtr	In-process	In-process	In-process	
Complete annual assignments - capital facilities plan update, tracking housing date, and prepare multi-family tax credit report	Annual	Housing report completed	Not started	Not started	

	Quarter 1					Quarter 2					Quarter 3				
Permit Type- Current Planning	Target # of Days	Total Permits	Average Days	% w/in Target?	# Outside Target	Target # of Days	Total Permits	Average Days	% w/in Target?	# Outside Target	Target # of Days	Total Permits	Average Days	% w/in Target?	# Outside Target
Zoning Certification	30	10	19.00	80%	2	30	11	25.54	100%	0	30	14	24	93%	1.00
Conditional use	120	0	n/a	n/a	n/a	120	1	28	100%	0	120	1	28.00	100%	0.00
Administrative use	120	n/a	n/a	n/a	n/a	120	n/a	n/a	n/a	n/a	120	n/a	n/a	n/a	n/a
Preliminary plat	120	0	n/a	n/a	n/a	120	0	n/a	n/a	n/a	120	0	n/a	n/a	n/a
Preliminary short plat	90	2	29.00	100%	0	90	5	24.8	100%	0	90	3	24.25	100%	0.00
Sign permit	20	9	3.50	100%	0	20	13	10	100%	0	20	12	13.25	100%	0.00
Site development permit	90	n/a	n/a	n/a	n/a	90	n/a	n/a	n/a	n/a	90	n/a	n/a	n/a	n/a
Building Permit	20	92	18.11	100%	0	20	78	12.8	100%	0	20	91	18.27	100%	0.00
Shoreline permit	180	4	31.75	100%	0	180	6	24.33	100%	0	180	7	21.5	100%	0.00
Permit Type	Target # of Days	Total Permits	Average Days	% w/in Target?	# Outside Target	Target # of Days					Target # of Days				
Residential model homes (basic)	30	0				30	0	0	0	0.00	30	0	0	0	0
New single family residential	30	23	29.5	74%	6	30	13	17	69%	4	30	21	55	14%	86%
Residential additions	30	4	27.0	75%	1	30	11	32	73%	3	30	4	19	100%	0%
New multi-family	30					30	0	0	0%	0	30	0	0	0%	0%
New commercial buildings	30	3	41.3	33%	2	30	4	5	100%	100	30	2	19	100%	0%
Commercial tenant improvements - major (change of use)	30	13	16.6	85%	2	30	21	21	81%	4	30	13	19	85%	15%

Finance

Performance Measure	Target	Quarter 1	Quarter 2	Quarter 3
Type/Description- Finance				
# of invoices paid annually	n/a	1699	1875	2010
% of invoices paid within 30 days of invoice date ⁽¹⁾	95%	87.0%	88.1%	90.5%
% of accounts receivable aged balances over 60 days versus annual billing	5%	0.66%	1.76%	0.24%
GFOA Award Received for the Annual Comprehensive Financial Report (ACFR) for 2013-2019 ⁽²⁾	Yes	FY2020 Pending Review		
GFOA Award Received for the Popular Annual Financial Report (PAFR) for 2016-2019 ⁽²⁾	Yes	FY2020 Pending Review		
GFOA Award Received for Distinguished Budget Presentation for 2015/2016 through 2021/2022 Biennium Budget Document ⁽²⁾	Yes	Received		
Clean Audit for Prior Fiscal Year	Yes	Clean Audit for FY 2020 in		
Bond Rating Per Standard & Poor's	AA	AA	AA	AA

(1) Requires coordination with departments to ensure Accounts Payable receives invoices timely.

(2) Received Triple Crown Medallion Award which signifies government has received all three GFOA awards (the Certificate of Achievement for Excellence in Financial Reporting Award (FY 2019), the Distinguished Budget Presentation Award (2019/2020 Budget), and the Popular annual Financial Report (FY 2019)).

Information Technology

Performance Measure	Target	Quarter 1	Quarter 2	Quarter 3
# of new systems implemented	n/a	0	0	0
# of users served	n/a	259	259	259
# of personal computers maintained	n/a	444	444	444
# of applications maintained	n/a	139	139	139
# of servers maintained (LAN/WAN)	n/a	81	81	81
# of Hot Spots & In-Car Cradlepoint cellular devices maintained	n/a	130	130	130
# of Cell Phones/maintained	n/a	205	205	205
# of Shoretel phones operated and maintained	n/a	290	290	290
# of radios maintained	n/a	N/A	N/A	N/A
% of IT system up-time during normal business hours	100%	100%	100%	100%
% of communications up-time during normal business hours	100%	100%	100%	100%
Overall Phish-Prone Percentage (Cyber Phishing) (Current Industry is 29%)	29%	4%	4%	5%
Number of help desk requests received	n/a	371	393	407
Help desk requests resolved: Total requests resolved	n/a	519	324	337
Total # of Blocked incoming email messages	n/a	11,848	Unavailable	5,262
Total # of Allowed incoming email messages	n/a	256,755	Unavailable	135,880
Total # of Blocked outgoing email messages	n/a	3,751	Unavailable	6,417
Total # of Allowed outgoing email messages	n/a	76,522	Unavailable	57,962
Total # of Blocked Website pages (via policy)	n/a	9,572	Unavailable	8,674
Total # of Blocked Website pages (via Spyware/Infected)	n/a	335	Unavailable	289
Total # of Allowed Website hits (Overall)	n/a	68,396,074	Unavailable	80,375,226
<i>Note: Items listed as "n/a" do not have a set threshold 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).</i> <i>"Unavailable" = Unavailable due to corruption on the BARRACUDA appliances. Log file corruption resulting in loss of previous stored data for</i>				

Human Resources

Performance Measure	Target	Quarter 1	Quarter 2	Quarter 3
Measures- Human Resources				
Number of current (unexpired) Collective Bargaining Agreements as of EOQ	4	3	3	3
Voluntary Employee Turnover Rate (not reported cumulatively)	<12%	1.98%	2.43%	3.43%
Average number of recruitments/analyst	n/a	4.5	2.5	9
Average number of applications received/position	n/a	20	18	15
Percentage of employees hired during the quarter last year and still employed	100%	100%	100%	n/a
Average number of days to complete external recruitment (excluding Police Officers)	<45	52	39.8	32
Average number of FTEs filled City-wide	220	202	205.45	204
Percentage of performance evaluations due during quarter completed	100%	38%	33%	0%
Percentage of City Leadership Team who have achieved WCIA Supervisor credential	100%	36%	27%	27%
Number of categories (out of 112) where workforce underutilization is 3% or greater	0	16	16	16
Measures- Risk Management				
Percentage of employees in compliance with quarterly mandatory training	100%	85%	73%	94%
Percentage of employees who participate in monthly safety training promotions	100%	n/a	n/a	n/a
Percentage Stay at Work applications of total medical releases to light duty	70%	33%	0.0%	0%
Percentage workers comp developed claim expense of total annual premium cost = Loss Ratio% (reported cumulative YTD)	<70%	5.8%	55.0%	145.6%
Worker's Compensation Experience Factor	<1.0	0.8908	0.8908	0.8908
Percentage of vehicle incidents that were preventable by the City employee	0%	100.00%	100%	100%

Legal

Performance Measure	Target	Quarter 1	Quarter 2	Quarter 3
# of days on average to review/process a contract	3	3.3	2.64	2.62
% of cases disposed of in accordance with departmental standards	n/a	100	100%	100
# of criminal citation cases filed		475	386	
# of days on average for PRA response	30	15	17.65	24.72
Provide discovery within 14 calendar days of a request in 90% or more of the cases in which discovery is authorized/requested/required	90%	100%	100%	100%
Make In Custody charging decisions within 8 hours of receipt of the report(s) in 90% or more of the cases	90%	100%	100%	100%
Review all felony In Custody NCF cases from Pierce County within 8 hours of receipt of the report(s) in 95% or more of the cases	95%	100%	100%	100%
Review incidents for charging decision within 30 days of receipt	90%	100%	100%	100%

Municipal Court

Performance Measure	Target	Quarter 1	Quarter 2	Quarter 3
# of community group road tours	8	5	3	
# of incidents with offenders involving risk management	0	0	0	
# of work crew hours performed in lieu of jail	0	312	120	
Cost saved by using alternative sentencing	0	\$10,201	\$5,857	
Cost saved from reduced number of court transports	\$35,000	\$8,750	\$6,836	
Number of Veteran's Court participants	18	6	8	
Number of Veteran's Court graduates	-	3	2	

Data not available at time of publication of this report.

Police

Performance Measure	Target	Quarter 1	Quarter 2	Quarter 3
Measure- Specialty Units				
# of traffic stops	9,000	1,287	715	595
Property Room Audits	1	0	0	1
Animal Complaints	2,600	227	233	164
# of captures by K9	25	7	7	1
Marine Service Hours	90	12	56	60
SRT Mission/Callout	10	2	4	1
SRT Training Days	31	6	11	6
Civil Disturbance missions	0	0	0	1
Civil Disturbance Team Training Days	13	2	1	1
Vehicle Collisions (Fatality)	0	1	1	1
Vehicle Collisions (Injury)	250	50	56	64
Vehicle Collisions (Non-Injury)	2,100	212	213	241
Measure- Criminal Investigations				
Cases assigned for follow up	1,000	330	589	131
Cases cleared by investigation	700	213	513	65
Amount of narcotics seized (lbs)	30	8	442	0
# of findings during Special Operations quarterly audits	0	0	0	0
Measure- Patrol				
# of arrests	2,500	409	446	353
# of self-initiated calls for service	2,200	3,143	2194	2633
# of minutes to respond to call for service	12	18	20.81	20.31
Top Priority calls: Average time from receipt to dispatch (in minutes)	3	2.65	2.9	2.65
Top Priority calls: Average time from dispatch to arrival on scene (in minutes)	3.5	3.72	4.38	3.72
Total calls for service	55,000	11,286	11,933	12,786
Measure- Professional Standards				
% of officers meeting state requirements for annual training hours	100	100	100	100
# of training hours provided	8,080	1,575	2,906	4,747
Successful WASPC accreditation	Yes	na	na	na
# of internal investigations conducted	8	3	3	0
Use of force as percent of arrests	0.03	8.07%	5.83%	6.23%
Uses of force as percent of calls for service	0.10%	0.29%	0.22%	0.17%
Pursuits	35	11	1	3
Pursuit Terminations	15%	5	0	0
Promotional processes completed	2	1	0	0
Hiring processes completed	4	1	0	2
Measure - CSRT				
Total number of code enforcement complaints received	600	143	175	244
Average calendar days: Code complaint to first investigation	7	2	4	2
Total code enforcement cases initiated during the reporting period	500	140	163	228
Code enforcement cases resolved through voluntary compliance	300	49	49	100
Code enforcement cases resolved through forced compliance	0	22	23	10
Code enforcement: Average calendar days, Inspection to Forced Compliance	60	4	2	3
Code enforcement: Average calendar days, Inspection to Voluntary Compliance	14	10	2	16
Community Meetings Attended	120	24	32	24

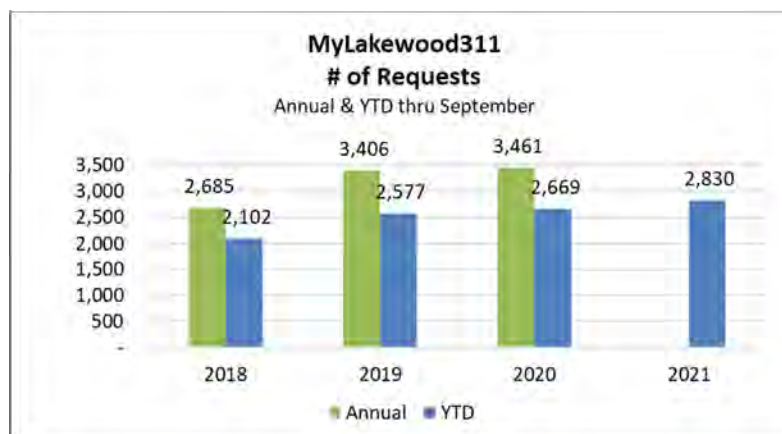
Parks and Recreation

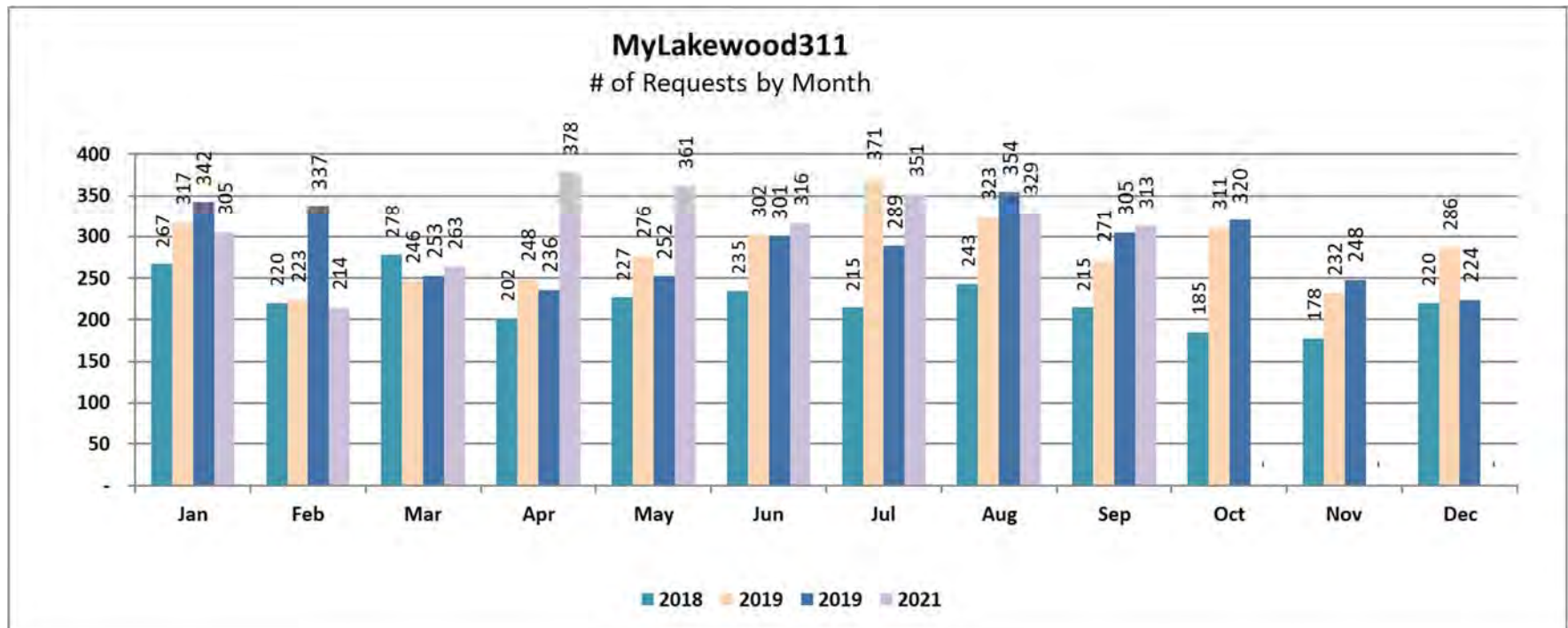
Performance Measure	Target	Quarter 1	Quarter 2	Quarter 3
Measure- Admin				
Cost Recovery % Target - 45% for parks and recreation services *	45 %	44%	50%	52%
Measure- Human Services				
Monthly average attendance at Lakewood Community Collaboration Meetings	40 each month	22	28	27
# of human services contracts Managed	25	25	25	26
Measure- Recreation				
\$ vendor sales generated from Farmers Market	\$140,000	na	\$245,000	\$275,00
# of partners at SummerFEST	50	na	na	na
\$ vendor fees generated from SummerFest	\$17,000	na	na	na
\$ sponsorship, grants and in-kind service	\$70,000	\$33,150	\$17,500	na
Math Relay School/participants	8/240	Postponed	Postponed	Postponed
# of registered participants at SummerFEST Triathlon	200	na	na	na
Measure- Senior Center				
# of unduplicated seniors served	1,400	276	184	164
\$ revenue generated from grants, fees, donations & in-kind support	\$80,000	\$7,578	\$8,562	\$7,534
# of volunteer hours	1,300	219.05	126.1	130.75
Measure- Park Facilities				
# of special use permits generated at park site (not FSP)	160	4	30	54
Boat Launch Revenue	\$50,000	\$7,556	\$26,636	\$25,529
# of returning customers	20	2	12	18
Measure- Fort Steilacoom				
# of acres of open space to maintain	500	500	500	500
# of special use permits for park use	230	18	109	158
# of returning customers	25	9	26	59
Measure- Landscape				
# of sites maintained	38	46	47	50
# of special projects completed outside of regular maintenance schedule	10	3	6	4
Measure- Property Management				
# of square feet of coverage per building maintenance employee	158,615	158,615	158,615	158,615
# of unscheduled system failures	0	Fire Alarm Testing @ CH & LPD, Test fire Sprinkler system at CH, LPD, & ST, LNI elevator inspections	LPD HVAC Shutdown (heat) & maintenance, HVAC3 at CH reset, LPD Gate & Door Entry (Heat)	LPD Door Entry-New Motors CH- Power Shortage 2 Broilers down, AHU5 is off, controllers down, APS down, UPS battery issues in server room. ST-kendrick st Elevator controll board dead,
# of service requests	400	92	236	163
SWM Operations & Maintenance				
# of City street curb miles swept	3,600	1,103	737	657
# of catch basins cleaned or inspected	3,400	97	1533	986
# of hours of storm drain pipe video inspections recorded	900	11.5	592.5	509
# of linear feet of storm drain pipe cleaned	30,000	0	185	1,567
# of tons of sweeping and vactor waste disposed of	2,000	146.5	251.5	104.5
# of gallons of sweeping and vactor liquid waste disposed of	100,000	1,500	3,500	35,800
Measure- Street Operations and Maintenance				
# of MyLakewood311 service requests regarding street maintenance	NA	436	529	495
% of completed MyLakewood311 requests	100%	98%	96%	97%
# of potholes responded to	<275	72	42	20
# of reported downed signs	<400	88	87	60
# of traffic signal major equipment failures	<2	0	0	0
# of after hour call outs	<250	38	20	33

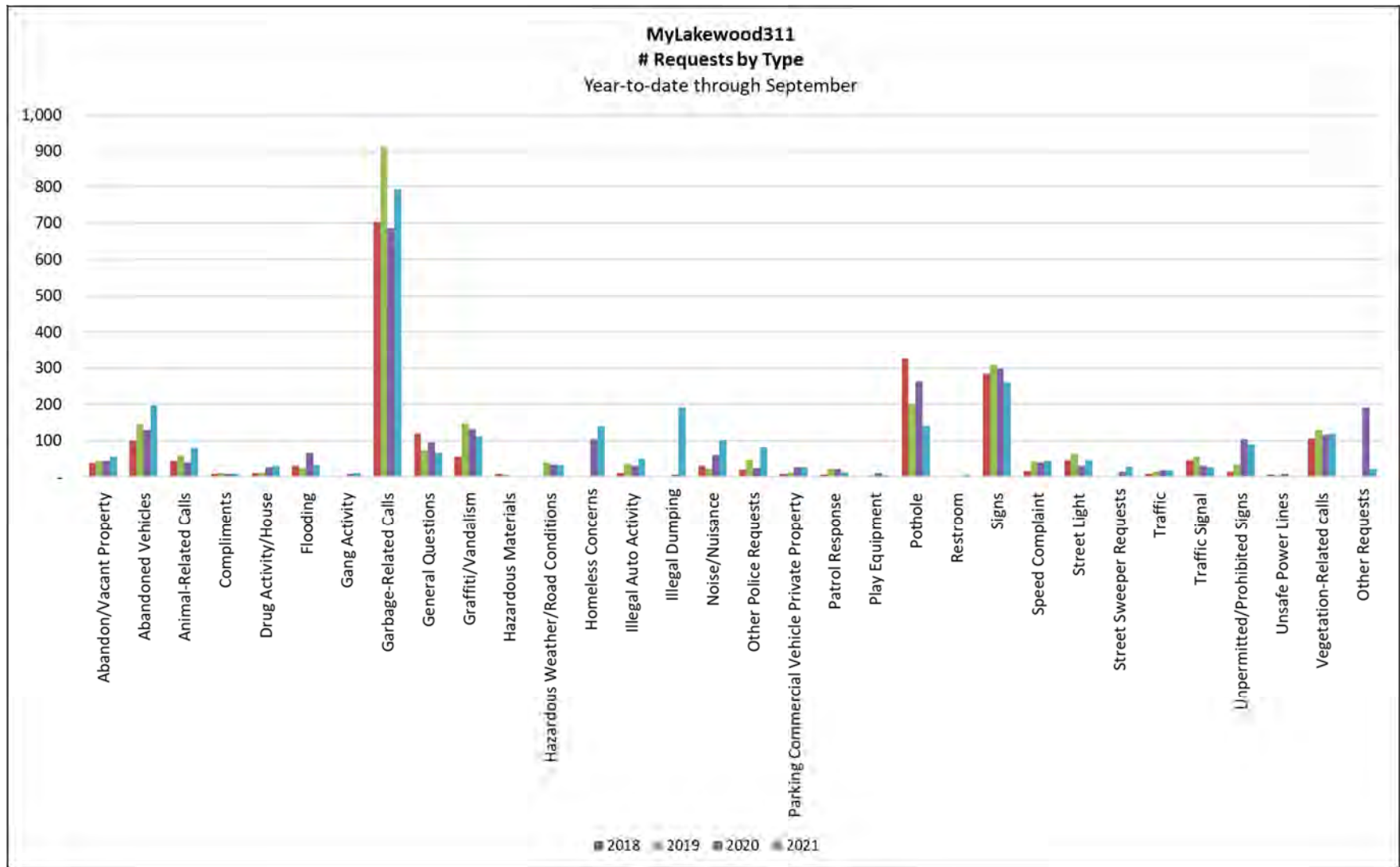
Public Works

Performance Measure	Target	Quarter 1	Quarter 2	Quarter 3
Measure- Transportation Capital				
# of traffic signals operated and maintained	69	69	68	67
# of City maintained street lights	2,500	2,525	2,525	2,525
Annual transportation capital funds administered	N/A	\$1,431,615	\$2,953,253	\$3,789,747
Amount of transportation grant funds awarded	N/A	\$1,500,000	\$2,875,000	\$0
Measure- Surface Water Management				
# of businesses/properties inspected for SWM compliance	400/yr	15	72	8
# of volunteer hours for water quality sampling	150/yr	17	49.5	57
Average turnaround time for 1st review - Site Development Permits	30 days	30	30	30
Average turnaround time for Right of Way Permits	5 days	5	5	5

MyLakewood311 # of Requests by Type							
YTD September							
Type	2018 YTD	2018 Total	2019 YTD	2019 Total	2020 YTD	2020 Total	2021 YTD
Abandon/Vacant Property	38	47	45	55	44	53	56
Abandoned Vehicles	100	131	145	178	130	180	196
Animal-Related Calls	44	53	58	77	41	56	80
Compliments	8	11	10	13	9	10	9
Drug Activity/House	10	14	13	16	26	27	31
Flooding	30	47	25	75	67	95	33
Gang Activity	2	3	3	8	9	11	10
Garbage-Related Calls	703	893	914	1187	685	861	792
General Questions	120	151	75	110	96	115	66
Graffiti/Vandalism	57	78	147	192	131	192	112
Hazardous Materials	9	16	7	8	1	4	1
Hazardous Weather/Road Conditions	0	0	41	52	34	46	33
Homeless Concerns	0	0	0	0	103	141	139
Illegal Auto Activity	10	13	36	44	31	38	50
Illegal Dumping	0	0	0	0	6	6	190
Noise/Nuisance	31	35	23	26	61	90	102
Other Police Requests	21	24	46	54	25	34	82
Parking Commercial Vehicle Private Property	8	9	13	18	26	30	26
Patrol Response	7	7	22	31	22	24	13
Play Equipment	3	3	5	7	10	11	5
Pothole	325	371	200	263	263	294	141
Restroom	2	2	0	2	1	2	6
Signs	284	394	308	392	297	401	261
Speed Complaint	17	18	43	47	41	47	44
Street Light	46	65	64	83	30	54	46
Street Sweeper Requests	0	0	0	0	14	26	28
Traffic	8	11	15	17	19	24	18
Traffic Signal	46	71	57	86	30	39	27
Unpermitted/Prohibited Signs	15	17	35	80	103	127	90
Unsafe Power Lines	7	7	5	5	8	8	2
Vegetation-Related calls	106	139	129	162	116	148	119
Other Requests					190	267	22
Total	2,102	2,685	2,577	3,406	2,669	3,461	2,830







