

# City of Lakewood, WA

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## 2023/2024 Adopted Biennial Budget

For the Biennium

January 1, 2023 through December 31, 2024





GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Lakewood  
Washington**

For the Fiscal Year Beginning

**January 1, 2021**

*Christopher P. Merrill*

Executive Director



## TABLE OF CONTENTS

	<u>Page</u>
<b>BUDGET MESSAGE</b> .....	5
<b>INTRODUCTORY</b>	
City Officials .....	68
City Manager & Department Directors .....	69
City-Wide Organization Chart.....	70
Guiding Principles .....	71
Equity Statement.....	72
City Council Vision 2026 .....	73
City Council Goals & Objectives.....	74
City Council Committees, Boards and Commissions .....	82
Community Partnerships.....	95
Budget Process .....	96
Financial Policies.....	97
Basis of Accounting and Budgeting .....	106
City History .....	112
City Map .....	116
<b>EXECUTIVE SUMMARY</b>	
Beginning Balance, Revenue, Expenditure & Ending Fund Balance – All Funds .....	119
Ending Fund Balance .....	120
Sources & Uses – All Funds.....	122
Sources of Funding – All Funds.....	124
Uses of Funding – All Fund .....	125
Sources – Consolidated General and Street Fund.....	126
Uses – Consolidated General and Street Fund.....	127
Consolidated General and Street Fund – Expenditures by Category .....	128
City-Wide Position Inventory by Department .....	130
Summary of Debt Service Obligations.....	131
Six-Year Financial Forecast .....	134
<b>OPERATING BUDGET</b>	
City Council .....	203
City Manager .....	213
Administrative Services .....	225
Community & Economic Development .....	247
Parks, Recreation & Community Services .....	277
Public Works Engineering.....	313
Legal.....	331
Municipal Court.....	353
Police .....	365

## TABLE OF CONTENTS (continued)

	<u>Page</u>
<b>BUDGET BY FUND</b>	
001 - General .....	396
101 – Street .....	402
103 - Transportation Benefit District.....	404
104 - Hotel/Motel Lodging Tax.....	405
105 - Property Abatement/Rental Housing Safety Program/Affordable Housing .....	406
106 - Public Art .....	407
180 - Narcotics Seizure .....	408
181 - Felony Seizure .....	409
182 - Federal Seizure .....	410
190 - Community Development Block Grant .....	411
191 - Neighborhood Stabilization Program.....	412
192 - South Sound Military Communities Partnership.....	413
195 - Public Safety Grant .....	414
195 – American Rescue Plan Act .....	415
201 - General Obligation Bond Debt Service.....	416
202 - Local Improvement District Debt Service.....	417
204 - Sewer Project Debt Service .....	418
251 - Local Improvement District Guaranty .....	419
301 - Parks Capital .....	420
302 - Transportation Capital.....	421
303 – Real Estate Excise Tax .....	423
311 - Sewer Capital.....	424
401 - Surface Water Management .....	425
501 - Fleet and Equipment .....	427
502 - Property Management .....	428
503 - Information Technology .....	429
504 - Risk Management.....	430
<b>CAPITAL BUDGET</b>	
Parks .....	433
Transportation.....	451
Sewer.....	473
Surface Water Management .....	481
Property Management .....	493
Information Technology .....	507
<b>APPENDIX</b>	
Salary & Wages Schedule .....	519
Fee Schedule.....	523
Statistical Section .....	545
Glossary of Budget Terms.....	561
Acronym List .....	569





## Budget Message

November 21, 2022

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

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

I am pleased to present to you the City of Lakewood's (City) 2023/2024 Adopted Biennial Budget totaling \$121,663,298 in 2023 and \$111,132,283 in 2024.

This budget document serves as a policy document, a financial plan, and a communication and operation guide, reflecting the policies, goals, programs, and service priorities and values of the City Council and the Lakewood community.

It represents a financial roadmap for the City of Lakewood; a map that advances City Council goals and priorities, guides operational decision-making, strengthens our organizational values, and invests in vital community initiatives.

Our commitment over the last year has been to resilient service, ensuring that the needs of the Lakewood community are met while adjusting from the global pandemic. We are committed to providing services in an efficient and effective manner more than ever before, and we continue to seek innovative and sustainable measures for improvement.

The City has been tested and we have risen to meet the challenges by being flexible, creative, and innovative in the delivery of municipal services.

This policy document reinforces our continued focus on prudent fiscal management, operational efficiency, strategic investments, and providing our residents with the highest quality of life. It is a balanced budget and provides the highest level of service to the Lakewood community within available financial resources.

The strength of the City's finances does not happen by accident. It is a reflection of the strong financial policies put in place by the City Council. It is quite simple, the City does not overextend itself and ensures that its budget is balanced meaning operating expenditures do not exceed operating revenues.

This ensures the City has the ability to provide those services our community has come to expect. And by following these adopted financial policies, the City has not had to reduce or eliminate programs or services nor has the City had to draw on its financial reserves even during a pandemic.

However, as we look to the future, there is some uncertainty as well as opportunities. In the short-term, there are three challenges that could negatively impact local government finances and services in 2023 and beyond; 1) uncertainty caused by the pandemic to include the impact of the stimulus money provided by Congress in 2020 and 2021 is fading fast; 2) ongoing supply chain disruption and shipping bottlenecks

to include the unfilled employment opportunities in many economic sectors; and 3) inflation, which is at its highest rate in over 40 years coupled with rising mortgage rates, a cooling housing market and the possibility of a recession.

The pandemic and accompanying economic disruption has also provided opportunities such as remote work, reduced commutes, significant increased online consumerism, and the continued exodus of people from the larger urban areas to smaller and medium size communities provides opportunity for cities such as Lakewood.

Lakewood and Pierce County as a region will no longer have to settle for being primarily a “bedroom” community to other regions of the Puget Sound, thus our focus on:

- 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; and
- providing a wide range community events and youth programming.

The development of the Adopted 2023/2024 Biennial Budget focuses on life, health, and safety obligations, legal mandates, ensures financial stability and integrity, as well as focuses implementation of Lakewood City Council adopted goals to achieve the community’s vision. This budget addresses the City’s highest priorities for service and capital needs for 2023 and 2024 and will allow us to make significant advancement in our key goals. It also continues our commitment to our community partners in helping us fulfill our mission.

The budget also takes into account the results of the 2022 National Community Survey, which revealed that a majority of the 144 ratings that were included in previous surveys remained similar, while 21 ratings increased and 10 ratings decreased. This budget builds upon those areas that increased and remained the same, while focusing on addressing those areas that decreased. The budget maintains existing municipal services coupled with an increase in the areas of communications, neighborhood outreach and engagement, protecting and preserving Lakewood’s natural environment, and citywide maintenance.

We are confident that the programs and investments included in this budget reflect the policies and direction of the Lakewood City Council and provide the financial plan for another successful two years. This document serves as our commitment to our residents and our businesses that we will strive to do the very best we can with the resources and tools available to us.

Once adopted by the Lakewood City Council, the budget establishes the direction for all City programs and services for the coming biennium. This document serves as a synthesis of the Lakewood City Council’s direction and employee recommendations on how to best accomplish the Lakewood City Council Goals and respond to community needs in accordance with available resources, established policies, and sound financial and business practices. With this in mind, the review and adoption of the budget is one of the Lakewood City Council’s most important policy roles.



## The Lakewood Community

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

Per the 2020 US Census, the population of Lakewood is 63,612. Lakewood is one of the most diverse cities in Washington State. Lakewood is one of just 15 Washington cities with a majority population of people of color; 51.9% of Lakewood's population is BIPOC. The following tables provide a high level snapshot of Lakewood's population based on the U.S. Census Bureau's 2020 American Communities Survey (ACS).

SEX	
Female	50.6%
Male	49.4%

AGE	
Under 5 years	6.0%
5 to 9 years	5.7%
10 to 14 years	6.0%
15 to 19 years	5.1%
20 to 24 years	9.0%
25 to 34 years	19.0%
35 to 44 years	12.3%
45 to 54 years	10.3%
55 to 59 years	5.5%
60 to 64 years	6.4%
65 to 74 years	8.2%
75 years & older	5.5%

HOUSING	
Total housing units	26,999
Occupied housing units %	94.2%
Vacant housing units %	5.5%
Owner-occupied %	43.2%
Renter-occupied %	56.8%
Average family size	2.94

Disability Characteristics	
Percent with disability %	17.4
With a hearing difficulty %	4.7%
With a vision difficulty %	3.5%
With a cognitive difficulty %	7.4%
With an ambulatory difficulty %	8.7%
With a self-care difficulty	3.6%
With an independent living difficulty	9.0%

RACE	
White	49.2%
Hispanic/Latino	18.1%
Black or African American	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%

HISPANIC or LATINO	
Hispanic or Latino (of any race)	18.5%
Not Hispanic or Latino (of any race)	81.5%

INCOME & POVERTY	
Median Household Income	\$55,723
Below Poverty level %	14.7%

EDUCATIONAL ATTAINMENT (population 25 and older)	
High school graduate (includes equivalency)	28.2%
Some college, no degree	26.0%
Associate's degree	12.1%
Bachelor's degree	14.4%
Graduate or professional degree	7.8%
High school graduate or higher	88.5%
Bachelor's degree or higher	22.2%

LANGUAGE SPOKEN AT HOME (population 5 years and over)	
Speak only English %	77.3%
Speak a language other than English %	22.7%

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

Today, Lakewood is a beautiful community marked by an abundance of parks, open spaces, and attractive, landscaped corridors. Lakewood, with its natural beauty, is also the gateway to Mount Rainier National Park and Puget Sound waterways and islands, and is strategically located between Sea-Tac International Airport and Olympia, the state capitol, and is a host community to both Joint Base Lewis-McChord (JBLM) and Camp Murray, two major military installations.

Since incorporation, crime is down almost 50%, to include a drop of 7% in 2019 and another 1.0% in 2020. Due to state law changes that prohibit police pursuit that went into effect in July 2021, the property crime rate has increased in 2021 and into 2022, especially related to vehicle theft.

Significant infrastructure improvements have been made to improve public safety. The City has made a concerted effort to improve its streets, sidewalks, and sewers. At the same time, it has also increased services, community events and other amenities that did not exist prior to cityhood. In addition, the City has worked tirelessly to address unsafe and unmaintained properties that went unabated for many years.

Lakewood has preserved its existing single-family neighborhoods while creating an urban center that supports a variety of residential and commercial uses in planned areas with high levels of public services. Lakewood's community is both residential and commercial. Per the 2020 US Census, in 2020, there were 26,999 housing units in Lakewood. Of these units, 4.1% had no bedrooms, 20% had 1 bedroom, 62.4% had 2 or 3 bedrooms, and 13.6% had 4 or more bedrooms. 52.9% or 12,699 were single-family homes, 42.8% or 11,996 were 2 or more unit housing types, and 4.2% or 1,130 were mobile homes and trailers.

Lakewood's 2020 US Census employment demographics reflect its unique status as host to Western State Hospital, Pierce College, and Clover Park Technical College, as well as its proximity to Joint Base Lewis McChord. 20.7% of its workers are employed by federal, state or local government. 66.4% are employed by private companies; 6.2% percent work for non-for-profit organizations; and 2.5% are self-employed. In 2020, 55.0% of Lakewood's population was employed.

Lakewood total employment for all jobs, as of the end of Q1 2022 was estimated at 32,008 (Chmura Economics/Jobs EQ), which is an increase of 8.0% between Q1 2013 and Q1 2022. There has been above average employment growth in construction, government, manufacturing, and logistics over the past few years. Generally, Lakewood is a net importer of workers. However, many of Lakewood's residents are employed at JBLM or in neighboring jurisdictions, such as the cities of Tacoma, University Place, and Steilacoom, as well as unincorporated Pierce County, and about 8.5% commute to Seattle. Lakewood is home to 3,200 businesses of which approximately 1,100 are homebased. In addition, another 1,500 or more companies are actively doing business in Lakewood year-around. Major employers in Lakewood include: Western State Hospital, Clover Park School District, Pierce College, Camp Murray, Aero Precision USA, St Clare Hospital/Franciscan, Aacres WA LLC, Korean Women's Association, McClane Northwest, and Greater Lakes Mental Health. Major retailers and restaurants in Lakewood include Walmart, Ram Restaurant & Brewery, Lowe's Home Improvement, Kenworth Northwest, Target Corporation, and



Safeway. While retail jobs have been essentially flat, due to the ecommerce and the pandemic, retail sales have increased overall by 38%, 2013 to 2021. The retail trade pull factor has increase from 1.27 to 1.41, 2015 to 2020.

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

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

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

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

As the host city to two major military installations, Joint Base Lewis-McChord (JBLM) and Camp Murray, Lakewood takes great pride in its relationship with the military to include our community connector the 2-2 Stryker Brigade. Our community has deep ties to JBLM and the relationship is stronger than ever.

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

Our legacy and commitment to each other dates back over 100 years to World War I and the creation of Camp Lewis which then became Fort Lewis followed by the addition of McChord Air Force Base and now JBLM, the sole "Power Projection Platform" for the U.S. Army on the West Coast.

The base is made up of approximately 37,000 service members, 15,000 federal civilian employees coupled with an additional 45,000 military dependents and 32,000 retirees for a total population exceeding 130,000. Many of our residents are active-duty personnel, to include their families and military retirees along with civilians who work at JBLM.

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

The City has taken a leadership role in informing and galvanizing the South Puget Sound region (Pierce and Thurston counties) about what JBLM and the military mean to our region to include our service members, their families and transitioning veterans.

As a result of leadership from the City, the South Sound Military and Communities Partnership (SSMCP) was formed in 2011. SSMCP focuses on the intersection of issues between local governments and the JBLM military community. The City serves as the fiduciary agent of the SSMCP as well as providing legal

advice and other administrative services as necessary to the Partnership. We are unique in that JBLM is perhaps the only military installation situated in an urban/suburban environment in the United States, touching 17 different communities. Today, SSMCP is a partnership of more than 50 members (cities, counties, tribes, nonprofits, corporations, organizations, and JBLM).

The City in partnership with SSMCP continues to advocate and support JBLM's mission of readiness and resiliency. The City plays a major leadership role in support of SSMCP and being a strong advocate for JBLM, Camp Murray, our service member and their families locally, regionally and nationally. SSMCP has created and maintains a solid reputation and relationship with JBLM leaders and is viewed as a trusted organization valued for its integrity and responsiveness.

