

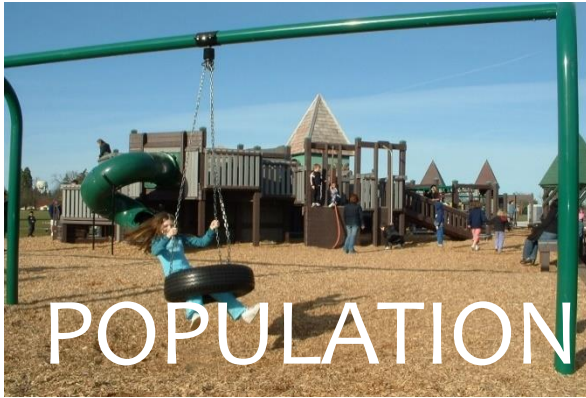
City of Lakewood 2023-2024 Proposed Biennial Budget Budget Message

October 3, 2022

Budget Message

- * Overview
- * Uncertainties and Opportunities
- * Focus:
 - * Supporting human services, housing and homelessness
 - * Ensuring a safe city
 - * Economic development to attract and create jobs
 - * The City's strong leadership to improve parks
 - * Rebuilding our roadway system and adding sidewalks for pedestrian and bicycle access
 - * Recognizing the value and importance of JBLM and Camp Murray
 - * Providing a wide range community events and youth programming
- * Review and Adoption of Budget is one of the City Council's most important policy roles as Legislative Body

The Lakewood Community



Population: 63,612

Race

- White: 49.2%
- Hispanic/Latino: 18.1%
- Black: 13.1%
- Asian: 9.1%
- Native Hawaiian and Other Pacific Islander: 3.9%
- American Indian and Alaska Native: 1.3%
- Some other race: 8.4%
- Two or more races: 12.9%



Housing Units

- Total Units: 26,999
 - 43.2% Owner Occupied
 - 56.8% Renter Occupied
 - 3.9% Vacant

Home Value:

- Median: \$547,000 (Q1 2022)
- Average Rent: \$1,576 (Q2 2022)

Vacancy:

- | | |
|-----------------|-------|
| • Multi-family: | 3.7% |
| • Retail: | 4.7% |
| • Industrial: | 10.9% |
| • Office: | 3.8% |



Businesses: 3,200

Employees: 32,008

Change:

Q1 2013 to Q1 2022
+8.0%

JBLM:

- Service members: 37,000
- Civilian employees: 15,000
- Dependents: 45,000
- Retirees: 32,000
- Total: 130,000



Community Partners

* 2/2 Stryker Brigade Combat Team (SBCT)	* Lakewood First Lions	* Soundview Medical
* AARP	* Lakewood Historical Society	* South Sound Military Communities Partnership (SSMCP)
* Alaska Gardens	* Lakewood Industrial Park	* South Sound Outreach Services
* American Lake – Lake Management District	* Lakewood Multicultural Coalition (LMCC)	* South Sound Sports Commission
* American Lake Veterans Hospital	* Lakewood Playhouse	* Springbrook Connections
* Asia Pacific Cultural Center (APCC)	* Lakewood Promise	* St. Clare Hospital
* Aspen Court	* Lakewood Soccer Club	* St. Leo Food Connection
* Association of Washington Cities	* Lakewood Towne Center	* Tacoma Area Coalition of Individuals with Disabilities (TACID)
* Boys & Girls Club of South Puget Sound - Lakewood	* Lakewood United	* Tacoma Housing Authority
* Boy and Girl Scouts of America	* Lakewood Water District	* Tacoma-Pierce County Economic Development Board
* Bridgeport Place	* Little Church on the Prairie	* Tacoma-Pierce County Health Department
* Camp Murray	* Lindquist Dental Clinic for Children	* Tacoma-Pierce County Chamber of Commerce
* Caring for Kids	* Living Access Support Alliance (LASA)	* Tacoma-Pierce County Realtors
* Catholic Community Services	* Making a Difference Foundation	* TacomaProBono
* Centerforce	* Manufacturing Industrial Council	* Tacoma Rescue Mission
* Christ Lutheran Church	* Master Builders Association of Pierce County	* Tacoma Treatment Solutions
* City of DuPont	* Narrows Glen	* The Church of Jesus Christ of Latter-Day Saints
* City of Tacoma	* Nisqually Indian Tribe	* The Footwear Place
* City of University Place	* North East Neighborhood Association	* The Weatherly Inn
* Clover Park Kiwanis	* North Lakewood Neighborhood Association	* Tillicum Community Center
* Clover Park Rotary	* Northwest Integrated Health	* Tillicum/Woodbrook Neighborhood Association
* Clover Park School District	* Nourish Pierce County	* Trinity Baptist Church
* Clover Park Technical College	* Oasis Youth Center	* Town of Steilacoom
* Coffeehouse with the Mayor	* Pacific Lutheran University	* United Way of Pierce County
* Community Healthcare	* Pacific Neighborhood	* Virginia Mason Franciscan Health System
* Communities in Schools of Lakewood	* Partners for Parks	* Visiting Angels
* Diabetes Association of Pierce County	* Pierce College	* Walmart
* Emergency Food Network	* Pierce County	* Washington Association of Building Officials
* Federal Legislators (Senator Maria Cantwell, Senator Patty Murray, Congresswoman Marilyn Strickland)	* Pierce County BIPOC Accelerator Program	* Washington Chapter of American Planners Association
* First Baptist Church of Lakewood	* Pierce County Cities & Towns Association	* Washington State Department of Commerce
* FISH Food Bank	* Pierce County Housing Authority	* Washington State Department of Corrections
* Greater Lakes Mental Health	* Pierce County Library District	* Washington State DSHS
* Grave Concerns	* Pierce County Project Access	* Washington State Department of Ecology
* Habitat for Humanity	* Pierce County Regional Council (PCRC)	* Washington Recreation and Park Association
* HeartWarming Care	* Pierce Transit	* Washington State Association of Senior Centers
* Humane Society Tacoma-Pierce County	* Point Defiance Village	* Washington State Department of Transportation (WSDOT)
* Integrity Hearing	* Protect Our Pets	* Washington State Legislators (Senator Steve Conway, Senator T'wina Nobles, Representative Dan Bronoske, Representative Steve Kirby, Representative Mari Leavitt, Representative Melanie Morgan)
* Joint Base Lewis-McChord (JBLM)	* Puget Sound Clean Air Agency	* Washington State SAIL Task Force
* Korean Women's Association (KWA)	* Puget Sound Energy (PSE)	* West Pierce Fire and Rescue
* Lake City Neighborhood Association	* Puget Sound Regional Council (PSRC)	* Western State Hospital
* Lake Steilacoom Improvement Club	* Puyallup Indian Tribe	* World Vision
* Lakewood African American Police Advisory Committee	* Rebuilding Hope: Sexual Assault Center	* Workforce Central
* Lakewood Community Foundation Fund (LCFF)	* Rebuilding South Sound Together	* YMCA Lakewood
* Lakewood Gardens	* Regional Access Mobility Partnership (RAMP)	* YWCA Pierce County
* Lakewood Baseball Club	* Rotary Club of Lakewood	
* Lakewood Boys and Girls Club	* Senior Footcare	
* Lakewood Chamber of Commerce	* Senior Housing Assistance Group – Lakewood Meadows	
* Lakewood Community Collaboration	* Statewide Health Insurance Benefits Advisors	
	* Sound Transit	