MyLakewood311 # of Requests by Type														
Year 2018														
Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD September	Total Annual
Abandon/Vacant Property	1	3	1	8	3	5	2	8	7	3	4	2	38	47
Abandoned Vehicles	5	10	19	11	17	15	8	8	7	15	7	9	100	131
Animal-Related Calls	2	3	5	4	4	11	3	8	4	4	4	1	44	53
Compliments	5	-	-	1	-	-	1	1	-	1	-	2	8	11
Crime Tips	1	-	-	1	1	2	2	1	1	2	4	-	9	15
Drug Activity/House	-	1	3	-	2	2	1	1	-	1	2	1	10	14
Flooding	10	6	4	1	1	1	2	2	3	1	5	11	30	47
Gang Activity	-	-	-	-	-	-	2	-	-	-	1	-	2	3
Garbage-Related Calls	63	67	99	63	83	80	82	86	80	67	58	65	703	893
General Questions	4	9	20	6	13	16	22	20	10	13	12	6	120	151
Graffiti/Vandalism	3	2	2	2	15	7	9	11	6	5	11	5	57	78
Hazardous Materials	1	2	-	2	-	2	1	1	-	-	4	3	9	16
Hazardous Weather/Road Conditions	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Homeless Concerns	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Homeless Encampment	-	3	9	2	5	3	1	8	5	1	2	1	36	40
Illegal Auto Activity	-	1	1	1	2	2	1	2	-	3	-	-	10	13
Illegal Dumping	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Noise/Nuisance	3	3	2	5	4	7	3	-	4	2	1	1	31	35
Other Police Requests	-	-	2	2	5	1	6	2	3	-	1	2	21	24
Parking Commercial Vehicle Private	-	-	-	-	3	1	-	-	4	-	1	-	8	9
Patrol Response	-	-	1	-	1	2	1	1	1	-	-	-	7	7
Play Equipment	-	-	1	-	1	1	-	-	-	-	-	-	3	3
Pothole	117	52	46	51	12	16	10	12	9	16	6	24	325	371
Restroom	-	1	-	-	-	-	1	-	-	-	-	-	2	2
Signs	30	38	44	25	20	26	25	29	47	29	32	49	284	394
Speed Complaint	1	2	1	-	4	2	2	2	3	1	-	-	17	18
Street Light	9	3	4	7	2	5	3	6	7	5	5	9	46	65
Street Sweeper Request	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Traffic	-	-	3	-	1	-	1	1	2	2	1	-	8	11
Traffic Signal	5	5	6	4	6	5	5	6	4	8	11	6	46	71
Unpermitted/Prohibited Signs	1	-	-	1	6	1	2	3	1	2	-	-	15	17
Unsafe Power Lines	2	2	-	-	-	-	1	-	2	-	-	-	7	7
Vegetation-Related calls	4	7	5	5	16	22	18	24	5	4	6	23	106	139
Other Requests	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	267	220	278	202	227	235	215	243	215	185	178	220	2,102	2,685

MyLakewood311 # of Requests by Type Year 2019														
Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD September	Total Annual
Abandon/Vacant Property	3	2	9	1	8	5	5	8	4	3	5	2	45	55
Abandoned Vehicles	11	16	13	17	8	16	30	13	21	10	11	12	145	178
Animal-Related Calls	3	1	3	3	4	13	8	17	6	12	2	5	58	77
Compliments	2	1	-	-	-	3	1	2	1	2	-	1	10	13
Crime Tips	1	1	2	2	2	3	2	-	-	-	-	-	13	13
Drug Activity/House	-	2	1	2	3	2	1	1	1	1	-	2	13	16
Flooding	7	6	1	1	-	2	3	-	5	9	1	40	25	75
Gang Activity	1	1	-	-	-	-	1	-	-	-	4	1	3	8
Garbage-Related Calls	72	53	100	106	95	105	158	132	93	103	90	80	914	1,187
General Questions	11	7	7	1	8	13	8	12	8	15	10	10	75	110
Graffiti/Vandalism	9	19	19	8	30	17	17	17	11	16	8	21	147	192
Hazardous Materials	2	-	-	-	-	-	1	2	2	-	1	-	7	8
Hazardous Weather/Road Conditions	29	-	2	3	2	-	1	2	2	7	2	2	41	52
Homeless Concerns	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Homeless Encampment	5	-	5	11	7	12	15	15	10	2	14	9	80	105
Illegal Auto Activity	2	2	1	1	5	11	4	6	4	2	3	3	36	44
Illegal Dumping	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Noise/Nuisance	3	1	1	4	-	3	1	6	4	2	1	-	23	26
Other Police Requests	4	4	5	3	5	9	13	2	1	6	2	-	46	54
Parking Commercial Vehicle Private	1	2	2	2	-	1	-	3	2	2	1	2	13	18
Patrol Response	2	-	-	4	2	3	6	4	1	5	2	2	22	31
Play Equipment	-	-	-	-	1	2	1	-	1	1	1	-	5	7
Pothole	23	36	30	30	23	19	13	14	12	21	16	26	200	263
Restroom	-	-	-	-	-	-	-	-	-	-	-	2	-	2
Signs	75	38	20	27	31	25	27	31	34	38	18	28	308	392
Speed Complaint	1	1	-	7	11	1	8	5	9	2	-	2	43	47
Street Light	17	8	13	4	3	6	6	1	6	10	2	7	64	83
Street Sweeper Request	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Traffic	-	1	-	2	1	3	3	3	2	2	-	-	15	17
Traffic Signal	10	5	4	2	5	7	9	6	9	7	13	9	57	86
Unpermitted/Prohibited Signs	2	3	-	1	1	-	11	8	9	14	14	17	35	80
Unsafe Power Lines	3	2	-	-	-	-	-	-	-	-	-	-	5	5
Vegetation-Related calls	18	11	8	6	21	21	18	13	13	19	11	3	129	162
Other Requests	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total	317	223	246	248	276	302	371	323	271	311	232	286	2,577	3,406

MyLakewood311 # of Requests by Type Year 2020														
Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD September	Total Annual
Abandon/Vacant Property	3	7	5	1	5	1	4	7	11	3	3	3	44	53
Abandoned Vehicles	8	11	11	6	21	16	22	18	17	24	12	14	130	180
Animal-Related Calls	10	11	8	5		1		1	5	12		3	41	56
Compliments		1	1	1		2	1	1	2			1	9	10
Drug Activity/House	1	1	-	4	1	4	9	1	5			1	26	27
Flooding	25	1	4	-	1	3	1	1	31	13	10	5	67	95
Gang Activity	2						3	4			1	1	9	11
Garbage-Related Calls	65	74	68	63	58	71	70	123	93	64	54	58	685	861
General Questions	8	9	12	20	16	13	11	4	3	5	6	8	96	115
Graffiti/Vandalism	25	17	23	11	16	8	12	10	9	24	24	13	131	192
Hazardous Materials						1				2		1	1	4
Hazardous Weather/Road Conditions	6	5		3	6	5	4	4	1	5	1	6	34	46
Homeless Concerns	12	11	6	7	4	12	15	18	18	19	7	12	103	141
Illegal Auto Activity	4	1	2	8	4	1	3	1	7	2	3	2	31	38
Illegal Dumping	3						3						6	6
Noise/Nuisance	2	3	2	3	10	13	9	13	6	5	11	13	61	90
Other Police Requests		1	4	4	1	1	3	3	8	5	2	2	25	34
Parking Commercial Vehicle Private Property	1		3	1	3	2	7	6	3	1	3		26	30
Patrol Response	2	1	4	7		6			2		1	1	22	24
Play Equipment		1	2	1			4	2			1		10	11
Pothole	65	74	26	33	4	29	5	15	12	4	14	13	263	294
Restroom		1									1		1	2
Signs	63	53	29	28	21	18	23	38	24	52	38	14	297	401
Speed Complaint	5	3	4	3	9	2	7	5	3	3	2	1	41	47
Street Light	2	7	5	2	2	2	5	3	2	9	6	9	30	54
Street Sweeper Requests		3			3	4	2	1	1	5	3	4	14	26
Traffic			2	1	3	2	3	5	3	4		1	19	24
Traffic Signal	6	2	3		1	2	5	7	4	4	3	2	30	39
Unpermitted/Prohibited Signs	9	15	6	2	9	23	7	20	12	14	8	2	103	127
Unsafe Power Lines	-	-	-	-	-	-	6	2	-	-	-	-	8	8
Vegetation-Related calls	13	15	6	8	17	13	16	25	3	16	10	6	116	148
Other Requests	2	9	17	14	37	46	29	16	20	25	24	28	190	267
Total	342	337	253	236	252	301	289	354	305	320	248	224	2,669	3,461

MyLakewood311 # of Requests by Type Year 2021										
Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	YTD September
Abandon/Vacant Property	-	3	2	13	9	7	10	9	3	56
Abandoned Vehicles	22	15	20	22	28	22	33	21	13	196
Animal-Related Calls	5	2	9	7	14	10	10	11	12	80
Compliments	2	1	1	-	1	-	2	-	2	9
Drug Activity/House	6	2	2	4	2	4	3	4	4	31
Flooding	21	3	-	-	-	4	-	-	5	33
Gang Activity	-	-	1	-	2	2	2	3	-	10
Garbage-Related Calls	71	53	67	126	109	75	97	99	95	792
General Questions	5	5	9	12	3	10	8	5	9	66
Graffiti/Vandalism	15	3	7	13	10	5	15	25	19	112
Hazardous Materials	-	-	-	-	-	-	1	-	-	1
Hazardous Weather/Road Conditions	17	5	-	-	-	1	3	4	3	33
Homeless Concerns	6	7	15	25	14	11	16	25	20	139
Illegal Auto Activity	2	6	4	6	7	5	9	5	6	50
Illegal Dumping	16	16	19	29	23	15	37	17	18	190
Noise/Nuisance	9	8	12	11	14	7	13	17	11	102
Other Police Requests	2	7	7	10	11	14	8	7	16	82
Parking Commercial Vehicle Private Property	-	2	3	1	9	3	2	2	4	26
Patrol Response	2	1	1	1	-	2	1	4	1	13
Play Equipment	-	-	-	-	2	1	-	2	-	5
Pothole	28	27	17	16	17	13	10	6	7	141
Restroom	-	-	-	1	-	-	2	-	3	6
Signs	43	22	27	32	38	30	24	16	29	261
Speed Complaint	2	1	3	3	6	6	10	5	8	44
Street Light	5	11	9	4	4	-	3	4	6	46
Street Sweeper Requests	1	-	1	8	-	10	2	2	4	28
Traffic	3	2	-	2	3	1	3	2	2	18
Traffic Signal	3	-	4	5	5	1	-	4	5	27
Unpermitted/Prohibited Signs	7	6	13	7	9	25	6	11	6	90
Unsafe Power Lines	-	-	-	-	-	1	-	1	-	2
Vegetation-Related calls	11	4	9	17	17	26	18	17	-	119
Other Requests	1	2	1	3	4	5	3	1	2	22
Total	305	214	263	378	361	316	351	329	313	2,830

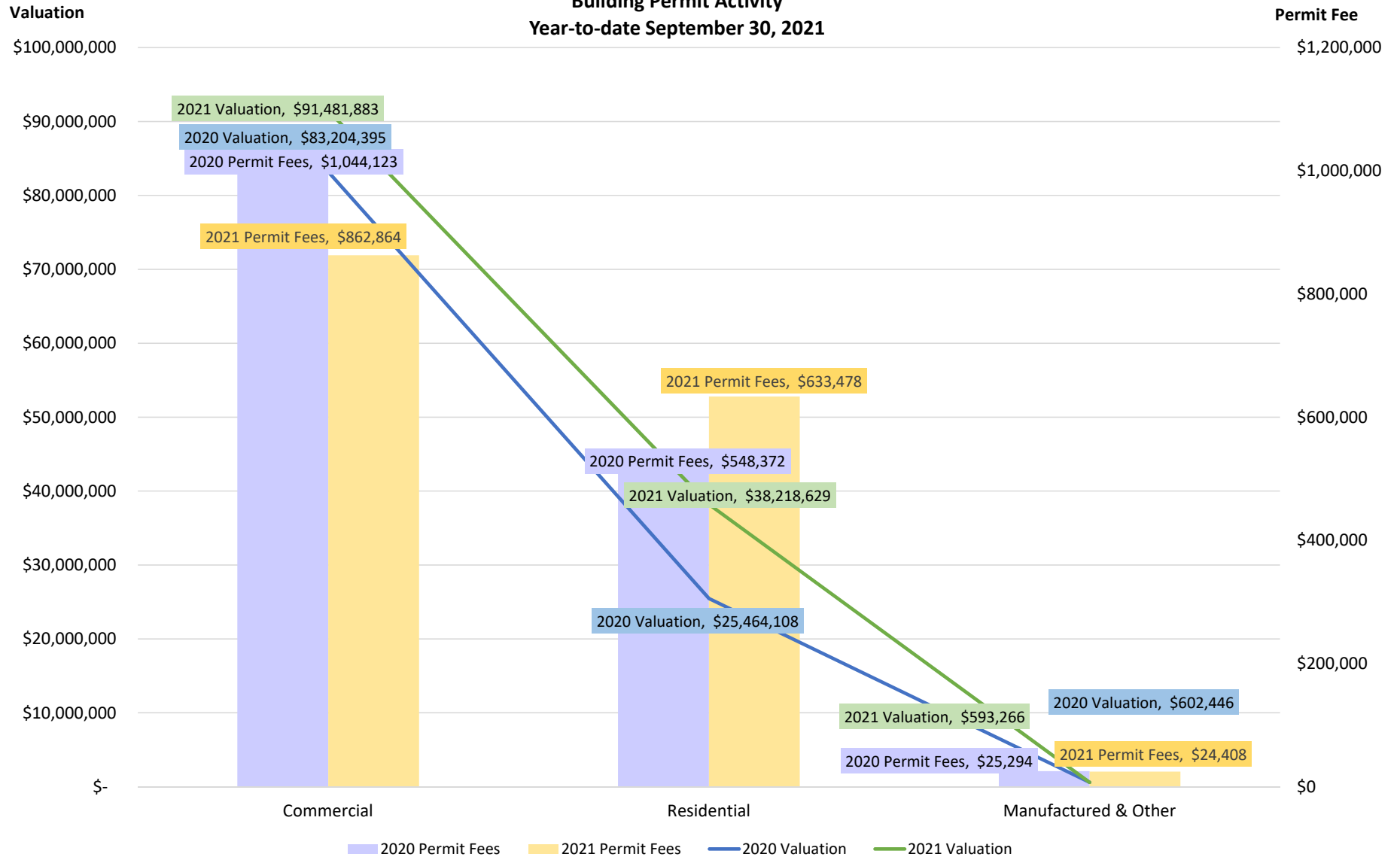
Building Permit Activity Report

Permit Type Description	Total 2020 - YTD Sep			Total 2021 - YTD Sep			2021 Change over 2020 Increase/(Decrease)					
	# of Permits	Permit Fees	Valuation	# of Permits	Permit Fees	Valuation	# of Permits	Permit Fees	Valuation			
Commercial	374	\$ 1,044,123	\$ 83,204,395	248	\$ 862,864	\$ 91,481,883	(126)	-34%	\$ (181,259)	-17%	\$ 8,277,487	10%
Commercial Addition	6	\$ 134,588	\$ 21,208,280	2	\$ 3,568	\$ 158,864	(4)	-67%	\$ (131,020)	-97%	\$ (21,049,416)	-99%
Commercial Carport	1	\$ 499	\$ 8,800	1	\$ 1,600	\$ 46,202	0	0%	\$ 1,101	221%	\$ 37,402	425%
Commercial Deck	2	\$ 2,734	\$ 87,227	-	\$ -	\$ -	(2)	-100%	\$ (2,734)	-100%	\$ (87,227)	-100%
Commercial Demolition Permit	25	\$ 6,949	\$ 1,074,800	14	\$ 3,596	\$ 1,686,499	(11)	-44%	\$ (3,354)	-48%	\$ 611,699	57%
Commercial Gate	4	\$ 4,443	\$ 118,628	1	\$ 1,337	\$ 30,000	(3)	-75%	\$ (3,106)	-70%	\$ (88,628)	-75%
Commercial Mechanical	69	\$ 107,184	\$ -	52	\$ 24,490	\$ -	(17)	-25%	\$ (82,694)	-77%	\$ -	n/a
Comm Over-the-Counter Mechanical	8	\$ 1,066	\$ -	11	\$ 2,186	\$ -	3	38%	\$ 1,120	105%	\$ -	n/a
Solar - Comm/Non-prescriptive Res	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
New Commercial Building	10	\$ 304,652	\$ 40,110,308	18	\$ 386,723	\$ 48,819,251	8	80%	\$ 82,072	27%	\$ 8,708,943	22%
New Commercial Bldg - Multi-Family	4	\$ 66,984	\$ 4,973,332	-	\$ -	\$ -	(4)	-100%	\$ (66,984)	-100%	\$ (4,973,332)	-100%
Commercial Plumbing	62	\$ 73,887	\$ -	40	\$ 12,892	\$ -	(22)	-35%	\$ (60,995)	-83%	\$ -	n/a
Commercial Swimming Pool/Spa	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Comm over-the-counter plumbing	9	\$ 1,056	\$ -	6	\$ 925	\$ -	(3)	-33%	\$ (131)	-12%	\$ -	n/a
Commercial Retaining Wall	-	\$ -	\$ -	2	\$ 5,003	\$ 210,056	2	n/a	\$ 5,003	n/a	\$ 210,056	n/a
Commercial Remodel	107	\$ 304,834	\$ 13,669,915	67	\$ 385,658	\$ 38,509,818	(40)	-37%	\$ 80,823	27%	\$ 24,839,903	182%
Commercial Re-roof	6	\$ 6,778	\$ 279,753	8	\$ 14,885	\$ 894,300	2	33%	\$ 8,107	120%	\$ 614,547	220%
Comm re-roof over-the-counter	19	\$ 10,511	\$ 846,678	19	\$ 19,269	\$ 1,117,773	0	0%	\$ 8,758	83%	\$ 271,095	32%
Commercial Window Replacement	1	\$ 3,211	\$ 190,000	1	\$ 195	\$ 1,680	0	0%	\$ (3,016)	-94%	\$ (188,320)	-99%
Comm Window replacement OTC	41	\$ 14,747	\$ 636,675	6	\$ 538	\$ 7,439	(35)	-85%	\$ (14,209)	-96%	\$ (629,236)	-99%
Residential	833	\$ 548,372	\$ 25,464,108	879	\$ 633,478	\$ 38,218,629	46	6%	\$ 85,105	16%	\$ 12,754,521	50%
Residential Accessory Structure	11	\$ 14,763	\$ 606,350	18	\$ 21,993	\$ 849,087	7	64%	\$ 7,230	49%	\$ 242,736	40%
Residential Addition	36	\$ 53,544	\$ 1,936,724	21	\$ 34,909	\$ 1,290,023	(15)	-42%	\$ (18,636)	-35%	\$ (646,701)	-33%
Residential Accessory Dwelling Unit	1	\$ 1,678	\$ 24,875	5	\$ 18,772	\$ 954,550	4	400%	\$ 17,095	1019%	\$ 929,676	3737%
Residential Demolition Permit	28	\$ 5,078	\$ 390,490	46	\$ 8,563	\$ 828,922	18	64%	\$ 3,485	69%	\$ 438,432	112%
Residential Gate	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Residential Mechanical	-	\$ -	\$ -	1	\$ 115	\$ -	1	n/a	\$ 115	n/a	\$ -	n/a
Res over-the-counter mechanical	350	\$ 25,969	\$ -	399	\$ 31,084	\$ -	49	14%	\$ 5,115	20%	\$ -	n/a
New Single Family Residence	46	\$ 256,799	\$ 15,415,616	54	\$ 355,822	\$ 22,543,669	8	17%	\$ 99,022	39%	\$ 7,128,053	46%
Residential Plumbing	7	\$ 468	\$ -	11	\$ 878	\$ -	4	57%	\$ 410	88%	\$ -	n/a
Res over-the-counter plumbing	76	\$ 10,866	\$ 346,202	41	\$ 2,650	\$ -	(35)	-46%	\$ (8,217)	-76%	\$ (346,202)	-100%
Residential Re-roof	-	\$ -	\$ -	5	\$ 5,251	\$ 231,541	5	n/a	\$ 5,251	n/a	\$ 231,541	n/a
Res re-roof over-the-counter	65	\$ 22,489	\$ 960,744	50	\$ 17,973	\$ 785,585	(15)	-23%	\$ (4,517)	-20%	\$ (175,159)	-18%
Residential Remodel/Repair	128	\$ 139,162	\$ 5,109,979	105	\$ 108,842	\$ 3,701,660	(23)	-18%	\$ (30,319)	-22%	\$ (1,408,319)	-28%
Solar - Residential Prescriptive OTC	2	\$ 609	\$ 25,800	9	\$ 3,437	\$ 86,178	7	350%	\$ 2,828	465%	\$ 60,378	234%
Residential Window Replacement	2	\$ 834	\$ 21,500	1	\$ 737	\$ 12,500	(1)	-50%	\$ (97)	-12%	\$ (9,000)	-42%
Res Window replacement OTC	81	\$ 16,112	\$ 625,828	113	\$ 22,452	\$ 6,934,913	32	40%	\$ 6,340	39%	\$ 6,309,085	1008%
WEB Residential Furnace	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
WEB Residential Water Heater	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
Manufactured Home	11	\$ 8,329	\$ 283,276	14	\$ 9,439	\$ 311,922	3	27%	\$ 1,110	13%	\$ 28,646	10%
Manufactured Home - residential lot	2	\$ 3,704	\$ 160,000	-	\$ -	\$ -	(2)	-100%	\$ (3,704)	-100%	\$ (160,000)	-100%
Manufactured Home - MH Park	-	\$ -	\$ -	2	\$ 472	\$ 20,000	2	n/a	\$ 472	n/a	\$ 20,000	n/a
Monument Sign	9	\$ 4,626	\$ 123,276	12	\$ 8,967	\$ 291,922	3	33%	\$ 4,341	94%	\$ 168,646	137%
Other	58	\$ 16,965	\$ 319,170	47	\$ 14,969	\$ 281,344	(11)	-19%	\$ (1,996)	-12%	\$ (37,826)	-12%
Change of Use	13	\$ 2,392	\$ -	1	\$ 184	\$ -	(12)	-92%	\$ (2,208)	-92%	\$ -	n/a
Day Care	2	\$ 350	\$ 3,000	-	\$ -	\$ -	(2)	-100%	\$ (350)	-100%	\$ (3,000)	-100%
Pole Sign	6	\$ 5,360	\$ 204,000	2	\$ 1,499	\$ 47,190	(4)	-67%	\$ (3,862)	-72%	\$ (156,810)	-77%
Wall Sign	21	\$ 6,136	\$ 112,170	26	\$ 9,975	\$ 234,154	5	24%	\$ 3,839	63%	\$ 121,984	109%
Adult Family Home	16	\$ 2,727	\$ -	18	\$ 3,312	\$ -	2	13%	\$ 585	21%	\$ -	n/a
Universal Base Plan	-	\$ -	\$ -	-	\$ -	\$ -	0	n/a	\$ -	n/a	\$ -	n/a
	1,276	\$ 1,617,789	\$ 109,270,949	1,188	\$ 1,520,750	\$ 130,293,778	(88)	-7%	\$ (97,040)	-6%	\$ 21,022,828	19%

Note:

- Reports generated in the permits module are based either on application date range or issued date range and are meant to show activity.
- At application a portion of the fees are collected with the balance being collected at issuance which could fall in two different reporting periods.
- The report is not intended to be a revenue report, rather it is intended to show the number and types of permits and information on what those permits generated overall in permit fees and valuation.
- The Building Permit Report only reflects the building division and does not include planning and public works.
- The revenue reported on this spreadsheet is based on issued permits and will never match the financial revenue report as it does not include monies collected on permits that have not yet been issued.