This regional collaboration addresses community issues related to military, particularly growth and development. SSMCP completed a Joint Land Use Study (JLUS) in 2015 and implemented 22 recommendations through a series of three federal grants from 2016-2020. Current initiatives include updating the 2010 Growth Coordination Plan, the foundational document which led to joint basing, and resolving encroachment in the McChord North Clear Zone (NCZ). In 2019, a historic cooperative agreement was reached with the US Army that acknowledges a commitment of up to \$80 million from the Department of Defense towards resolving the North Clear Zone (NCZ) encroachment issues. In January 2022, the City closed on the sale of Tactical Tailor property to continue the effort to resolve encroachment in the JBLM McChord North Clear Zone. This is the first of 21 commercial property acquisitions that will need to occur in the coming years.

SSMCP also continues to partner with a number of stakeholders to include the Nisqually Tribe and Washington State Department of Transportation (WSDOT) to address needed improvement along I-5 from Mounts Road to Tumwater. The first part is the I-5 Nisqually Delta improvements in partnership with the Nisqually Indian Tribe and others to address the fact that the current design of I-5 restricts critical ecological functions that in turn is creating a high risk that I-5 will be flooded. This can be best seen by the bowing of the Nisqually River that has occurred over the past six plus decades. In 2021, SSMCP secured \$5.0 million in state transportation funding from the state legislature for a NEPA study prioritizing the I-5 Nisqually Delta project.

SSMCP has been a leader in advocating in support of funding the State Defense Community Compatibility Account (DCCA) Program that could provide funding in support of transportation projects, resolving encroachment in the McChord Airfield North Clear Zone, habitat preservation and conservation, and affordable housing strategies for service members and their families and to support Washington's military installations around the state.

SSMCP has also led the development of a housing study given over 1,000 military families are on the waiting list for on-base housing that is straining the available off-base housing inventory. The study will provide recommendations to improve off-base housing options for active duty service members in communities neighboring JBLM to include Lakewood by identifying issues and barriers service members and their families face in securing off-base housing.

In 2021, SSMCP initiated a comprehensive update to the 2010 JBLM Growth Coordination Plan that is funded with a \$715,000 OEA grant award, which was finalized in 2022. This Plan is an action-oriented plan to advance the health and economy of JBLM and the South Sound Region.

Another key priority for SSMCP is to advocate for occupational licensure portability for service member's spouses. SSMCP has been advocating the State Legislature to improve the state's occupational licensing



processes through the adoption of interstate compacts, reciprocity agreements, and enhanced spouse licensure to improve employment opportunities and transition experience.

SSMCP provides a single point of contact for military-related activity that affects our region as a whole to include workforce development to provide opportunities for those military personnel leaving the service each year, transportation and infrastructure, education, healthcare and wellness, economic development, and ongoing military relations. The partnership provides a framework for collaboration in the South Sound region across all spectrums and specific interests to include local governments, military installations, state agencies, federal agencies, business and non-profits. This level of collaboration between civilian and military is unprecedented.

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

A regional economic impact analysis commissioned by SSMCP in 2018 and subsequently updated in 2020 shows that JBLM has an economic impact on our region totaling over \$12.1 billion representing at least one-third of Pierce County's economy. These expenditures include housing, retail spending on things like groceries, clothing, car repair, healthcare costs and more. Indirectly, but directly attributed to the presence of the base, are the dollars that flow into the region for the education of service members' children and tax revenues from local purchases of retail goods and property.

Needless to say, JBLM is an essential driver to the state's economic momentum and that of the South Sound region. During the pandemic, when so many businesses were forced to close, JBLM provided a stabilizing influence on the regional economy as its missions were never curtailed. The City of Lakewood will continue to take a leadership role as a key liaison and educator about JBLM's role in the South Sound and beyond as well as supporting our service members and their families.

## Economic Development

**Summary:** Lakewood is strongly positioned to leverage opportunities in support of our growing local economy. Due to City Council programs and policies focused on sustainable and robust economic growth and job creation, and our promotion of a healthy, dynamic community, we experienced significant increases in investment, business expansions, as well as an increase in new business startups and relocations to our community. Our competitive advantages include close proximity to Interstate 5 with connections to major transportation networks and commuter rail, proximity to Joint Base Lewis-McChord (JBLM) and Port of Tacoma, an exceptional educational system, and a regionally supportive business ecosystem.

Growth in Lakewood continued in 2021 and 2022 as we welcomed over 1,200 new businesses. We have continually expanded our partnerships to work collaboratively within the region, and overcome the challenges presented by the pandemic and increased economic pressures. Economic development, job creation and access to quality housing remain top City priorities. Lakewood has always had a business-friendly climate serving to foster entrepreneurial pursuits that allow businesses of all sizes to compete in the Puget Sound and global marketplaces. Private investment measured by new construction totaled almost \$160 million in 2020, nearly double that of 2019, and \$157 million in 2021. Permitting has remained strong through 2022. Topping the list of increased activity is industrial development throughout the City, and particularly at the new Woodbrook Business Park.

**Marketing and Community Image:** The Build Your Better Here brand awareness campaign had a project goal to develop a strategic image and messaging that promoted the many benefits of living and working in a growing community. The brand sentiments surveys demonstrated that continuing to invest in these efforts improved favorable opinions of the City of Lakewood. The website generated 6,862 users, 7,822 sessions, and 10,549 page views. Search visibility increased 253% over the last year. 2022 focused on new content and Lakewood incentives. Total social media impressions exceeded 3 million, with just under 2 million video views. Nearcation.com, a lodging tax funded tourism website, reflected a retro road-trip vibe with our own Nearcation Travel Agent, and fun videos on history, food, outdoor outings, and golf getaways. Media exposure included radio, print, and social media. The site garnered 523,314 total views, 3,799 clicks, and 10,495 total page views. In 2021 we implemented a bi-monthly release of articles related to economic development, written and published by the Economic Development Manager. Features answered intriguing questions about doing business in Lakewood.

**Focused Economic Development:** There are three retail trade areas in Lakewood, 1) Lakewood regional urban growth center, coterminous with the 2018 Downtown Subarea Plan boundaries; 2) Bridgeport/Pacific Highway with 2.5 miles of Interstate 5, addressed most recently in the 2021 Lakewood Station District subarea plan; and, 3) a thriving International District along South Tacoma Way, influenced by Korean, Vietnamese, Latino and other cultures. While local retail trade jobs were down in 2020 and 2021 as compared to 2019, the retail sales collection trend continued to rise. Local sales and use tax increased 20.1% in 2021 as compared to 2020. Changes between 2014 and 2020 suggested that local retail has become stronger with attracting retail business from outside of Lakewood, showing a pull factor increase to 1.4 from 1.2. While businesses have closed due to pandemic restrictions, new restaurants and retailers continued to open in 2020, 2021, and into 2022. E-commerce is becoming a bigger part of the picture. New experiences, art related businesses, and entertainment are on the increase. Target development areas include the Downtown, Lakewood Station District, International District, Woodbrook Business Park, Tillicum, and Springbrook.

**Awards:** Lakewood's Downtown Subarea Plan, Code and Planned Action (DSAP Package) was awarded a Governor's Smart Communities Award. This award recognizes achievements by local leaders who promote smart growth planning and projects that contribute to thriving communities, a prosperous economy and sustainable infrastructure. The Downtown Plan was developed to reflect the aspirations of multi-generations, ethnicities, residents, businesses, and property owners. The Downtown Plan envisions a well-designed mixed-use place to live, work, and shop that includes a Downtown enriched with parks, accessible and traversable by multiple modes of travel, and offers a rich quality of life and strong economy. Lakewood's robust public outreach program was a key component in the adoption of the Plan.

Lakewood received the 2022 Smart Communities Judges Merit Award for the Lakewood Station District Subarea Plan, Code and Planned Action (LSDS Package). In its announcement of award recipients, the state Department of Commerce said: "The LSDS Package is the realization of a community vision included in the Lakewood Comprehensive Plan for the subarea since incorporation, as well as the City Council's strategic plan. Prepared between November 2019 and May 2021, it serves as an outstanding example of smart visioning, housing, and equity strategies that other jurisdictions can follow."

The City was one of eight cities across the state to receive a 2022 Governor's Smart Communities Award for its work on climate change – specifically, the addition of a chapter on energy and climate change to its Comprehensive Plan.

**Industrial and Manufacturing Development:** Light industrial development, including manufacturing, and, particularly, distribution and warehousing have been significant growth sectors for Lakewood. The Lakewood Industrial Park employment center increased its employment base from approximately 1,600

to over 2,200 with the addition of Aero Precision USA, an advanced manufacturing company that re-located and expanded here in 2021 and 2022.

The Woodbrook Business Park, a 188-acre development, is located in one of Lakewood's three Opportunity Zones. Approximately 2 million square feet of development has occurred or is currently building in this area. Amazon opened a new 470,000 square foot distribution center in 2021. The Benaroya Company is developing a 347,375 square foot facility in this area as well, and the 160,000 square foot American Lake Logistics Center at the corner of Woodbrook Drive and 146<sup>th</sup> Street SW was leased to a toy manufacturer. The new \$100 million interchange at North Thorne Lane was completed in 2021 allowing for greater ease of traffic flow and movement of trucks in and out of the park.

The Star Lite Distribution center was sold in 2021 and leased to MAERSK/DAMCO in 2022. The City is currently working with a cold storage facility to build at the Springbrook "Gravel Pit" property. Nearby, another developer, Panattoni is focused on industrial expansion on a vacant parcel. The City is addressing environmental issues regarding Clover Creek in the Springbrook area in order to significantly reduce flooding potential in that area.

**Pacific Highway:** A multi-year, long term project, Lakewood Landing was proposed with a few different design concepts originally as an outlet mall, followed by a retail center, and a third option as mixed-use community with residential and commercial uses. The property is located between Interstate 5 and Pacific Highway, and directly south of SR-512. The site's prime I-5 frontage and proximity to another state highway, SR512, heavy daily traffic loads (average daily traffic count approaching 300,000 vehicles), and proximity to the Lakewood Sounder Station make it well suited for transit-oriented retail development (TOD). Approximately 13 acres was purchased by the Sterling Organization in 2022. The plan includes repurposing the Tacoma Discount World to an e-commerce center, and attracting a Fortune 500 company to the site.

Further to the south along Pacific Highway South, three new hotels recently opened. Springhill Suites, a Marriott property, opened at the end of 2020. Comfort Inn & Suites opened in 2021, and Woodspring Suites opened January 2022.

**Tillicum:** Both the Berkeley Street and North Thorne Lane interchanges were completed in 2021. These two new interchanges plus highway road widening, are part of the \$495 million I-5/JBLM corridor improvement project that was authorized by the State Legislature in 2015, which, in turn, was part of the Connecting Washington transportation investment package. A walking/bicycle and emergency services pathway is planned as a part of this package to connect the Tillicum neighborhood via North Thorne Lane to Gravelly Lake Drive.

Significant improvements at Harry Todd Park have also been completed. In addition, more sewer lines were constructed in the Tillicum neighborhood, as part of the North Thorne Lane Sewer Extension Project, providing sewer connections to Harry Todd Park.

In 2022, the City reviewed the status of completing action items included in the 2011 Tillicum Neighborhood Plan; 30 of the 68 action items were completed. The Plan is a subarea plan under the same state law as the Downtown and Lakewood Station District subarea plans, and the City will conduct a more robust update of the Tillicum Neighborhood Plan as part of the 2024 Comprehensive Plan Periodic Review process.

**Area Related Incentives:** The City continues to promote the Lakeview, Springbrook, Tillicum and Woodbrook neighborhoods as designated Opportunity Zones by the federal government in 2018. In

addition, all of Lakewood is within Foreign Trade Zone #86 administered by the Port of Tacoma. Additionally, certain Census tracts provide eligibility for EB5 investment, New Market Tax Credits, and HUB Zone designation. These incentives, coupled with the infrastructure the City has built, including road improvements and sewer extensions, along with the redevelopment currently underway, could further help transform these areas by bringing more businesses, jobs and housing.

**Housing:** In 2021 and 2022, 120 new single-family permits were issued with 73 pending. As of Q3 2022 there were 32 plats in process with a total of 117 lots. This reflects positively on the zoning and land use policies that have been established by the Lakewood City Council in recent years. Our economic development team has also engaged directly with more than 30 major regional and out of state mixed use and multifamily developers for Downtown development with a focus on a mix of middle market housing types and affordable units. This is in addition to the major distribution to 6,500 emails internationally to attract developers to the Lakewood Landing project. Given the importance of housing, the City invested a significant portion of its federal block grant monies it received from the U.S. Department of Housing and Urban Development, specifically Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME) funds, to support Habitat for Humanity to construct low-income housing in the Tillicum neighborhood, the remodeling of older homes citywide, assisting with down payment assistance for first-time homeowners, and to provide low-interest sewer loans so property owners can connect to the sewer system. The City continues to actively support condominium regulation reform before the State Legislature.

**Libraries:** Lakewood is partnering with the Pierce County Library System (PCLS) to build two new libraries, one in the Downtown and one in the Tillicum neighborhood. The City acquired property in the Tillicum neighborhood in early 2019 for a future library location. The PCLS and City evaluated several options for a site in the downtown area. PCLS conducted thorough community outreach in both Lakewood and the city of Sumner in 2019 to gauge the community's interest in new libraries in each respective area. The results show there is broad community interest for new libraries in Lakewood and the outreach did not identify any major concerns or issues. In late 2019, the PCLS created a community based process to develop conceptual plans and cost estimates for these new libraries in partnership with the Lakewood community. The City has reiterated its support for the new libraries to include a City senior community center. The work was paused due to the pandemic, and then re-energized as PCLS decided to close the Downtown library due to severe building maintenance issues. With PCLS as the lead, the two agencies joined together to form a jointly appointed Library Advisory Committee (LAC) that was charged to provide recommendations for the Downtown and Tillicum libraries. A significant amount of time and energy has been put into coming to a resolution on library services in Lakewood.

**Public Transit:** The community is served by the Pierce Transit and Sound Transit systems, which have transit stations adjacent to the I-5 corridor and the Lakewood Towne Center, along with a new transit station planned as part of Sound Transit 3 package in Tillicum, adjacent to JBLM. The City will be participating in a multimodal high capacity transportation (HCT) study that is being led by Thurston Regional Planning Council (TRPC) to examine options for multimodal high capacity transportation (HCT) to serve travelers on the I-5 corridor between central Thurston County (Olympia area) and Pierce County. This will include the consideration of practical solutions, such as an Amtrak Station in or near Lakewood to increase multimodal connectivity along the I-5 corridor between DuPont and Lakewood. The City is also working with Pierce Transit to bring a future Bus Rapid Transit (BRT) to Lakewood that would run along South Tacoma Way to Pacific Highway South and ultimately end in Tillicum and serve JBLM.