Economic Development

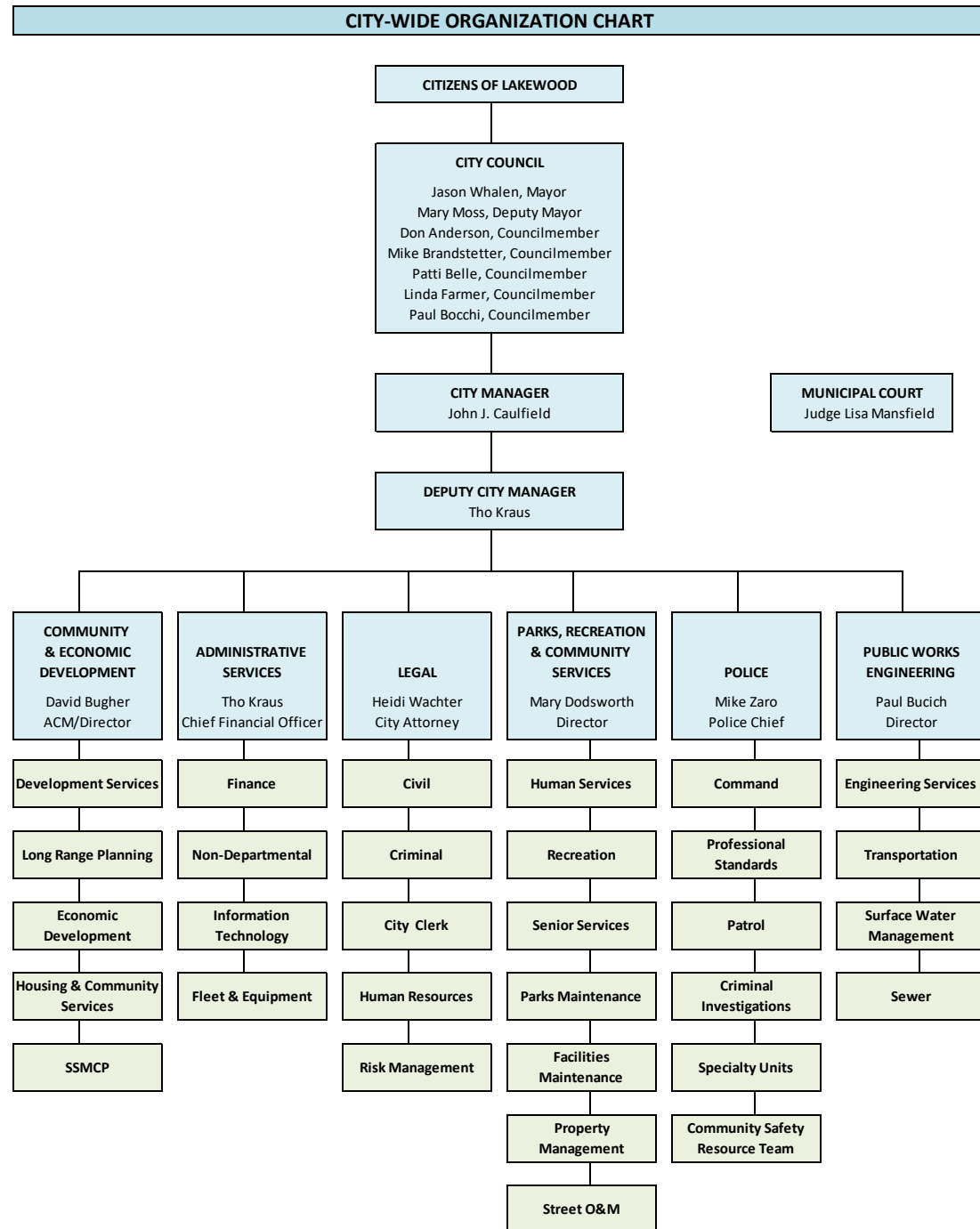
- * Opportunities for Investment
- * Marketing & Community Image
- * Focused Economic Development
- * Awards
- * Industrial and Manufacturing
- * Pacific Highway South
- * Tillicum
- * Area Related Incentives
- * Housing
- * Libraries
- * Public Transit
- * Sporting and Community Events
- * Joint Base Lewis-McChord (JBLM) & Camp Murray

Human Services, Housing and Homeless Prevention

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



Lakewood Governance & Municipal Services



#IamLakewood



**Steilacoom
Historical
School District
No. 1**





Vision & Goals

Budgeting for Outcomes and Results

Vision Statement

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

CITY COUNCIL GOALS

ECONOMIC DEVELOPMENT: The City of Lakewood promotes and supports a dynamic and robust local economy.

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

PUBLIC SAFETY: The City of Lakewood is one of the safest cities in Washington.

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

TRANSPARENCY: The City of Lakewood communicates its goals, successes, and challenges to the community and serves as a leader and champion for the community.

ROBUST COMMUNITY: The City of Lakewood is a livable, resilient, and inclusive community that embraces and celebrates diversity and delivers equitable municipal services.

Organization of the Budget

- * Budget Message

- * Introduction

- * Executive Summary

- * Operating Budget

- Organization Chart
- 2021/2022 Accomplishments & 2023/2024 Anticipated Key Projects
- Primary Alignment with City Council Goals/Strategic Plan Objectives & Strategies
- Department Functions by Criteria (legally mandated, important, discretionary)
- Proposed Services/Program Changes
- Position Inventory & Summary of Personnel Costs
- Purpose & Description
- Goals & Objectives
- Performance Measures
- Highlights & Changes
- Revenue & Expenditure Summary

- * Budget by Fund

- * Capital Budget

- Parks CIP
- Transportation CIP
- Sewer CIP
- SWM CIP
- Property Management Plan
- Information Technology Strategic Plan

- * Appendix

- Glossary & Acronym List
- Salary Tables
- Fee Schedule
- Data and Statistics

- * Budget Line-Item Detail

Budget Summary & Highlights

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

Budget Summary & Highlights

	2022	2023	2024
	Year-End	Proposed	Proposed
General Government Funds	\$104,494,382	\$ 75,562,709	\$ 69,799,352
Capital Improvement Funds	62,359,492	22,646,627	16,554,342
Utility Fund	15,592,766	9,124,630	8,240,149
Internal Service Funds	12,858,128	15,003,336	14,657,845
Total	\$195,304,769	\$122,337,303	\$109,251,688

General Government Sources

Where the Money Comes From

	2022	2023	2024
GENERAL GOVERNMENT FUNDS	Year-End	Proposed	Proposed
Beginning Fund Balances	\$ 25,589,444	\$ 21,309,004	\$ 15,696,503
Operating Revenues			
Property Tax	7,605,010	7,703,900	7,804,100
Sales Tax	13,000,000	12,000,000	12,240,000
Utility Tax	5,369,200	5,442,300	5,542,100
Other Taxes	6,367,900	6,455,200	6,508,400
Franchise Fees	4,495,400	4,630,200	4,769,000
Licenses & Permits	382,500	388,000	393,600
Development Permits/Fees	2,149,000	2,109,000	2,109,000
State-Shared Revenues	2,360,390	2,183,690	2,152,090
Charges for Services	1,268,550	1,426,300	1,426,300
Other Intergovernmental	266,876	287,590	295,010
Fines & Forfeitures	1,146,500	1,196,500	1,196,500
Misc/Interest/Other	132,967	127,400	122,500
Interfund	284,700	284,700	284,700
Total Operating Revenues	44,828,993	44,234,780	44,843,300
Other Financing Sources	34,075,945	10,018,925	9,259,548
Total Revenues & Sources	\$104,494,382	\$ 75,562,709	\$ 69,799,352

General Government Uses

Where the Money Goes

	2022	2023	2024
GENERAL GOVERNMENT FUNDS	Year-End	Proposed	Proposed
Operating Expenditures			
City Council/City Manager	963,346	1,102,923	1,126,454
Municipal Court	2,134,372	1,493,471	1,524,353
Administrative Services	1,404,570	1,554,825	1,592,969
Non-Departmental	139,177	732,065	744,065
Legal	2,379,525	2,554,836	2,562,219
Community & Economic Development	2,905,420	3,186,227	3,272,911
Parks, Recreation & Community Services	3,354,928	3,417,380	3,459,218
Police	26,718,423	26,850,297	27,101,475
Interfund Transfers	1,910,456	2,353,639	2,384,328
Street O & M	994,000	981,420	979,930
Total Operating Expenditures	42,904,217	44,227,083	44,747,922
<i>Operating Surplus/(Deficit)</i>	1,924,776	7,697	95,378
Other Financing Uses	40,281,161	15,639,122	12,704,196

Key Financial Highlights

General Fund		
Year	Operating Revenue	Operating Expenditures
2009	-0.5%	5.7%
2010	-4.9%	-0.3%
2011	7.5%	6.4%
2012	3.4%	-3.2%
2013	2.7%	3.8%
2014	1.9%	0.2%
2015	2.0%	-2.9%
2016	3.0%	3.0%
2017	5.9%	2.8%
2018	4.5%	6.2%
2019	3.8%	2.8%
2020	-4.3%	-9.2%
2021	12.1%	6.9%
2022 Year End	-3.3%	12.1%
Average ('09-'22)	2.4%	2.4%
2023 Proposed	-1.3%	3.2%
2024 Proposed	1.4%	1.2%
Average ('09-'24)	2.1%	2.4%