Building Permit Activity Year-to-date September 30, 2021



Annual Totals	2020 # Permits	2021 # Permits	2020 Permit Fees	2021 Permit Fees	2020 Valuation	2021 Valuation
Commercial	374	248	\$ 1,044,123	\$ 862,864	\$ 83,204,395	\$ 91,481,883
Residential	833	879	\$ 548,372	\$ 633,478	\$ 25,464,108	\$ 38,218,629
Manufactured & Other	69	61	\$ 25,294	\$ 24,408	\$ 602,446	\$ 593,266
Total	1,276	1,188	\$ 1,617,789	\$ 1,520,750	\$ 109,270,949	\$ 130,293,778



TO: Mayor and City Council

FROM: Mary Dodsworth, Parks, Recreation & Community Services Director

THROUGH: John Caulfield, City Manager *John F. Caulfield*

DATE: December 13, 2021

SUBJECT: Review Memorandum of Understanding with Rotary Club of Lakewood related to the Fort Steilacoom Park Pavilion

ATTACHMENTS: Memorandum of Understanding

The City and Rotary Club of Lakewood collaborated to establish a community gathering space at Fort Steilacoom Park. In June, 2017 the City Council approved a Memorandum of Understanding (MOU) to confirm the City's commitment to build the structure and to define each party's responsibilities. The second MOU was approved in May, 2018 to define each party's authority and financial responsibilities associated with the project. Now that the Pavilion is available for use, a third MOU defines special use and opportunities for Rotary. Rotary has reviewed and approved MOU #3.

The fiscal impact is \$15,000 for the life of the MOU. At current rates, revenue loss would be \$1,500 per year.

**THIRD MEMORANDUM OF UNDERSTANDING BETWEEN
THE CITY OF LAKEWOOD AND ROTARY CLUB OF LAKEWOOD**

THIS THIRD MEMORANDUM OF UNDERSTANDING, dated this _____ day of _____, 20, is entered into by and between the City of Lakewood, a Municipal Corporation of the State of Washington, hereinafter referred to as the “City,” and the Rotary Club of Lakewood, a 501(c)(3) volunteer organization, hereinafter referred to as “Rotary” (hereinafter both the City and Rotary shall be collectively referred to as the “Parties”).

- I. **PURPOSE:** This Third Memorandum encapsulates an agreement for use of the Pavilion at Fort Steilacoom Park in the City of Lakewood. This Third Memorandum will specifically identify responsibilities and use of the Pavilion.

II.

RESPONSIBILITIES: The parties commit to ensuring appropriate use and maintenance of the Pavilion in the Park as follows:

- A. The City of Lakewood shall perform the following tasks:
- a. Own the facility and be responsible for management, maintenance and operations, which includes routine maintenance and scheduling use.
 - b. City may use or sell plaza bricks at their own discretion.
- B. Rotary shall be allowed the following use of the Pavilion on a mutually agreed upon date outside of standard use that would be available to any member of the public:
- a. One half day Monday – Friday for an annual Club gathering,
 - b. One full day use which could be a weekend date for a Club gathering, event or community fundraiser; and
 - c. Rotary may continue brick sales at their own discretion, installation to be at a mutually agreed date and time. Replacement of any Rotary sold bricks is the responsibility and at the sole cost of the Lakewood Rotary.

Such use shall not incur a special use permit fee for access and use of the facility, however the costs associated with use of the Pavilion (cleaning, supervision, insurance, sanitation, permits, etc.) shall be paid by Rotary in advance of the event. All City facility use policies associated with use of the Pavilion will be followed. Under no circumstances may Rotary’s use of the Pavilion be auctioned,

raffled, awarded or sublet to another party. Rotary's use is exclusive to the Rotary Club of Lakewood. Any half or full days not used in a current year will expire at the end of the calendar year and not be carried forward to the next year.

III. **CITY SPECIFICALLY RESERVES THE FOLLOWING AUTHORITY:**

- a. Naming rights will be in accordance with City of Lakewood Resolution 2016-2018 policies and procedures.
- b. All facility management decisions, including maintenance, operations and scheduling, are within the exclusive authority of the City.

IV. **AMENDMENTS.** This Third Memorandum reflects the agreement of the parties based on the project and their respective resources as currently known and understood. This Third Memorandum is an explicit writing as contemplated in section V. of the original Memorandum and reflects the current agreement of the parties, specifically replacing and superseding any prior agreements regarding this project.

This Third Memorandum may only be amended by written agreement between the City of Lakewood and Rotary. This Third Memorandum shall constitute the entire agreement between the Parties, unless the Parties otherwise agree in writing, signed by both Parties. This Third Memorandum may only be superseded by an explicit writing.

V. **SEVERABILITY.** If any section of this Third Memorandum is adjudicated to be invalid, such action shall not affect the validity of any section not so adjudged.

VI. **INDEMNIFICATION.** Each Party to this Agreement shall remain solely liable for its own negligence, errors and/or omissions, and shall defend and hold harmless the other Party from any negligence, errors or omissions of the indemnifying Party. Neither shall be deemed to be an agent of the other Party, for purposes of this Memorandum.

VII. **GOVERNING LAW AND THIRD PARTY RIGHTS.** This Memorandum shall be governed by the laws of the State of Washington and there shall be no third party beneficiaries to this Memorandum.

VIII. **SURVIVAL AND NON-WAIVER.** The provisions of this Section shall survive the expiration or termination of this Memorandum with respect to any event occurring prior to such expiration or termination. The failure of either party to insist upon strict performance of any provision of this Memorandum shall not constitute a waiver of any right to insist upon such performance at a later time.

IX. **TERM AND TERMINATION.** This Memorandum shall terminate on _____, 2031, unless terminated sooner as provided herein. Either party

may terminate this Memorandum without cause upon the giving of thirty (30) days written notice of the intent to terminate. This Memorandum may be extended for additional periods by written agreement of the parties.

- X. **EFFECTIVE DATE.** This Memorandum shall be effective on the last date entered below.

IN WITNESS WHEREOF, the parties hereto executed with their signatures this agreement on the date first above set forth.

CITY OF LAKEWOOD

ROTARY CLUB OF LAKEWOOD

John J. Caulfield, City Manager

President

Dated: _____

Attest:

Briana Schumacher, City Clerk

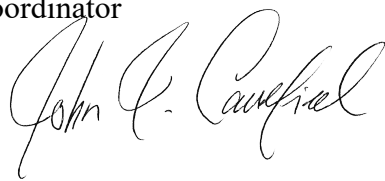
Approved as to Form:

Heidi Ann Wachter, City Attorney



TO: Mayor and City Councilmembers

FROM: Sally Martinez, Recreation Coordinator

THROUGH: John Caulfield, City Manager 

DATE: December 13, 2021

SUBJECT: Special Events Review of 2021 & Public Art Update

ATTACHMENTS: Special Events Power Point
Public Art Installation Power Point
2022 Special Event Schedule

2021 Special Events Summary: When COVID hit in 2020, City staff responded quickly and by being flexible, nimble and thinking outside the box were able to implement safe and successful community events. This same skillset was used in 2021 to ensure the community was able to come together and enjoy community traditions and events in a safe and engaging manner. Our City events and activities provided a sense of normalcy during a difficult time.

The City of Lakewood's 25th anniversary set the tone for the year starting in January, and the theme of Unity was incorporated throughout every event. Highlights this year were the very popular Farmers Market, which had an extended 19 week season, Summer Concerts at the Pavilion, 25th Anniversary Celebration at Colonial Plaza, Truck & Tractor and Drive through Parade of Lights. As always, innovation and flexibility will bring the highest quality experiences to community members.

As a bonus, based on the Arts Commission's Public Art Program priorities, the City installed 8 signal box wraps and partnered with LMCC on one mural titled "The World Lives in Lakewood." The community has responded with very favorable comments!

The attachment lists the planned 2022 events and how the event will proceed based on which Covid "phase" we are in. Staff will be at the December 13 council meeting to provide a year-end summary and answer any questions regarding upcoming City arts and events.

2021 SPECIAL EVENTS

Reflecting on “unity” and the magic of bringing the community together.

City of Lakewood



1996

Anniversary

2021

Building CommUNITY

Art Contest



Presented by



Thank You to Our
Raffle Sponsors

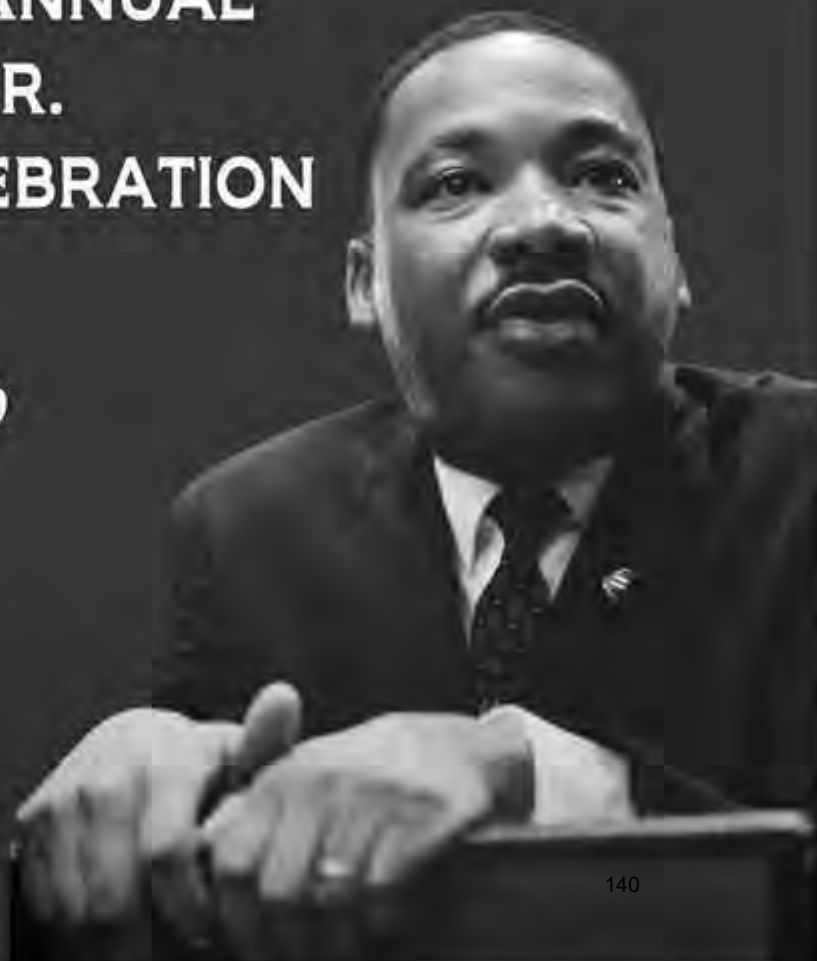
Thank You to
Our Partners



CITY OF LAKEWOOD'S 18TH ANNUAL
DR. MARTIN LUTHER KING JR.
COMMUNITY VIRTUAL CELEBRATION

*"Injustice anywhere is a threat to
justice everywhere."*

THURSDAY, JANUARY 14TH
6:00P.M. - 6:30PM
[TINYURL.COM/MLKLAKewood](https://tinyurl.com/MLKLAKewood)



MLK CELEBRATION – VIDEO

INJUSTICE ANYWHERE, IS A THREAT TO JUSTICE EVERYWHERE

City of Lakewood's 18th Annual Dr. Martin Luther King Jr. Celebration

Welcome Mayor, City of Lakewood
Invocation Elder, Larry Woods
Black National Anthem..... Soloist; Vanessa Emanuel
Opening Remarks CPSD Superintendent Ron Banner
Key Note Speaker..... L. Denice Randall ED, Peace Community Center

Inspirational Messages from Students

Gloria Arauja Ruiz Youth Council, Clover Park High School
Denisha Shipp Youth Council, Summit Olympus High School
Jalean Peek Lakes High School
Arianie Esperson Youth Council, Clover Park High School
Angel Lee Youth Council, Harrison Preparatory School

Unification Messages from Community Leaders

Pastor James Kim..... Little Church on the Prairie
Mike Zaro Chief of Police, City of Lakewood
Albert Cosio Board of Directors, Asia Pacific Cultural Center
Bob Estrada Board of Directors, VP Lakeview Light & Power
Mary Moss City Council Member & President of LMCC

Closing Remarks

Kimi Ginn IMIK Enterprises
JoEthel Smith Lakewood MLK Founder



25th Anniversary Celebration @ Colonial Plaza



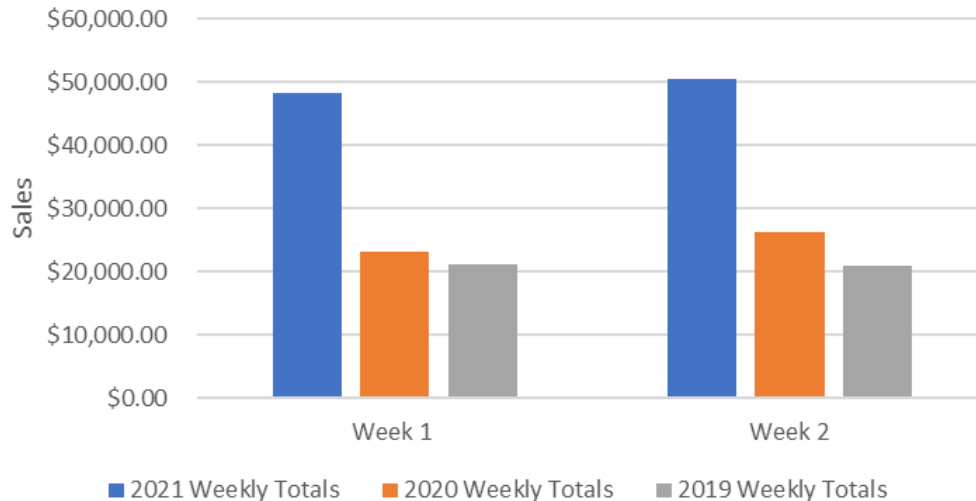
Fridays at Fort Steilacoom Park
2:00pm-6:30pm 5/21-9/24



Stay for A Picnic on the Lawn!
Food Trucks – Farmers – Flowers – Free Parking
Free Totes – Fair Food – Balloon Making

Market Success

2019-2021 Market Weekly Sales



Opening day of the 2021 Lakewood Farmers Market was great success! There was a total of \$48,184.02 in sales, creating a 51.8% growth in sales from 2020 to 2021.

What You Will Find at the Market



- 7 Farmers
- 2 Flower Farms
- 24 Food Vendors
- 19 Crafters
- 12 Food Trucks

We have 22 new vendors at the market this year... Lets introduce them!

New Food Trucks



Starvin Marvin Hot Dogs



Starvin Marvin Pizza



Squishy Pop Bubble Tea

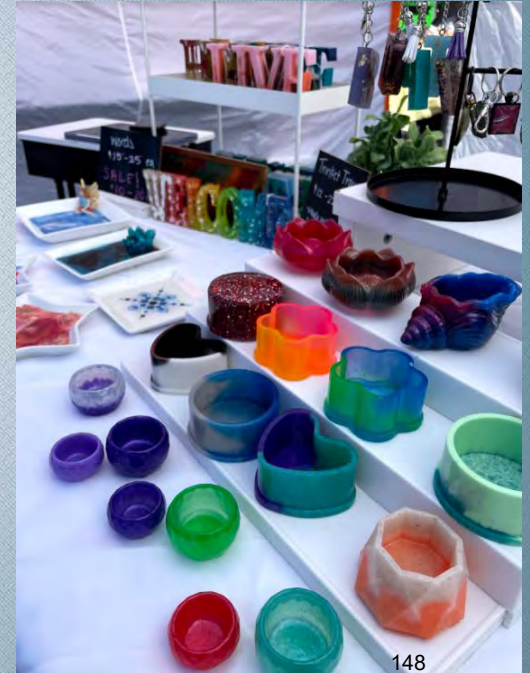
New Crafters



Ho Jo Clay Arts



Burn Bright Candles



Craft Theory

New Crafters



Majestic Soap Studio



Pixie's Potions



One Sharp Guy

New Crafters



Puyallup Leather



Studio K Designs



The Bath House Co¹⁵⁰

New Crafters



VPC Designs LLC



Moni's Sweet Creations

New Crafters



YoYo's Dolls



Bizarre Botanicals

New Food Vendors



Grace Condiments



Dotz Allergy Friendly
Baked Goods



Purdy Organic Pickles

New Food Vendors



Mediterranean Flavors



Puerto Ensenada

New Food Vendors



Baba Foods



June Bugs Sauces



Luna Sweets

The Market Has It All!

Food Trucks



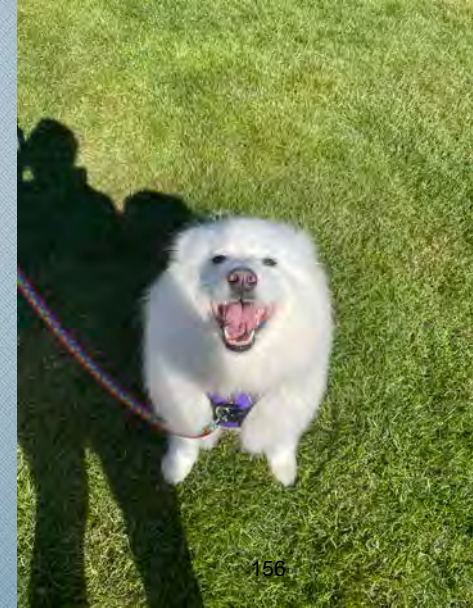
Games



Vendors



Dogs



Lawn Games and Food Trucks



Something that makes our market so unique is the location! The big field allows for families to sit and enjoy their delicious food from our food trucks while their children play lawn games.

Balloons Galore!



Not only do we have lawn games for children to enjoy, but we also have the wonderful, Carol Mazer, who makes fun balloon animals!

Popcorn

A fan favorite is popcorn provided by The Old Red Barn Popping Co.



Farm Fresh Fruit!



Farm fresh fruits and veggies brought to us by Amador Farms, Brothers Farms, McDonald Farms, Sidhu Farms and Hayton Berry Farms

Fresh Flowers



Beautiful flower creations made by Dao Lee Gardens and Hmong Seattle Garden¹⁶¹

Staying Hydrated is Essential For All!



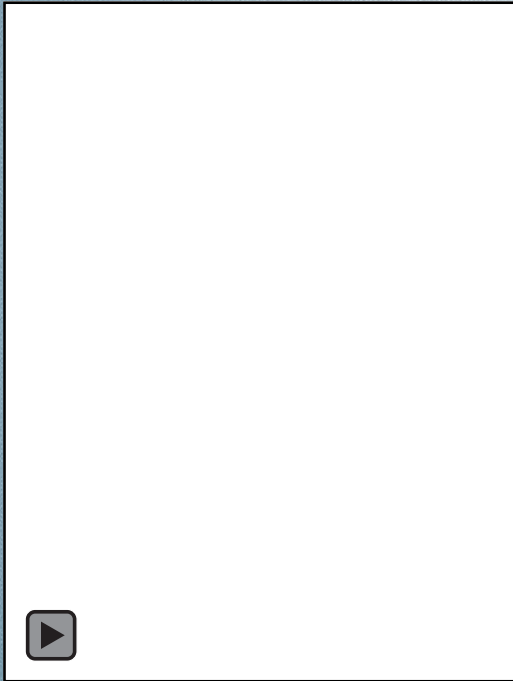
The market runs rain or shine, making it important for everyone attending to stay hydrated during the hot summer days!

West Pierce Fire and Rescue



We are lucky to have some firefighters from the West Piece Fire and Rescue present at our market! Our shoppers enjoy stopping by their booth to get free goodies including frisbees and firefighter hats.

Live Music



Each week we have live musicians so our shoppers can enjoy wonderful music while shopping!

Women and Veteran Owned Businesses

We are proud to have a numerous women and veteran owned businesses.

Women Owned Businesses:

- Transcending Stone
- VPC Designs LLC
- Purdy Organic Pickles
- Feel Good Products
- Burn Bright Candles
- Dotz Allergy Friendly Baked Goods
- Pixie's Potions
- Woohoo Winery
- Olive Branch
- Dao Lee Gardens
- Hmong Seattle Garden
- Luna Sweets
- Paus4Pottery
- Reeds Sweet Wines
- Hayton Farms
- Bliss Ice Cream
- Squishy Pop Bubble Tea
- Starvin Marvin Pizza & Hot dogs
- Monis Sweet Creations
- Grace Condiments
- Fosse Farms
- Kombuchaluv
- Fancy Accents Tea
- Bizarre Botanicals
- Craft Theory
- Mama & Mia Naturals
- Studio K Design
- Buttons Soap Co.

Women and Veteran Owned Businesses Cont.

Women Co-Owned Businesses:

- Robbins Honey Farms
- Sgt Hart's BBQ Sauces
- Valhalla Mead
- Wild Heart Sipping Vinegars
- Bizarre Botanicals
- Burn Bright Candles
- Forest Fancies
- Ho Jo Clay Arts
- Puerto Ensenada
- The Bath House Co.
- Forest Fancies
- Island Coffee Company LLC
- Kona Ice

Veteran Owned Businesses:

- Sgt Hart's BBQ Sauces
- The Bath House Co.
- Munch Munch Waffles
- Grace Condiments
- Wild Heart Sipping Vinegars

Lets hear about some of our vendors...

Burn Bright Candles

Meet Ashley, the founder of Burn Bright Candles, LLC. Burn Bright Candles.

Organic, natural products, including luxury wood wick candles, body scrubs, aromatherapy sprays and bath bombs.

Partners with the Baby Steps Foundation to bring awareness to mothers who have suffered child loss and those trying to build a future family.



Grace Condiments



Grace Condiments is a women, minority and veteran owned business which supports all causes through their sales. In addition, all products are made using locally sourced and fresh, natural ingredients with no artificial flavors.

SGT. Hart's BBQ Sauces

Sgt. Harts Barbeque Sauce is a veteran, women & family co-owned business that came to be when SGT Hart entered a BBQ competition and found that people loved his sauce so much they were asking to buy it. Their hope is to continue to build a strong bond between families and friends as they share a meal and that their sauce is the "taste that welcomes you HOME."



What our shoppers love about the market...



What our vendors love about the market...