**Sporting and Community Events:** Fort Steilacoom Park is the home of 340+ acres of trails and prairie lands ready for exploration. Multiple youth and adult sporting events are held each year at the park including cross country, soccer, and baseball. A new pavilion was built and has hosted multiple meetings



and concerts. A new Pierce College baseball home field has been approved, and the City is working to raise funds in support of converting the H-barn to an events center.

City sponsored events are family friendly, very well received by the community, and well attended by residents and visitors alike. While many events were cancelled due to the pandemic in 2020, the Lakewood Farmers Market, considered an essential activity under the “Safe Start” Plan, did very well when it opened in mid-2020 at Fort Steilacoom Park. More events returned in 2021 including Summer Outdoor Concerts, National Night Out, Martin Luther King, Jr. Day, Reel Life '96 Film Contest, Parks Appreciation Day, Youth Fishing Event, Truck & Tractor Day, Saturday Street Festivals, Paddle, Row, & Canoe Day, Holiday Parade of Lights, and the Youth Summit. SummerFEST returned in 2022 bringing thousands out for food, games, and entertainment.

As we look to the future, Lakewood’s economy will continue to grow as we welcome new residents and businesses to the Downtown and other areas throughout our community. The potential for Lakewood remains boundless given its strategic location along I-5 and SR 512, its position as host community to JBLM, and Lakewood City Council’s pro-active and forward thinking commitment to economic development, job creation and access to quality housing. All of these factors make Lakewood a community of choice for businesses, residents, and visitors.

## Human Services, Housing and Homeless Prevention

The City was able to very effectively and efficiently allocate the federal CARES Act monies in 2020 to greatly enhance the safety net for our most vulnerable by providing much needed financial assistance to include rental and utility assistance to individuals and families, as well as assistance in support of childcare services, and to small businesses and landlords.

This continued last year and this year with the arrival of federal American Rescue Plan Act of 2021 (ARPA) funds. To date, the City Council has allocated \$7.19 million or 52% of the total ARPA funds (\$13.77 million) that the City will receive.

Program	Receipient/Subaward	ARPA Appropriation
Aspen Court Emergency Shelter	Low Income Housing Institute (LIHI)	\$ 1,050,000
Pierce County BIPOC Business Accelerator Program	Pierce County Economic Development	525,000
Tacomaprobono Housing Justice (2022-2023)	Tacomaprobono	472,500
YMCA Child & Teen Services Program (2022-2026)	YMCA	409,500
Child Care, Summer Day Camp, Afterschool Club		
YMCA Child & Teen Services Program (2022-2026)	YMCA	165,375
Summer Learning Academies		
YMCA Child & Teen Services Program (2022-2026)	YMCA	157,500
Water Safety/Swimming Lessons, Youth Sports, Art Classes, Gymnastics		
Boys and Girls Club (2022-2026)	Boys & Girls Club	237,374
Rebuilding Together South Sound	Rebuilding Together South Sound	341,250
Habitat for Humanity Boat Street Project	Habitat for Humanity	254,100
Career Team Workforce Training (2 years)	Clover Park School District (CPSD)	144,545
Youth Employment Program	Northwest Youth Corp	88,200
Warriors of Change	CPSD Communities in Schools	71,873
West Pierce Fire & Rescue	West Pierce Fire & Rescue	241,500
LPD Retention Bonus	City of Lakewood	669,375
City Hall HVAC Air Handlers and Bipolar Ionization	City of Lakewood	525,000
City Reader Boards	City of Lakewood	336,000
LPD Body Cameras Operations	City of Lakewood	298,247
Municipal Court Technology Improvements	City of Lakewood	141,750
City Hall Space Evaluation	City of Lakewood	105,000
LPD Body Cameras	City of Lakewood	102,944
Handwashing Stations at Parks without restrooms	City of Lakewood	78,750
City Website and Multilingual Services	City of Lakewood	36,750
COVID-19 Tracing	City of Lakewood	30,360
Emergency Services Alert and Warning System	City of Lakewood	13,998
ARPA Administrative Costs (2022-2026)	City of Lakewood	688,312
	<b>Total</b>	<b>\$ 7,185,200</b>

ARPA funds have been allocated to address: homelessness; education; equity; and investments in housing. This includes the acquisition of a Comfort Inn on Hosmer, now called Aspen Court in partnership with Tacoma and Pierce County that is now being used as an emergency shelter, with the eventual goal of becoming permanent supportive housing.

Funds were provided to Communities in Schools of Lakewood in support of the Warriors of Change program as well as funds to the Pierce County BIPOC (Black, Indigenous and People of Color) Business Accelerator Program, which helps BIPOC businesses with seed money, technical assistance, and other support services.

ARPA funds are also going to Habitat for Humanity to build more low income housing in Lakewood, as well as the Boys and Girls Club and YMCA in support of child and teen programs, and TacomaProBono to provide pre-eviction legal representation to those at risk of being evicted from their homes.

In September 2022, the City released three Requests for Proposals (RFPs) with available ARPA funding totaling \$5 million dollars as directed by the City Council among all three to seek respondents who can provide prioritized legacy projects and programs to help Lakewood residents specific to: 1) Food bank capital costs; 2) Veterans shelter housing; and 3) Permanent low income housing. A decision on the allocation of these funds is expected by the end of 2022/early 2023.

### **Overview:**

This level of commitment and empathy to those in need is not new for Lakewood. Housing affordability, substance abuse issues, homelessness and the lack of resources for mental and behavioral health going back several decades has created significant challenges for communities throughout the nation, including Lakewood. Since incorporation, the City has been proactive in addressing these needs of the Lakewood community.

The City has responded to these problems in a number of ways to assist our most vulnerable residents. The first is that the City has fostered many collaborative partnerships with multiple service providers that includes City funding. For example, the City partners with multiple organizations within Lakewood to address homelessness and mental health, including: Living Access Support Alliance (LASA), Habitat for Humanity, Western State Hospital, Catholic Community Services, Greater Lakes Mental Health, St. Clare Hospital, and two methadone clinics, Tacoma Treatment Solutions and Northwest Integrated Health.

The second is that the City funds and supports a number of City programs to address homelessness and mental health. The City will continue to take a leadership role to address longstanding human service needs in Lakewood to include ensuring a safety net exists for our most vulnerable coupled with increasing employment and housing opportunities.

The Adopted 2023-2024 Biennial Budget sets aside \$4.4 million in support of a number of human services, housing and homeless prevention programs as outlined in the table below. Following this summary table is a detailed description of the programs offered by the City.

Description	Human Services, Housing & Homeless Prevention		
	2023 Adopted	2024 Adopted	Total
Human and Social Services (1% of General Fund)	\$ 435,000	\$ 440,000	\$ 875,000
Behavioral Health Contact Team (BHCT)	415,079	415,877	830,956
Mental Health Resource Coordinator	34,000	-	34,000
Veterans Treatment Court (VTC)	110,000	110,000	220,000
Community Development Block Grant (CDBG)	553,819	550,000	1,103,819
HOME Investment Partnerships Program	330,000	310,000	640,000
Affordable Housing Sales Tax Credit Program	98,000	98,000	196,000
Rental Housing Safety Program (RHSP)	250,000	250,000	500,000
<b>Total</b>	<b>\$ 2,225,898</b>	<b>\$ 2,173,877</b>	<b>\$ 4,399,775</b>

- 1. Human Services:** 1% of City's General Fund finances totaling \$875,000 is allocated in the upcoming biennium (2023-2024) to a number of non-profit agencies in support of human and social services. Over the last seven biennium's (2009 through 2022), this funding has totaled \$5,096,000 to 45 different non-profit organizations as outlined in the table below.

The City's human services funding currently supports 20 non-profit organizations and provides 21 unique programs in support of five strategy areas:

- Emotional supports and youth programs such as after-school programs, leadership and mentoring support for youth and Lakewood's Promise;
- Access to food to include bulk food purchases, distribution of food at local food banks and mobile services in low income and geographically challenged areas;
- Access to health and behavioral health to include services for adults with disabilities, medical case management and donated care, dental care and therapy for survivors of sexual assault;
- Housing assistance to include emergency shelter, home repair, daily basic needs and homeless prevention services; and
- Other crisis stabilization services such as behavioral health intervention, legal and advocacy services for survivors of assault, domestic violence, and other crimes. The result of this collaborated investment and partnership with 21 non-profit agencies is that services and assistance is provided to over 30,000 individuals each year.

Human Services Funding 2009 through 2022	
Year	TOTAL
YWCA Pierce County-DV Shelter, Legal & Child Services	\$ 328,300
Emergency Food Network-Food Distribution Program	308,000
Boys and Girls Club of Lakewood-Youth After School Program	291,500
Communities in Schools-After School Program	286,500
Lakewood's 5 Promises to Youth-Youth Services Coordination	285,000
Greater Lakes Mental Health-Behavioral Health Team	245,000
Nourish Pierce County-Food Bank Program	221,500
Catholic Community Services-Emergency Housing	186,000
Community Health Care-Medical Care	185,000
Tacoma Rescue Mission-Family Shelter	178,000
Clover Park School District-Early Learning Consortium	170,000
Pierce County AIDS Foundation-Case Management	169,000
St. Leo's Food Connection-Springbrook Mobile Food Program	167,800
Franciscan Health System-Children's Immunization	137,400
Pierce College-Lakewood Computer Playhouse	136,000
Rebuilding Together South Sound	131,700
LASA-Outreach Program Client Center	129,500
Lindquist Dental-Children Dental Services	128,000
LASA-Housing for Homeless Families	122,500
Rebuilding Hope; Sexual Assault Center	121,500
Caring for Kids-Ready to Learn Fair & School Supplies	121,200
South Sound Outreach Services	99,500
YMCA-Teen Late Night Program	93,500
Oasis Youth Center	93,000
Tacoma Community House-Victims Legal Advocacy	85,500
Tillicum Community Center-Emergency Food Assistance	78,000
Communities in Schools-Champions Mentor	73,500
St. Leo's Food Connection-Summer Meals Program	55,100
Korean Woman's Association-We Are Family Home	50,000
Pierce County Project Access-Donated Care	50,000
Asian Pacific Cultural Center	40,000
Good Samaritan Hospital-Caregiver Respite & Support	39,000
TACID-HELP & ACCESS Programs	35,500
Pierce County Community Connections	33,000
Making a Difference Foundation; Eloise's Cooking Pot Food Delivery	31,000
WWEE (Courage 360)-Reach Plus Employment Program	30,000
Springbrook Connections	25,000
Beecher's Foundation-Pure Food Kids Project	25,000
Metropolitan Development Council-Family Support	23,500
TPCHD-Dental Services	21,000
Centerforce-Community Inclusion for Adults w/Disabilities	20,000
St. Leo's Food Connection-Backpack Program	15,500
Mary Bridge Hospital-Children's Grief & Loss Support	15,000
Community Health Care-Adult Dental Services	12,000
Lakewood Multicultural Coalition-Empowerment & Inclusion	3,000
<b>Total</b>	<b>\$ 5,096,000</b>



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

A second mental health professional (MPH) was authorized as part of the 2021-2022 adopted biennial budget increasing the size of the BHCT to three personnel to further assist police patrol as well as support the City's Rental Housing Safety Program (RHSP) team who often encounter people in distress and in the need of assistance for a range of issues, including hoarding, isolated seniors, and renters having difficulty maintaining their property due to behavioral health issues.

Since its inception in 2015 through September 2022, the BHCT has helped 3,768 people or an average of 494 per year find needed services to include placement at Aspen Court. Some of the individuals helped by the BHCT avoid (re)entering the tragic cycle of jail and/or the hospital time to return to the same or similar circumstances.

Year	Behavioral Health Contact Team (BHCT)		
	Calls for Service	Referrals	Connections
2015	639	66	103
2016	594	111	75
2017	545	167	199
2018	465	228	102
2019	531	188	108
2020	429	196	111
2021	347	185	65
2022 (mid-Sep)	218	126	42
<b>Total</b>	<b>3,768</b>	<b>1,267</b>	<b>805</b>
Monthly Average	41	14	9
<b>Annual Average</b>	<b>494</b>	<b>166</b>	<b>106</b>

- 3. Mental Health Resource Coordinator:** For the two-year period, 2018-2019, the City applied for and was awarded a grant totaling \$82,089 from the Washington State Office of Public Defense (OPD) with a majority of the funds used to develop a pilot mental health resource coordinator position. The City was subsequently awarded another grant for 2020-2021 totaling \$74,000 and 2022-2023 totaling \$68,000.

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



Description	Mental Health Resource Coordinator	
	2022	2021
Mental Health Resource Coordinator	\$ 25,000	\$ 25,000
Continuing Education	4,000	4,000
Interpretative Services	1,000	1,000
Investigative and Expert Services	4,000	4,000
<b>Total</b>	<b>\$ 34,000</b>	<b>\$ 34,000</b>

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

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

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

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

- Lakewood Municipal Court;
- The Veteran’s Administration (VA);
- Defense Counsel;
- Lakewood Prosecutors;
- Probation;
- Pierce County Alliance; and
- Lakewood Police Department.

This team also receives intensive on-going training from National Association of Drug Court Professionals (NADCP) to ensure the court service to Veterans is in accordance with best practices and national standards.

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

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

The following statement was recently developed by the Veteran's Treatment Court to capture the beliefs of the program:

"Supporting veterans with respect to their military service and encouragement in their journey while holding them accountable and providing appropriate, equitable and individualized sanctions/incentives to assist them in their success in Veterans Court."

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

The result is that to date, 0% of Lakewood's Veteran Treatment Court graduates have experienced recidivism, which is a great testament to the effectiveness of the program.

In 2018, Lakewood Veteran's Treatment Court was awarded a \$550,000 grant from U.S. Department of Justice, Office of Justice Programs, Bureau of Justice Assistance for 2019 to 2022 (\$137,500 per year) to accept up to 66 participants for the four-year grant period. The City is currently applying for an extension of the grant due to the impacts of the pandemic. In addition, members of the District and Municipal Court Judge's Association (DMCJA) are now working to persuade state legislators to vote for upwards of \$19 million in pass-through funding to support therapeutic courts.