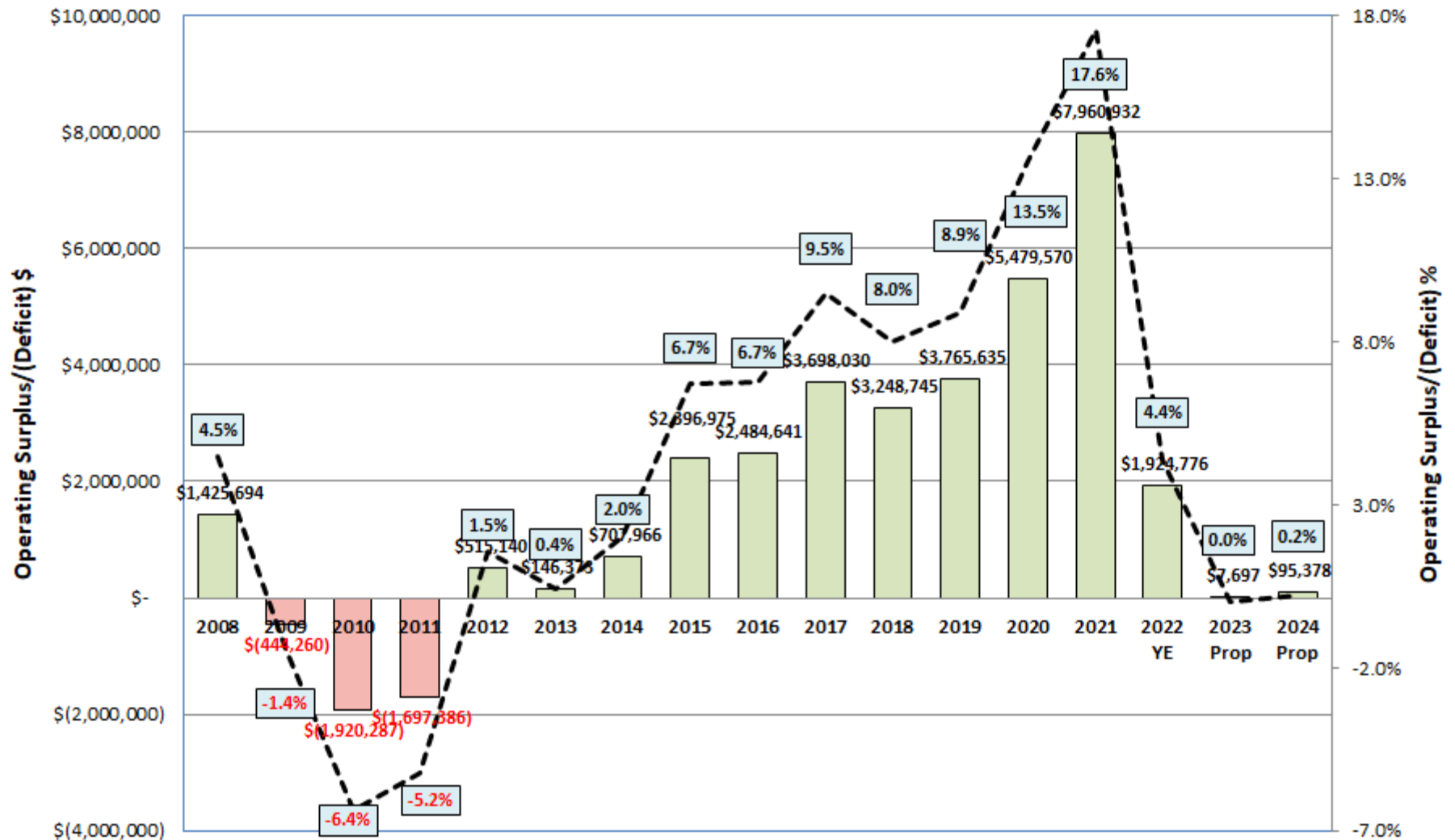
Key Financial Highlights

Sales Tax

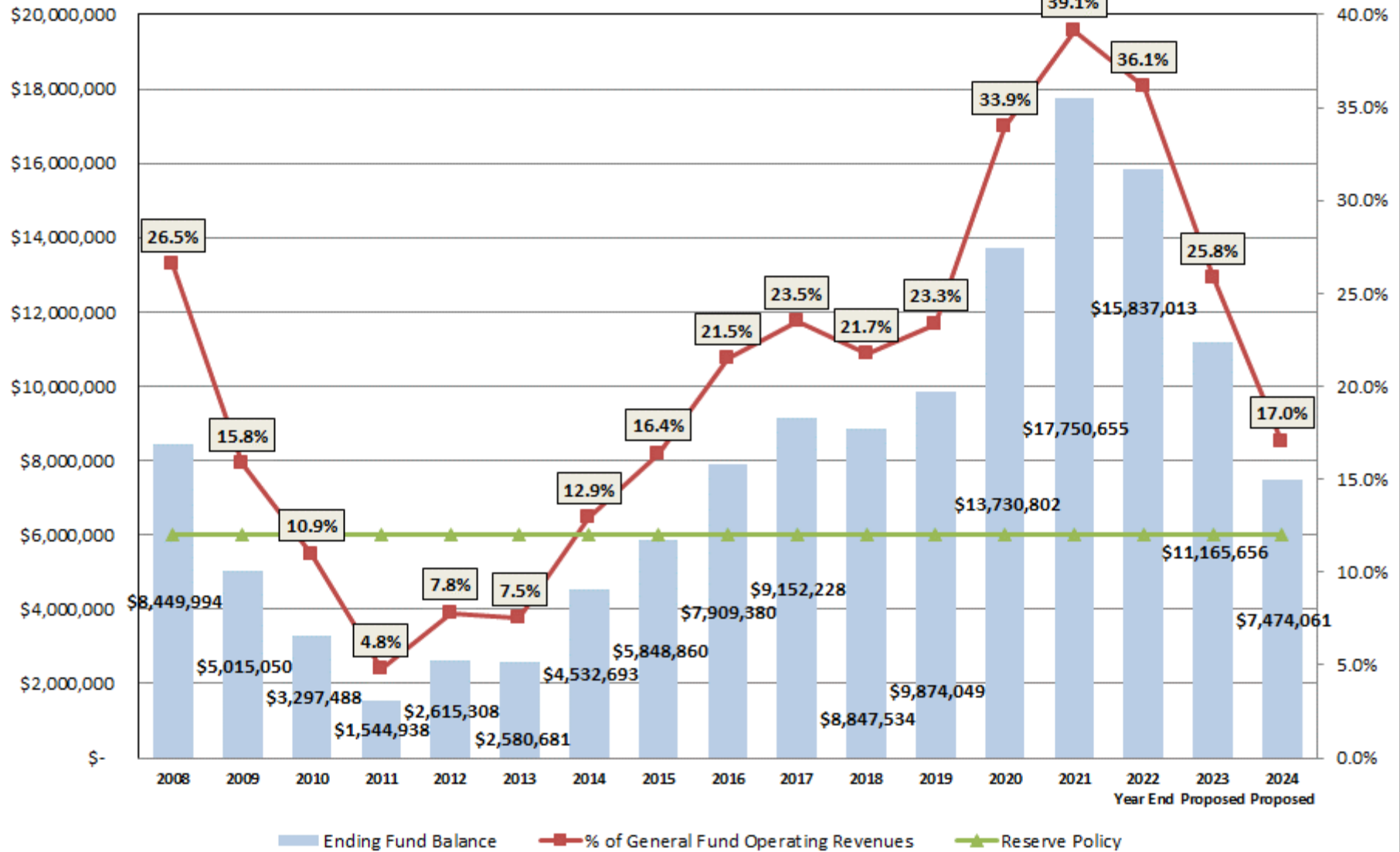
Sales Tax by Sector
2016 Actuals through 2024 Estimate