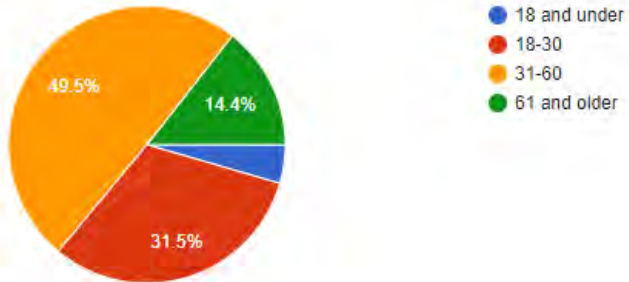


Shopper Survey Participants:

The survey found majority of our shoppers are women and those between the age of 31-60

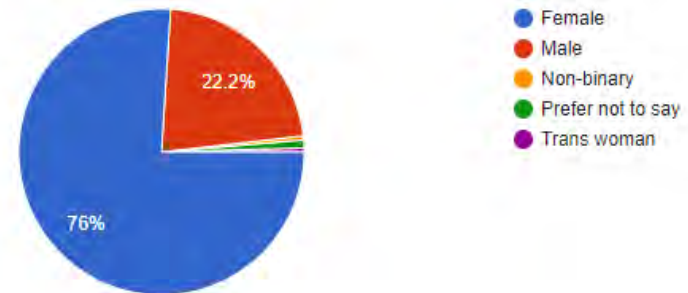
Please indicate your age

222 responses



Gender

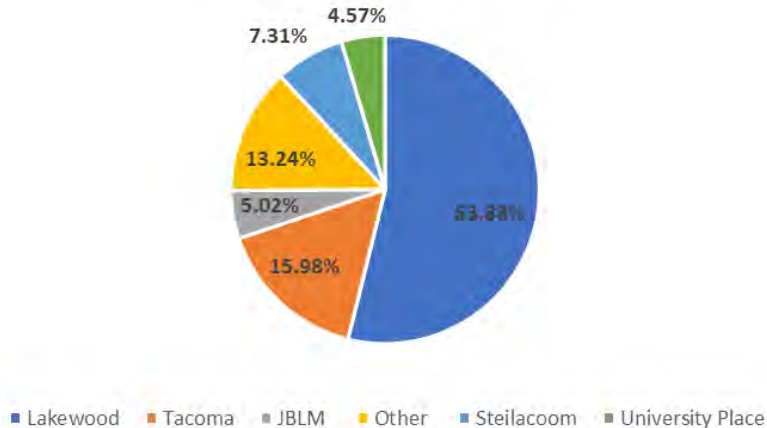
221 responses



Shopper Survey Participants

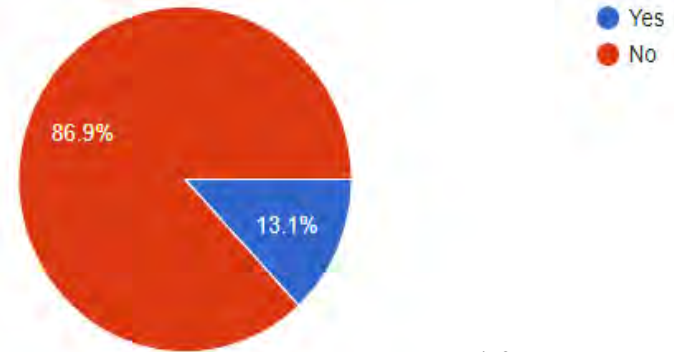
Majority of our participants are from Washington state, with the most popular city being Lakewood followed by Tacoma.

What city are you from?



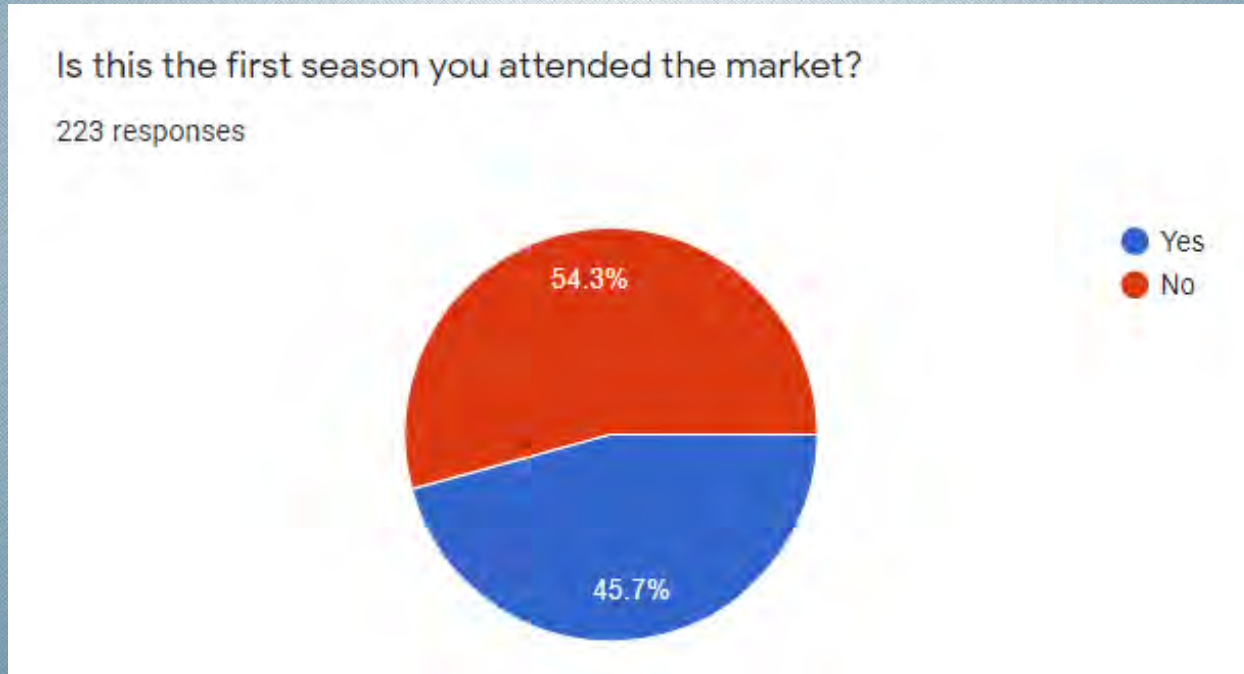
Are you from out of state?

222 responses



Shopper Survey

45.7% of the shoppers stated it was the first season they attended the market.

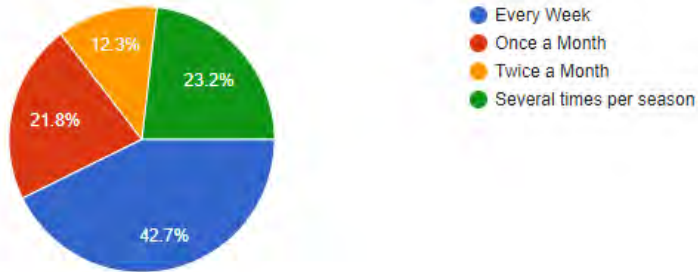


Market Return Rates

43% of shoppers return to the market every week during the season. The majority spend between \$15-\$30 dollars.

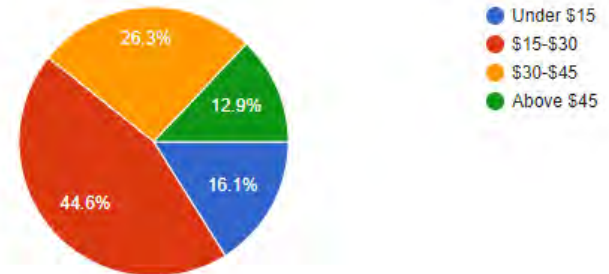
How often do you visit the Lakewood Farmers Market?

220 responses



On average, how much money would you estimate you spend each market day?

224 responses



Market Competition

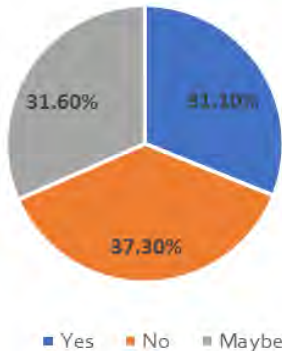
47.7% of our survey participants shop at other farmers markets with the Steilacoom Market being the most popular one.



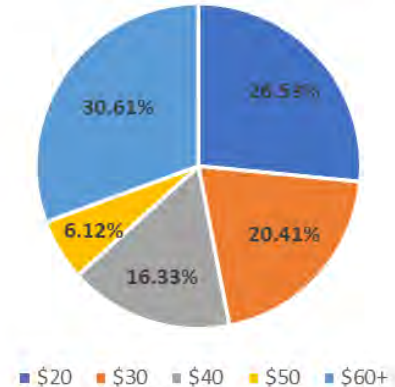
Economic Impact

62.1% of shoppers said the market is their primary reason for being in the area on Fridays. This positively impacts the surrounding businesses. Shoppers mentioned they would spend money at Starbucks, Target, and Albertsons.

Do you plan on spending money elsewhere in Lakewood today?



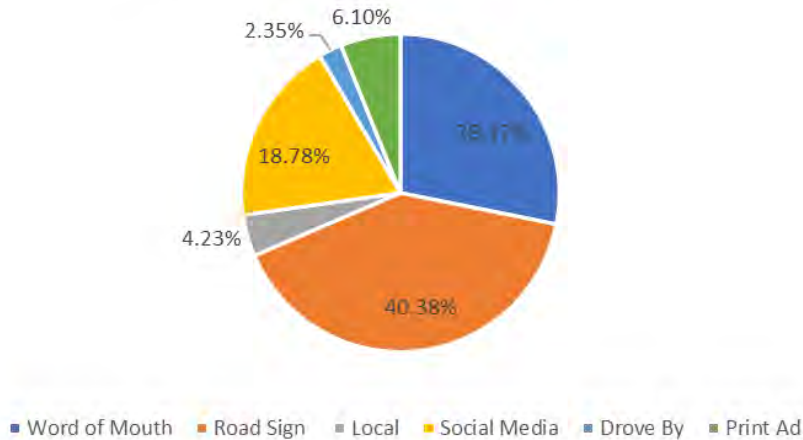
How much money have you spent or plan on spending at other businesses in Lakewood?



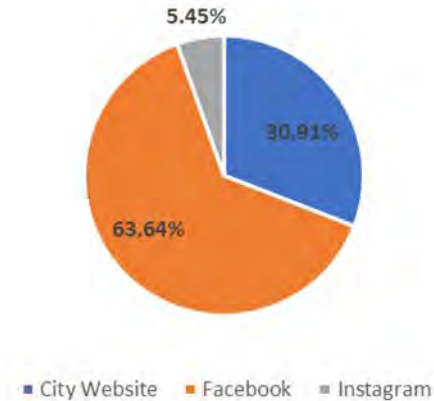
Marketing

The market staff and City of Lakewood works hard to market the event to maximize total turn out.

How did you hear about the market?



Which social media site did you hear about the market on?



Improvements

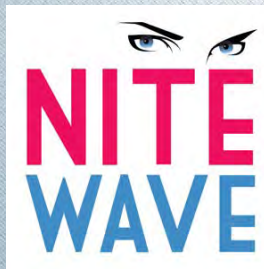
What our shoppers would like to see improved:

- Parking/Traffic
- More Variety (food and vendors)
- Shaded Areas
- More Seating
- Food Stamp Usage
- Quieter Generators
- More/louder music
- 28.8% of shoppers said nothing needs to be improved

What our vendors would like to see improved:

- Time (3-7 as some shoppers come later after work)
- Louder music
- Quieter Generators
- Stronger WiFi Signal in the parking lot
- 29.5% of vendors said nothing needs to be improved

Concerts in the Park



thursdays

July 15
Nite Wave 80'S NEW WAVE COVER BAND

July 22
Good Co SWING

July 29
Cambalache Salsa SALSA

August 5
Chris Eger Band BLUES/ROCK

August 12
Rockaroake KARAOKE WITH LIVE BAND

August 19
Kim Archer Band R&B/SOUL

August 26
Victims of Love EAGLES TRIBUTE BAND

CITY OF LAKEWOOD PRESENTS

Summer Nights at The Pavilion

FORT STEILACOOM PARK
JULY 15 - AUGUST 26 • 6:30-8 PM

free!

Fun for the whole family!

Enjoy the region's best LIVE performances

Information: 253.983.7758 Space may be limited and social distancing required.

SPECIAL THANKS: Marie Barth • Broker, Allen Realtors • 253.777.8889 • Marie@mariebarth.com

Concert Attendance		
Date:	Band	Attendance
7/15/2021	Nite Wave (80s new wave)	340
7/22/2021	Good Co, Swing (Swing)	350
7/29/2021	Cambalache Salsa (Salsa)	280
8/5/2021	Chris Eger Band (Blues/rock)	450
8/12/2021	Rockaroake (Karaoke with Live Band)	165
8/19/2021	Kim Archer Band (R&B/soul)	400
8/26/2021	Victims of Love (Eagles Tribute Band)	230

LAKEWOOD PARKS & REC DRIVE IN MOVIE SERIES!



Fort Steilacoom Park
8714 87th Ave SW
Lakewood, WA



**ONLY
\$15
PER
VEHICLE**

Parks@cityoflakewood.us
More Info at Cityoflakewood.us
Movie Begins at Dusk
tinyurl.com/21DriveIns

June 11



June 25



July 16



July 30



August 13



August 27



Movie	Licensing Cost	Attendance	Revenue
The Goonies	\$435	115	\$1,725
Wonder Woman 1984	\$450	55	\$825
School of Rock	\$395	50	\$750
Remember the Titans	\$395	Cancelled	N/A

Truck and Tractor Day





REEL LIFE 96

LAKWOOD'S 96 HOUR
SHORT FILM COMPETITION



TEAM REGISTRATION

NOV 15 - JAN 5

**FILM SCREENING & AWARD CEREMONY
CASH PRIZES & MUCH MORE**

MARCH 19, 2022

CITYOFLAKEWOOD.US/FILM96

Virtual Tree Lighting




First annual drive-through Parade of Lights






*City of Lakewood
Parade of Lights
Winner: Most Original*






CITY OF LAKEWOOD'S DRIVE THROUGH PARADE OF LIGHTS





**Saturday, Dec 11
4:00PM - 8:00PM**



Light up your holidays by
viewing parade floats from
the comfort of your car!



**Fort Steilacoom Park
8714 87th Ave SW,
Lakewood, WA 98498**



cityoflakewood.us/holiday-parade/

Signal Box Wraps

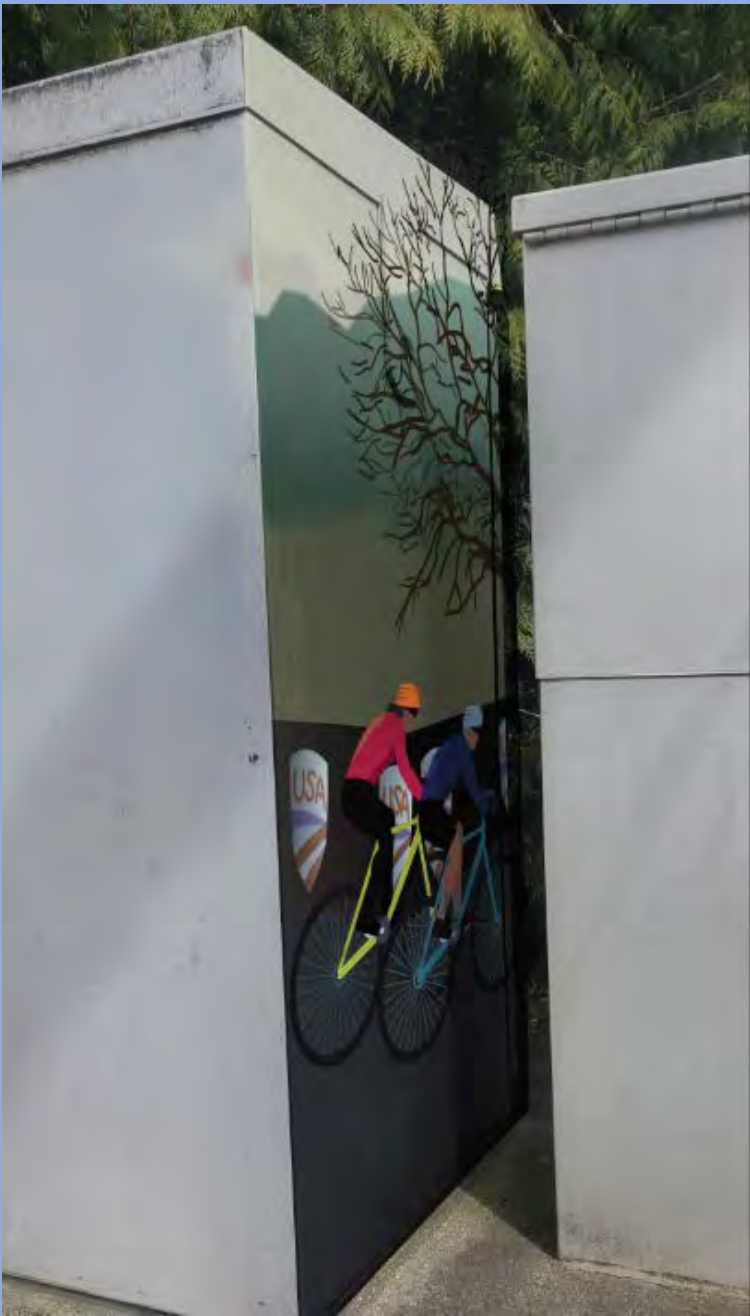
City of Lakewood Public Art Program

2021 Implementation

Signal Box Wraps Implemented in 2021



Steila-Cross by Kelly Loney Steilacoom Blvd & Lakewood Drive





Bridgeport & San Fran Ave-Tribal Quilt By Rosa Cruz



Bridgeport & 108th - Colorful Rocks by Rosa Cruz





South Tacoma Way & 84th-Leap of Faith by Katie Dean







Luminous Horizon by Susan Russell Hall, Gravelly Lake Dr. & Wildaire



Mt. Rainier by Chrystine Westphal, Bridgeport & 100th





Steilacoom & Ardmore



Jennifer Preston Chushcoff, Lakewood's Curiosity Cabinet. Steilacoom Bvd. & Farwest



Lakewood's unique cultural and military history, diversity and indigenous plants – Garry oak, Big Leaf maple, Douglas fir and yellow waterlily. The facing portraits of Chief Leschi and Fort Steilacoom's Commander, Lt. Col. Silas Casey, imply unity. Casey fought to pardon Leschi and protect him from an unjust death.

Mural Created by Students Spring 2021. Thank you LMCC!



2022 Events	Dates	Covid Consideration
MLK Celebration	January 15th	Virtual event
SummerFEST	July 23rd	M need monitor crowd size and use fencing
Saturday Street Festivals on the Plaza 4:00-8:30pm		May need monitor crowd size and use fencing
Dancing in the Streets	May 21st	
Carnival of Cultures	June 18th	
Jazz Night & Vintage Car Show	August 13th	
Fiesta de la Familia	September 17th	
REEL Life 96 Film Competition	Nov 15-Jan 5th registration	May need to downsize film showing or show virtually
	Film Screening March 19	
Farmers Market June 7- August 30	7-Jun	In person regardless, considered Essential Service
Tuesdays 2:00-7:00pm	14-Jun	
	21-Jun	
	28-Jun	
	5-Jul	
	12-Jul	
	19-Jul	
	26-Jul	
	2-Aug	
	9-Aug	
	16-Aug	
	23-Aug	
	30-Aug	
Summer Concert Series Tuesdays 6:30-8pm		May need monitor crowd size and use fencing
(New this year - Following the Farmers Market)	1. June 28	
	2. July 12	
	3. July 19	
	4. July 26	
	5. August 9	
	6. August 16	
Truck and Tracor Day	October 8th	May need monitor crowd size and use fencing
Christmas Parade of Lights	December 10th	May need to have Drive Through Option

2021 Pierce County Comprehensive Plan to End Homelessness (CPEH)

City Council Meeting

December 13, 2021

Tiffany Speir, Long Range & Strategic Planning Manager



On March 23 2021, the Pierce County Council adopted R2021-30s establishing a Comprehensive Plan to End Homelessness Ad Hoc Committee to “develop an action plan for the purpose of completing, in no more than six months, a comprehensive plan to end homelessness.”

On May 25, the County Council accepted the ad hoc committee’s recommended action plan via R2021-82 and directed the Department of Human Services to

- report back to the Pierce County Council, by no later than August 1, 2021, with recommendations to increase immediate capacity in the homelessness response system; and
- report back to the Pierce County Council, by no later than December 1, 2021, with a draft Comprehensive Plan to End Homelessness.

Lakewood participated on both the Ad Hoc Committee and the CPEH Committee.

The CPEH was completed and presented to the Pierce County Human Services Committee on December 7. In summary:

This plan designs a system to end homelessness. The single most important metric to assess the plan's effectiveness is whether the number of people experiencing homelessness is shrinking. The plan is a departure from prior plans by focusing on building a system scaled to the need.

The plan recommends six goals:

Throughout these goals is the mandate to use data to understand, design and evaluate programs around the unique needs of different populations. Accountability to the communities served is also a focus.

GOAL 1 CREATE A UNIFIED HOMELESS SYSTEM

Many factors are necessary to end homelessness: effective management, sufficient resources, coordination of those resources, accountability, and skilled leadership. A unified approach will enable an understanding of the entire need in the community and allow the leadership, management and resource acquisition and distribution necessary to meet that need.

STRATEGIES

- 1.1** By January 1, 2025, create a Tacoma-Pierce Unified Regional Office of Homelessness, consisting of the right stakeholders with central decision-making authority of funding and services.
- 1.2** Initiate a consultant-led process to design the Unified Regional Office organizational leadership structure to prevent and end homelessness, including leading community engagement and communication efforts.
- 1.3** Create and maintain a model to estimate funding needed to close the gap between homeless prevention and homeless crisis response system need and capacity. For current gap analysis, see Appendix K.
- 1.4** Improve resource acquisition by maintaining homeless crisis response system funding master list (see Appendix A), including current, expected, and potential future federal, state, local jurisdiction, philanthropic and other system funding.
- 1.5** Develop and maintain a strategic funding plan to retain existing funding and close the funding gap using identified potential funding sources and pursue that funding with a coordinated, County-wide, cross-industry effort.
- 1.6** Support agencies to ensure financial resiliency.

ACCOUNTABILITY

- 1.7** Publish an analysis of the current homeless crisis response system funding and system design decision making and leadership structure.
- 1.8** Provide quarterly updates on progress towards implementing the Unified Regional Office.
- 1.9** Publish a quarterly dashboard showing current funding sources and the uses of that funding.
- 1.10** Publish a quarterly dashboard showing the current and historical funding gap between need and capacity for each aspect of the homeless crisis response system.

ROLES, EFFORT AND COST

- Implementation Responsibility – Pierce County Human Services
- Level of Coordination Effort – High
- Implementation Costs – Low

UNIFIED REGIONAL OFFICE OF HOMELESSNESS

Effective homeless response systems have coordination among all the parts. This coordination allows a successful, regional response to homelessness and must include effective leadership, a shared vision, a plan, a governing structure, application of data, and a structure for ongoing effectiveness.

A Unified Regional Office of Homelessness includes:

- **Shared Vision, Accountability, and Transparency**

- A shared vision of the homeless response system is necessary, as well as principles for communication, implementation and accountability to build and maintain cooperation and coordination among the many partners and constituents of the system.

- **Cost Effective Performance and Accountability** – The homeless response system must be accountable for program performance. It must have performance measures embedded into the funding and implementation of each element an expectation and enforcement of best practices, accountability, and cost effectiveness. **This is most effectively done with a single organization overseeing reporting requirements for all homeless programs operating in the region.**

UNIFIED REGIONAL OFFICE OF HOMELESSNESS

• **Coordination Among Plan Elements and Partners** – The Comprehensive Plan needs coordination of at least two types among its elements and partners, especially for prioritization purposes:

► **Coordination of Investment and Operation Among Elements of the Plan** -- The plan will need coordination among its necessary elements. For example, sheltering persons living on the street require outreach workers to elicit their interest in receiving services and then to direct them to shelter and services. For outreach workers to do that, they need a ready supply of appropriate services and shelter to offer. Without this coordination, one unavailable part of the continuum will become a log jam for other parts.