The grant is used to enhance Lakewood Veterans Treatment Court services. These funds are being used for Veteran's Treatment Court personnel training, including attendance at the National Association of Drug Court Professional and Justice for Vets conference, drug and alcohol tests (UAs), treatment costs for veteran court participants unable to receive treatment from the Department of Veterans Affairs, and transportation costs.

The following table illustrates the number of court participants and graduates for the 2019 through June 2022.

<b>Veteran's Treatment Court</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022 (thru June)</b>
<b>Number of Veterans Court Participants</b>	33	26	29	11
<b>Number of Veterans Court Graduates</b>	5	5	7	3

In total, the Lakewood Veteran's Treatment Court has had 99 program participants and 20 court graduates through June 2022.

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

Recent LASA projects include the expansion of the Center to improve access to general health and hygiene for those experiencing homelessness. The project will provide new access to shower, bathroom and laundry facilities, and expand client access to case management and other services provided at the Center. Total project costs are anticipated to be approximately \$700,000. The City assisted LASA with a direct funding allocation from the state totaling \$515,000 and is providing another \$129,871 in funding through the Community Development Block Grant (CDBG) Coronavirus program. The project is expected to be completed in 2023.

Additionally, the City worked with LASA to help finance and acquire additional property to expand their existing facilities as well as helping LASA develop a long range social services plan to help meet community needs. LASA anticipates developing between 50 and 60 new affordable rental housing units on its site, with development phases over two distinct project builds. The first phase proposes to construct 25 units of new affordable rental housing units and is expected to begin construction in 2023-24; the second phase is still being developed and would likely begin construction two years after the first phase of development is completed and placed into service. Total project costs for the initial 25 units of affordable housing is projected at \$10.5 million. The City is actively seeking funding partnerships with Pierce County and the State to ensure funding is in place for development. The City anticipates it will provide American Rescue Plan Act (ARP) funding, HOME-ARP, and HOME funding of approximately \$3.75 million to the project, with County funding expected at \$3.5 million. The City is also requesting a direct allocation from the state capital budget of \$500,000 and a direct allocation from the federal government of \$2,000,000 to accelerate the project and expand the development of needed affordable housing in Lakewood.

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

Habitat is presently working to develop nine 9 new affordable homes in the Tillicum neighborhood for low-income homebuyers (four duplexes and one single-family home) that will bring the total to 50 new homes for low-income families. The project includes prior allocation from the City totaling \$649,000 in the form of a development subsidy to provide down payment assistance to low-income homebuyers. The City anticipates an additional \$200,000 in HOME funding will be allocated in 2023 to support additional on-site development and construction costs. The City has also applied for a \$159,000 grant to the Pierce County ARPA Sewer and Water Utility Infrastructure Grant Program in support of this project; if the funds are awarded, the City will serve as a pass-through to Habitat for Humanity.

7. **CDBG and HOME Programs:** The City of Lakewood has been a federal entitlement city under the Community Development Block Grant (CDBG) program since 2000 and receives an annual allocation directly from the federal government. Additionally, through the City's partnership with the City of Tacoma, the City qualifies to receive additional funding through the HOME Investment Partnerships Program (HOME) program. Both are federal assistance programs provided by the U.S. Department of Housing and Urban Development (HUD). HOME provides funds in support of affordable housing,

particularly housing for low- and very low-income individuals. HOME funds have been used for Habitat for Humanity to construct low income housing units in the Tillicum neighborhood.

Until a couple of years ago, CDBG and HOME funding allocations were consistently decreasing annually. In 2014, the City Council made it a federal priority to restore CDBG funding. This advocacy resulted in Congress restoring CDBG funding to 2008 levels and increased annual CDBG funds by about \$150,000 to almost \$600,000 and HOME Funds to over \$331,000 in 2020.

Despite this change, the CDBG and HOME programs have again seen consistently decreasing annual allocations, while at the same time, the need for affordable housing and homeless services have grown exponentially. For comparison purposes, the City received CDBG funding totaling \$913,000 in 2000 and \$553,819 in 2022, a decrease of nearly 40% (and that does not take into account the relative value of money). HOME funding over the same period has seen a nearly 33% drop from a high of \$513,009 in 2001 to \$343,751 in 2022.

The following table outlines Lakewood CDBG investments from 2000 through 2021. During that time, the City has invested approximately \$4.6 million to construct road improvements, add sidewalks and install street lights in a large number of low-income neighborhoods throughout Lakewood. These improvements, particularly street lights, has resulted in much safer neighborhoods. The City has also invested almost \$6.6 million in support of affordable and low-income housing such as home repairs, emergency assistance to help displaced individuals find housing, down payment assistance, and repair to affordable housing units owned and operated by the Pierce County Housing Authority.

Year	CDBG Expenditures by Investment Program					
	Infrastructure	Housing	Public Service	Economic Development	Administration	Section 108 Loan Repayment
2000	\$ 537,860	\$ 102,275	\$ 34,031	\$ -	\$ 103,618	\$ -
2001	250,287	126,612	60,023	-	153,429	-
2002	451,438	357,310	78,146	-	144,069	-
2003	399,609	350,529	76,295	-	161,200	-
2004	294,974	407,592	80,490	-	136,553	-
2005	86,156	359,033	68,336	-	130,880	-
2006	164,000	486,607	70,645	-	99,092	-
2007	-	427,346	66,380	-	96,940	-
2008	9,872	412,527	66,818	-	108,066	-
2009	20,000	433,021	64,920	-	127,986	-
2010	522,544	133,537	84,394	31,948	131,686	-
2011	185,482	268,585	86,188	-	123,854	-
2012	-	280,855	34,701	-	100,871	-
2013	284,852	301,829	3,545	13,230	98,881	-
2014	160,000	188,139	48,066	-	108,854	-
2015	320,000	94,747	-	-	98,363	-
2016	321,938	164,352	-	-	106,968	-
2017	270,493	101,003	-	-	96,106	49,311
2018	300,000	220,547	-	-	102,580	49,813
2019	-	280,707	-	-	122,805	48,225
2020	-	386,125	-	-	106,920	-
2021	49,758	725,333	-	88,805	199,384	-
<b>Total</b>	<b>\$ 4,629,263</b>	<b>\$ 6,608,609</b>	<b>\$ 922,978</b>	<b>\$ 133,983</b>	<b>\$ 2,659,106</b>	<b>\$ 147,349</b>

In June 2020, the Lakewood City Council adopted the 2020-2024 5-Year Consolidated Plan for the Community Development Block Grant (CDBG) and HOME Investment Partnership Act (HOME) Programs. The policy direction for the investment of these funds has focused on:

- Assisting low and moderate income homeowners maintain their homes through the City's Major Home Repair Program;
- Providing down payment assistance loans;
- Funding in support of infrastructure improvements and development;
- Providing emergency and permanent housing assistance for low-income families displaced through no fault of their own;
- Providing assistance to low-income households to help them afford the housing costs of market-rate units through Tenant-Based Rental Assistance (TBRA) and related rental and mortgage assistance programs;
- Funds to support the acquisition, construction and/or rehabilitation of affordable housing for low-income rentals and/or to facilitate new homeownership opportunities to include a down payment assistance program (e.g., Habitat for Humanity); and
- To demolish blighted and dangerous properties in low-income neighborhoods in order to eliminate blight and foster redevelopment activities.

This Adopted budget incorporates this policy direction as outlined in the adopted 2020-2024 5-Year Consolidated Plan for CDBG and HOME Programs.

8. **Affordable Housing Sales Tax Credit Program:** In March 2020, the Lakewood City Council adopted an ordinance authorizing a sales and use tax credit for affordable and supportive housing in accordance with SHB 1406 (codified as RCW 82.14.540) that was approved by the State Legislature in 2019. The City receives an estimated \$98,000 per year for twenty years totaling an estimated \$1,960,000. The direction from the Lakewood City Council, which is incorporated into this budget proposal, is to use the funds in conjunction with the City's CDBG Major Home Repair Program, CDBG Major Home Repair and Sewer Loan Program, and HOME Housing Rehabilitation Loan Program given that there is a high demand for home repair and rehabilitation loans in the City.
9. **Rental Housing Safety Program:** The health, livability, and prosperity of the City as a whole is deeply rooted in the collective spirit of the City's residents. As the Lakewood community continues to grow, the City seeks to ensure a more successful future for all of its residents. One of Lakewood's most pressing community development goals is to proactively achieve a greater quality of life for residents by ensuring healthy, accessible, sustainable, and responsible environments.

Out of the 26,999 total housing units within the city, Lakewood has approximately 15,335 rental properties. While much of rental housing in Lakewood meets basic life and safety standards, *the troubling fact is: some do not*. Substandard housing disproportionately affects poor and working class families, seniors, and people who already suffer from chronic illnesses. These are some of the City's most vulnerable of residents. The Rental Housing Safety Program (RHSP) aims to reduce, and eventually eliminate, all substandard rental housing in Lakewood and by doing so, improve the lives of all of the City's residents.

The City began the implementation of a RHSP in late 2017. This proactive program is designed to ensure that all rental housing units comply with specific life and safety standards and are providing a safe place for tenants to reside.

The program, which is part of this Adopted budget, ensures that Lakewood's rental housing stock is maintained and that residents live in healthy conditions. The program also protects vulnerable tenants. Some tenants may be afraid to complain about their housing for fear of increased rent or landlord retaliation such as eviction. There may also be language barriers and disability-related issues. As a result, the housing inhabited by vulnerable populations is often the most likely to fall through the cracks of a complaint-based code enforcement system.

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

The list of registered properties and units in the following table is based on data as of September 26, 2022. The number of registered units and inspections were lower in 2020 as a result of COVID-19, and the limitation on property inspections. However, activity has rebounded in 2021 and into 2022.

Description	Rental Housing Safety Program (RHSP)				
	Oct 2017 to Dec 2018	2019	2020	2021	2022 (thru Sep)
Rental Properties					
Registered properties	2,218	2,219	1,647	1,818	1,848
Initially failed properties	435	423	76	222	64
Failure percentage	20%	19%	5%	12%	3%
Rental Apartment Units					
Registered units	11,322	11,328	9,333	10,923	11,617
Initially failed units	1,361	1,009	191	360	115
Failure percentage	12%	9%	2%	3%	1%

To date, the implementation of this program has proven to be very successful and has exceeded expectations in its first three years of being operational. The results show that the quality of the rental housing stock in Lakewood is improving and the City is beginning to see a substantial decline in failed properties and rental units. The number of failed properties in 2017/18 was 20 percent, in 2019, it was 19 percent, in 2020, it was 5 percent, in 2021, it was 12 percent and in 2022, it is down to 3 percent.

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

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



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

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

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

The 2060 program was created by the State Legislature in 2002 via SHB 2060 (codified as RCW 36.22.178) an Affordable Housing Initiative that requires the Pierce County Auditor to collect a surcharge on certain recorded documents countywide, including within Lakewood. The funds generated from the document recording fee provide affordable housing opportunities for Pierce County's very low-income (50% of median per HUD) households in a manner that is consistent with the RCW, and countywide affordable housing needs and policies. In 2018, state legislation increased the document recording surcharge from \$10 to \$13. The annual budget totals approximately \$3.0 million.

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

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

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

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

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

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

**12. Housing Policies:** As the City of Lakewood looks out to the future and its next 25 years of incorporation, housing remains a top planning priority. The City has focused its recent residential growth planning efforts in several subareas, namely the Downtown subarea, its development code and SEPA-based planned action ordinance (adopted in 2018) and the Lakewood Station District subarea plan, code and planned action (adopted in 2021). Both subarea plans were awarded Governor Smart Communities Awards as exemplary documents.

Beginning in 2022 and through 2024, the City of Lakewood will be considering the adoption of changes to its entire Comprehensive Plan according to the required GMA periodic review process. The 2024 periodic review has a significant focus on housing, including planning for not only market rate but also subsidized, permanent supportive, and transitional housing (i.e., emergency shelter.) Among other changes, the City will be establishing new 2044 targets for housing at all income bands and reviewing zoning across the City in order to ensure that Lakewood is in compliance with state law, regional policies, and countywide policies while also continuing to reflect City Council priorities. The 2020 US Census data will also help inform Lakewood's planning for housing.

The Lakewood citywide 2044 population, housing and employment growth targets and amount of growth for each between 2020 and 2044 are included here:

2044 Population Target	2020-2044 Net Increase	2044 Housing Target	2020-2044 Net Increase	2044 Employment Target	2020-2044 Net Increase
86,792	23,180	36,713	9,714	39,735	9,863

The Downtown and Station District Subareas are planned, regulated, and zoned to absorb 35% of the city's 2044 housing unit growth and 87% of the 2044 employment growth target by 2035:

	Downtown Subarea	Station District Subarea	Total
<b>Net Increase in Housing Units by 2035</b>	2,257 (23% of '44 target)	1,179 (12% of '44 target)	3,436*
<b>Net Increase in Jobs by 2035</b>	7,369 (75% of '44 target)	1,186 (12% of '44 target)	8,555

\*2.2 Persons per household (PPH) = 7,559 people / 2.4 PPH = 8,246 people

As part of the 2024 periodic review, the City will also be updating the 2011 Tillicum Neighborhood Plan, a subarea plan created under the same statute as the Downtown and Station District subarea plans. Significant infrastructure improvements have occurred in the Tillicum area since 2011, including sewer expansion and the rebuilding of two I-5 Interchanges. As a result of these changes, the Tillicum subarea and the quality of life for its residents is ripe for improvement.

The Lakewood City Council has prioritized both economic development and housing development to create a city identity and to provide needed “missing middle” housing for current and future residents.

Thus, in addition to adopting new growth targets, the City will be reviewing and updating the types of housing allowed and encouraged in its residential zones, including “middle housing” (e.g., duplexes, tri- and four-plexes, cottage courts, and courtyard buildings in addition to single family detached housing) and ADUs that provide diverse and more affordable housing options supporting locally-serving retail and public transportation options.