City of Lakewood General Fund Operating Surplus/(Deficit) 2008 through 2024



City of Lakewood General Fund Ending Fund Balance 2008 to 2024

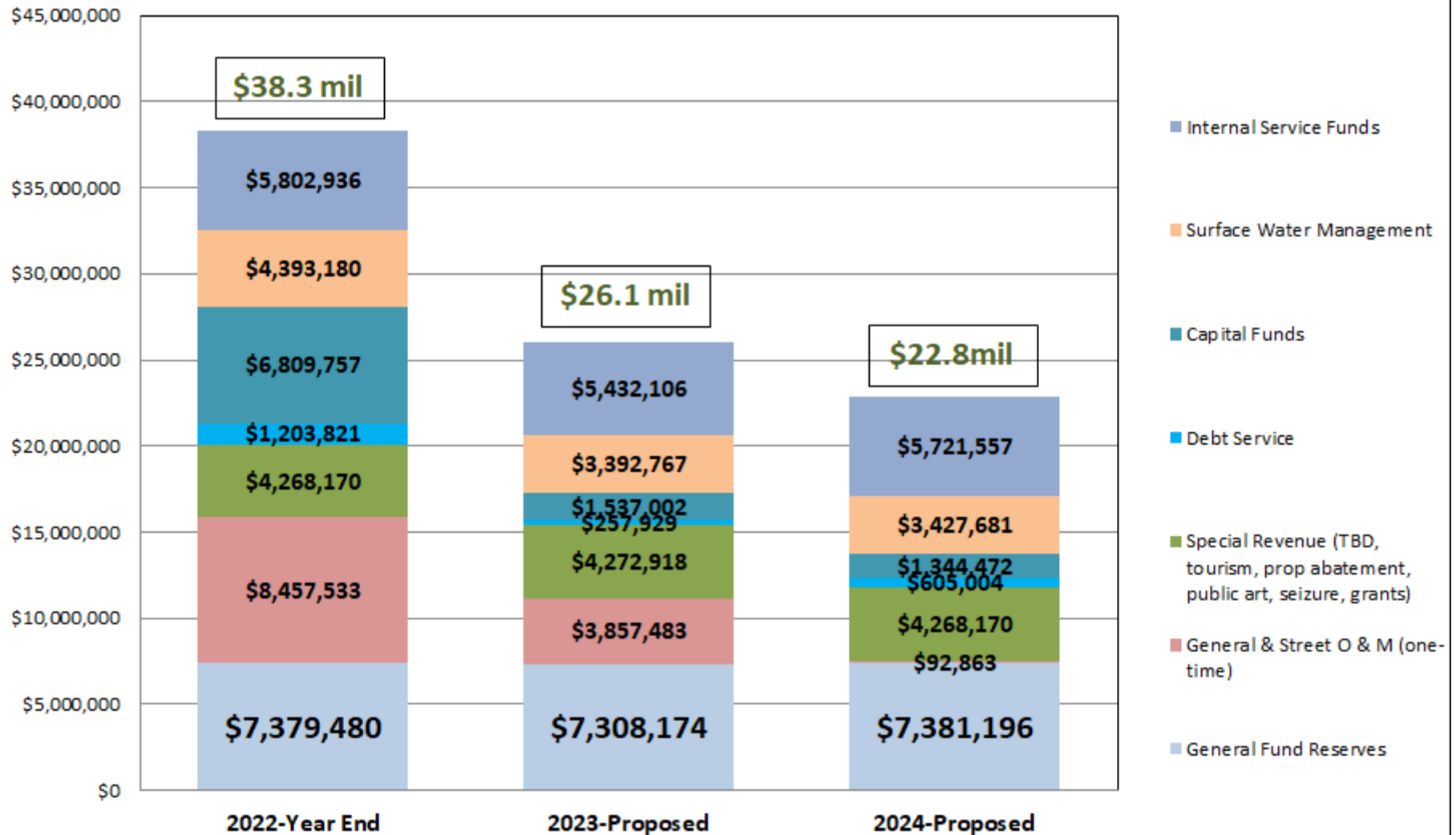




Reserves/Ending Fund Balances

Ending Fund Balances			
Reserves:			
Contingency (2% of GF Oper Rev)	896,580	884,696	896,866
Reserves (5% of GF Oper Rev)	2,241,450	2,211,739	2,242,165
Strategic Reserve (5% of GF Oper Rev)	2,241,450	2,211,739	2,242,165
Set Aside for Economic Development Opportunity	2,000,000	2,000,000	2,000,000
Subtotal Reserves	7,379,480	7,308,174	7,381,196
Designated/Reserved:			
Transportation Benefit District	58,424	58,424	58,424
Hotel/Motel-Tourism	2,677,042	2,677,042	2,677,042
CDBG	1,513,495	1,513,495	1,513,495
SSMCP	-	4,748	-
ARPA	19,209	19,209	19,209
Debt Service	1,203,821	257,929	605,004
Subtotal Designated/Reserved	5,471,991	4,530,847	4,873,174
Designated/Reserved (one-time)	8,457,533	3,857,483	92,863
Total Ending Fund Balances	\$ 21,309,004	\$ 15,696,504	\$ 12,347,233
Total Expenditures and Uses	\$104,494,382	\$ 75,562,709	\$ 69,799,352

City of Lakewood Ending Fund Balances All Funds 2022 to 2024



Budget Summary

A Balanced General Fund

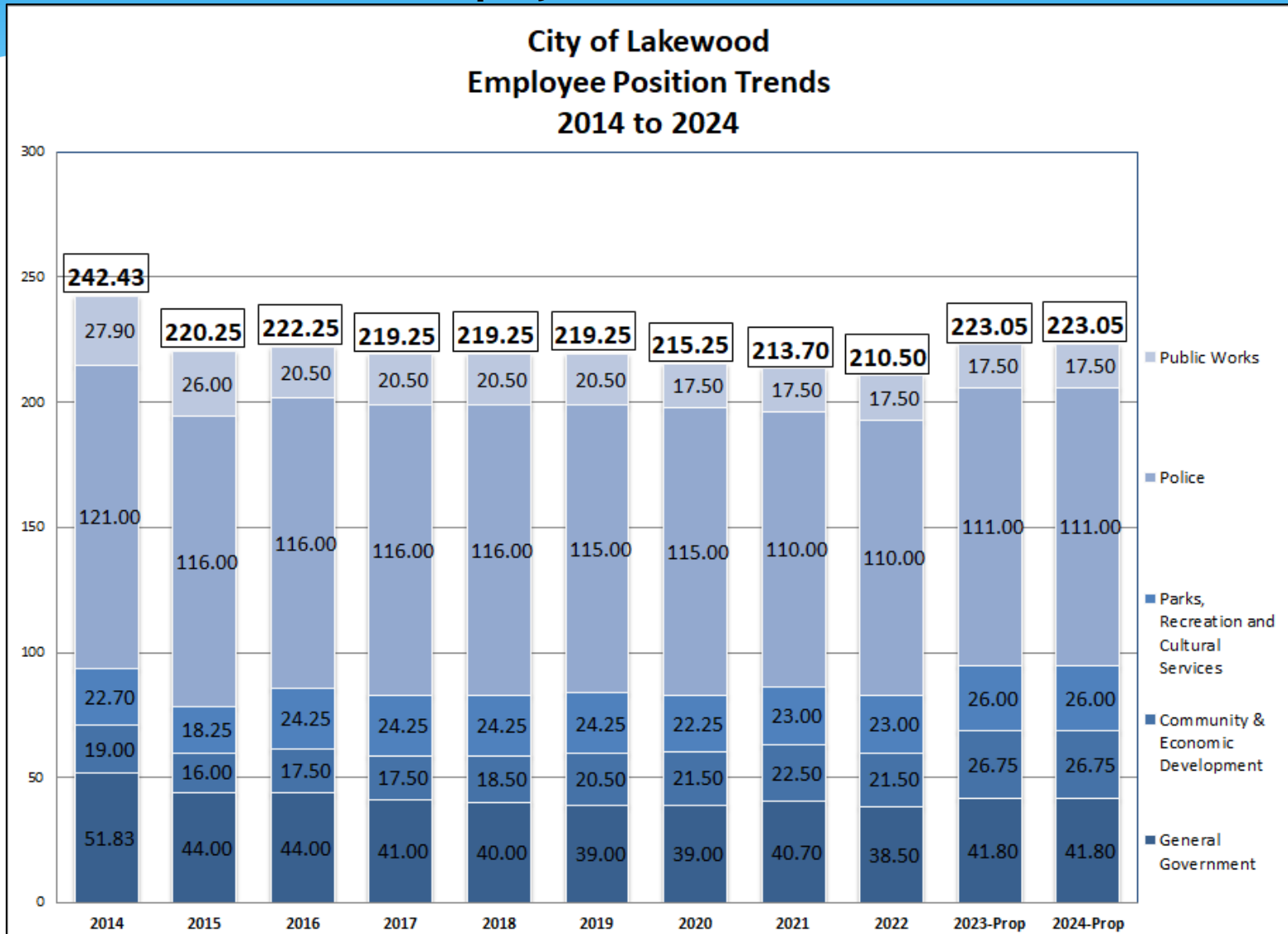
- * For Lakewood, the City's finances have never been stronger. The General Fund is balanced in 2023 and 2024 meaning operating expenditures do not exceed operating revenues.
- * The City is projected to end 2022 in its best financial condition in a couple of decades, building upon its strong financial position that began several years ago.
- * One major concern is that while operating revenues have improved, the recent decline in the retail trade component of sales tax is one area that will require ongoing monitoring to ensure revenue projections are met.