► **Consultation and Coordination Among the Partners**

The plan will need adequate consultation and coordination among the many partners, including:

- Persons experiencing homelessness.
- Pierce County government.
- [The cities and towns of Pierce County.](#)
- Police and emergency services.
- Private and nonprofit service providers.
- Advocacy and grass roots groups.
- Private, nonprofit and public housing organizations.
- Business community.
- Philanthropy.
- Faith organizations.
- Volunteers.
- Veteran services providers
- The general public

UNIFIED REGIONAL OFFICE OF HOMELESSNESS

• **Coordination of the Collection and Analysis of Data –**

Discussed in detail throughout this plan is the importance of data. The plan will require the continual collection, analysis, and publication of robust data, including:

- ▶ The extent and nature of the County's homelessness, including how many people, location, family composition, race, gender, age, veteran status, and service needs, and the goals of the people experiencing homelessness.
- ▶ Data showing how to judge a person's risk of homelessness.
- ▶ The effectiveness or lack of effectiveness of each part of the crisis response system.
- ▶ The relative cost effectiveness of each part of the plan and intervention.
- ▶ The effectiveness of each intervention against stated objectives.

Implementation, leadership, and homeless crisis response system management responsibilities may shift, as appropriate, from the Pierce County Human Services Department to a new Unified Regional Office.

GOAL 2

ENSURE INTERVENTIONS ARE EFFECTIVE FOR ALL POPULATIONS

Targeted Universalism requires considering the unique needs of target populations within each service. The first step in developing targeted strategies requires engagement with members of the target populations. Continued engagement with targeted populations is vital, using community outreach as well as surveys and other tools to identify areas to improve.

STRATEGIES

- 2.1** Create a Race and Equity Strategy Team or expand role of existing equity efforts such as with the Continuum of Care to research, develop and assist organizations to implement program changes to align with the needs of target populations.
- 2.2** Engage twice yearly with individuals and organizations from target populations to identify concerns with the existing homeless crisis response system and needed program alterations or additional providers.
- 2.3** Annually review interventions and services to ensure referrals, enrollments and outcomes are being monitored for each target population.
- 2.4** Annually conduct a quantitative and qualitative service quality survey, including a “hope scale”⁶ type survey, of a sample of people experiencing homelessness. Ensure the survey is part of a trauma informed process accessible to the widest possible audience, preferably administered by people experiencing homelessness themselves.

ACCOUNTABILITY

- 2.5** Publish annual reports documenting identified concerns with interventions, strategies to remedy those concerns, and status updates on past strategies. The annual report must also document any interventions or services with low performance or low enrollments for specific populations along with strategies to remedy those deficiencies.
- 2.6** Publish monthly dashboard showing program referrals, program enrollments, and program outcomes for each permanent housing intervention, broken out by sub-populations.
- 2.7** Publish annual report on changes in the service quality survey results.

ROLES, EFFORT AND COST

- Implementation Responsibility – Pierce County Human Services
- Level of Coordination Effort – Low
- Implementation Costs - Low

GOAL 3 PREVENT HOMELESSNESS

Preventing housing instability and stabilizing households at risk of homelessness is a key strategy to ending homelessness. Available funding must be targeted where it will prevent homelessness for the greatest number of households. Funding must increase to reduce the number of at-risk households.

STRATEGIES

- 3.1** Revise homeless prevention services eligibility based on best practices, with eligibility adjustments to accommodate varying levels of resources available for rent assistance to target the assistance where it will prevent homelessness for the greatest number of households.
- 3.2** Provide mortgage assistance for at-risk homeowners.
- 3.3** Develop and support shared housing units for those unable to afford living alone.
- 3.4** Provide financial counseling and life skills training to assist at risk households with financial stability.
- 3.5** Expand Diversion to households at risk of homelessness.

ACCOUNTABILITY

- 3.6** Publish rent and mortgage assistance eligibility requirements, policies, and procedures.
- 3.7** Publish monthly dashboards showing rental and mortgage assistance system performance.
- 3.8** Expand Coordinated Entry eligibility to households at risk of homelessness.

ROLES, EFFORT AND COST

- Implementation Responsibility – Pierce County Human Services
- Level of Coordination Effort – High
- Implementation Costs – High

GOAL 4

ENSURE ADJACENT SYSTEMS ADDRESS NEEDS OF PEOPLE EXPERIENCING HOMELESSNESS OR AT RISK OF HOMELESSNESS

Adjacent Systems – those that serve people experiencing homelessness or who are at risk of homelessness but are not part of the formal homeless crisis response systems - are seldom designed with the unique needs of people experiencing homelessness or at risk of homelessness. Making changes to these adjacent systems, including locating adjacent system services at homeless program sites, can improve outcomes for people experiencing homelessness. For a partial list of adjacent systems, see Appendix J.

STRATEGIES

- 4.1 Develop more coordinated communication among adjacent systems.
- 4.2 Create or join existing workgroups to identify and implement best practices so individuals can more easily access services in adjacent systems.
- 4.3 Work with organizations in adjacent systems to develop and implement policies and procedures based on identified best practices.
- 4.4 Create or join existing workgroups to identify and implement best practices, including data sharing agreements, to assist and track individuals leaving institutional settings. For a partial list of institutional settings, see Appendix J.
- 4.5 Coordinate with the Pierce County Behavioral Health Division to ensure the Behavioral Health Improvement Plan updates continue to identify gaps in capacity and effectiveness for people experiencing homelessness and create implementation plans to close those gaps.
- 4.6 Partner with the Workforce Development system to identify gaps in effectiveness of workforce development system for people experiencing homelessness and work to close those gaps.

ACCOUNTABILITY

- 4.7 Publish monthly dashboard listing count of individuals recently exiting institutional settings who are accessing the homeless crisis response system. For a partial list of institutional settings, see appendix j.
- 4.8 Partner with the Pierce County Behavioral Health Division to add housing and homeless specific metrics to their existing reports.

ROLES, EFFORT AND COST

- Implementation Responsibility – Pierce County Human Services
- Level of Coordination Effort – Low
- Implementation Costs – High⁷

GOAL 5

MEET IMMEDIATE NEEDS OF PEOPLE EXPERIENCING HOMELESSNESS

Meeting immediate needs for shelter, food, and pathways out of homelessness is vital. Knowing who is homeless and actively engaging them to assist entering shelter and establishing permanent housing will reduce the duration of homeless episodes.

STRATEGIES	ACCOUNTABILITY
<div>5.1</div> Create and manage a by-name list for the entire homeless population	<div>5.7</div> Publish a monthly dashboard displaying the portion of individuals connecting with the homeless crisis response system who are on the by-name list
<div>5.2</div> Ensure every household experiencing homelessness has access to navigation services such as street outreach and Critical Time Intervention®.	<div>5.8</div> Publish a monthly dashboard displaying the portion of individuals on the by-name list receiving navigation services
<div>5.3</div> Expand use of the Homeless Management Information System so all formal and informal interactions with people experiencing homelessness are recorded.	<div>5.9</div> Publish a list of agencies participating in the Homeless Management Information System and those not participating
<div>5.4</div> Prioritize funding to implement the Adequate for All plan to expand homeless shelter, attached.	<div>5.10</div> Publish a monthly dashboard showing the Coordinated Entry System capacity and utilization, as well as wait times for Coordinated Entry “Crucial Conversations” and the elapsed time between coordinated entry conversation and program referral and housed outcomes.
<div>5.5</div> Expand Coordinated Entry to ensure appointments are available the same day or the next day in shelters, day centers and other access points across Pierce County	<div>5.11</div> Publish monthly dashboards showing the portion of people known to be experiencing homelessness who are staying in shelter.
<div>5.6</div> Offer Rapid Rehousing and Permanent Supportive housing interventions during the Coordinated Entry conversation.	<div>5.12</div> Publish daily, up-to-date bed capacity and availability at all emergency shelters
	<div>ROLES, EFFORT AND COST</div> <div><ul style="list-style-type: none">• Implementation Responsibility – Pierce County Human Services• Level of Coordination Effort – High• Implementation Costs - High</div>

GOAL 6

EXPAND THE PERMANENT HOUSING SYSTEM TO MEET THE NEED

Permanent housing is the goal for all people experiencing homelessness. Because of the very limited supply of housing, a wide variety of interventions and approaches will be necessary.

STRATEGIES

- 6.1
- Expand funding for the Diversion Intervention to fully meet the need.
- 6.2
- Expand funding for Rapid Rehousing Intervention to fully meet the need.
- 6.3
- Create a dedicated housing voucher intervention for households experiencing homelessness and size existing housing voucher programs and Housing and Essential Needs to meet the need.
- 6.4
- Size the capacity of the Permanent Supportive Housing system, including units and case management, to meet demand, using tenant-based and project-based programs, with a particular focus on projects that add new permanent housing at very low capital costs, such as hotel conversions and Community First! style housing development projects.
- 6.5
- Expand shared housing to include all possible shared housing models.
- 6.6
- Coordinate with affordable housing efforts to develop 0-30% AMI and 30-50% AMI housing dedicated to households exiting homelessness.
- 6.7
- Size the Landlord Liaison Program to maximize access to the rental market, including using master leasing.
- 6.8
- Facilitate movement from one housing intervention type to another to best serve the changing needs of clients as required supports increase or decrease, including sites with enhanced medical and behavioral health supports.

ACCOUNTABILITY

- 6.9
- Publish monthly dashboards estimating the need, capacity, current enrollments, new enrollments and exits for each permanent housing intervention type.
- 6.10
- Publish quarterly dashboards estimating the need and capacity for 0-30% AMI housing and 30-50% AMI housing
- 6.11
- Publish a monthly dashboard showing permanent housing pipeline.
- 6.12
- Publish monthly dashboards to monitor units made available through the Landlord Liaison Programs.

ROLES, EFFORT AND COST

- Implementation Responsibility – Pierce County Human Services
- Level of Coordination Effort – Low
- Implementation Costs – High

COMMUNITY-WIDE SAVINGS FROM ADDRESSING HOMELESSNESS

Addressing homelessness can also save money. Appendix C details the spectrum of costs related to homelessness, such as those incurred while serving people experiencing homelessness in the formal homeless system, in adjacent systems such as schools and the medical system, and lost opportunity costs related to the impacts of homelessness on tourism and business. The costs of homelessness are spread across many different systems, but taken together, they exceed \$40,000 for a chronically homeless individual per year. That eclipses the \$22,000 cost to provide permanent housing to that individual.

To immediately serve all people entering the homeless system with a permanent housing intervention would have an additional \$30M per year cost, but \$20M of that cost would be offset by savings in adjacent systems.

To meet needs adequately and effectively across the system, it requires both capital dollars and operating dollars.

Currently, Pierce County already contributes \$40M annually to operate the current level of services. This plan estimates that to solve the county's widespread homelessness will require up to an **additional \$117M per year** for operations. Capital costs for the **shelter** increase alone could cost as much as **\$15M**.

For **permanent Supportive Housing**, depending on the unit cost and the split between tenant-based and project-based, **unmet capital costs could be as high as \$400M**. Developing a funding strategy and orchestrating a collective community effort to implement it will help secure the necessary funding.

The plan estimates that effectively addressing homelessness could **save at least \$48 million** a year in other adjacent systems, such as police, medical care and other public systems (see Plan Appendix C for details on offsets to adjacent systems). It will also save and repair lives, make other civic services more effective, and restore the use of parks, sidewalks, storefronts, and other public spaces for appropriate use.

Next Steps

At its December 7 meeting, the Pierce County Council's Human Services Committee discussed the CPEH. There was a voiced desire by committee members to more clearly identify cost savings that would result from ending homelessness. The meeting can be viewed at

https://online.co.pierce.wa.us/cfapps/council/iview/committeeMeeting.cfm?committee_cd=hs&meeting_dt=Dec%20%207%202021%20%209:30AM

The CPEH calls for outreach to municipalities as part of implementation efforts and potentially to seek cooperative funding from local governments.

The creation of a Unified Regional Office and the determination of its role and authority is recommended with a 2025 deadline. County Council Human Services Committee Chair (and District 6 Councilmember) Hitchen voiced her interest in and support for creating a URO.



Pierce County

COMPREHENSIVE PLAN TO END HOMELESSNESS

DECEMBER 2021



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CHARGE FROM THE PIERCE COUNTY COUNCIL

On March 23, 2021, the Pierce County Council adopted resolution R2021-30s. This resolution created the Comprehensive Plan to End Homelessness Ad Hoc Committee. The Ad Hoc Committee's work concluded on April 24th with the presentation and acceptance of the Action Plan. The Action Plan created a Steering Committee to oversee creation of a Comprehensive Plan to End Homelessness, and a Shelter Plan Work Group to create and implement a plan to create adequate shelter for all by November 1, 2021. This Comprehensive Plan is the product of the Steering Committee and includes the shelter plan. This report includes a large appendices with supporting information.

EXECUTIVE SUMMARY

This plan designs a system to end homelessness. The single most important metric to assess the plan's effectiveness is whether the number of people experiencing homelessness is shrinking. The plan is a departure from prior plans by focusing on building a system scaled to the need.

The plan recommends six goals:

- 1 Create a unified homeless system
- 2 Ensure interventions are effective for all populations
- 3 Prevent Homelessness
- 4 Ensure adjacent¹ systems address needs of people experiencing homelessness or at risk of homelessness
- 5 Meet immediate needs of people experiencing Homelessness
- 6 Expand the Permanent Housing System to meet the need

Throughout these goals is the mandate to use data to understand, design and evaluate programs around the unique needs of different populations. Accountability to the communities we serve is also a focus.

To meet needs adequately and effectively across the system, it requires both capital dollars and operating dollars. As of today, Pierce County already contributes \$40M annually to operate the current level of services. This plan estimates that to solve the county's widespread homelessness will require up to an **additional \$117M per year** for operations. Developing a funding strategy and orchestrating a collective community effort to implement it will help secure the necessary funding. Also, the plan estimates that effectively addressing homelessness could **save at least \$48 million** a year in other adjacent systems, such as police, medical care and other public systems (see Appendix C for details on offsets to adjacent systems). It will also save and repair lives, make other civic services more effective, and restore the use of parks, sidewalks, storefronts, and other public spaces for appropriate public use.

VISION + VALUES

Everyone in Pierce County should have a home. This Comprehensive Plan envisions a system that **prevents** homelessness by stabilizing households at risk, and **immediately responds** to homelessness with appropriate shelter and a permanent housing intervention. While eliminating homelessness is nearly impossible, functional zero – a state where people have access to immediate shelter and an effective permanent housing program – is not just possible, but also necessary to achieve nearly every other civic interest. For example, success in schools requires that students and their families have adequate housing. Housing is also necessary for child welfare, physical health, mental health, and public health, for economic development and wage progression, for appropriate use of emergency services, public safety and order, environmental protection, justice, and racial justice.

Our vision is an integrated, adaptable, and responsive network of services that supports stability and self-determination for everyone—regardless of economic or social circumstances, and regardless of where in our community they live.

Collaboration across jurisdictions, across business sectors, with faith-based and nonprofit organizations, philanthropic organizations, and with neighbors housed and experiencing homelessness is key. Only working in unison, with a clear plan, can we create shelter and affordable housing to meet the existing and future need so that everyone has a home.

By using the Target Universalism framework – setting universal goals and using targeted programming to achieve those goals - equity is built into every aspect of this plan. The human consequences of inequity affect us all. This work must identify the systemic barriers that keep people from securing and maintaining affordable housing, and our work must focus on removing those barriers.

¹ Adjacent systems are those that serve or interact with people experiencing homelessness or at risk of homelessness but are not part of the formal homeless system. Examples include the healthcare system, law enforcement, and the behavioral health system.

STEERING COMMITTEE

The Steering Committee responsible for the development of this plan was comprised of a broad range of advocates, providers, and other interested parties. The full committee met monthly from June to December 2021.

COMMITTEE MEMBERS

- Service Provider Representative - Faatima Lawrence, Catholic Community Services
- Service Provider Representative - Sherri Jensen, Valeo
- Service Provider Representative - Courtney Chandler, Associated Ministries
- Continuum of Care Representative - Dr. LaMont Green, Technical Assistance Collaborative
- Tacoma Pierce County Coalition to end Homelessness Representative - Maureen Howard, Tacoma-Pierce County Coalition to End Homelessness
- Faith Community Representative - Rich Berghammer, Tacoma-Pierce County Coalition to End Homelessness
- Business Community Representative - Greg Helle², Absher Construction
- Philanthropic Community Representative - Erika Tucci, Cheney Foundation
- Tribal Community Representative - Ashley Howard
- Affordable Housing Committee Representative - Michael Mirra
- Pierce County Human Services Representative - John Barbee, Pierce County Human Services
- County Executive Representative - Steve O'Ban, Pierce County Executive's Office
- Representing the City of Puyallup - Ned Witting, Puyallup City Council
- Representing the City of Tacoma - Allyson Griffith, City of Tacoma
- Representing the City of Lakewood - Tiffany Speir, City of Lakewood
- Representing the community - Gina Cabiddu, from Gig Harbor/Key Peninsula Area
- Representing the community - Fred Palmiero, from East Pierce County
- Representing Individuals with Lived Experience - Mingo Morales²

² Mingo Morales and Greg Helle both resigned from the Steering Committee Prior to completion of the Comprehensive Plan.

SUBCOMMITTEES

Seven subcommittees were created to advance the work, with subcommittees meeting as frequently as weekly.

Targeted Universalism and Accountability

Define and amplify concept of Targeted Universalism as foundational to this plan. Support other committees to integrate targeted universalism into the plan. Identify mechanisms to monitor performance and hold the homeless system accountable to the community, especially around groups identified for targeted interventions.

Homeless Prevention Subcommittee

Identify the role of homeless prevention programs in reducing homelessness. Set boundaries for what portions of homeless prevention should reside within the homeless response system – especially for targeted populations.

Permanent Housing interventions

Determine how Rapid Rehousing, Permanent Supportive Housing, and the Landlord Liaison Project need to be expanded and improved to meet demand – especially for targeted populations.

Funding Source Development

Identify existing and potential funding sources to pursue in order grow the homeless system to meet need.

Temporary Housing and Navigation interventions

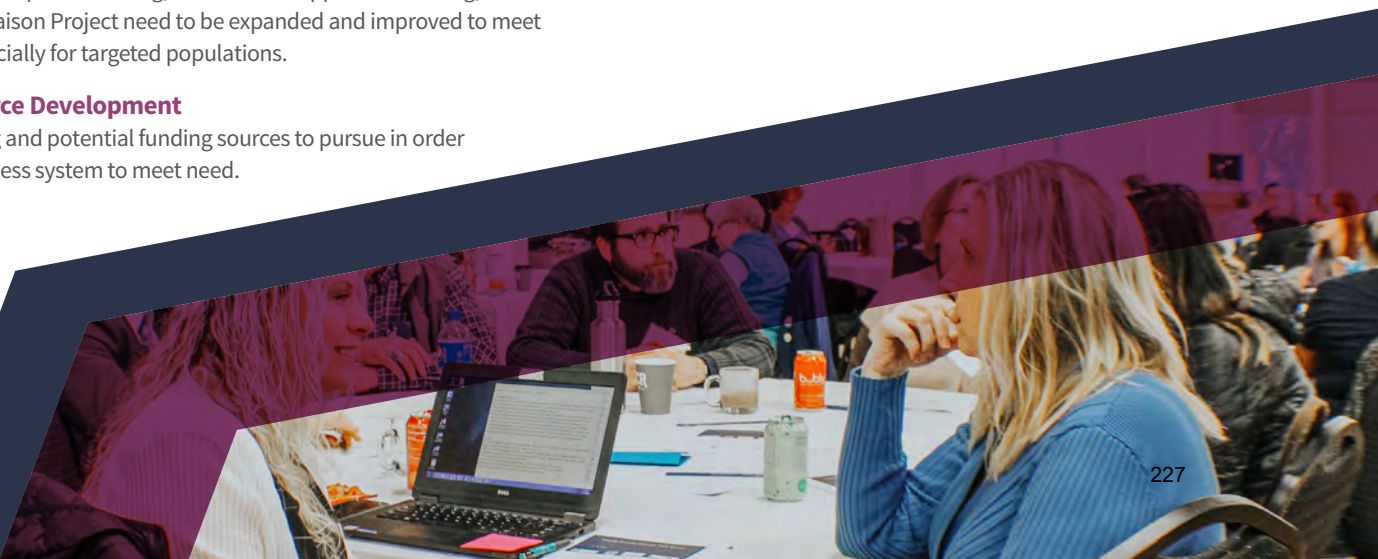
Determine how Shelter, Diversion, Outreach and Critical Time Intervention can be expanded to meet demand and improved to speed progress to permanent housing – especially for targeted populations.

Medical and Behavioral Health Connections

Assess need and current system capacity. Create plans to modify or expand existing medical and behavioral health systems to better meet the needs of people experiencing homelessness.

Prioritization Approach

Determine a methodology to prioritize what project to next fund when additional resources become available. Consider methodologies such as prioritizing targeted groups, geographic areas, or interventions types.



COMMITTEE OBJECTIVES

The Ad Hoc Committee initially created by the County Council identified the following objectives for the Comprehensive Plan to accomplish, serving as a foundation to this plan:

- 1 Prioritize capital and operating funds so that as additional resources are acquired the next project for that funding is clear.
- 2 Identify what additional resources our community needs and where to advocate and lobby for them.
- 3 Make sure our goals are Specific, Measurable, Achievable, Relevant, and Timely (SMART).
- 4 Focus on long-term, high-level policy goals that regional elected officials and staff can support, and that local plans can feed into and/or support.
- 5 Focus not just on what has historically been possible but develop a plan that meets actual need; be innovative, yet practical.
- 6 Use the Built for Zero methodology to achieve “functional zero:” acceptable shelter and an appropriate permanent housing intervention immediately available.
- 7 Develop more than just a plan; focus on specific steps for action and implementation.

COMMITTEE PRINCIPLES

Further the Ad Hoc Committee identified these principles to guide development of the Comprehensive Plan:

- 1 Focus on diversity, racial equity, and inclusion.
- 2 Build plans based on the concept of “targeted universalism”; develop a common goal to address all homeless, with programs designed to meet the unique needs for specific populations (e.g., Veterans, families, youth, DV, etc.).
- 3 Include experts who have lived unsheltered and other marginalized populations in the planning/design process.
- 4 Start with a value statement about overall intent of plan (such as “Ensure a place where all people belong”).
- 5 Ensure a shelter plan strives for immediate access to shelter for all populations and includes a wide variety of shelter types so shelter is accessible to all.
- 6 Create a regional approach that locates shelters and programs near prior permanent residences and support structures; downtown Tacoma cannot continue to be the only answer.
- 7 Utilize best practices, published research, and local research and analysis such as past reports and surveys.
- 8 Ensure the racial composition of the Steering Committee reflects the diversity of the population served.

COMPREHENSIVE PLAN TO END HOMELESSNESS

The gap between the system articulated in the Values and Vision statement on page 3 and the current homeless crisis response system is substantial. Expanding the homeless crisis response system to meet the needs of all people currently experiencing homelessness is an opportunity to build a system that better meets the unique needs of each household experiencing homelessness. Community engagement, a broad set of experiences on the Steering Committee, engaging people with lived experience, and leveraging the targeted

universalism framework – described later in this document – are key tools to re imagine and redevelop the homeless crisis response the community needs. Most goals in this plan focus on developing a more comprehensive homeless crisis response system. However, the community is best served by stabilizing households before they become homeless. Accordingly, several goals also include efforts to advance work on homeless prevention and affordable housing.

COMMUNITY ENGAGEMENT

Ensuring the widest possible input on this Comprehensive Plan has enabled this plan to best reflect current needs in the community as well as the resources and approaches needed to meet those needs. Community engagement has spanned a variety of approaches, including presentations to community groups, an on-line open house, a survey of people experiencing homelessness, and bringing individuals and community groups into the Steering Committee and its subcommittees.

Community engagement will be a constant element in plan implementation. This Comprehensive Plan will evolve as new information is learned and as the needs of people experiencing homelessness and the communities they live in are better understood.

LIVED EXPERIENCE

Similarly, our development and expansion of programs will be most successful when individuals and groups with lived experience are part of the decision-making and implementation processes. All strategies in this plan leverage the expertise of people with

lived experiences and organizations that work to advance the needs of target populations. We will continue to involve individuals with lived experience throughout our implementation efforts.