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

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

On-base military family housing remains constant at 5,159 units which is habitually 97% occupied producing a 1,000+ on-base housing wait list. A key challenge faced by service members and their families is finding available off-base housing within a 30-minute drive given the structural supply limitations. Key tasks for the proposed 2023 Housing Study 2.0 are as follow:

- 1.) Update the SSMCP 2020 Housing Study due to changing and rapidly appreciating market conditions;
- 2.) Assess conflicting housing studies, the SSMCP 2020 Housing Study and the 2020 DOD Housing Market Analysis (HMA). The DOD HMA is used to determine if additional on-base housing is needed. Surprisingly, the DOD HMA found a decreasing need for military family housing from 3,021 units in 2020 to only 245 units in 2025;
- 3.) Conversely, the SSMCP Housing Study found population is projected to grow significantly in the JBLM Study Area between 2020 and 2040, which is consistent with PSRC’s projections. Approximately 113,000 new off-base housing units are needed in the JBLM Area to accommodate projected future growth by 2040. This illustrates an increasing rather than decreasing housing need. This dichotomy must be better analyzed and understood;
- 4.) Separately, the study will assess how off-base housing availability and development can best contribute to lowering the backlog of military family housing needs; and
- 5.) The 2020 Housing Study has identified a number of recommendations that are currently underway for consideration and implementation in the upcoming biennium as part of SSMCP’s work plan, including: expanding the military’s rental partnership program (RPP); a collaboration between local real estate agencies and JBLM public affairs to share housing resources; advocate

for housing legislation at both the state and federal levels of government; develop model comprehensive housing goals and policies for cities and counties; and incentivize and remove impediments for development of additional housing.

Over the City's relatively short history, it has taken important steps to address longstanding human service needs within the community. Significant investments in social services, housing, and infrastructure have already occurred. However, with 14.7 percent of the population living below the poverty line, these kinds of investments will need to continue for years to come. The challenges are many. Lakewood will need to concentrate its efforts on increasing employment opportunities, sustaining, not cutting social services and basic safety nets, improving infrastructure including housing, and tackling concentrated poverty in some of Lakewood's neighborhoods. This commitment will continue and is amplified as part of the 2023-2024 biennium.

## Lakewood Governance and Municipal Services

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

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

City services are provided through a combination of City employees, public and private contracts, and a number of partnerships to include community volunteerism and participation. The eight City departments are: City Manager, which includes community and intergovernmental relations; Legal, which includes the prosecuting attorney (serving all contracts with the City for municipal court services), city clerk, election services and human resources; Administrative Services, which includes finance and information technology; Municipal Court, which includes the provision of court services to the Town of Steilacoom and City of DuPont; Police, which includes jail services, dispatch services, animal control, and community safety resource team (CSRT); Community and Economic Development, which includes Housing, CDBG & HOME, and South Sound Military & Community Partnership (SSMCP) programs; Public Works Engineering, which includes stormwater collection and treatment; and Parks, Recreation & Community Services, which includes senior services, human services and a wide range of community events.

Lakewood Water District provides water services and Pierce County Public Works and Utilities provide sewer services. Garbage and limited recycling is provided by Waste Connections under contract with the City. West Pierce Fire and Rescue (WPFR) provide fire protection and emergency medical services to the Lakewood community. The City contracts with Nisqually Corrections and Pierce County Sheriff's Office for jail services. Tacoma Power, Puget Sound Energy, and Lakeview Light and Power deliver electric services. Puget Sound Energy is the primary purveyor of natural gas services. Pierce Transit and Sound Transit supply public transportation services. The Pierce County Library System engages City residents through its library and reference services. Clover Park School District No. 400 provides educational programs for kindergarten through high school students throughout most of Lakewood with Steilacoom Historical School District No. 1 serving a small portion of the community. The Clover Park School District No. 400, which also serves JBLM, operates six elementary schools on base, all of which are new state-of-

the-art 21<sup>st</sup> century schools making them some of the most modern on all military bases in the United States.

## Lakewood Vision Statement & Goals

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

The Lakewood City Council sets the vision for our City and adopts goals to reflect advancement towards that vision. The established vision and adopted Goals help guide decision-making at all levels of City government including serving as the policy direction for the City government for developing and implementing the City's Adopted 2023-2024 Biennial Budget.

### Vision Statement

On October 19, 2015, the Lakewood City Council adopted the following Vision Statement (Resolution No. 2015-30) formalizing their vision of Lakewood 30-years after incorporation in 2026. This Vision Statement replaced an earlier Vision Statement that was created in 1996 in response to some of the issues facing Lakewood just after incorporation.

Since that time, many of the City's Goals and Objectives have been accomplished, and, thus, an update was needed. The current Vision Statement was informed by significant public input through online community surveys, meetings with community groups and a community interactive workshop. The Vision Statement addresses community attitudes concerning current and anticipated issues affecting the City leading up to 2026. The Vision Statement is the following:

### **CITY COUNCIL VISION 2026**

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

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

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

## Goals

The Lakewood City Council held a goal setting retreat for the 2021-2022 biennium on March 7, 2020. This retreat occurred after the State of Washington declared a state of emergency for COVID-19 on February 29, 2020, but before a national state of emergency was declared on March 13, 2020, as well as a City state of emergency on March 16, 2020.

The City Council reconvened on March 27, 2021 and May 22, 2021 to continue its goal setting discussions. At these retreats, the City Council engaged in a variety of visioning activities, including prioritization activities, surveys, and discussions, that focused on the future of the Lakewood.

Discussions at the retreats included, but were not limited to, the economy and new work opportunities, the livability of Lakewood, infrastructure, and City-led diversity, equity, and inclusion efforts. Retreat activities culminated with the review and updating of the City Council's goals. During this process, the City Council elected to extend the goals from 2021 to 2024 to better align with American Rescue Plan Act (ARPA) funds obligation requirements.

The Lakewood City Council officially adopted goals for the two biennium period, 2021-2024 as part of its June 21, 2021 regular meeting. These adopted goals and objectives serve as the foundation and policy guidance for the development of the 2023-2024 Adopted Biennial Budget.

The purpose of the City Council Goals is to direct our community toward positive change and serve as the policy direction for City government as well as the policy guide for developing and implementing the City's next two biennial budgets (2021-2022 and 2023-2024). City Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed and achieved that move the community forward.

## **OPERATIONAL VALUES**

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

- **Regional Partnerships:** The City encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, and ultimately improves service to our community members.
- **Efficiency:** The City is committed to providing public services in the most efficient manner possible and maximizing the public's return on its investment. The City will concentrate efforts on data-driven decisions that optimize available resources.
- **Accountability:** The City of Lakewood is accountable to the community for the achievement of City goals. The City will identify meaningful metrics and determine a series of benchmark to convey City efforts within goal areas. The City will track performance over the next four years, adjusting when necessary to optimize services and efforts.
- **Proactive Focus:** The City proactively focuses on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.



## 1. ECONOMIC DEVELOPMENT

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

Objectives:

- 1.1 Align economic goals and resources across departments.
  - A. Implement and continue to adjust the City's comprehensive economic development strategy to attract and preserve family and high wage jobs.
  - B. Review and develop prudent business incentives that enhance economic development.
  - C. Direct growth through sound planning. Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
  - A. Implement catalyst projects that promote private investment, i.e., the Downtown Plan, Lakewood Station District Plan, and the development of the Woodbrook Business Park and Lakewood Landing.
  - B. Improve underutilized commercial and mixed use areas, e.g., the WSDOT facility, revise zoning regulations where appropriate and minimize nonconforming uses.
  - C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
  - A. Improve and expand programs and policies to increase homeownership, diversify housing stock, and preserve existing housing to meet community needs.
  - B. Continue to support youth and senior programming and expand community events.
  - C. Support and preserve historical, cultural, and environmental places of significance.
- 1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.
  - A. Be a leader in local economic development, regional transportation and planning policies.
  - B. Continue partnership with JBLM and Camp Murray to improve communication and connectivity, land use development, and transportation.
  - C. Expand partnerships with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
  - D. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.
- 1.5 Promote and facilitate sustainable economic development.
  - A. Focus resources on business creation, attraction, retention, and expansion.
  - B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, professional, and retail and service businesses.
  - C. Continue to leverage and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, cultural amenities, activity hubs, and utilities.

## 2. DEPENDABLE INFRASTRUCTURE

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

Objectives:

- 2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.
  - A. Identify future transportation and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.
  - B. Construct a Downtown Park that serves as a catalyst for the Downtown area.
  - C. Expand neighborhood and non-motorized transportation infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.
  - D. Provide a quality and diverse park and recreation system making strategic additions when prudent.
  - E. Implement innovative technology solutions to enhance accessibility, operations, and City services.
  - F. Partner with community members and stakeholders to identify and implement infrastructure solutions.
- 2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
  - A. Maintain infrastructure using best management practices to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.
- 2.3 Advance infrastructure projects that enhance the City's identity and diversity.
  - A. Enhance and upgrade street amenities, public right-of-way, and wayfinding and reader board signage.
  - B. Showcase art, culture, and history to enhance sense of place.
- 2.4 Increase connectivity and accessibility.
  - A. Leverage transit, multimodal infrastructure, and new technologies to improve accessibility in the City and with neighboring communities.
  - B. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the Non-Motorized Transportation Plan.
  - C. Proactively pursue transportation safety solutions, including rail safety improvements.

## 3. PUBLIC SAFETY

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

Objectives:

- 3.1 Improve community safety and reduce crime through data driven processes.
  - A. Enhance law enforcement services through on-going training and new technologies.
  - B. Promote crime prevention through environmental design (CPTED) principals.
  - C. Develop, practice, update, and implement emergency management plans.
- 3.2 Match perception of public safety with reality.
  - A. Promote advancements and achievements in public safety and the overall safety of the community.
  - B. Provide streamlined and innovative public safety resources for residents, businesses, and

visitors.

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

- A. Increase proactive abatement, code enforcement, and housing safety programs to eliminate blight and unsafe conditions.
- B. Encourage neighborhood association safety initiatives.
- C. Support creative criminal justice and alternative diversion programs.
- D. Take a proactive role in legislative advocacy in matters that impact public safety.
- E. Identify and implement new technologies and innovative programs that enhance municipal court services for the community and contract jurisdictions.

3.4 Expand community outreach and educational programs.

- A. Cultivate and sustain collaborative partnerships with law enforcement and community stakeholders to develop effective solutions, increase trust, and encourage mutual accountability.
- B. Continue to improve communication efforts with youth and underserved communities to remove barriers, increase trust, and provide opportunities for meaningful engagement.
- C. Emphasize crime prevention through public education.
- D. Use innovative approaches and partnerships to provide connections to services to individuals experiencing behavioral health incidents and/or homelessness.

#### 4. FISCAL RESPONSIBILITY

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

Objectives:

4.1 Provide efficient and effective municipal services.

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

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

- A. Maintain and strategically use reserves in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. Develop balanced biennial budgets consistent with adopted financial policies.
- C. Diversify revenue base and explore innovative funding sources.

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

- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.
- B. Seek and promote diverse advisory groups.
- C. Continue to maintain “Well City” status.
- D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when of benefit to the community.
- E. Continue to enhance cyber security measures to protect City systems.
- F. Effectively use American Rescue Plan Act funds to help the community recover from the COVID-19 pandemic.

## 5. TRANSPARENCY

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

Objectives:

5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.

- A. Create and implement a Communication Strategic Plan that prioritizes inclusivity, community engagement, meaningful civic participation, and enhances branding standards.
- B. Leverage new and existing communication methods and innovative partnerships to effectively build trust, disseminate information, and reduce barriers to access.
- C. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.
- D. Continuously enhance online and digital services.
- E. Regularly implement surveys that measure community priorities, satisfaction, and specific projects.

5.2 Advocate for Lakewood at all levels of government.

- A. Continue to serve in a leadership capacity in national, regional, and local affairs.
- B. Develop annual legislative agenda and proactively engage with the county council, state legislature, and federal delegation.
- C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.
- D. Advocate for increased public infrastructure funding for streets, non-motorized pathways, and parks and public spaces.
- E. Advocate for innovative solutions to lagging general fund growth, including: economic development programs to expand City revenues, such as including tax increment financing, and solutions to address unfunded mandates.

5.3 Strengthen connection with stakeholders, partners, and communities.

- A. Expand meaningful, two-way communication and engagement opportunities with community stakeholders and regional partners.
- B. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
- C. Support access to information on workforce development, healthcare, and local services.
- D. Strengthen relationship with local school districts, colleges, and other public entities.

## 6. ROBUST COMMUNITY

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

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

Objectives:

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

- A. Continue to partner with community-based organizations and partner entities to support the

community's most vulnerable individuals and families.

- B. Support and encourage the physical, emotional, and behavioral health of those that live, work, and visit Lakewood.
- C. Develop, partner, and implement innovative strategies that foster a more livable, healthy, equitable, and resilient community.
- D. Enhance City-led community programing and events.

6.2 Continue to build and support an inclusive and equitable community that embraces, celebrates, and enhances diversity.

- A. Develop a Diversity, Equity, and Inclusion Strategic Plan to identify and provide tools and solutions to equity gaps in processes, policies, plans, programs, and services offered by the City using data-driven approaches.
- B. Enhance and expand communication and outreach efforts to eliminate barriers to full civic engagement and participation, creating a more inclusive, connected, and active community.
- C. Continue to build diversity, equity, and inclusion competency in City leadership and across the organization.
- D. Facilitate relationships with external partners and community stakeholders to increase inclusion and equitable access to services in Lakewood and beyond.

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

- A. Celebrate, value and support the cultural diversity of the community through partnerships, public art, events and programs.
- B. Develop and expand events and activity hubs with a sense of place, dynamic user experiences, and a diversity of opportunities.
- C. Increase the connectivity of people and places throughout the community to cultivate a "neighborhood-feel" using infrastructure improvements, design standard enhancements, and recreational amenities and event offerings.

## Organization of the Adopted 2023/2024 Biennial Budget

This budget message provides the Lakewood City Council and community with a broad overview of the adopted budget, key changes and identified issues.

This document is separated into six sections:

1. The Introduction provides an overview of the City's organizational structure, City Council goals and priorities, budget process, and financial policies.
2. The Executive Summary includes a detailed analysis of revenues, expenditures, and statistical information concerning the City and related local economy.
3. The Operating Budget, which is mostly part of the General Fund, receives the greatest attention during the budget review process inasmuch as this fund provides the essential core services to the citizenry and is the largest of any City fund that is potentially subject to unexpected revenue fluctuations. The operating budget is composed of the following department sections:
  - City Council
  - City Manager
  - Administrative Services
  - Community and Economic Development
  - Parks, Recreation and Community Services
  - Public Works Engineering
  - Legal
  - Municipal Court
  - Police
4. The Budget by Fund section offers a detailed analysis of revenues, expenditures, and changes in fund balance for each of the following funds:

### General Fund

#### Special Revenue Funds

- Street Operations & Maintenance
- Transportation Benefit District (TBD)
- Hotel/Motel Lodging
- Property Abatement & Rental Housing Safety Program
- Public Art
- Narcotics Seizure
- Felony Seizure
- Federal Seizure
- Community Development Block Grant (CDBG)
- Neighborhood Stabilization Program (NSP)
- South Sound Military and Communities Partnership (SSMCP)
- Public Safety Grants
- ARPA

#### Debt Service Funds

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

#### Capital Improvement Funds

- Parks Capital
- Transportation Capital
- Real Estate Excise Tax
- Sewer Capital

#### Utility Fund

- Surface Water Management

#### Internal Service Funds

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

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

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

The key purpose of a municipal budget is to provide a link between Lakewood City Council goals and the government programs that are measured to ensure those goals are being reached. The City must be receptive to the needs of the community and proactive in the management of development and revitalization in order to promote a safe and vibrant environment throughout the community.