CITY OF
LAKEWOOD

Budget Summary (cont'd)

Employee Position Trends



Budget Summary (cont'd)

Personnel Changes to Increase Service Levels and Ensure a Balanced Budget

Position Changes				
2022 Adopted vs 2023/2024 Proposed	FTE	Department	Group	Status
Positions Added				
Communications Coordinator	1.00	CM	AFSCME	Proposed
IT Analyst	1.00	AD	AFSCME	Proposed
Associate Planner	2.00	CED	AFSCME	Proposed
Program Coordinator-CDBG	0.25	CED	AFSCME	Proposed
Program Coordinator-ARPA/Econ Dev	1.00	CED	AFSCME	Proposed
Neighborhood Coordinator	1.00	CED	AFSCME	Proposed
Program Assistant-RHSP	1.00	CED	AFSCME	Proposed
Permit Technician	1.00	CED	AFSCME	Proposed
Capital Projects Coordinator	1.00	PRCS	AFSCME	Proposed
Maintenance Worker	3.50	PRCS	AFSCME	Proposed
Office Assistant (Domestic Violence)	0.50	Legal	AFSCME	Proposed
Associate City Attorney (ARPA body cameras)	1.00	Legal	Non-Rep	Proposed
PRA/Legal Specialist (ARPA body cameras)	1.00	Legal	AFSCME	Proposed
Court Clerk	0.30	Court	AFSCME	Proposed
Police Lieutenant	1.00	Police	LPMG	Proposed
Positions Eliminated				
Diversity, Equity & Inclusion Manager	(0.50)	CM	Non-Rep	Proposed
Administrative Assistant	(1.00)	CED	AFSCME	Proposed
Maintenance Assistant	(1.50)	PRCS	AFSCME	Proposed
Court Compliance Officer (CCO)	(1.00)	Court	AFSCME	Proposed
Total Change	12.55			

Budget Summary (cont'd)

Advancements in Economic Development

- * Targeted economic development with a specific focus on the Downtown, the Lakewood Station District which includes Lakewood Landing, the I-5 retail frontage along Pacific Highway South, Woodbrook Industrial Business Park, International District, Springbrook and Tillicum, and McChord North Clear Zone (NCZ)
- * Work with KITE Realty on a Downtown park and mixed use development
- * Amend the City's Comprehensive Plan and related development regulations in accordance with the state mandated 2024 Comprehensive Plan update
- * Implement updated tree preservation code once adopted
- * Develop an Urban Forestry Program

Budget Summary (cont'd)

Advancements in Economic Development

- * Initiate climate change implementation measures once adopted
- * Evaluate investment options for the Economic Development Opportunity Fund
- * Implementation of the Five Year 2020-2024 Consolidated Plan to include funding in support of an expansion of LASA and funding to support Habitat for Humanity and the building of nine new low-income homes
- * Implementation of the Western Hospital Master Facility Plan in partnership with DSHS
- * Proactively represent the City and participate at SSHAP, PSRC and PCRC to include sub-group meetings of GMCC and TCC

Budget Summary (cont'd)

Advancements in Public Safety

- * Commitment to setting aside 1% of General Fund for human and social services to include homelessness and mental illness
- * Continuation of Veteran's Treatment Court and evaluate Community/Mental Health Court models
- * Implementation of the Rental Housing Safety Program (RSHP)
- * Proactive Abatement Program to include the development of a new system to track unsafe buildings and stop work orders
- * Re-establish the Police Explorer Program that was suspended in 2020 due the pandemic
- * Develop an abbreviated Citizens Academy for the Youth Council and high school students
- * Partnership between the City, West Pierce Fire and Rescue (WPFR) University Place, and Steilacoom (new in 2022) in support of expanded regional emergency management services

Budget Summary (cont'd)

Advancements in Fiscal Responsibility

- * Provide strong and transparent financial reporting with a focus on full disclosure to include the preparation of the biennial budget, Popular Annual Financial Report (PAFR), Annual Comprehensive Financial Report (ACFR), six-year financial forecast, and performance measures
- * Fully commit the remaining ARPA funds through an equitable and transparent process
- * Monitor the City's ARPA program
- * Implementation of a city-wide document management system that will help advance the City's efforts to go paperless

Budget Summary (cont'd)

Advancements in Transparency and Robust Community

- * Strengthen the City's relationships and opportunities for collaboration with neighborhood groups, associations, JBLM, local schools and institutions and advisory boards and committees
- * Provide for an annual Youth Summit to engage teens in community issues and gather information for future programs
- * Act and serve in a leadership capacity in national, state, regional and local affairs
- * Develop and implement a proactive County, State and Federal legislative agenda that promotes and protects the interests and needs of the Lakewood community
- * Develop and implement a Diversity, Equity, and Inclusion (DEI) Strategic Plan
- * Develop and implement a Communications Strategic Plan
- * City's leadership and contribution to the South Sound Military and Communities Partnership (SSMCP)

Budget Summary (cont'd)

Advancements in Transparency and Robust Community

- * Continue to expand and grow with the number of events sponsored by the City each year
- * Complete City Strategic Plan update for 2023-2024
- * Implement *Build Your Better Here* imaging campaign for the City
- * Maintain the City's web platform, update the performance management system, and revamp the Lakewood Community Dashboard
- * Partner with the Pierce County Library System to identify options for new libraries in the Downtown and Tillicum neighborhoods
- * Evaluate new Public Art Policy
- * Implement safe and structured out of school programs and opportunities for youth to include after school and summer programming
- * Support Partners for Parks who are leading the restoration efforts of the H-Barn at Fort Steilacoom Park
- * Expand outdoor adventure programming to include narrated hikes, education, conservation and stewardship opportunities, summer camps and other activities using our Lakewood parks, lakes and outdoor spaces

Budget Summary (cont'd)

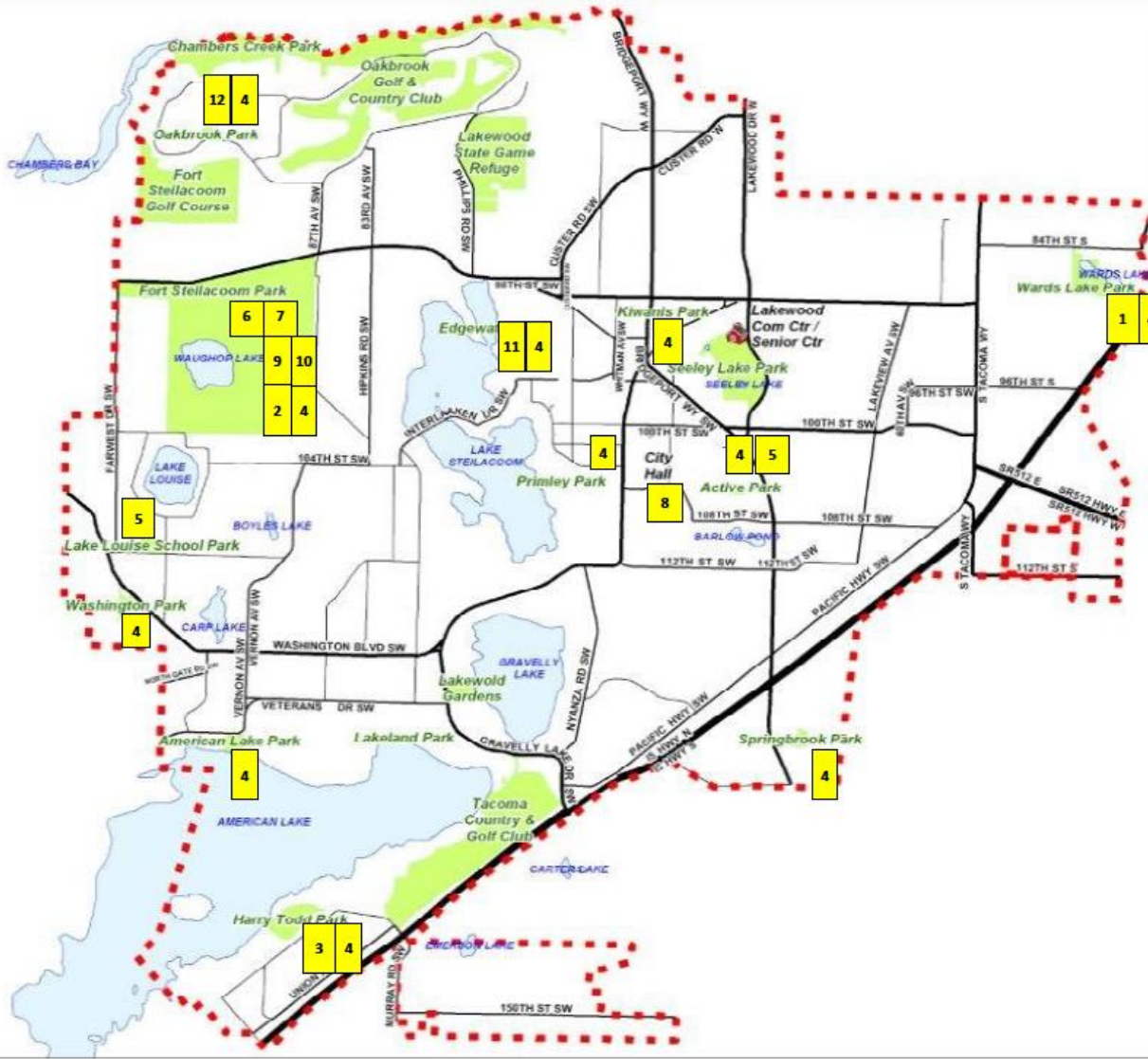
Advancements in Dependable Infrastructure