TARGETED UNIVERSALISM

Targeted Universalism is a framework to pursue a common, shared goal with multiple strategies designed for the unique needs of different groups. Strategies are developed using a five-step framework:

1. Establish a universal goal
2. Assess general population performance to the universal goal
3. Identify groups that are performing differently with respect to the goal
4. Assess and understand the structures that support or impede each group from achieving the universal goal
5. Develop and implement targeted strategies for each group to reach the universal goal

Within the homeless system, that goal is permanent housing. Reaching that goal may require different approaches for different groups. Using targeted universalism as a foundation to this

plan means reviewing enrollment data and outcome data to identify programs with low enrollments or poor outcomes for specific under served populations. When data indicates the need for a targeted approach specific to a population, we will design or modify programs around the unique needs of the affected population. Some groups may benefit from simple technical fixes, such as ensuring ADA accessibility of shelter spaces. Other groups may see improved outcomes only with deeper structural reforms. These reforms may include new service providers run by the populations currently experiencing poor outcomes.

STRATEGY AND ACCOUNTABILITY EXPECTATIONS

The development of each goal and strategy in this plan requires customization for these targeted populations. In addition, Pierce County must create reporting tools and dashboards to ensure accountability that can be disaggregated by enrollments and exit outcomes for each targeted population.

TARGETED POPULATIONS

Populations with known unique needs, those who are shown locally or nationally to have poor outcomes in homeless systems, and those disproportionately experiencing homelessness benefit from targeted strategies to exit homelessness. Monitoring of enrollments and program outcomes, as well as identifying specific strategies to improve enrollments and outcomes, is necessary for the following populations:

- Black, Indigenous and people of color (BIPOC)
- People with disabilities – as defined by the American with Disabilities Act
- Seniors – over the age of 65
- Families with children
- Members of the lesbian, gay, bisexual, transgender, queer, intersex, asexual, two-spirit (LGBTQ+) community
- Youth aged 12 to 18 and young adults between 18 and 24 unaccompanied by family
- People currently fleeing domestic violence, including intimate partner violence and other unsafe situations
- Veterans who have served in the United States armed forces

ACHIEVING FUNCTIONAL ZERO

This plan targets functional zero - A state where any person starting a new homeless episode has immediate access to shelter and a permanent housing intervention. This acknowledges that homelessness will never fully disappear from a community. Instead, it aspires to making it rare, brief and, when it happens to someone, they do not experience it again. This approach is in use in nearly 100 communities across the United States, including six of the largest twenty cities as well as a mix of suburban, urban, and rural communities. It has resulted in 14 communities ending homelessness for target populations, and 44 communities with measurable reductions.

Communities successfully reaching functional zero follow a common methodology. Each aspect of the methodology can be found in the Comprehensive Plan goals, strategies, and accountability measures below. Those aspects are:

- **By-name list** - a list of every person in the community experiencing homelessness, continuously updated
- **Integrated Command Center Team** – implemented as the Unified Regional Office to End Homelessness, brings key agencies together to work towards functional zero
- **Community-level measurement** – measure success by the number of people experiencing homelessness.
- **Data-driven housing investments** – securing the housing resources needed to house people experiencing homelessness

Success of this plan will be measured by the reduction of the total number of people experiencing homelessness and how quickly they exit homelessness to permanent housing. Individual programs will still need to be accountable for client outcomes, but the focus will be on the community-wide goal of ending homelessness.

To achieve the goal of ending homelessness by reaching functional zero, real time data is needed to tailor interventions to each individual, pivot to address needs common to target populations, and have a clear picture of the homeless crisis response system.

With disparate outcomes for many populations, a focus on racial equity is necessary. Targeted Universalism will allow that focus to permeate program design and accountability tools.

Functional zero requires not just quick responses to households experiencing homelessness, but also creating supports necessary to prevent people from becoming homeless in the first place.



AFFORDABLE HOUSING

The causes of homelessness are complex and require a systematic response that accounts for that complexity. Yet, the complexity should not conceal a basic cause: Pierce County does not have enough housing for its residents, and much of its housing is not affordable, especially for households earning less than 50% of Area Median Income . With high rents, households under 50% AMI will be rent burdened (meaning they spend more than 30% of their income on housing), and without subsidies, housing is nearly inaccessible to households under 30% AMI. While increasing the supply of housing available to people experiencing homelessness is ultimately the most important factor affecting the success of ending homelessness, that effort cannot be addressed through this plan alone. The homeless crisis response system needs to coordinate with private and public housing developers, the South Sound Housing Affordability Partners (SSHA3P), and various municipal affordable housing action strategies. The Pierce County Council has also commissioned an affordable housing strategy due in early 2022. The current capacity, current and future demand, and the unique needs of people experiencing homelessness must be included in this and other affordable housing plans.

The need for very low-cost housing requires particular attention be paid to retaining and developing a wide variety of housing types, including shared housing, mobile home and RV parks, community land trusts, clean and sober transitional housing, single room occupancy projects, and permanent tiny house villages.

Ultimately, without access to permanent affordable housing that low-income households can sustain, the homeless crisis response system cannot successfully exit households from homelessness.

³ Area Median Income (AMI) is an indicator of income relative to other households and is adjusted for household size. For example, a household of 3 earning less than \$40,901 is under 50% AMI, and if they earned less than \$24,551 they would be under 30% AMI. The US Department of Housing and Urban Development posts program income limits based on AMI at <https://www.huduser.gov/portal/datasets/il.html>

SYSTEM DATA

Data is a key tool to accomplish the goal of permanent housing for all. The Homeless Management Information System (HMIS) is currently used to store and manage our community's data specific to homelessness. The Homeless Management Information System is accessible to all providers in the community and allows monitoring of individual outcomes, program and provider performance, and overall progress towards ending homelessness across the entire homeless crisis response system. It also facilitates the creation and management of by-name lists (defined below), allowing us to respond to homelessness at the individual level.

Use of the Homeless Management Information System is required for all County agencies funded as part of the homeless crisis response system. For system data to be most useful and accurate, Homeless Management Information System use must be expanded to include use by all agencies in the community, not just those funded by the County.

While the Point-in-Time (PIT) Count will continue to be a superb tool to learn general year over year trends about people experiencing homelessness, using the Homeless Management Information System to manage the by-name list will provide the timely, accurate and information rich data needed to monitor progress to ending homelessness and to design programs to close the gap between system capacity and need. More information about the Point-in-Time count is available in Appendix I.

BY-NAME LIST

The Plan proposes the creation and maintenance of a by-name list of all people currently experiencing homelessness. By-name lists are presently managed in the Homeless Management Information System only for veterans and for youth and young adults. In the goals below, those lists are expanded to include all people experiencing homelessness. That list would be shared and managed by all providers in the homeless system. It would be continually maintained to ensure that every person encountered during street outreach, staying at a shelter, or engaging any part of the homeless crisis response system is known.

To fully implement a by-name list for all people experiencing homelessness, several challenges need to be overcome.

Often data input by service providers has inaccuracies and can be prone to delay in data entry. For data to be leveraged accurately and efficiently, data must be correct and up to date; expanded technical assistance will help us to achieve this. This effort will also only be successful by increasing HMIS utilization to 100%.

Creating a universal by-name list serves several purposes. It better ensures that all persons receive what the system has to offer. It allows for better evaluation and assessment of the system's effectiveness. It will allow monitoring of progress towards ending homelessness. Analysis will also allow the comparison of needs and outcomes for all eight target populations identified in the targeted universalism section. Understanding those unique needs will drive program design. This data will provide transparency to allow for a greater level of accountability of individual providers and the entire system to people experiencing homelessness, funders, service providers, elected decision makers, and the general population. Finally, a by-name list reminds us that lives are at stake and that every single one of them is somebody, a unique person to know and serve by their name.

MERGING OUTSIDE SYSTEM DATA

In addition to maintaining high quality comprehensive data in the Homeless Management Information System, it is necessary to merge that data with other data sources to understand the needs of people experiencing homelessness. For instance, tracking exits from incarceration to homelessness is only possible through joining data from both the Homeless Management Information System and jail and prison systems. Any effort to end the cycle of homelessness and incarceration requires monitoring that connects data in real time. This need for data integration is described in several goal strategies outlined below.

QUALITATIVE DATA

Quantitative (numerical) data is valuable but can often miss important information. Qualitative (narrative) data can provide additional information for use in decision making. In addition to expanding the use of quantitative data collection and analysis, expanded qualitative data collection is also needed and included in some goal strategies.

RESEARCH EXPECTATIONS

To remain relevant over time, many strategies in this plan have been developed based on regular review of published studies, research, conference presentations and other sources of information detailing evidence-based best practices. It is important to our success that Pierce County continue to use best practices research in program development and expansion, and that we enable rigorous evaluation of our own efforts to assess performance.

PREVENTION

While prevention has not historically been considered within Pierce County's homelessness response system, no comprehensive plan to end homelessness can ignore the value in preventing homelessness altogether as the best way to end it. Prevention is less costly and more humane, but it requires extensive cross-system collaboration, such as with criminal justice, foster care, education, behavioral health, and other systems that interact with and affect people at risk of homelessness. Only by partnering can we create a supportive network that will work to keep people housed, ultimately resulting in our population never having to experience homelessness at all.

EXISTING PLANS

Major efforts are underway to improve this region's homeless crisis response system, including the Continuum of Care 5-year Plan to Address Homelessness (and its nearly identical companion Pierce County 5-year Plan to Address Homelessness) and the City of Tacoma Homeless Strategy. These are important projects that need to be considered and supported when executing this Comprehensive Plan to End Homelessness. Pierce County has also launched the development of a Housing Action Strategy. The Steering Committee reviewed these plans and incorporated relevant elements into this plan.

Many of these existing plans work to make incremental improvements to the homeless crisis response system, largely focusing on program outcomes, not system level outcomes. This Comprehensive Plan differs in that it recommends a system large enough to meet the current and future need in the community and looks at system level measures – such as the number of people experiencing homelessness – to monitor success. It also looks to address

many of the drivers of homelessness, as well as necessary connections to systems of support and services necessary to sustain housing, such as employment, mental health, and housing affordable to people under 50% area median income.

The five strategic objectives present in the Pierce County 5-year Plan to Address Homeless are largely reflected in this Comprehensive Plan. Objective 1 – quickly identifying and engaging all people experiencing homelessness – is completely supported in this plan by offering both shelter options and a permanent housing intervention at the onset of homelessness. Objective 2 – prioritizing housing for people with the greatest need – is not focused on in this plan. Rather, this plan works to build a system sized so that permanent housing interventions will be available to all people experiencing homelessness, not rationed to those with greatest need. Objective 3 – operating an effective and efficient homeless crisis response system is echoed in the focus on data and monitoring program success, especially around targeted populations. Objective 4 – projected impact: number of households housed and number of households unsheltered – is superseded by the more ambitious goal in this plan to reach functional zero. Finally, Objective 5 – address racial disparities among people experiencing homelessness – is echoed in plans to distribute shelter and other services geographically across Pierce County as well as the work to leverage the targeted universalism framework in all aspects of plan implementation.

The Adequate Shelter for All Plan, developed concurrently with this Plan and attached, is key to addressing homelessness. Fully implementing the shelter plan is included as a strategy.

Many other plans touch on the homeless system, such as County and municipality affordable housing strategies and behavioral health plans. These plans should be regularly reviewed and areas for collaboration identified. In addition, dashboards monitoring the Comprehensive Plan goals must be merged with dashboards used to monitor the Continuum of Care 5-year plan to address homelessness and the City of Tacoma Homeless Strategy.

FUNDING

Pierce County has made strides in providing the right type of interventions to homeless individuals in recent years, moving thousands into permanent housing. However, increased and sustained funding is required to successfully implement the goals in this plan and achieve and maintain functional zero. While many improvements are recommended across the homeless crisis response system and beyond, the core requirement to adequately address homelessness is to significantly expand the capacity of the response system all along the continuum. This will require more funding. Several goals in this plan develop strategies around funding. Potential funding sources are detailed in Appendix B. Appendix A contains a list of existing funding sources. Funding for homelessness prevention should also be identified (e.g., emergency gap funding, affordable housing unit construction funding, financial counseling, etc.)

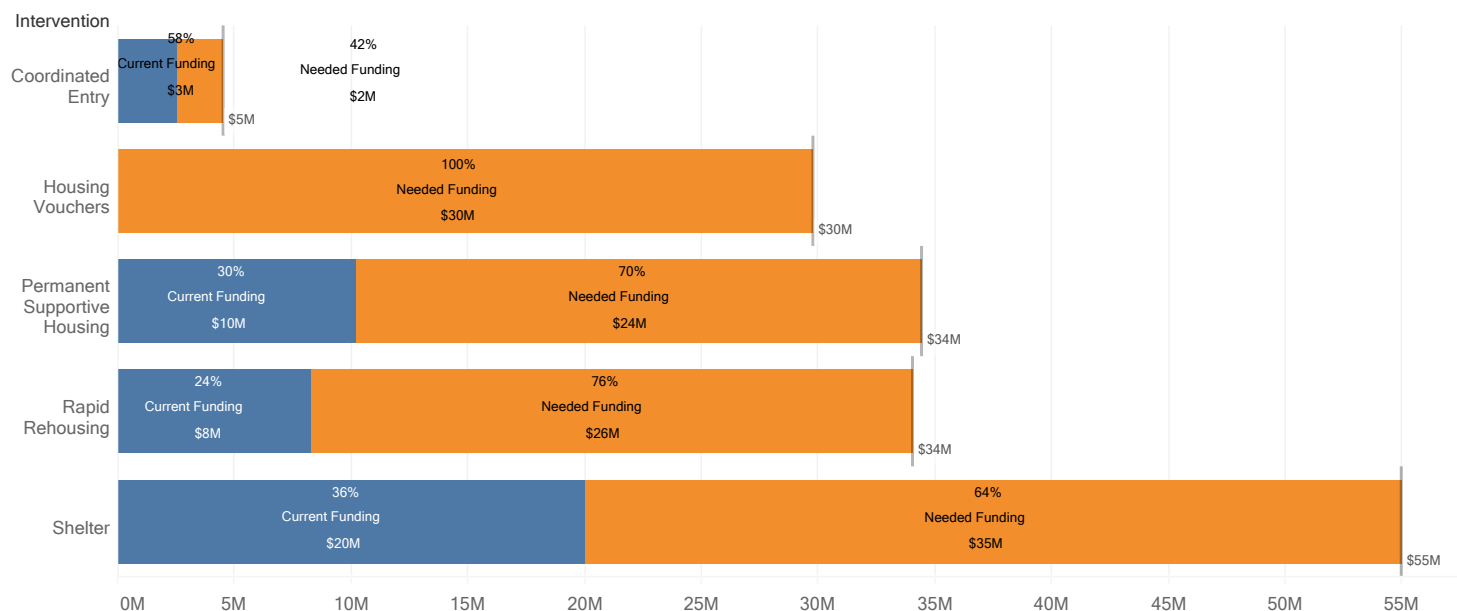
COMMUNITY-WIDE SAVINGS FROM ADDRESSING HOMELESSNESS

Addressing homelessness can also save money. Appendix C details the spectrum of costs related to homelessness, such as those incurred while serving people experiencing homelessness in the formal homeless system, in adjacent systems such as schools and the medical system, and lost opportunity costs related to the impacts of homelessness on tourism and business. The costs of homelessness are spread across many different systems, but taken together, they exceed \$40,000 for a chronically homeless individual per year. That eclipses the \$22,000 cost to provide permanent housing to that individual. To immediately serve all people entering the homeless system with a permanent housing intervention would have an additional \$30M per year cost, but \$20M of that cost would be offset by savings in adjacent systems.

FUNDING GAP

A gap currently exists between the funding needed to operate the homeless crisis response system to achieve functional zero over a 5-year time span and the funding currently available. The graph below shows the annual amount of funding (in blue) versus the additional amount needed (in orange) for each intervention.

CURRENT AND NEEDED ANNUAL OPERATIONS FUNDING



The County's total system annual investment is currently around \$40M, with an additional \$87M needed to operate based on total need to reach functional zero in five years.

The \$117M annual increase is only operational costs. Capital costs for the shelter increase alone could cost as much as

\$15M. For permanent Supportive Housing, depending on the unit cost and the split between tenant-based and project-based, unmet capital costs could be as high as \$400M.

Assumptions and details around these calculations are listed in Appendix K.



UNIFIED REGIONAL OFFICE OF HOMELESSNESS

Effective homeless response systems have coordination among all the parts⁴. This coordination allows a successful, regional response to homelessness and must include effective leadership, a shared vision, a plan, a governing structure, application of data, and a structure for ongoing effectiveness. A Unified Regional Office of Homelessness includes:

- **Shared Vision, Accountability, and Transparency**
 - A shared vision of the homeless response system is necessary, as well as principles for communication, implementation and accountability to build and maintain cooperation and coordination among the many partners and constituents of the system.
- **Cost Effective Performance and Accountability** – The homeless response system must be accountable for program performance. It must have performance measures embedded into the funding and implementation of each element an expectation and enforcement of best practices, accountability, and cost effectiveness. This is most effectively done with a single organization overseeing reporting requirements for all homeless programs operating in the region.
- **Coordination Among Plan Elements and Partners** -- The Comprehensive Plan needs coordination of at least two types among its elements and partners, especially for prioritization purposes:
 - ▶ Coordination of Investment and Operation Among Elements of the Plan -- The plan will need coordination among its necessary elements. For example, sheltering persons living on the street require outreach workers to elicit their interest in receiving services and then to direct them to shelter and services. For outreach workers to do that, they need a ready supply of appropriate services and shelter to offer. Without this coordination, one unavailable part of the continuum will become a log jam for other parts.

- ▶ Consultation and Coordination Among the Partners
 - The plan will need adequate consultation and coordination among the many partners, including:

- | | |
|--|--|
| • Persons experiencing homelessness. | • Private, nonprofit and public housing organizations. |
| • Pierce County government | • Business community. |
| • The cities and towns of Pierce County. | • Philanthropy |
| • Police and emergency services. | • Faith organizations. |
| • Private and nonprofit service providers. | • Volunteers. |
| • Advocacy and grass roots groups. | • Veteran services providers |
| | • The general public |

- **Coordination of the Collection and Analysis of Data** – Discussed in detail throughout this plan is the importance of data. The plan will require the continual collection, analysis, and publication of robust data, including:
 - ▶ The extent and nature of the County's homelessness, including how many people, location, family composition, race, gender, age, veteran status, and service needs, and the goals of the people experiencing homelessness.
 - ▶ Data showing how to judge a person's risk of homelessness.
 - ▶ The effectiveness or lack of effectiveness of each part of the crisis response system.
 - ▶ The relative cost effectiveness of each part of the plan and intervention.
 - ▶ The effectiveness of each intervention against stated objectives.

Implementation, leadership, and homeless crisis response system management responsibilities may shift, as appropriate, from the Pierce County Human Services Department to a new Unified Regional Office.

⁴ Different unified command structures are in use across the country. Richmond Virginia (<http://endhomelessnessrva.org/>), Austin Texas (<https://www.austinecho.org/>), Houston Texas (<https://www.homelesshouston.org/>) and the Columbus Ohio Unified Funding Agency (<http://www.columbusfranklincountycoc.org/>) are examples of placing the Unified Regional Office in the Continuum of Care structure. Snohomish County Washington (<https://snohomishcountywa.gov/720/Continuum-of-Care-CoC>) and Guam (<https://www.ghura.org/about-ghura/community-development/continuum-care>) are examples of local government agencies with authority for their Unified Regional Office.

ACCOUNTABILITY

The homeless crisis response system must be accountable to many constituents. The primary accountability is to people experiencing homelessness. In addition, the system must be accountable to funders, nonprofit service providers, and the community.

It is easy to make assumptions about the success or failure of the homeless crisis response system by observing urban street homelessness. Visible unsheltered homelessness is important to address but using only that metric as a measure of success hides much of both the need and the services provided.

To be accountable, Pierce County Human Services must provide information on current and historical demand for homeless services, the services provided, and the capacity to provide additional services. Only by providing transparency can constituents understand how well the system and providers are performing. Pierce County Human Services will provide weekly, monthly, quarterly, and annual dashboards and reports that are available to the public. These reports are key to assessing and meeting accountability requirements. Monitoring outcomes allows adaptability in particular programs or the entire system. Each goal in the plan has accountability built into that work so that it is possible to monitor efforts for impact.

PRIORITIES

This plan focuses on the full continuum of needed services and includes the many elements necessary to address the different aspects of the need, including the following:⁵

- **Coordination** among all levels of government and providers in Pierce County to coordinate among the different elements of the plan, to better ensure programs reflect effective practices, and to collect data for program adjustment, evaluation, and accountability.
- **Prevention services** that accurately identify households that, without intervention, will become homeless, and that offer them effective services or resources to keep them housed.
- **Outreach teams** to actively engage with homeless persons, especially those who are chronically unsheltered and who are resistant to services. The teams must have the services listed below to offer.
- **Drop-in and service centers** to offer daytime respite space, storage facilities, introduction to services, and the building of relationships with outreach workers.
- **Safe shelter options** ranging from those with less structure and fewer services, such as safe parking spots and sanctioned encampments, to shelter with more structure and more services, such as congregate shelter and tiny house shelters.
- **Housing programs** to provide permanent housing or to help people find permanent housing, such as Rapid Re-Housing, rental assistance, and permanent supportive housing.

⁵ See Gibbs, Bainbridge, Rosenblatt and Mammo, How Ten Global Cities Take on Homelessness: Innovations That Work, page 22 – 23 (University of California Press 2021)





BENEFITS

Despite a focus on this whole-system perspective, though, it's unlikely we will be able to fully fund all needs. The implementation of the plan will likely require more time and more resources than what will be available. This means that Pierce County will need to prioritize its efforts. Prioritizing shelter has the following advantages:

- **Concern for persons living on the street, in cars, or in parks or woods:** Living outside is dangerous to persons who must do it. It impairs their health. It limits their prospects. It is dehumanizing. The County's efforts should prioritize serving them. This priority would recognize the individual health and public health risks of unaddressed and unsheltered homelessness.
- **Street homelessness is expensive and damaging to other civic systems and values.** Civic systems include police, fire/EMT, courts and jails, mental health services, hospital emergency room care, and inpatient hospital care. Solving street homelessness will save money in these other systems. Street homelessness also shows most clearly the inequitable disparities present among the population experiencing homelessness: disproportionate representation among the street population of BIPOC, disabled seniors, and LGBTQ youth. Solving street

homelessness will also address the inequitable geographic distribution that burdens communities with large numbers of people experiencing unsheltered homelessness

- **Solving street homelessness will generate support from a public that wants its public spaces back for public use.** Street homelessness is a serious imposition on the public use and enjoyment of important public spaces, such as sidewalks, parks, thoroughfares, and store fronts. Restoring the public use of these spaces will help generate the public support this plan will require.

FLEXIBILITY

One final component important to this plan is flexibility. The County's priorities should remain flexible for at least two reasons: first, the extent or nature of the County's homelessness will change; and second, luck or contingency will determine what is or is not possible to do. For example, parts of the plan will require the purchase or use of land, hotels, or housing. Real estate opportunities are hard to predict. The homeless response system should be ready to grab them when they arise even if doing so might be out of priority order. Developing flexible cash resources that are ready to take advantage of funding or other opportunities will have substantial benefits.



GOALS AND STRATEGIES

The following six goals and strategies were developed by the full Comprehensive Plan Steering Committee based on the concepts and best practices described above. They are rooted in best practices and together represent a whole system approach that, until now, the County has been reluctant to pursue. These six goals are not quick, easy, or cheap, but the Steering Committee believes they will allow Pierce County to achieve “functional zero” for homelessness.

For each of the six goals below, we identify key strategies and accountability measures to ensure success and foster system transparency. The steering committee also identified roles, effort needed, and estimated costs for each goal. Roles are mostly attributed to the Pierce County Human Services Department. As the Unified Regional Office is stood up, responsibilities may transfer to that entity. Effort needed and estimated costs are marked as either low or high. Low indicates the existing resources are probably adequate to accomplish the goal. High indicates additional resources will be necessary.