The budget is a results- and performance-oriented plan that takes both a programmatic and line-item approach to the allocation of City resources. This budget continues the incorporation of performance measures, which are designed to get every City department thinking about how it can advance the goals set by the Lakewood City Council and help the Lakewood City Council determine ways to get the best return on the community's investment for programs and infrastructure.

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

A key example of this is that earlier this year, the City administered the Lakewood National Community Survey (NCS) to gauge community satisfaction of municipal services and of the Lakewood community as a whole. Conducting regular surveys that measure community priorities and satisfaction is authorized in the City Council Adopted Goals 2021-2024. Previous NCS surveys were conducted in 2015, 2017 and 2019. This budget proposes a survey for 2024.

Overall, the 2022 survey found 21 rating increases and 10 rating decreases compared to the 2017 survey results. The results identified the economy and public transportation as key strengths of the Lakewood community. Compared to the 2017 NCS, a majority of economic and natural environment outcomes improved, showcasing community resiliency and effective public policy.



Survey Rating Increases		Survey Rating Decreases	
1	Vibrant downtown/commercial areas	1	Opportunities for education, culture, and the arts (2)
2	Quality of Lakewood business & service establishments	2	Residents' connection & engagement with their community
3	Employment opportunities	3	Availability of affordable quality housing
4	Lakewood as a place to work	4	Used public transportation instead of driving in last year
5	Economic development services	5	Garbage collection
6	Street cleaning	6	Crime prevention
7	Street lighting	7	Recycling
8	Sidewalk maintenance	8	Contacted Lakewood elected officials
9	Storm water drainage	9	Volunteered with a local group/activity in Lakewood
10	Fire prevention		
11	Animal control		
12	Air Quality		
13	Matural areas preservation		
14	Lakewood open space		
15	Paths and walking trails		
16	Fitness opportunities		
17	Overall personal health		
18	Sense of community		
19	Opportunities to volunteer		
20	Welcoming resident involvement		
21	Treating all residents fairly		

This budget includes steps to address how the City will continue to maintain and build upon the successes of the 21 rating increases, and also how to address and increase the 10 rating decreases.

For example, the budget includes the addition of a Neighborhood Coordinator position to serve as a liaison for neighborhood revitalization, focused on improving the safety and quality of life in neighborhoods citywide to include assisting in community outreach as part of the 2024 comprehensive plan periodic update. The budget also includes a Communication Coordinator position to expand the City's digital media presence, including producing high-quality multi-media projects like videos and other emerging marketing techniques to promote events and the work of the City. Another example includes partnering with the Nisqually Indian Tribe to implement cultural and historical recognition at Fort Steilacoom Park.

## Budget Summary and Highlights

The 2023/2024 Adopted Biennial Budget amounts to \$121,663,298 in 2023 and \$111,132,238 in 2024. The General Government Budget totals \$75,562,709 in 2023 and \$71,071,352 in 2024. This budget also includes \$21,972,622 and \$17,162,937 in support of capital improvements in 2023 and 2024, respectively. The utility budget, which consists of surface water management totals \$9,124,630 in 2023 and \$8,240,149 in 2024 and includes both a maintenance operating component and a construction component. The internal service budget, which is comprised of fleet and equipment, property management, information technology and risk management totals \$15,003,336 in 2023 and \$14,657,845 in 2024.

	<b>2022 Year-End</b>	<b>2023 Adopted</b>	<b>2024 Adopted</b>
General Government Funds	\$ 104,494,382	\$ 75,562,709	\$ 71,071,352
Capital Project Funds	\$ 62,359,492	\$ 21,972,622	\$ 17,162,937
Enterprise Fund	\$ 15,592,766	\$ 9,124,630	\$ 8,240,149
Internal Service Funds	\$ 12,858,128	\$ 15,003,336	\$ 14,657,845
	<b>\$ 195,304,769</b>	<b>\$ 121,663,298</b>	<b>\$ 111,132,283</b>

### General Government Funds

The 2023 and 2024 General Government Funds includes General Fund municipal services to include: police, jail, dispatch services, animal control, CSRT, court, streets, traffic, parks, recreation, human services, land use and zoning, planning, development services, economic development, finance, information services, human resources, community outreach and information. It also includes all special revenue funds and debt service funds. This budget amounts to \$75,562,709 in 2023 and \$71,071,352 in 2024, respectively.

### **Where the Money Comes From**

The City expects to receive \$44,234,780 and \$44,843,300 in General Government operating revenue (General and Street O & M Funds) in 2023 and 2024, respectively. This operating revenue is supplemented with available fund balances of \$21,309,004 in 2023 and \$16,968,504 in 2024 as well as other financing sources, including interfund transfers between different funds for a general government budget totaling \$75,562,709 in 2023 and \$71,071,341 in 2024.

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

	2022	2023	2024
GENERAL GOVERNMENT FUNDS	Year-End	Adopted	Adopted
<b>Beginning Balances</b>	\$ 25,589,444	\$ 21,309,004	\$ 16,968,504
<b>Operating Revenues</b>			
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
<b>Total Operating Revenues</b>	44,828,993	44,234,780	44,843,300
<b>Other Financing Sources</b>	34,075,945	10,018,925	9,259,537
<b>Total Revenues &amp; Sources</b>	<b>\$ 104,494,382</b>	<b>\$ 75,562,709</b>	<b>\$ 71,071,341</b>

### Where the Money Goes

The 2023 and 2024 Operating Expenditure Budget (General and Street O & M Funds) amounts to \$44,227,082 and \$44,747,922, respectively. These expenditures are supplemented with ending fund balances of \$16,968,504 in 2023 and \$13,202,045 in 2024, as well as, other financing uses, which account for investments in a number of special revenue funds and interfund transfers between different funds for a General Government budget totaling \$75,562,709 in 2023 and \$71,071,341 in 2024.

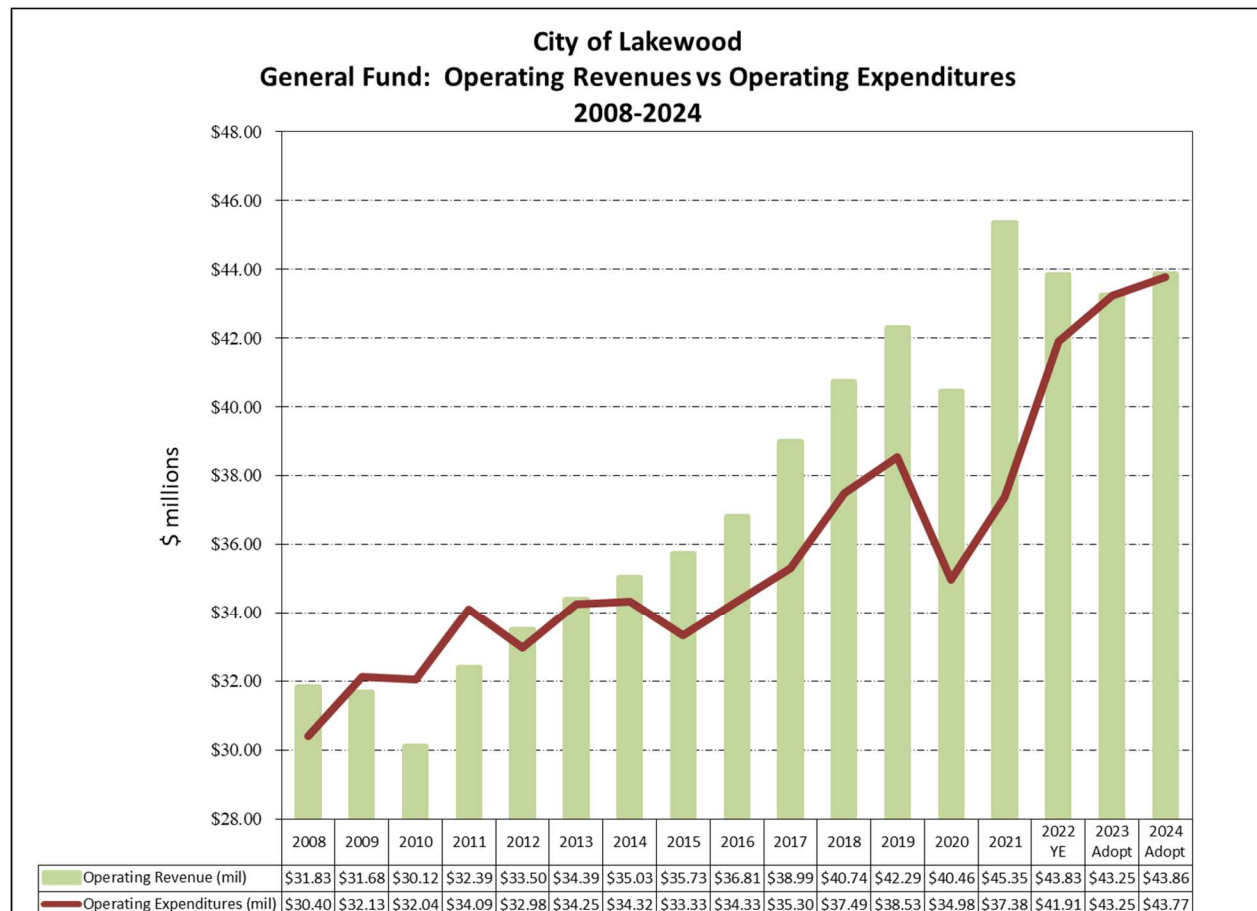
Public safety, which includes: police, jail, CSRT, dispatch services, animal control, and municipal court services, which includes the provision of court services to the Town of Steilacoom and City of DuPont, comprise the largest component of the Operating Budget, representing 64.2% of total operating expenditures. The remainder of the Operating Budget includes: Parks, Recreation & Community Services, including senior services and human services; Community and Economic Development, composed of development services and permit review, economic development, CDBG/HOME and South Sound Military & Community Partnership (SSMCP) programs; Legal, which includes prosecution, City Clerk, human resources and election services; Public Works, which contains street and traffic signal maintenance; Administrative Services, which includes finance and information technology; and City Manager, which includes communications and community and intergovernmental relations.

	2022	2023	2024
GENERAL GOVERNMENT FUNDS	Year-End	Adopted	Adopted
<b>Operating Expenditures</b>			
City Council/City Manager	963,347	1,102,922	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
Streets O&M	994,000	981,420	979,930
<b>Total Operating Expenditures</b>	42,904,218	44,227,082	44,747,922
<i>Operating Surplus/(Deficit)</i>	1,924,775	7,698	95,378
<b>Other Financing Uses</b>	40,281,161	14,367,122	13,121,374
<b>Ending Fund Balances</b>			
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 Reserves (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	58,414	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	1,529,929	1,459,826
Subtotal Designated/Reserved	5,471,981	5,802,847	5,727,996
Designated/Reserved (one-time)	8,457,542	3,857,484	92,853
<b>Total Ending Fund Balances</b>	\$ 21,309,004	\$ 16,968,504	\$ 13,202,045
<b>Total Expenditures &amp; Uses</b>	<b>\$ 104,494,382</b>	<b>\$ 75,562,709</b>	<b>\$ 71,071,341</b>

### Key Financial Highlights

The following highlights are included in the 2023-2024 Adopted Biennial Budget. General Fund operating revenues are projected to decrease 1.3% in 2023 and grow 1.4% in 2024, after a significant increase of 12.1% in 2021 brought on by the economic disruption of the pandemic that has benefited smaller and medium size cities like Lakewood. General Fund operating expenditures are projected to increase 3.2% in 2023 followed by 1.2% growth in 2024 reflecting the continued cost containment changes needed to align operating revenues with operating expenditures short, medium and long-term. Overall, these projections are in line with historical trends between 2009 and 2022, which averaged growth totaling 2.4% per year. Over the next two years the General Fund will be balanced and operating expenditures will not exceed operating revenues, resulting in a small but positive operating margin in both 2023 and 2024, though challenges still do exist as we look out beyond the biennium.