- * Implement 11 new park improvements projects plus project support totaling \$4.1 million
- * Implement 17 new transportation improvement projects plus project support totaling \$24.1 million
- * Replace 60 Traffic Signal Controllers (\$610,000)
- * Replace 4 School Zone Lights (\$180,000)

Budget Summary: Parks Capital

Proposed Park Projects		2023	2024
1	Park Equipment Replacement	\$ 20,000	\$ 20,000
2	Park Playground Resurfacing	15,000	15,000
3	Project Support	175,000	180,000
4	Edgewater Park	75,000	-
5	Wards Lake Park: Phases 2 and 3	75,000	1,775,000
6	Oakbrook Park	100,000	-
7	Park Sign Replacement Program	120,000	-
8	Playground Replacement	110,000	125,000
9	Nisqually Tribe Partnership Project	50,000	200,000
10	Harry Todd Pickleball Courts	150,000	550,000
11	Fort Steilacoom Park Pavilion Acoustics	50,000	-
12	Fort Steilacoom Park ADA & Overflow Parking	25,000	250,000
Total		\$ 965,000	\$ 3,115,000

Map of Park CIP Projects 2023-2024



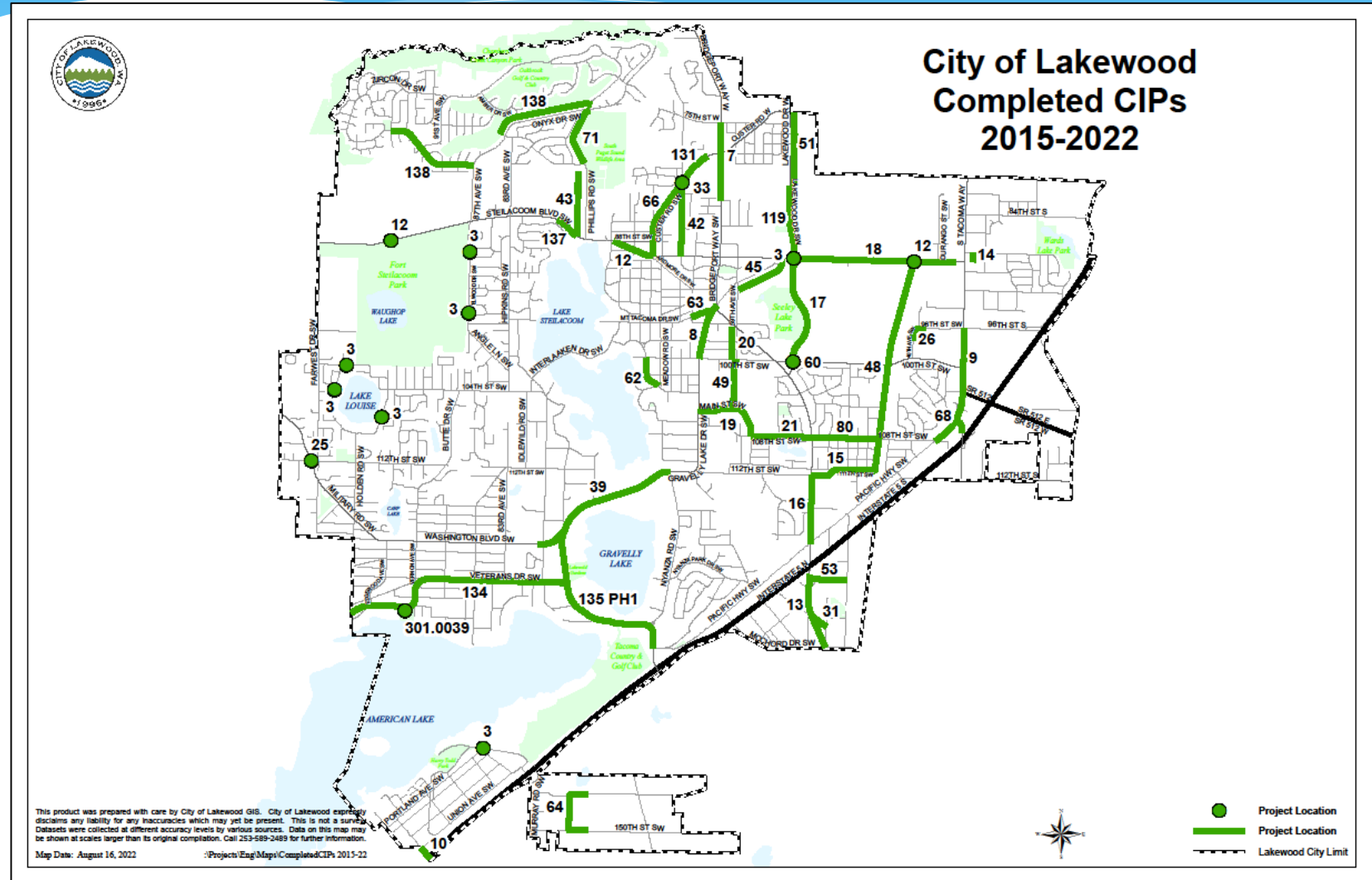
Park Projects	
Project #	Project Name
1	Wards Lake Park Phase 2 and 3 Improvements
2	Nisqually Partnership Project
3	Harry Todd Pickleball Court Project
4	Park Sign Replacement Program
5	Park Playground Replacement
6	Park Equipment Replacement (citywide)
7	Park Playground Resurfacing (citywide)
8	Project Support
9	FSP Pavilion Acoustics
10	FSP ADA Overflow Parking
11	Edgewater Park Design
12	Oakbrook Park Expansion

Budget Summary: Parks Capital

* Grant and state capital budget requests

Park Project	Grant Type	Grant Amount	Project Cost	Application Date	Notification Date
Wards Lake Park Phase 2	LWCF	\$ 1,250,000	\$ 2,500,000	Summer 2022	Spring 2023
Wards Lake Park Phase 2	WWRP	500,000	2,500,000	Summer 2022	Spring 2023
Wards Lake Phase 2 BMX Track	YAF	350,000	700,000	Summer 2022	Spring 2023
Harry Todd Park Pickle Ball Courts	YAF	350,000	600,900	Summer 2022	Spring 2023
Fort Steilacoom Park	State Capital Budget	250,000	300,000	Winter 2023	Spring 2023
TOTAL		\$ 2,700,000			
LWCF Legacy: Land and Water Conservation Fund					
WWRP: Washington Wildlife and Recreation Program (state)					
YAF: Youth Athletic Fund (state)					