The order of the goals does not indicate priorities. Goal implementation is expected to occur concurrently.



GOAL 1 CREATE A UNIFIED HOMELESS SYSTEM

Many factors are necessary to end homelessness: effective management, sufficient resources, coordination of those resources, accountability, and skilled leadership. A unified approach will enable an understanding of the entire need in the community and allow the leadership, management and resource acquisition and distribution necessary to meet that need.

STRATEGIES

- 1.1** By January 1, 2025, create a Tacoma-Pierce Unified Regional Office of Homelessness, consisting of the right stakeholders with central decision-making authority of funding and services.
- 1.2** Initiate a consultant-led process to design the Unified Regional Office organizational leadership structure to prevent and end homelessness, including leading community engagement and communication efforts.
- 1.3** Create and maintain a model to estimate funding needed to close the gap between homeless prevention and homeless crisis response system need and capacity. For current gap analysis, see Appendix K.
- 1.4** Improve resource acquisition by maintaining homeless crisis response system funding master list (see Appendix A), including current, expected, and potential future federal, state, local jurisdiction, philanthropic and other system funding.
- 1.5** Develop and maintain a strategic funding plan to retain existing funding and close the funding gap using identified potential funding sources and pursue that funding with a coordinated, County-wide, cross-industry effort.
- 1.6** Support agencies to ensure financial resiliency.

ACCOUNTABILITY

- 1.7** Publish an analysis of the current homeless crisis response system funding and system design decision making and leadership structure.
- 1.8** Provide quarterly updates on progress towards implementing the Unified Regional Office.
- 1.9** Publish a quarterly dashboard showing current funding sources and the uses of that funding.
- 1.10** Publish a quarterly dashboard showing the current and historical funding gap between need and capacity for each aspect of the homeless crisis response system.

ROLES, EFFORT AND COST

- Implementation Responsibility – Pierce County Human Services
- Level of Coordination Effort – High
- Implementation Costs – Low

GOAL 2

ENSURE INTERVENTIONS ARE EFFECTIVE FOR ALL POPULATIONS

Targeted Universalism requires considering the unique needs of target populations within each service. The first step in developing targeted strategies requires engagement with members of the target populations. Continued engagement with targeted populations is vital, using community outreach as well as surveys and other tools to identify areas to improve.

STRATEGIES

- 2.1** Create a Race and Equity Strategy Team or expand role of existing equity efforts such as with the Continuum of Care to research, develop and assist organizations to implement program changes to align with the needs of target populations.
- 2.2** Engage twice yearly with individuals and organizations from target populations to identify concerns with the existing homeless crisis response system and needed program alterations or additional providers.
- 2.3** Annually review interventions and services to ensure referrals, enrollments and outcomes are being monitored for each target population.
- 2.4** Annually conduct a quantitative and qualitative service quality survey, including a “hope scale”⁶ type survey, of a sample of people experiencing homelessness. Ensure the survey is part of a trauma informed process accessible to the widest possible audience, preferably administered by people experiencing homelessness themselves.

ACCOUNTABILITY

- 2.5** Publish annual reports documenting identified concerns with interventions, strategies to remedy those concerns, and status updates on past strategies. The annual report must also document any interventions or services with low performance or low enrollments for specific populations along with strategies to remedy those deficiencies.
- 2.6** Publish monthly dashboard showing program referrals, program enrollments, and program outcomes for each permanent housing intervention, broken out by sub-populations.
- 2.7** Publish annual report on changes in the service quality survey results.

ROLES, EFFORT AND COST

- Implementation Responsibility – Pierce County Human Services
- Level of Coordination Effort – Low
- Implementation Costs – Low

GOAL 3

PREVENT HOMELESSNESS

Preventing housing instability and stabilizing households at risk of homelessness is a key strategy to ending homelessness. Available funding must be targeted where it will prevent homelessness for the greatest number of households. Funding must increase to reduce the number of at-risk households.

STRATEGIES

- 3.1** Revise homeless prevention services eligibility based on best practices, with eligibility adjustments to accommodate varying levels of resources available for rent assistance to target the assistance where it will prevent homelessness for the greatest number of households.
- 3.2** Provide mortgage assistance for at-risk homeowners.
- 3.3** Develop and support shared housing units for those unable to afford living alone.
- 3.4** Provide financial counseling and life skills training to assist at risk households with financial stability.
- 3.5** Expand Diversion to households at risk of homelessness.

ACCOUNTABILITY

- 3.6** Publish rent and mortgage assistance eligibility requirements, policies, and procedures.
- 3.7** Publish monthly dashboards showing rental and mortgage assistance system performance.
- 3.8** Expand Coordinated Entry eligibility to households at risk of homelessness.

ROLES, EFFORT AND COST

- Implementation Responsibility – Pierce County Human Services
- Level of Coordination Effort – High
- Implementation Costs – High

GOAL 4

ENSURE ADJACENT SYSTEMS ADDRESS NEEDS OF PEOPLE EXPERIENCING HOMELESSNESS OR AT RISK OF HOMELESSNESS

Adjacent Systems – those that serve people experiencing homelessness or who are at risk of homelessness but are not part of the formal homeless crisis response systems - are seldom designed with the unique needs of people experiencing homelessness or at risk of homelessness. Making changes to these adjacent systems, including locating adjacent system services at homeless program sites, can improve outcomes for people experiencing homelessness. For a partial list of adjacent systems, see Appendix J.

STRATEGIES

- 4.1** Develop more coordinated communication among adjacent systems.
- 4.2** Create or join existing workgroups to identify and implement best practices so individuals can more easily access services in adjacent systems.
- 4.3** Work with organizations in adjacent systems to develop and implement policies and procedures based on identified best practices.
- 4.4** Create or join existing workgroups to identify and implement best practices, including data sharing agreements, to assist and track individuals leaving institutional settings. For a partial list of institutional settings, see Appendix J.
- 4.5** Coordinate with the Pierce County Behavioral Health Division to ensure the Behavioral Health Improvement Plan updates continue to identify gaps in capacity and effectiveness for people experiencing homelessness and create implementation plans to close those gaps.
- 4.6** Partner with the Workforce Development system to identify gaps in effectiveness of workforce development system for people experiencing homelessness and work to close those gaps.

ACCOUNTABILITY

- 4.7** Publish monthly dashboard listing count of individuals recently exiting institutional settings who are accessing the homeless crisis response system. For a partial list of institutional settings, see appendix j.
- 4.8** Partner with the Pierce County Behavioral Health Division to add housing and homeless specific metrics to their existing reports.

ROLES, EFFORT AND COST

- Implementation Responsibility – Pierce County Human Services
- Level of Coordination Effort – Low
- Implementation Costs – High⁷



⁷ Implementation costs may be needed for adjacent systems to expand or alter programs to meet the needs of people experiencing homelessness.

GOAL 5

MEET IMMEDIATE NEEDS OF PEOPLE EXPERIENCING HOMELESSNESS

Meeting immediate needs for shelter, food, and pathways out of homelessness is vital. Knowing who is homeless and actively engaging them to assist entering shelter and establishing permanent housing will reduce the duration of homeless episodes.

STRATEGIES

- 5.1** Create and manage a by-name list for the entire homeless population
- 5.2** Ensure every household experiencing homelessness has access to navigation services such as street outreach and Critical Time Intervention⁸.
- 5.3** Expand use of the Homeless Management Information System so all formal and informal interactions with people experiencing homelessness are recorded.
- 5.4** Prioritize funding to implement the Adequate for All plan to expand homeless shelter, attached.
- 5.5** Expand Coordinated Entry to ensure appointments are available the same day or the next day in shelters, day centers and other access points across Pierce County
- 5.6** Offer Rapid Rehousing and Permanent Supportive housing interventions during the Coordinated Entry conversation.

ACCOUNTABILITY

- 5.7** Publish a monthly dashboard displaying the portion of individuals connecting with the homeless crisis response system who are on the by-name list
- 5.8** Publish a monthly dashboard displaying the portion of individuals on the by-name list receiving navigation services
- 5.9** Publish a list of agencies participating in the Homeless Management Information System and those not participating
- 5.10** Publish a monthly dashboard showing the Coordinated Entry System capacity and utilization, as well as wait times for Coordinated Entry “Crucial Conversations” and the elapsed time between coordinated entry conversation and program referral and housed outcomes.
- 5.11** Publish monthly dashboards showing the portion of people known to be experiencing homelessness who are staying in shelter.
- 5.12** Publish daily, up-to-date bed capacity and availability at all emergency shelters

ROLES, EFFORT AND COST

- Implementation Responsibility – Pierce County Human Services
- Level of Coordination Effort – High
- Implementation Costs - High

Community First! Village Model

Austin, Texas



GOAL 6 EXPAND THE PERMANENT HOUSING SYSTEM TO MEET THE NEED

Permanent housing is the goal for all people experiencing homelessness. Because of the very limited supply of housing, a wide variety of interventions and approaches will be necessary.

STRATEGIES

- 6.1** Expand funding for the Diversion Intervention to fully meet the need.
- 6.2** Expand funding for Rapid Rehousing Intervention to fully meet the need.
- 6.3** Create a dedicated housing voucher intervention for households experiencing homelessness and size existing housing voucher programs and Housing and Essential Needs to meet the need.
- 6.4** Size the capacity of the Permanent Supportive Housing system, including units and case management, to meet demand, using tenant-based and project-based programs, with a particular focus on projects that add new permanent housing at very low capital costs, such as hotel conversions and Community First! style housing development projects.
- 6.5** Expand shared housing to include all possible shared housing models.
- 6.6** Coordinate with affordable housing efforts to develop 0-30% AMI and 30-50% AMI housing dedicated to households exiting homelessness.
- 6.7** Size the Landlord Liaison Program to maximize access to the rental market, including using master leasing.
- 6.8** Facilitate movement from one housing intervention type to another to best serve the changing needs of clients as required supports increase or decrease, including sites with enhanced medical and behavioral health supports.

ACCOUNTABILITY

- 6.9** Publish monthly dashboards estimating the need, capacity, current enrollments, new enrollments and exits for each permanent housing intervention type.
- 6.10** Publish quarterly dashboards estimating the need and capacity for 0-30% AMI housing and 30-50% AMI housing
- 6.11** Publish a monthly dashboard showing permanent housing pipeline.
- 6.12** Publish monthly dashboards to monitor units made available through the Landlord Liaison Programs.

ROLES, EFFORT AND COST

- Implementation Responsibility – Pierce County Human Services
- Level of Coordination Effort – Low
- Implementation Costs – High



Next Steps

Together, these six goals and related strategies and accountability measures will drive Pierce County to achieve functional zero. They will not be easy to implement but could be impactful to the future of our Community. The steering committee urges the Pierce County Council to adopt this plan and direct Human Services to develop and execute an implementation plan. We can only solve homelessness in our community by starting now.



PIERCE COUNTY COMPREHENSIVE PLAN TO END HOMELESSNESS

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December 2021

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APPENDIX A – HOMELESS CRISIS RESPONSE SYSTEM FUNDING MASTER LIST

A list of all current, expected, and potential federal, state, local jurisdiction, philanthropic and other funding.

Current Homeless Funding						
	Funder	Program	Recurring Amount	One Time Amounts	Period	Use of Funds
Federal	HUD	Continuum of Care	\$ 4,106,180		1/1/21-12/31/21	Permanent Supportive Housing, Rapid Re-Housing, Transitional Housing, Data Collection (HMIS, Administration
Federal	HUD	Emergency Solutions Grant	\$ 271,290		7/1/21-6/30/22	Street Outreach, Emergency Shelter, Prevention, Rental Assistance, Data Collection (HMIS), Administration
Federal	THA	Rental Assistance	\$ 1,300,000		1/1/21-12/31/21	Utility Assistance, Rent Assistance, Internet, Operations, Administration
Federal	THA	Tacoma Schools Housing Assistance Program (TSHAP)	\$ 596,050		3/1/20-12/31/21	Diversion, Rental Assistance
Federal	THA	Emergency Housing Voucher Program	\$ 486,750		7/1/21-12/31/23	Housing Search and Location
Federal	HUD	Emergency Solutions Grant-Coronavirus		\$ 4,236,630	8/1/20-8/31/22	Street Outreach, Temporary Shelter, Emergency Shelter, Rapid Re-Housing, Hazard Pay, Volunteer Incentives
Federal	Treasury	Pierce County American Rescue Plan		\$ 2,300,000	4/1/21-03/31/22	Emergency Shelter, Sanitation & Hygiene
Federal	Treasury	City of Tacoma American Rescue Plan Tranche 1		\$ 7,000,000		
Federal	Treasury	Lakewood American Rescue Plan		\$ 1,000,000		Hotel Acquisition
Current Federal Homeless Funding Subtotal			\$ 6,760,270	\$ 14,536,630		
State	Commerce	Anchor Communities Initiative	\$ 470,000		7/1/21-6/30/22	Street Outreach, Emergency Shelter

State	Commerce	Consolidated Homeless Grant (including HEN)	\$ 5,283,847		7/1/21-6/30/22	Outreach, Emergency Shelter, Transitional Housing, Targeted Prevention, Rapid Re-Housing, Permanent Supportive Housing, Services Only, Housing and Essential Needs
State	Commerce	Emergency Solutions Grant	\$ 714,349		7/1/21-6/30/22	Street Outreach, Emergency Shelter, Prevention, Rental Assistance, Data Collection (HMIS), Administration
State	Commerce	Shelter Program Grant		\$ 1,883,390	7/1/20 - 6/30/23	Facility Support, Operations, Financial Assistance, Flexible Funding, Administration
State	Commerce	Emergency Solutions Grant-Coronavirus		\$ 4,371,305	7/1/20-8/31/22	Street Outreach, Temporary Shelter, Emergency Shelter, Rapid Re-Housing, Hazard Pay, Volunteer Incentives
State	Commerce	Hotel Sheltering Funding		\$ 5,100,000	7/1/21-6/30/23	Hotel Vouchers, Rapid Re-Housing,
Current State Homeless Funding Subtotal			\$ 6,468,196	\$ 11,354,695		
Local	Pierce County	Homeless - Document Recording Fee	\$ 17,415,000		7/1/21-6/30/22	Street Outreach, Emergency Shelter, Rapid Re-Housing, Permanent Supportive Housing
Local	Tacoma	Mental Health Substance Use Disorder Tax	\$ 785,000		1/1/21-12/31/22	
Local	Tacoma	HB 1406 retain portion of state sales tax				
Local	Pierce County	HB 1406 retain portion of state sales tax				
Local	Pierce County	Mental Health Substance Abuse Disorder Tax (only for use for behavioral health services)	12M -15 M			
Local	Tacoma	1590 Funds/ 1/10 of 1% sales tax				

Local	Tacoma	Community Development Block Grant	\$ 30,332			
Local	Tacoma	General Fund	\$ 4,756,342		1/1/21 - 12/31/22	
Current Local Homeless Funding Subtotal			\$ 22,986,674	\$ -		
Current Homeless funding Total			\$ 36,215,140	\$ 25,891,325		

Current Affordable Housing Funding						
Local	Pierce County	Affordable Housing Document Recording Fee	\$ 150,000		1/1/22-12/31/23	Capital development for 50% or below, operating and maintenance, emergency shelter operations and rental housing vouchers
Current Local Affordable Housing Subtotal			\$ 150,000			
Local	Pierce County	Pierce County 1406 Capital and Service Funding Low Income	\$ 1,400,000		1/1/21-12/31/21	Capital Development - Affordable housing for households at or below 60% of AMI or operating and maintenance of new project
Local	Tacoma	City of Tacoma 1406 Capital and Service Funding Low Income				Capital Development - Affordable housing for households at or below 60% of AMI or operating and maintenance of new project
Local	Public Housing Authorities	Section 8 Rental Assistance Public Housing Varied Financing				Public housing authorities are the county's largest source of affordable housing dollars measured by dollars or people served. That financing comes in two main forms: rental assistance and affordable housing development and management.
State	Commerce	Housing Trust Fund				Capital Development - Affordable housing for households at or below 50% of AMI. Homeownership for households at or below 80% AMI

State	WA State Housing Finance Commission	Low Income Housing Tax Credits				Allocation of credits to developers that develop affordable housing who can attract private equity in return for tax credits.
Current State Affordable Housing Subtotal			\$ 1,400,000	\$ -		
Current Affordable Housing Funding Total			\$ 1,550,000	\$ -		

Potential New or Increased Funding						Relationship of Money and Homelessness
Federal	Treasury	Pierce County American Rescue Plan		\$ 67,000,000		
Federal	Treasury	City of Tacoma American Rescue Plan Tranche 2		\$ 31,000,000		
Local	Pierce County	HB 1590 1/10 of 1 % sales tax				
State	State Dept. of Transportation	Encampment Abatement				
Local		Sound Transit				
Local	Pierce County	Available Land (All government entities) (Parks, Schools, Cities, Towns, Community Colleges, County, Churches, Utilities)				
Local		Hospitals (MultiCare, Franciscan, Kaiser Permanente)				
State	State	Washington Department of Veterans Affairs				
Federal		Supportive Services for Veteran Families				
State	State	Project for Assistance in Transition from Homelessness (PATH)				
Federal	Federal	Veterans Affairs Supportive Housing (VASH)				
Federal	PCHA and THA	Adjacent, VASH/NED Vouchers				

Local		Service Clubs (Kiwanis, Rotary, etc.)				
Local		Greater Tacoma Community Foundation				
Local		United Way				
Local		Other philanthropic, corporate and foundation giving				
Federal		Federal Recovery and Annual Budget allocations				
Total Potential Funding			\$	-	\$ 98,000,000	

APPENDIX B – FUNDING AND RESOURCES

INVENTORY OF MONEY AND LAND THAT THE COUNTY AND ITS CITIES PRESENTLY USE FOR HOMELESSNESS INITIATIVES

Appendix C lists sources of funding and land that Pierce County and its cities presently use for homelessness initiatives. These resources come from local governments, the state and the federal government.

UNTAPPED SOURCES OF FUNDING AVAILABLE TO THE COUNTY AND ITS CITIES FOR HOMELESS INITIATIVES

Table 2 lists untapped sources of funding that are available to the County and its cities for homelessness initiatives. These include:

HOUSE BILL 1406 (CHAP. 82.14 RCW)(RETAINAGE OF STATE SALES TAX):

The state legislature enacted HB 1406 in 2019. It allows local taxing jurisdictions to retain a portion of the state's share of the sales tax generated in those jurisdictions and use that share for affordable housing purposes. These purposes include acquiring, rehabilitating, or constructing affordable housing; operations and maintenance of new affordable or supportive housing facilities; and, for smaller cities, rental assistance. The funding must be spent on projects that serve persons whose income is at or below sixty percent of the median income of the city imposing the tax. Cities can also use the anticipated income from their share of this tax to issue bonds to finance the authorized projects. The authority for counties and cities to do this expire in 2039. Other requirements of the bill include:

- Projects must serve those at or below 60% of the area median income of the city imposing the tax.
- Acquiring, rehabilitating, or constructing affordable housing, which may include new units of affordable housing within an existing structure or facilities providing supportive housing services. In addition to investing in traditional subsidized housing projects, this



authority could potentially be used to provide for land acquisition, down payment assistance, and home repair so long as recipients meet the income guidelines.

- Funding the operations and maintenance costs of new units of affordable or supportive housing.
 - For cities with a population at or under 100,000, the funds can also be used for rental assistance to tenants.

HB 1590 (1/10TH OF 1% SALES TAX)

This bill allows counties and cities to impose a 1/10th of 1% sales tax for affordable housing purposes. Tacoma has done this. Pierce County has not.

BEHAVIORAL HEALTH TAX (RCW 82.14.460)

This state law allows local taking jurisdictions to impose a 1/10th of 1% sales tax to fund behavioral health services. This tax has a direct pertinence to homelessness services because of the prevalence of behavioral health problems among persons experiencing homelessness.

Pierce County and the City of Tacoma have exercised this authority:

Pierce County intends to use the income from this tax to fund a full range of innovative, effective, and culturally competent services, including:

- Community education
- Prevention and early intervention
- Outpatient and community-based services
- Crisis and inpatient services
- Services for justice-involved populations
- Housing supports for those with behavioral health needs

Funds will be allocated through an RFP process and will address the priority areas identified in the Behavioral Health Improvement Plan.

The City of Tacoma intends to use the income from this tax to fund services that include the following:

LEVERAGING

Below are some possible ways to use available funding to leverage still other funding and resources from other sources:

PAY FOR SUCCESS

This model of financing is sometimes called Social Impact Bonds. This model “shifts financial risk from a traditional funder—usually government—to a new investor, who provides up-front capital to scale an evidence-based social program to improve outcomes for a vulnerable population. If an independent evaluation shows that the program achieved agreed-upon outcomes, then the investment is repaid by the traditional funder. If not, the investor takes the loss.” (Urban Institute).

VALUE BASED REIMBURSEMENT (VBR).

Value Based Reimbursement contracts have the governmental entity pay only for services that meet the contract’s standard of quality or its designated outcomes. Rather than providing payment for each procedure, value-based services incentivize the quality of service over quantity. Outcome-based reimbursement is the goal, benefiting both the client and the provider. (This is not a fee for service model).

PRIVATE AND PHILANTHROPIC FUNDING.

Identify and partner with local entities and foundations to determine if any funding is going toward or prioritized for homelessness.

PARTNERSHIPS TO PURSUE

The County should identify partnerships that are worth pursuing – and what can be expected from each of them. Such partnerships might be available from entities whose mission would be strengthened by the alleviation of homelessness, especially among persons these organizations may already be serving but in ways that are not effective because of unaddressed homelessness. Such partnerships might provide not just funding but also provide land, use of land, or services. Possible partnerships include landowners, the Puyallup Tribe, churches, or social services. Include language needed for elected officials to initiate these partnerships.

- Inventory of faith-based organizations that may have space free.
- Churches willing to transfer property or commit use to homeless or housing.
- Tribal partnerships and collaboration.
- Partner with investors / sellers – what property might be available for sale.
- Businesses and other private owners that have land or use of land by donation or sale.
- Partnerships and resource sharing within local towns, parks, Public Schools, State Schools Community Colleges
- County – inquire, investigate potential land inventory throughout PC for utilization
- Cities - set parameters around what the identified need is:

- Properties inventoried - need certain usability and size and such.
- City of Tacoma has already established list.

APPENDIX C – NET PUBLIC SAVINGS RESULTING FROM ADDRESSING HOMELESSNESS

Solving homelessness in Pierce County will require the investment of millions of dollars. Studies in other communities, including one in Seattle, show that money will be saved by offsetting the costs that homelessness inflicts in the direct services of shelter and indirectly on other civic systems.

These other civic systems include:

- emergency services
- medical services
- behavioral health services
- child welfare services
- courts and jails
- school systems
- lost tourism and local business revenue

The following table indicates estimated indirect costs per household based on a model created in Santa Clara and adapted with King County data. (Dilip Wagle, Senior Partner at McKinsey & Company provided chart numbers). Pierce County has contracted with EcoNorthwest to complete a similar analysis in January of 2022, so these indirect costs should be considered a placeholder until local data is available. These indirect costs are intentionally conservative estimates, and the real costs should be assumed to be higher.

Indirect Costs Per Household from Homelessness	
Adjacent System Costs	
Healthcare	\$ 8,191
Law Enforcement & Criminal Justice	\$ 5,146
Social Services	\$ 1,123
Public Service	\$ 142
Opportunity Costs	
Tourism	\$ 1,756
Local Business	\$ 2,539
Education	\$ 207
Poverty Trap	\$ 2,534
12-month cost per household	\$ 21,638
1-month cost per household	\$ 1,803

These indirect costs associated with homelessness can be used to model three scenarios where different levels of homeless services are provided:

- 1) No additional Homeless Services – where no direct funding is spent on either shelter or permanent housing interventions. People experiencing homelessness will need to live unsheltered and enter permanent housing with only the resources they can themselves muster.
- 2) Only Additional Shelter Services – where shelter is provided, but no permanent housing intervention is provided, again requiring households to establish permanent housing using only their own resources.
- 3) Both Additional Shelter and Permanent Housing Services – both shelter and permanent housing interventions are provided.