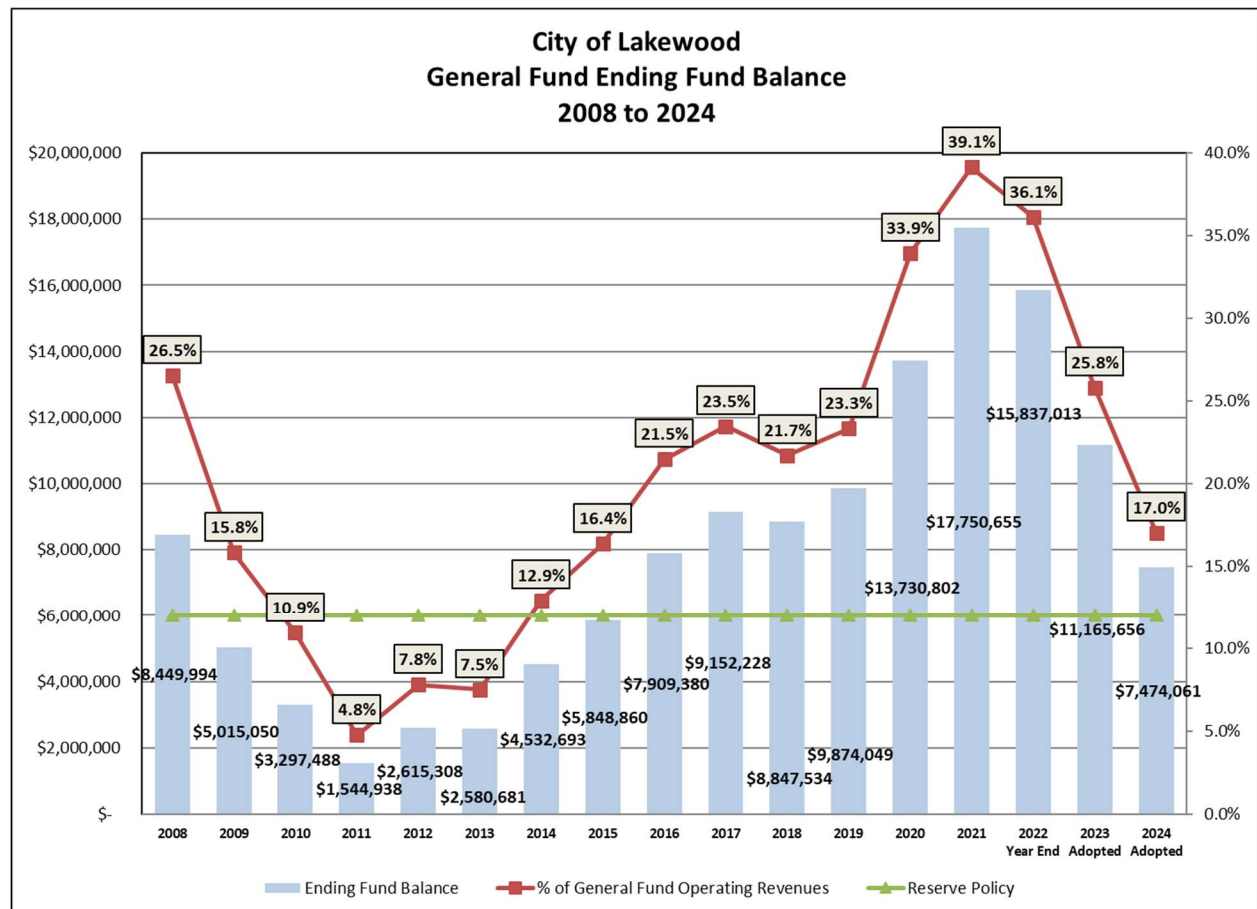
General Fund		
Year	Operating Revenue	Operating Expenditures
2009	-0.5%	5.7%
2010	-4.9%	-0.3%
2011	7.5%	6.4%
2012	3.4%	-3.2%
2013	2.7%	3.8%
2014	1.9%	0.2%
2015	2.0%	-2.9%
2016	3.0%	3.0%
2017	5.9%	2.8%
2018	4.5%	6.2%
2019	3.8%	2.8%
2020	-4.3%	-9.2%
2021	12.1%	6.9%
2022 Year End	-3.3%	12.1%
<b>Average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



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

It is important to remember that much of the reserves are established to address dramatic fiscal difficulties. To address such emergencies, the budget also includes contingency appropriation to accommodate unexpected operational changes, legislative impacts, or other events affecting the City's operations that could not be anticipated at the time the budget was prepared as well as reserves to provide financial stability and cash flow followed by reserves to address catastrophic events such as public emergencies and natural disasters.

All other ending fund balances are either set aside for reserve requirements to ensure sound financial accounting or are designed for a specific purpose to support our special revenue funds such as: capital, tourism, grant related activities, debt service, surface water management purposes, fleet and equipment, information technology and property management.



The remaining portion of ending fund balances are reserved solely for one-time uses such as capital improvements. The City's conservative financial policies resulted in one-time monies between 2020, 2021 and 2022 that increased ending fund balances. This is not guaranteed or even likely in 2023 and 2024 given the economic uncertainty brought about by increased inflation and signs of a possible recession. Thus, these financial resources, commensurate with adopted financial policies, have been invested in one-time activities such as parks and transportation capital improvements that in turn results in a drawdown of unreserved ending fund balances.

## Budget Summary

The budget includes the following key projects:

### 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;

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

- The Adopted 2023/2024 Biennial Budget includes an increase of 12.55 FTEs from 210.50 FTEs adopted in 2022 to 223.05 FTEs in 2023 and 2024. The following is a summary of the adopted FTE changes recognizing that some of these positions were previously approved as part of budget adjustments in 2021 and 2022.

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



- Addition of a Communications Coordinator to assist the Communications Manager with planning, organizing and executing citywide communications and public relations within the City's Communications Division. This includes expanding the City's digital media presence, including producing high-quality multi-media projects like videos and other emerging marketing techniques to promote events and the work of the City. Also includes assisting with the advancement of the City's social media presence, and website management. The communication needs of the City have grown in recent years as the City has established itself as a leader in the South Sound with its multitude of events, programs, services and projects. This position is needed to keep up with this growth as well as continue to elevate the City's position as a leader in Pierce County.
- The addition of an IT Analyst will allow the Information Technology Division to address increased technology needs as it relates to public records requests, telework, cybersecurity, help desk and special projects. The increase in public disclosure requests (PDR) heavily impacts IT, since IT is the "3rd party" providing the initial extract of emails related to PDR requests. The hybrid telework/in office work model also continues to require support from IT, and while employees are required to report in-person when technology doesn't support remote work (for example, employee's internet connection is poor or technology doesn't support their need) there is still the call and follow-up to IT. Additionally, remote access work creates new opportunities for cybercriminals to exploit technology systems. The additional support will provide relief to the CIO who can then dedicate more time and expertise to major projects as identified in the 6-year IT Strategic Plan, as well as planning for and staying abreast of major developments and trends in information technology in order to advance and protect the City's technology infrastructure.
- Two Associate Planner positions are included. The first Associate Planner position will focus on the City's sustainability program and support current and long range planning. In 2021, the City Council adopted a new climate chapter to the City's comprehensive plan, as well as climate change action plan. This position will implement the City's climate change policies and programs, coordinate with City departments, outside agencies, and private and public utility providers. This position will also be responsible for preparing annual reports on the City's efforts to reduce greenhouse gases (GHGs).

The second Associate Planner position will administer tree permits in the event the City Council adopts a revised tree preservation code. This position coupled with an on-call arborist would be offset by tree preservation revenue.

- The .25 Program Coordinator CDBG is a shared fulltime position with the Human Services Coordinator position (.50 FTE) and Lakewood Promise support position (.25 FTE).
- A Program Coordinator ARPA position will assist in various ARPA program requirements, serve as the 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 provides 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.
- A Neighborhood Coordinator position is will serve as a liaison for neighborhood revitalization, focused on improving the safety and quality of life in neighborhoods citywide. The purpose is to improve neighborhoods and address local community challenges. Further, this position would assist in community outreach as part of the 2024 comprehensive plan periodic update. This position would be responsible for organizing a system of neighborhoods by establishing both physical and social places. This position would also work very closely with the City's planning team on neighborhood planning and revitalization.

- The Program Assistant Rental Housing Assistant Program (RHSP) position will continue in the upcoming biennium given it was a limited term position through the end of 2021.
- A Permit Technician position is included given the significant increase in the number of planning and building permits. This position would offset current workload. The position would also be used to continue the transition from one automated permitting system to a new permitting system, which occurred in early 2022 as well as the implementation of the document management system. The position is to be funded primarily by development services permits and fees revenue.
- The Capital Project Coordinator is included given the size and scope of the City's Parks CIP program. The City has been very successful procuring grants and funds to implement park improvement projects. In the next few years the City will be managing over \$10 million in park capital improvements. Until recently, the City had the equivalent of a half-time temporary position to manage all the projects. Additional support is needed to ensure all of the various components as well as the grant requirements are done properly and projects are completed on time and within established budgets. Funding is within the existing Parks CIP budget
- The addition of 3.5 Maintenance Worker positions and elimination of 1.5 Maintenance Assistance positions results in a net addition of 2 Maintenance Workers and is comprised of three factors. The first is the reclassification of 1.5 Maintenance Assistant positions to Maintenance Workers coupled with bringing them to fulltime status resulting in an additional 0.5 Maintenance Worker. The second is bringing an existing .50 position to fulltime status. The third is the restoration of a vacant Maintenance Worker position that was not funded as part of the last biennial budget due to financial challenges. All positions are included to address increased maintenance needs given the continued improvements to City park and street facilities as well as to support the many special events sponsored by the City on an annual basis.
- An Office Assistant in support of victims of Domestic Violence will bring this position to fulltime status. Currently, this position is funded through the STOP grant as a .5 position. This was a full time position prior to the pandemic. Since that time, state law has passed that requires the prosecutor increased contact with victims of domestic violence throughout the life of the case. The City had previously been able to coordinate victim support through partnerships with agencies such as the Crystal Judson Center and the YWCA. These partnerships will continue, however, the City is also required by state law to add, through the prosecution function, victim contact regarding case status, which creates additional workload for the City.
- An Associate City Attorney and PRA/Legal Specialist, funded with ARPA funds will support body camera operations.
- A Court Clerk position is increased from 0.7 FTE to a full time status to address municipal court workflow. Funding is offset by the elimination of a Court Compliance Officer position.
- An additional Police Lieutenant position will address the increasing workload that has been absorbed by the department over the years including: management of the in-Car video program; management of the soon-to-be implemented body worn camera program; increased response to public disclosure requests; responsibility for Lakewood's participation and response to the Pierce County Force Investigation Team (PCFIT); administrative oversight of the Special Response Team (SRT) after withdrawal from Metro SWAT; and fleet management. Another consideration is the impending retirements of the majority of Police command personnel over the next few years.

- The Diversity, Equity and Inclusion Manager position is replaced with contracted services led by the Deputy City Manager, Communications Manager and Assistant to the City Manager/Policy Analyst to develop the City's DEI Strategic Plan and other DEI efforts to include workforce development and diversity, increasing cultural awareness of city personnel, diversity training, community engagement, and increased community stakeholder collaboration.
- A Court Compliance Officer (CCO) position is eliminated to reflect the decrease in work volume in the court.
- As with previous biennial budgets, positions equating to 11.25 FTEs are identified as limited term positions for the upcoming biennium. The reason for this is financial. The City's available operating revenue does not allow for these positions to be recognized as ongoing, thus in order to preserve the integrity of the City's finances, they are included only for this biennium and will be reevaluated in future bienniums just as has occurred from past bienniums.

Limited Term Positions	FTE	Department	Status	Funding Source
Permit Technician	1.00	CED	New in 2023/2024	Development Services Fees
Associate Planner	1.00	CED	New in 2023/2024	Tree Permit Fees
Program Coordinator: RHSP/Abatement	1.00	CED	Continuation from 2021/2022	RHSP Fees/Abatement Funds
Program Assistant: RHSP	1.00	CED	Continuation from 2021/2022	RHSP Fees/Abatement Funds
Program Coordinator - CDBG	0.25	CED	New in 2023/2024	CDBG/ARPA Funds
Neighborhood Coordinator	1.00	CED	New in 2023/2024	One-time General Fund
Maintenance Worker	1.00	PRCS	Continuation from 2021/2022	One-time General Fund
Capital Projects Coordinator	1.00	PRCS	New in 2023/2024	One-time General Fund
Office Assistant -- Domestic Violence	1.00	Legal	Continuation & New in 2023/2024	STOP Grant/One-time General Fund
Program Coordinator - ARPA/Econ Dev	1.00	CED	New in 2023/2024	One-time ARPA Funds
Associate City Attorney (ARPA body cameras)	1.00	Legal	New in 2023/2024	One-time ARPA Funds
PRA/Legal Specialist (ARPA body cameras)	1.00	Legal	New in 2023/2024	One-time ARPA Funds
<b>Total Change</b>	<b>11.25</b>			

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

#### 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;
- 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;

**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;

**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;

**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;

**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;
- Continue City's leadership and contribution to the South Sound Military and Communities Partnership (SSMCP) with a focus on transportation, housing, child care services, JBLM regional economic analyses report, State Defense Community Capability Account (DCCA), climate change study, occupational licensing to reduce barriers for military spouses, and the North Clear Zone (NCZ);
- 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; and
- 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.

### Capital Improvement Funds

It is critical that adequate funding be dedicated to maintain aging infrastructure. The 2023 and 2024 capital budget, which includes parks, transportation, and sewers, amounts to \$21,972,622 and \$17,162,937, respectively. It is a reflection of an allocation of resources that have been identified as a high priority goal by the Lakewood City Council.

Funding in support of parks and transportation is a combination of city, county, state and federal grants coupled with dedicated City capital revenue such as fuel taxes, transportation benefit district funds, real estate excise taxes (REET), and storm water fees (SWM).

This budget continues a General Fund contribution that totals \$700,000 in both 2023 and 2024 in support of transportation projects and provides another \$690,000 for 2023 and \$940,000 for 2024 in support of parks projects. These monies coupled with other dedicated monies provide the critical leverage needed to effectively compete and be awarded millions in grant funds for much needed infrastructure improvements.

### Parks Capital Fund

Between 2015 and 2022, the City will have completed or initiated 45 park improvement projects totaling almost \$25 million at a number of City parks to include Fort Steilacoom Park, Springbrook Park, Harry Todd Park and Wards Lake Park. Park CIP projects are heavily supported by grants and other partnerships. Park improvement investments will continue in the 2023-2024 biennium.

Funding totaling \$4,080,000 (includes grants and state capital budget awards) is allocated in support of 11 park improvements projects plus project support for 2023 and 2024 as outlined in the following table.

Adopted 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
<b>Total</b>		<b>\$ 965,000</b>	<b>\$ 3,115,000</b>
** Funding contingent upon anticipated grants & state capital budget.			

Park projects include:

- Parks Equipment Replacement and Playground Resurfacing: This budget provides funds to support the replacement of park and playground equipment to include picnic tables, drinking fountains, benches, damaged playground pieces and required playground fall material and resurfacing. Funds are also used for Eagle Scout and other community projects that occur throughout the year.
- Edgewater Park: This one acres linear park is relatively undeveloped. A draft master plan was recently completed, however, right-of-way issues were discovered that may impact future development and

parking. This project will begin design as outlined in the master plan and allow the City the opportunity to seek grants in the 2024 state funding cycle to implement improvements in 2025 and 2026.