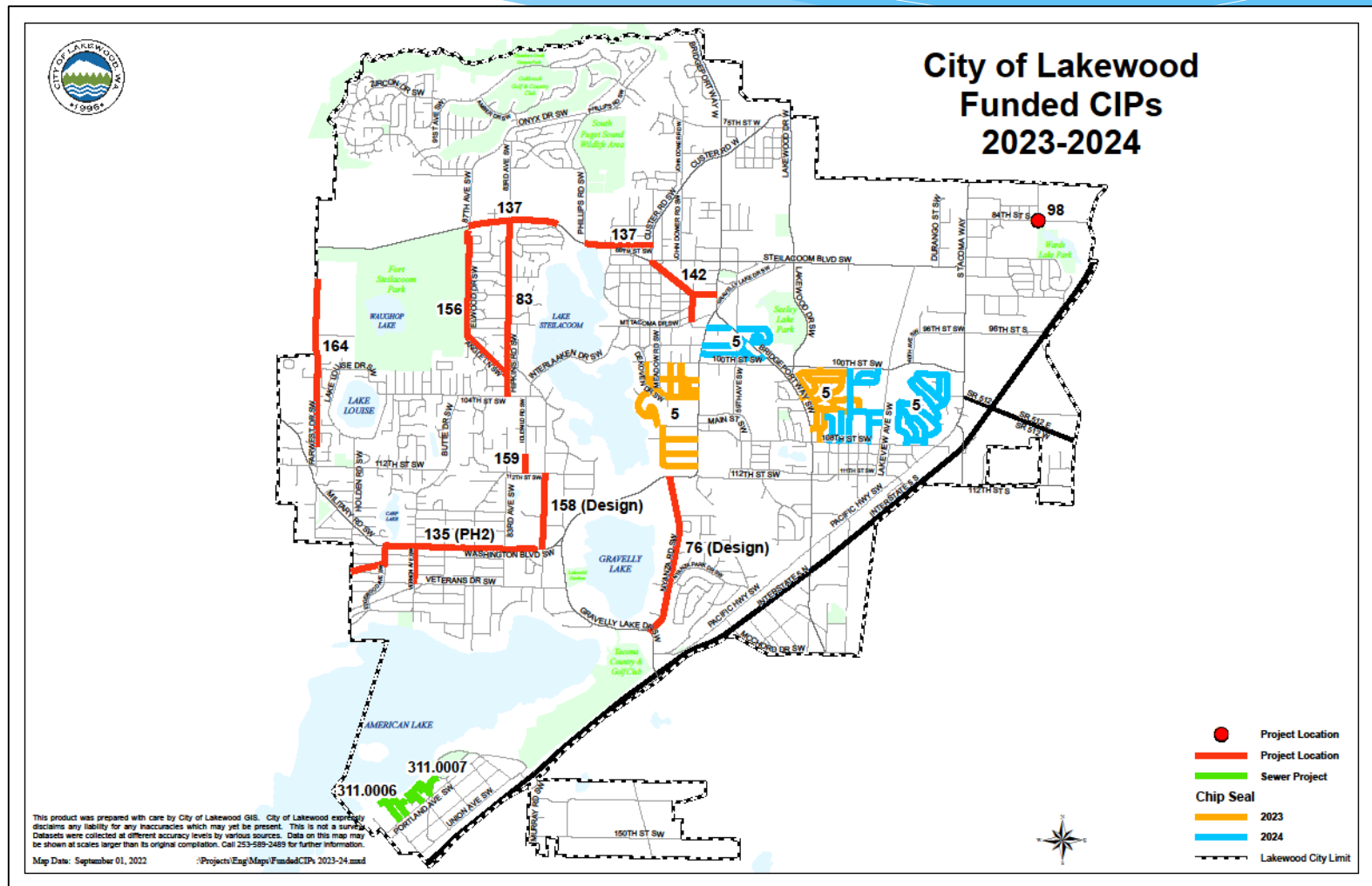
Budget Summary: Transportation Capital



Budget Summary: Transportation Capital

Proposed Transportation Projects		2023	2024
1	Streetlights: New LED Lights	\$ 180,000	\$ 180,000
2	Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000
3	Minor Capital & Major Maintenance	260,000	260,000
4	Chip Seal Program: Local Access Roads	360,000	360,000
5	Streets: South Tacoma Way, 88th to 80th St (Construction)	4,083,000	-
6	Streets: Nyanza Road SW (Design)	-	450,000
7	Streets: Hipkins Road; 104th to Steilacoom Blvd (Construction)	3,276,000	-
8	Pedestrian Crossing Signal: 84th St at Pine St Intersection (Construction)	878,000	-
9	Streets & Sidewalks: CPHS 112th St Sidewalks Gravelly Lake Dr to Highland Ave	654,000	-
10	Overlay and Sidewalk: Custer Rd; Steilacoom Blvd to 500' west of Bridgeport	38,000	125,000
11	Streets & Sidewalks: Steilacoom Blvd; 87th to Weller (ROW and Construction)	-	5,030,000
12	Streets & Sidewalks: Ardmore/Whitman/93rd (Construction)	3,027,000	-
13	Overlay: South Tacoma Way; 96th to Steilacoom Blvd	55,000	946,000
14	Streets & Sidewalks: Interlaaken; 112th to Washington Blvd (Design)	-	190,000
15	Streets & Sidewalks: Idlewild Road SW; Idlewild School to 112th SW	52,000	468,000
16	Streets & Sidewalks: 112th St SW; Idlewild Road SW to Interlaaken Drive SW	49,000	441,000
17	Streets & Sidewalks: Farwest Drive; 112th St to 91st St CT SW (Construction)	1,337,000	-
18	Personnel, Engineering & Professional Services	647,000	679,000
Total		\$ 14,921,000	\$ 9,154,000

Budget Summary: Transportation Capital



Budget Summary: Transportation Capital

* Grant requests

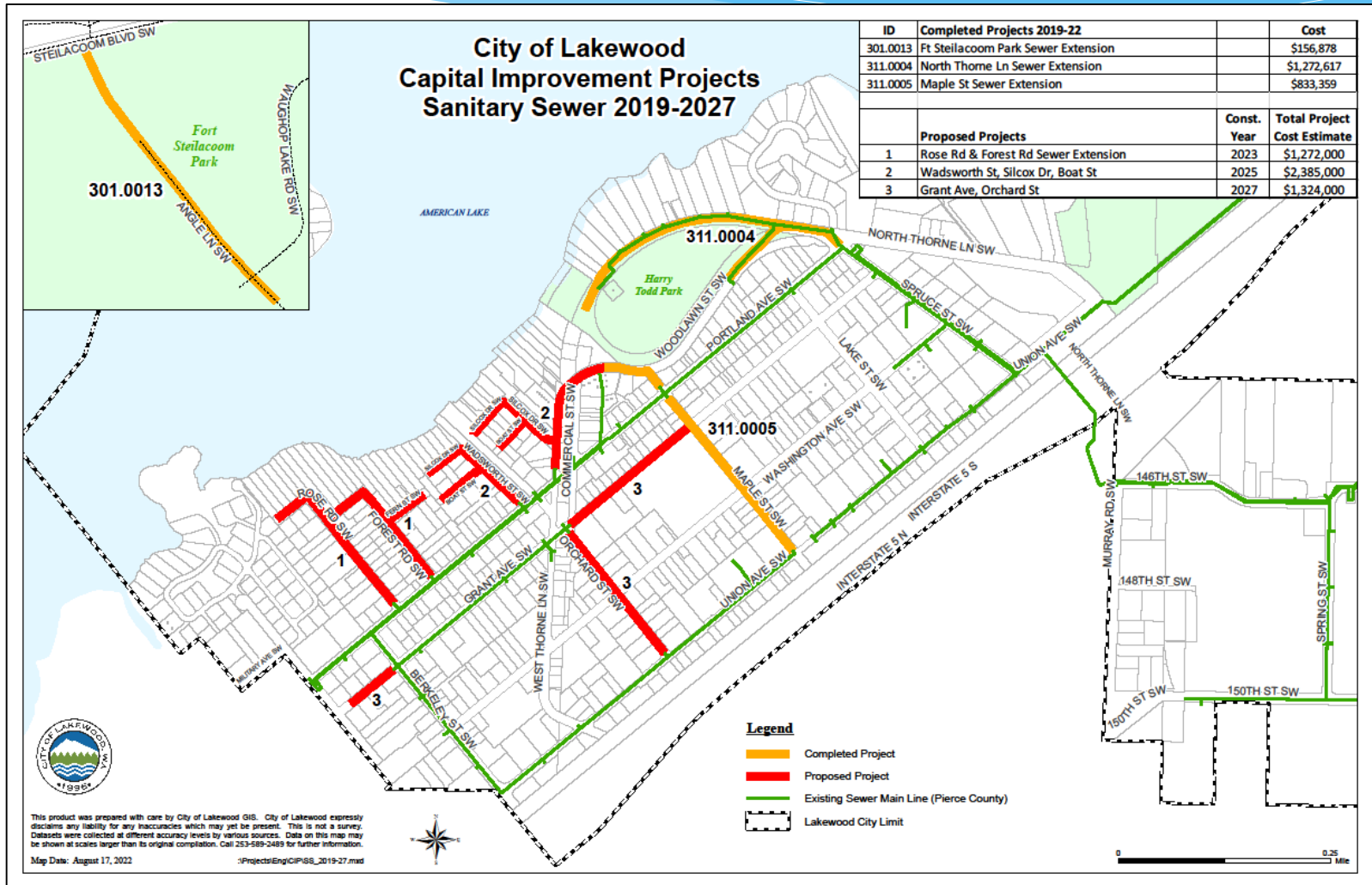
Transportation Project	Grant Type	Grant Amount	Project Cost	Application Date	Notification Date
South Tacoma Way & 92nd Street Traffic Signal	TIB	\$ 884,800	\$ 1,106,000	Aug 2022	Dec 2022
Streets: Union Avenue; W Thorne Lane to Spruce Street	TIB	500,000	4,589,000	Aug 2022	Dec 2022
112th Sidewalks; Northside Farwest to Holden	SRTS	1,129,700	1,129,700	Jun 2022	Jan 2023
Streets: 100th Street; 59th to South Tacoma Way	TIB	1,362,369	3,139,000	Aug 2022	Dec 2022
John Dower Sidewalk; eastside, school to 75th	SRTS	687,745	759,246	Jun 2022	Jan 2023
TOTAL		\$ 4,564,614			