The costs associated with the three different levels of additional services above need to be calculated for the following three groups of people experiencing homelessness:

- 1) Transitional Homeless - Transitional homelessness is the most common type of homelessness. These households enter a shelter or temporary housing system for only one brief stay. For this model, all people experiencing transitional homelessness will be served with the Diversion intervention.
- 2) Episodic Homelessness – Households that have experienced three or more homeless episodes in the past year, but do not meet the criteria for chronic homelessness. For this model, all people experiencing episodic homelessness will be served with the Rapid Rehousing intervention.
- 3) Chronically Homeless - Chronic homelessness is used to describe people who have experienced homelessness for at least a year — or repeatedly — while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability. Chronically homeless households will be served with Permanent Supportive Housing in this model

The table below shows both individual household costs and total system costs for the different levels of homeless services for clients entering the homeless system over the span of a year. It does not include costs associated with the 3,300 people currently experiencing homelessness in Pierce County or those already being served by current homeless system interventions.

Each of these scenarios has direct homeless system costs and indirect adjacent system costs (from the Indirect Costs per Household of Homelessness table above)

Costs with no additional homeless services									
Population	Annual Months Homeless	Shelter Costs	Intervention Costs	Indirect Costs	Household Cost	Annual Unserved Household Count	Additional Homeless System Costs	Additional Indirect System Costs	Additional Community Cost
Transitional Homeless	5	-	-	9,016	9,016	1,794	-	16,174,435	16,174,435
Episodic Homelessness	5	-	-	9,016	9,016	1,943	-	17,517,797	17,517,797
Chronic Homelessness	12	-	-	21,638	21,638	367	-	7,941,161	7,941,161
Total Annual System cost with no homeless services							-	41,633,392	41,633,392
Costs with only additional shelter services									
Population	Annual Months Homeless	Shelter Costs	Intervention Costs	Indirect Costs	Household Cost	Annual Unserved Household Count	Additional Homeless System Costs	Additional Indirect System Costs	Additional Community Cost
Transitional Homeless	5	8,400	-	9,016	17,416	1,794	15,069,600	16,174,435	31,244,035
Episodic Homelessness	5	8,400	-	9,016	17,416	1,502	12,616,800	13,541,807	26,158,607
Chronic Homelessness	12	#####	-	21,638	41,798	367	7,398,720	7,941,161	15,339,881
Total Annual System cost with only shelter services							35,085,120	37,657,402	72,742,522
Costs with both shelter services and permanent housing services									
Population	Annual Months Homeless	Shelter Costs	Intervention Cost	Indirect Costs	Household Cost	Annual Unserved Household Count	Additional Homeless System Costs	Additional Indirect System Costs	Additional Community Cost
Transitional Homeless	2	3,360	1,200	3,606	8,166	1,794	8,180,640	6,469,774	14,650,414
Episodic Homelessness	2	3,360	8,000	3,606	14,966	1,502	17,062,720	5,416,723	22,479,443
Chronic Homelessness	2	3,360	22,000	3,606	28,966	367	9,307,120	1,323,527	10,630,647
Total Annual System cost with shelter and permanent housing services							34,550,480	13,210,023	47,760,503

At a total cost of \$40M per year, providing no homeless services is the lowest financial cost to the community. However, the impact on those experiencing homelessness and the neighborhoods they would live in is substantial. Providing both shelter services and permanent housing creates a \$48M cost to the community – just \$8M more cost to the community above providing no services at all. Spending \$48M on homeless services creates a \$28M savings in indirect costs. The shelter expansion only model has none of the shortened homelessness duration savings in the indirect system and an additional cost for operating the shelters, so has the highest costs of the three options at \$72M per year.

The above calculation shows the costs and potential cost offsets of immediately providing services when households become homeless; the calculation does include the population living long term homeless in the community. Using the same monthly cost of homelessness used in the above calculation, when functional zero is reached, \$48M is estimated to be saved in adjacent systems.

It is important to note that this modeling oversimplifies a complex system. For instance, shelter stays could shorten the duration of homelessness and could reduce adjacent system costs. And indirect system costs could occur well after the end of a homeless episode. But this model is informative about potential costs and cost offsets around different intervention and approaches to funding homeless services. These numbers are not the total costs needed for the homeless system – refer to Appendix K for information on the size increase needed in each intervention to reach functional zero.

In addition, Pierce County has contracted with EcoNorthwest to complete a similar analysis in January of 2022, so this cost offset should be considered a placeholder until their analysis is complete.

APPENDIX D – GLOSSARY OF TERMS

ADJACENT SYSTEM

Systems such as health care and the workforce development that provide services to people experiencing homelessness but are not part of the homeless crisis response system.

AFFORDABLE HOUSING

Housing that a household can obtain for 30 percent or less of its income.

ADJACENT SYSTEMS

Adjacent systems are those that serve or interact with people experiencing homelessness or at risk of homelessness but are not part of the formal homeless system. Examples include the healthcare system, law enforcement, and the behavioral health system.

AREA MEDIAN INCOME

The area median income is the midpoint of a region's income distribution, meaning that half of households in a region earn more than the median and half earn less than the median. A household's income is calculated by its gross income, which is the total income received before taxes and other payroll deductions.

AT RISK OF HOMELESSNESS

A formal Housing and Urban Development definition. It is a household that is below 30 percent of the median area income, has insufficient resources to maintain housing, and meets one of 7 criteria for housing instability.

BEHAVIORAL HEALTH

A grouping together of mental health services and substance use services.

BUILT FOR ZERO

A methodology to end homelessness that relies heavily on data to monitor efforts and inform efforts to reach end homelessness by reaching functional zero.

BY-NAME LIST

A by-name list is a real time, up-to-date list of all people experiencing homelessness in your community that can be filtered by categories and shared across appropriate agencies. This list is generated with data from outreach, HMIS, federal partners, and any other community shelter and providers working within the homeless population.

CHRONICALLY HOMELESS

Chronic homelessness is used to describe people who have experienced homelessness for at least a year — or repeatedly — while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability.

CLEAN AND SOBER HOUSING

A model of housing that typically does not permit substance use on or off site. Urine analysis can be employed to monitor compliance. This model is often necessary for individuals exiting residential

substance use treatment facilities to maintain sobriety. Also referred to as drug and alcohol free housing - [RCW 59.18.550](#).

COORDINATED ENTRY SYSTEM

A coordinated entry system standardizes and coordinates the way households experiencing homelessness across the community are assessed for and referred to the housing and services that they need for housing stability.

CRITICAL TIME INTERVENTION

A program providing case managers to assist clients to navigate both the homeless system and other systems, such as employment child care, transportation, and behavioral health.

DIVERSION

Diversion is a strategy intending to divert households from the Homeless Crisis Response System. It does so by helping them, through a Housing Solutions Conversation (see below), identify immediate alternate housing arrangements, and if necessary, connect with services and financial assistance to help them return to permanent housing. Diversion is implemented within the coordinated entry system

EPISODIC HOMELESSNESS

Households that have experienced three or more homeless episodes in the past year, but do not meet the criteria for chronic homelessness.

FUNCTIONAL ZERO

A state where any person starting a new homeless episode has immediate access to shelter and a permanent housing intervention

HARM REDUCTION

A model of housing that does not set rules for substance use on or off site, as long as usage does not endanger others. The model offers opportunities for residents to enter treatment.

HOMELESS CRISIS RESPONSE SYSTEM

The programs that support household from the start of a homeless episode through entering permanent housing. It includes navigation services, shelter and permanent housing programs.

HOMELESS MANAGEMENT INFORMATION SYSTEM

An information system designated by the Continuum of Care Committee to comply with requirements prescribed by HUD. This system stores client information about persons who access homeless services in a Continuum of Care and is a core source of data on the population of people experiencing homelessness who engage with Coordinated Entry.

HOPE SCALE SURVEY

Hope is defined as the perceived capability to derive pathways to desired goals and motivate oneself via agency thinking to use those pathways. Higher hope consistently is related to better outcomes. The hope scale measures that hope to better understand how able people are to meet their goals. Hope can rise, and better outcomes are possible in programs that are able to create more hope in enrollees.

HOUSEHOLD

Household means all persons occupying or intending to occupy a housing unit. The occupants may be a family, two or more families living together, or any other group of related or unrelated persons who share living arrangements, regardless of actual or perceived, sexual orientation, gender identity, or marital status.

HOUSING AND ESSENTIAL NEEDS

This State funded referral program provides access to essential needs items and potential rental assistance for low-income individuals who are unable to work for at least 90 days due to a physical and/or mental incapacity.

HOUSING SOLUTIONS CONVERSATION

This short-term problem-solving technique, the core tactic for Diversion (see above), meets a housing crisis head on with the creativity and resources of the person experiencing the crisis. By helping them to leverage their natural resources—such as their family, friends, or faith communities—people can find no-cost or low-cost housing solutions at a critical moment. Once the issues are identified, their own solution can sometimes be paired with short-term rental assistance, a one-time bill payment, or help finding a job or addressing health and safety needs, providing support to help them maintain their current housing.

INTERVENTION

Intervention is a general term to describe any type of program that works to meet the needs of households experiencing housing instability or living homelessness. Interventions can range from rent assistance to temporary shelter programs to long-term permanent supportive housing.

LITERALLY HOMELESS

A person who is literally homeless does not have a fixed nighttime residence and instead might sleep overnight in a temporary shelter or place not meant for human habitation.

McKINNEY-VENTO HOMELESS ASSISTANCE ACT

The federal McKinney-Vento Act more broadly defines homelessness in an effort to provide protections and supports for students living in a variety of unstable housing situations: Homeless students are defined as those who lack “a fixed, regular, and adequate nighttime residence,” and includes those that who are living in doubled up situations.

MEDICAL RESPITE

A shelter model providing additional medical support to medically fragile clients.

OPPORTUNITY COST

Opportunity costs represent the potential benefits misses out on when choosing one alternative over another. Allowing homelessness can prevent education to someone experiencing homelessness or prevent tourism in an area with visible homelessness. Those lost opportunities can be quantified.

OTHER PERMANENT HOUSING

An intervention similar to Permanent Supportive Housing, Other Permanent Housing provides priority housing to people experiencing homelessness, and may or may not include case management.

PERMANENT SUPPORTIVE HOUSING

Permanent Supportive Housing is long-term housing that provides supportive services for low income or homeless people with disabling conditions. This type of supportive housing enables special needs populations to live as independently as possible in a permanent setting. Supportive services may be provided by the organization managing the housing or coordinated by the housing provider and provided by other public or private service agencies.

POINT IN TIME COUNT

The annual count of sheltered and unsheltered homeless persons on a single night, which is conducted in Pierce County in January. For additional details, see Appendix I.

POVERTY TRAP

A poverty trap is a mechanism that makes it very difficult for people to escape poverty. A poverty trap is created when an economic system requires a significant amount of capital in order to earn enough to escape poverty. When individuals lack this capital, they may also find it difficult to acquire it, creating a self-reinforcing cycle of poverty. A failure of households to escape poverty can be quantified as an opportunity cost.

RAPID REHOUSING

Services and supports designed to help persons experiencing homelessness move as quickly as possible into permanent housing with time-limited financial assistance.

SAFE ENCAMPMENT

A shelter model where clients stay in tents in an encampment setting with hygiene facilities. Staffing can range from self-management models to 24x7 staffing with security and case management.

SAFE PARKING

A shelter model where clients stay in their cars in a parking lot setting with hygiene facilities. Clients typically only stay during the night, but some sites run 24x7. Sites are typically self-managed with some case management.

SHELTER

Shelter includes any facility with the primary purpose of providing temporary shelter for all people experiencing homelessness or specific populations.

SHELTER GENERALIST

A staffing role providing a variety of operational supports at a site, often including security, site cleanup, client interactions, and coordinating meals.

STEP DOWN SERVICES

A model of support to assist clients as they exit institutional settings.



TARGETED UNIVERSALISM

A framework to pursue a shared goal with strategies designed for the unique needs of different groups.

TRANSITIONAL HOMELESSNESS

Transitional homelessness is the most common type of homelessness. These households enter a shelter or temporary housing system for only one brief stay. This situation could be the result of a catastrophic event or sudden life change.

TRANSITIONAL HOUSING

Temporary housing and supportive services for up to 24 months that serves households before transitioning into permanent housing.

APPENDIX E – INTERVENTION TYPES

There are a variety of interventions available to address the needs of people experiencing homelessness. These include

- Rapid Rehousing (RRH)
- Housing and Essential Needs (HEN)
- Diversion
- Coordinated Entry (CE)
- Permanent Supportive Housing (PSH)
- Other Permanent Housing (OPH)
- Navigation, including Critical Time Intervention (CTI)
- Street Outreach (SO)
- Emergency Shelter (ES)
 - Safe parking
 - Safe encampments
 - Tiny house and pallet shelter-based shelter
 - Owned or leased hotel-based shelter
 - Congregate shelter
 - Domestic Violence Shelter
- Housing Vouchers
- Shared Housing

APPENDIX F – BIBLIOGRAPHY

Permanent Housing Intervention Reading Materials

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APPENDIX G – GROUPS ACTIVE IN AFFORDABLE HOUSING

Group Name	Description	Current Plans	Status
Tacoma-Pierce County Affordable Housing Consortium	Nonprofit serving members by providing capacity development, education and advocacy for affordable housing.	Advocacy agendas are created annually – an example is the 2021 State Budget Advocacy guide	Active
City of Tacoma Affordable Housing Action Strategy	A plan with 4 strategic objectives to direct housing investment to increase housing affordability.	Implementing the Affordable Housing Action Strategy created in September of 2018. The Home in Tacoma effort is a product of this work.	Active
South Sound Housing Affordability Partners	Local government collaboration to develop additional housing units, including affordable housing units	No documented plans, but useful research, such as the List of Affordable Housing funding sources and the Inventory of Public Land	Established governance, working on adoption by partners and hiring staff.
Tacoma Pierce County Homeless Coalition – Housing Committee	Group within the Coalition working on the housing options for 0-30% AMI.	-	Active
Tacoma Pierce County Chamber – Housing Committee	Joint group with the Tacoma Pierce County Homeless Coalition to increase shelter and housing	-	Nearly launched
Puget Sound Regional Council: Puget Sound regional housing needs assessment and strategies	A “playbook” of local actions to preserve, improve and expand housing stock in the region.	Draft Regional Housing Strategy	Strategy is being finalized
Pierce County Affordable Housing Workgroup	local housing providers, lenders, builders, realtors, advocates, designers, academics, and transit agencies advising County Departments and the County Council on housing affordability strategies.	Draft in development – available soon.	Active – draft going to County Council on 8/31/2021.
Pierce County Affordable Housing Action Strategy	Countywide action strategy for affordable housing	-	Hiring consultant – work will begin in Fall 2021.
Bonney Lake-Sumner Housing Action Plan	Create plan with clear, actionable strategies to meet current and future housing needs.	Housing Action Plan	Plan adopted
City of Puyallup Housing Action Plan	Plan to support affordable housing options for all community members	Draft Housing Puyallup – A Citywide Action Plan	Plan forwarded on June 30 th 2021 to Council for approval.
University Place Housing Action Plan	A toolkit to encourage construction of additional affordable and market rate housing.	Housing Action Toolkit	Adopted on June 21 st , 2021
Revenue for Housing	Network of the faith community, groups and individuals encouraging	-	Active

	Pierce County to take a regional approach to homelessness, with a focus on adoption of the 0.1% sales tax for affordable housing.		
University of Washington Tacoma – School of Urban Studies	Providing research and analytics around housing	The State of Affordable Housing in Pierce County	Completed in June of 2020
Tacoma Housing Authority	The country's largest developer of affordable housing		
Pierce County Housing Authority	A major provider of affordable housing, serves over 5,100 households annually.		
Puyallup Tribal Housing Authority	Develop and manage safe, sustainable, healthy and affordable housing for Native American families in the Puyallup Tribal service area.		

APPENDIX H – HOMELESSNESS PLANS AND WORKGROUPS

Plan Title	Description	Organization Creating	Status
2021 Comprehensive Plan to End Homelessness , including the sub plan to address Street Homelessness	This plan will outline steps, participants, timelines, process and resource needs to end homelessness in Pierce County	Pierce County Human Services was charged by the County Council to create the plan per Resolution 2021-82	In development – final Comprehensive plan due to Council on December 7 th , but the shelter plan will be completed earlier.
Five-Year Plan To Address Homelessness	A five-year goals and strategies plan to address homelessness across the county, including goals targeting specific populations and looking to improve system effectiveness	Tacoma/Lakewood/Pierce County Continuum of Care Oversight Committee.	Adopted in December of 2019, the plan is being implemented by Subcommittees of the Continuum of Care.
Pierce County Five-Year Plan to Address Homelessness	A State required plan that focuses on housing and the supports to maintain housing with priority areas focused on improving the operation of the homeless system	Pierce County Human Services	Adopted in December of 2019
City of Tacoma Five-Year Homeless Strategy	A City of Tacoma focused plan to align homeless programming with a set of values, especially around equity	City of Tacoma Neighborhood and Community Services	In development
Ending Veteran Homelessness Exploratory Task Force	Create a plan to end veteran homelessness using the functional zero model.	Pierce County Council	On hold since February 2020.

APPENDIX I – POINT IN TIME COUNT

The Point in Time Count is an annual assessment of how many people are currently experiencing homelessness in Pierce County. In communities with large numbers of people experiencing unsheltered homelessness, such as Pierce County, the Point in Time count is always a dramatic undercount.

In January of each year, homeless providers and volunteers canvas known encampments and site where people experiencing homelessness frequent to count and collect information on each person experiencing homelessness. A count of individuals living in shelters is also conducted. The challenges to an accurate count include the following:

- Unknown encampments
- Encampments too dangerous to safely enter
- People not wishing to be counted
- People living in cars are very challenging to identify
- Differing numbers of volunteers from year to year
- Weather impacts both the activities of people experiencing homelessness and the people conducting the count

Useful data is collected during the Point in Time count and provides an additional data source for understanding the characteristics of who is homeless. However, the count should always be understood as an undercount and homeless population estimates from the Homeless Management Information System should be considered the count of record.

APPENDIX J – ADJACENT SYSTEMS

Adjacent systems are those that serve people experiencing homelessness or at risk of homelessness but are not part of the formal homeless system. Those adjacent systems include:

- Education System
- Non-institutional elements of the criminal and juvenile justice systems
- Civil Legal Aid
- Social Services System
- Military/Veterans System
- Domestic Violence Supports
- Child Care systems
- Faith-based (localized) resources
- Workforce Development
- Clean and Sober and Harm Reduction housing, including shelter, transitional housing, and permanent housing
- Transportation to and from inpatient and outpatient services
- Voluntary and Involuntary Inpatient Mental Health Treatment
- Withdrawal Management (Detox) and Residential Substance Use Disorder (SUD) Treatment.
- Navigators to assist clients to connect with behavioral health services
- Outpatient mental health treatment
- Step down services – supports for clients as they exit institutional settings
- The foster care system
- Incarceration in the jail or prison systems
- Medical services
- Eye care services
- Denture services

APPENDIX K – CURRENT HOMELESS SYSTEM COSTS AND UNMET NEED

Homeless system funding needs are complex to model. Program outcomes are dependent on a variety of variables. The assumptions are subject to modification as better information becomes available and should be considered estimates that will change as factors change. In addition, Pierce County has contracted with EcoNorthwest to complete a similar analysis in January of 2022, so this gap analysis should be considered a placeholder until their analysis is complete.

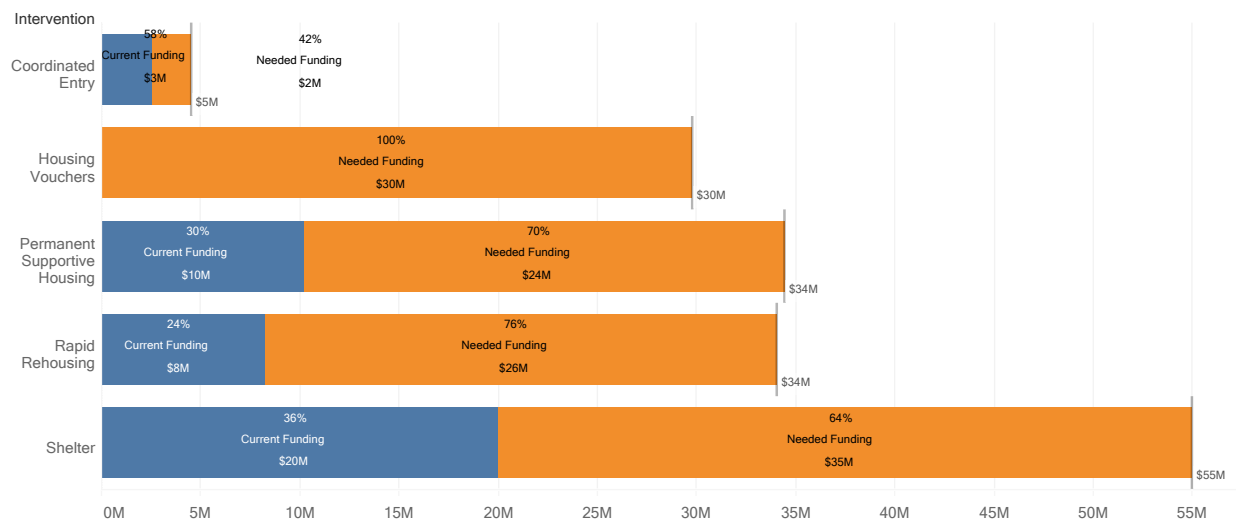
Assumptions:

- For the inflow of new clients to the homeless system, the expected intervention needs are:
 - 25% will self-resolve
 - 20% will be housed through Diversion
 - 35% will be housed through Rapid Rehousing
 - 15% will be housed with a housing voucher
 - 5% will need Permanent Supportive Housing
- For clients currently homeless, the expected intervention needs are:
 - 25% will self-resolve
 - 5% will be housed through Diversion
 - 20% will be housed through Rapid Rehousing
 - 25% will be housed with a housing voucher
 - 25% will need Permanent Supportive Housing
- The Permanent Supportive Housing stock will continue to increase by 240 units per year
- 1,000 new housing vouchers will be available to people experiencing homelessness each year
- The housing market will have enough tenant-based rental units willing to rent to people with a history of homelessness
- The number of enrollments available across the spectrum of interventions is designed with the typical needs of people entering the homeless system
- The system is sized to house the expected inflow each year as well as 1/5 of the number of people current experiencing homelessness so that after 5 years the community will be at functional zero.
- Program costs will be much higher at year five, because both Permanent Supportive Housing and Housing Vouchers require perpetual funding.
- The monthly inflow of clients to the homeless system is 900 households
- Homeless Prevention is not included in this model and will reduce the number of needed interventions.
- Intervention costs
 - Rapid Rehousing: \$8,000 per intervention
 - Diversion: \$1,500 per intervention
 - Permanent Supportive Housing: \$22,000 per year
 - Housing Vouchers: \$12,000 per year

- Since costs for Permanent Supportive Housing and Housing Vouchers will increase each year as the stock of housing and vouchers increases, costs are averaged over a five-year period.

Using those assumptions, the chart below shows the current annual funding and the needed average annual funding to reach functional zero in five years, broken down by type of intervention.

Current and Needed Annual Operations Funding



This is an increase of \$117M in addition to the current \$40M homeless system. It does not include estimates for capital needed for new shelter and Permanent Supportive Housing construction or acquisition. Capital costs for shelter could be around \$15M, depending on the type of shelter. The cost to construct the planned 1,800 units of Permanent Supportive Housing could range between \$100M and \$400M, depending on the type of housing and the mix of project versus tenant-based housing.