Budget Summary: Sewer Capital

Proposed Sewer Utility Projects		2023	2024
1	Side Sewer Capital	\$ 50,000	\$ 50,000
2	Rose Road & Forest Road Sewer Extension (Construction)	1,272,000	-
3	Wadsworth, Silcox & Boat Street Sewer Extension (Design)	-	268,400
4	Program Adminsitration	35,000	35,000
Total		\$ 1,357,000	\$ 353,400

Budget Summary:

Sewer Capital



Budget Summary: Storm Water Capital

Proposed Storm Water Utility Projects		2023	2024
1	Waughop Lake Treatment	\$ 250,000	\$ -
2	Clover Creek Streambank Restoration Study	135,000	-
3	2023 Drainage Pipe Repair Project (Construction)	340,000	-
4	2024 Drainage Pipe Repair Project (Design and Construction)	38,000	357,000
5	2025 Drainage Pipe Repair Project (Design)	-	40,000
Subtotal Storm Water Utility Projects		763,000	397,000
6	American Lake Management District	32,637	31,043
7	Transfer Out -- Transportation CIP	751,330	155,000
Total		\$ 1,546,967	\$ 583,043

Budget Summary: Fleet & Equipment

Proposed Fleet & Equipment Acquisitions		2023	2024
1	Replace police vehicles (17)	\$ 1,196,800	\$ -
2	Replace police vehicles (14)	-	985,600
3	Vehicle Mounted In-Car Video System for vehicle replacements	340,000	280,000
4	Replace O&M vehicle (2)	113,000	-
5	Replace O&M vehicle (1)	-	65,000
6	Replace Equipment (salt spreader, gator turf painter, trailers)	57,500	21,000
7	New Equipment (Tommy Lift, gator and grader attachment)	18,500	20,000
Total		\$ 1,725,800	\$ 1,371,600

Budget Summary: Property Management

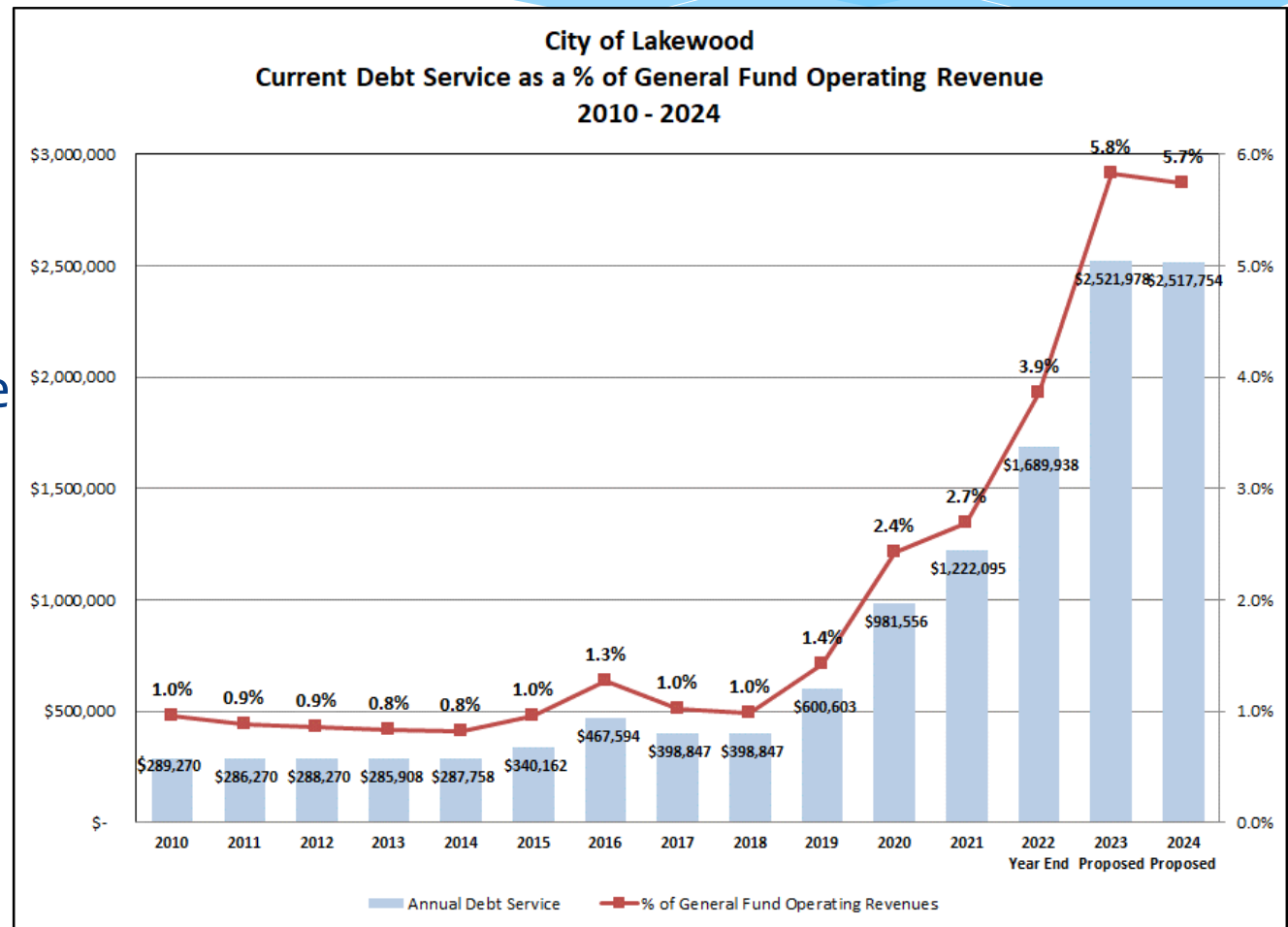
Proposed Property Management Projects		2023	2024
1	City Hall: Boiler and Chiller/Fan Replacement	\$ 230,000	\$ 130,000
2	City Hall: Plaza Improvements	50,000	-
3	Police Station: Parking Lot Gate Repair and Replacement	40,000	-
4	Police Station: Investment Grade Facility Audit	-	50,000
5	Police Station: Impound Yard Fencing Security	50,000	-
6	O&M Facility: Fuel Tank Replacement, Paving of Washdown Station & Perimeter	170,000	
7	City Buildings & Facilities: City Parking Lot Improvement Program	5,000	5,000
Total		\$ 545,000	\$ 185,000

Budget Summary: Information Technology

Proposed Information Technology Investments		2023	2024
1	Additional Wireless Access Points (WiFi)	\$ 20,000	\$ -
2	Expand Video Surveillance	-	50,000
3	Server/Hardware Upgrades	-	6,000
4	Computer Replacement	100,000	100,000
5	SAN Implementation (Storage Area Network)	-	35,000
6	Cyber Security	-	50,000
7	Copier Replacements	35,000	-
Total		\$ 155,000	\$ 241,000

Debt Management

- * S&P Rating: 'AA'
- * Low debt: 5.8% and 5.7% of general fund operating revenue in 2023 and 2024, respectively



Conclusion

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

Next Steps

- | | |
|------------|---|
| October 3 | Presentation of 2023-2024 Proposed Biennial Budget |
| October 5 | Department Presentations
City Council; City Manager; Parks, Recreation & Community Services; Police; and Legal. |
| October 12 | Department Presentations
Municipal Court; Community & Economic Development; Public Works Engineering; and Administrative Services. |
| October 24 | Review of 2022 Property Tax Levy
Review of Year-End (2022) Budget Adjustment
Six-Year (2022-2027) Financial Forecast |

Next Steps (cont'd)

- | | |
|-------------|---|
| November 7 | Public Hearing on 2023-2024 Proposed Biennial Budget
Public Hearing on 2023 Property Tax Ordinance
Public Hearing on Year-End (2022) Budget Adjustment |
| November 14 | Review of 2023-2024 Proposed Biennial Budget
Review of 2023 human services funding recommendations
Review of 2023 lodging tax funding recommendations
Review of 2023 fee schedule amendments |
| November 21 | Adoption of 2023-2024 Biennial Budget
Adoption of 2023 Property Tax Levy Ordinance
Adoption of Year-End (2022) budget adjustment
Adoption of 2023 human services funding
Adoption of 2023 lodging tax funding
Adoption of 2023 fee schedule amendments |

Q & A

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