- Wards Lake Park Improvements, Phases 2 and 3: Wards Lake Park is located in the Northeast neighborhood area of Lakewood. Since incorporation, the City has utilized a variety of funding sources totaling approximately \$2 million to purchase several parcels of contiguous land to make up the Wards Lake Park property. At over 26 acres, Wards Lake is an amazing natural setting in a densely populated area. Phase 1 property acquisition is in negotiation and site improvements are in permitting with construction expected to occur in 2023 and 2024. Phase 2 improvements are anticipated to occur in 2025/2026 followed by Phase 3 in 2027/2028. Elements of Phase 2 may occur in conjunction with Phase 1 for efficiency. Phase 2 improvements will continue to enhance upland forest and native oak-prairie habitat areas, protect critical wetland areas, provide new access to the site and greater connectivity throughout the park, replace the restroom, create active nature play areas, create a new neighborhood park at the south corner of the site, add picnic shelters and a BMX track to bring new use to the park and enhance safety throughout the area.
- Oakbrook Park Improvements: This park is located in the northwest neighborhood area of Lakewood and is the only neighborhood park in this area. In 2019 the playground was replaced. The neighborhood worked on an updated site plan and in 2023 project improvements will include the addition of a picnic shelter, perimeter walking path, sport court, site furnishings, landscaping and fencing.
- Park Sign Replacement Program: This program will replace and upgrade park entry signs with more modern signs at 11 City parks starting in 2023. Parks identified in 2023 are Fort Steilacoom Park (new Angle Lane entrance), Harry Todd Park, and American Lake Park and Springbrook Park followed by Wards Lake Park, Active Park and Oakbrook Park in 2024 and Kiwanis and First Lions Park, Washington Park, Primley Park and Edgewater Park in 2025.
- Playground Replacement: This program moves forward the replacement of playgrounds that typically have a life span of 15-20 years as identified in the Legacy Plan. The playground identified for replacement in 2023 is at Active Park followed by Lake Louise School Park (or other CPSD partnership site) in 2024, Washington Park in 2025 and Fort Steilacoom Park in 2026.
- Nisqually Tribe Partnership Project: The City and the Nisqually Tribe are engaged in a partnership project at Fort Steilacoom Park that will highlight the Nisqually Indian Tribes history and culture. This heritage project will include the installation of interpretive signage, art and gathering areas. The various improvements will inform park visitors of the Nisqually Tribe's vibrant past and also note the important work the Tribe is currently doing in our community. Improvements are planned at the following areas:
  - Plaza Area: a new sign will be added to the kiosk and benches with tribal artwork located in the plaza area near the off-leash dog-park and Waughop Lake parking lot. The sign may include historic territory map, land acknowledgement statement, photos and introduction to the Nisqually Tribe.
  - Interpretive Markers: Educational information will be placed along the 1.7 mile Nisqually Loop Trail located within the park and may include markers, artwork and other types of interpretive information to include Lushootseed language, traditional and important flora and fauna located at the park along with past and current seasonal and cultural practices.



- **Chief Leschi Trailhead:** The new trailhead area located at the south side of the park was identified 12 years ago on our Discovery Trail signs as the location to tell the Chief Leschi story. A new kiosk sign, artwork (which may include a sculpture) and other site amenities such as carved or steel back benches displaying tribal artwork will honor the past and present legacy of Chief Leschi and the Nisqually Indian Tribe.
- **Harry Todd Pickle Ball Courts:** This project will convert the aging and underutilized above ground skate park and 50-year old tennis courts at Harry Todd Park into four pickle ball courts. Two of the courts will be ADA accessible and adjacent to ADA parking.
- **Fort Steilacoom Park Pavilion Acoustics:** Based on current use, it is recommended that acoustic treatments are needed to improve the use of the space for meetings and events.
- **Fort Steilacoom Park ADA and Overflow Parking:** This project provides for an improved parking area in the underutilized space near the barns to provide needed ADA parking for Pavilion use as well as expanded parking to accommodate the increased use of the park given the number of activities and special events that occur here each year.

The following is a list of grants and state capital budget requests totaling \$2,700,000 million that have been applied for and requested to support the 2023-2024 parks capital improvement budget.

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
<b>TOTAL</b>		<b>\$ 2,700,000</b>			
LWCF Legacy: Land and Water Conservation Fund					
WWRP: Washington Wildlife and Recreation Program (state)					
YAF: Youth Athletic Fund (state)					

### Transportation Capital Fund

Between 2015 and 2022, the City will have completed or initiated 86 transportation improvement projects totaling over \$115 million including pavement preservation, pavement overlays, street and sidewalk improvements, traffic signals, neighborhood safety, and LED streetlights.

For the upcoming biennium, the City is expected to invest another \$24,075,000. The following table illustrates this commitment. This budget includes funding in support of 17 transportation improvement projects plus project support totaling \$14,921,000 for 2023 and \$9,154,000 in 2024.

Adopted 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
<b>Total</b>		<b>\$ 14,921,000</b>	<b>\$ 9,154,000</b>

Transportation improvement projects include:

- Streetlights -- New LED Lights: The City will continue to invest in street lights each year. It is anticipated that all neighborhoods will have new LED streetlights by 2024.
- Safety -- Neighborhood Traffic Safety/Traffic Calming: This annual program provides funding to make minor capital improvements to include traffic studies, community outreach, signage, pavement markings, radar feedback signs, speed humps, and engineering to improve safety in neighborhoods.
- Minor Capital and Major Maintenance: This annual program allows the City to take a proactive approach in support of pavement patching, street paint striping, roadway markings, and driveway and sidewalk panel replacement.
- Chip Seal Program (2023): The chip seal program will be spread out north-south along areas between 100<sup>th</sup> St SW and 112<sup>th</sup> St. SW and east-west between Lake Steilacoom and Lakeview Avenue SW. Some patching and crack sealing will be done ahead of the chip seal application.
- Chip Seal Program (2024): The chip seal program will be spread out north-south along areas between Mt Tacoma Drive SW and 108<sup>th</sup> St. SW and east-west between Gravelly Lake Drive and South Tacoma Way. Some patching and crack sealing will be done ahead of the chip seal application.

- Streets -- South Tacoma Way, 88<sup>th</sup> to 80<sup>th</sup> St. (Construction): This project, which is 0.28 miles, is the construction to provide for curb, gutter, sidewalks, bike lanes, continuous 2-way left turn lane, street lighting, signal upgrades, patching, overlay, and associated storm drainage improvements.
- Streets: Nyanza Road SW (Design): This project will complete the shared use path around Gravelly Lake and close the loop from I-5 to the Lakewood Towne Center. It totals approximately 5,400 lineal feet of new road surface, curb, gutter, sidewalks, shared use path, illumination, storm water, and associated traffic signal or roundabout improvement for the north end of Nyanza.
- Streets: Hipkins Road; 104<sup>th</sup> to Steilacoom Blvd. (Construction): This project will complete curb, gutter, sidewalks, asphalt overlay, and storm drainage improvements; approximately 2,000 lineal feet was completed many years ago to slow traffic in this corridor. This project will connect these improvements to improve pedestrian and non-motorized access along this roadway.
- Pedestrian Crossing Signal: 84<sup>th</sup> St. at Pine St. Intersection (Construction): This project will install a pedestrian crossing signal to include pedestrian scale lighting, marked crosswalks, pedestrian crossing advance bar, audible pedestrian signal, pedestrian countdown signal, leading pedestrian intervals, sidewalk with curb, ADA curb ramp retrofits, and bike lanes.
- Streets & Sidewalks: Clover Park High School, 112<sup>th</sup> St. Sidewalks Gravelly Lake Drive to Highland Ave: This project will install sidewalk, curb, gutter, ADA curb ramp retrofits, bike lane, pedestrian lighting, school speed zone flashing beacons and signage along one side of the road between Gravelly Lake Drive and Highland Avenue SW, a length of approximately 1,850 feet.
- Overlay and Sidewalk: Custer Road; Steilacoom Blvd. to 500' west of Bridgeport: This project will consist of roadway surface improvements, curb, gutter, sidewalks, streetlights, and storm drainage improvements.
- Streets & Sidewalks: Steilacoom Blvd; 87<sup>th</sup> to Weller (ROW and Construction): This project will add sidewalks and bike lanes from 87<sup>th</sup> to Weller Road. Improvements include curb, gutter, sidewalks, bike lanes, right turn pocket, street lighting, storm drainage, and pavement patching and asphalt overlay.
- Streets & Sidewalks: Ardmore/Whitman/93<sup>rd</sup> (Construction): This project, which will connect Steilacoom Blvd. to the Colonial Plaza and Lakewood Towne Center will add sidewalk, curb, gutter and an asphalt overlay.
- Overlay: South Tacoma Way; 96<sup>th</sup> to Steilacoom Blvd: This project will provide an asphalt overlay along this corridor to include upgrading sidewalk ramps to conform to current ADA standards.
- Streets & Sidewalks: Interlaaken; 112<sup>th</sup> to Washington Blvd. (Design): This project will construct sidewalks along this corridor to include curb, gutter, storm drainage, streetlights and an asphalt overlay.
- Streets & Sidewalks: Idlewild Road SW; Idlewild School to 112<sup>th</sup> Street SW: This project will construct sidewalks on the west side of Idlewild from the Idlewild Elementary School to 112<sup>th</sup> Street SW and include curb, gutter, storm drainage, streetlights, and an asphalt overlay.

- Streets & Sidewalks: 112<sup>th</sup> Street SW; Idlewild Road SW to Interlaaken Drive SW: This project will construct sidewalk along this corridor to include curb, gutter, storm drainage, streetlights, a raised crosswalk at Idlewild and 112<sup>th</sup>, and an asphalt overlay
- Streets & Sidewalks: Farwest Drive; 112<sup>th</sup> Street to 91<sup>st</sup> Street CT SW (Construction): This sidewalk, curb and gutter in-fill project along the westside of Farwest Drive will also install pedestrian lighting, road reconfiguration (diet), ADA curb ramp retrofits, and bike lanes.

This budget proposal does not include funding for which the City has applied, but not yet received. The following is a list of those grants (e.g., safe routes to schools, transportation improvement board) totaling \$4.56 million in support of 5 projects.

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
<b>TOTAL</b>		<b>\$ 4,564,614</b>			

The City is also partnering with Sound Transit specific to the Lakewood Station Access Improvements Project, which is funded by Sound Transit funds totaling \$44 million (\$2019). The following is the list of the 11 proposed projects; there are 7 Tier 1 projects and 4 Tier 2 projects.

Tier 1 projects:

1. 112<sup>th</sup> from GLD to Bridgeport
2. 115<sup>th</sup> St Ct SW
3. 47<sup>th</sup> Ave, Pac Hwy to Clover Creek
4. Kendrick St SW, 111<sup>th</sup> to 108<sup>th</sup> St SW
5. Clover Creek Drive connections to City infrastructure
6. New York Ave SW/McCord Drive SW, Pacific Highway S to Bridgeport
7. Lincoln Ave, McCord to San Francisco

Tier 2 projects (funding availability):

1. San Francisco from Bridgeport to I-5 boundary
2. Chicago Ave from McCord Ave SW to I-5 boundary
3. Boston Ave from McCord Ave SW to I-5 boundary
4. McCord Ave and 47<sup>th</sup> across Bridgeport

Earlier this year, the Sound Transit Board expressed support for the projects and approved a motion for consultant support services for the next phase of the project. The next phase of work is the environmental work, which is underway. The expectation is that Sound Transit will complete all the SEPA work and then proceed with design. The City is positioning itself to do the design and construction management work on Sound Transit's behalf similar to how the City managed and took the lead with the 111<sup>th</sup>/112<sup>th</sup> road construction project.

Sound Transit will be working to begin releasing funds in 2024 so the design work can proceed. The only real question is can the funding go beyond the Tier 1 projects and into the Tier 2 list of projects as outlined above. Project implementation would begin in 2024 at the earliest with completion estimated to be by 2030.

Any grant awards and project would need to be included as part of a future budget adjustment process.

### Sewer Capital Fund

The 2023 and 2024 sewer utility capital budget totals \$1,446,000 and \$2,215,000, respectively.

Adopted Sewer Utility Projects		2023	2024
1	Side Sewer Capital	\$ 50,000	\$ 50,000
2	Rose Road & Forest Road Sewer Extension (Construction)	1,074,000	90,000
3	Wadsworth, Silcox & Boat Street Sewer Extension (Design)	287,000	20,000,000
4	Grant Avenue & Orchard Street Sewer Extension (Design)	-	40,000
5	Program Adminsitration	35,000	35,000
<b>Total</b>		<b>\$ 1,446,000</b>	<b>\$ 20,215,000</b>

Sewer capital projects include:

- Side Sewer Capital: These financial resources are set aside to design and construct side sewers to the sewer system in the Tillicum and Woodbrook neighborhoods. This program is set up as a loan program with costs paid back by property owners.
- Rose Road & Forest Road Sewer Extension: This project will construct the extension of existing sanitary sewer mains from the Portland Avenue/Rose Road intersection approximately 1,050 feet northwest to the 15400 block of Rose Road; from the 8900 block of Forest Road approximately 480 feet north and west to the intersection of Forest and Rose; and from Portland Avenue/Forest Road intersection approximately 720 feet to the 15200 block of Fern Street. Total new sewer line footage is 2,250 feet. Once completed, this sewer extension will make sanitary sewer service available to 59 properties which consist of 46 residential properties and 13 multi-family properties.
- Wadsworth, Silcox & Boat Street Sewer Extension: This project will design (construction to occur in 2025) the extension of sanitary sewer mains from the Portland Avenue/Wadsworth Street intersection approximately 630 feet north and west to the 15100 block of Boat Street; extend a force main from the 15100 block of Silcox Drive approximately 420 feet to the Boat Street/Wadsworth Street intersection; install a pump station in the 15100 block of Silcox Drive right of way; extend sewer main from the Portland Avenue/W Thorne Lane intersection approximately 840 feet to the 15100 block of Silcox Drive; extend sewer main from the 15100 block of Boat Street approximately 250 feet to the Boat Street/Silcox Drive intersection; extend sewer from the W Thorne Lane/Silcox Drive intersection approximately 720 feet to the 14300 block of W Thorne Lane; extend sewer from the W Thorne Lane/Woodlawn Street approximately 300 feet to the 14800 block of Woodlawn Street. Total new sewer line totals 2,740 feet of gravity line and 420 feet of force main. Once completed, this sewer extension will make sanitary sewer service available to 61 properties which consist of 60 residential properties and one commercial property. The residential properties are comprised of 40 single family properties and 20 multiple dwelling units ranging from 2 to 8 units per property. Total number of dwelling units for the 61 properties is approximately 122.
- Grant Avenue & Orchard Street Sewer Extension: The project will extend existing sanitary sewer mains from the Grant Ave./ Orchard St. intersection approximately 850 feet northeast to the 14800 block of Grant Ave.; from the Grant Ave./Berkeley St. intersection approximately 380 feet southwest to the 15500 block of Grant Ave; from Grant Ave./Orchard St. intersection approximately 340 feet to the 8400 block of Orchard St; and from the Orchard St./Union Ave. intersection approximately 310 feet northwest to the 8300 block of Orchard St. Total new sewer line footage is 1,880 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system

is operational is will make service available to 28 properties. 18 of the properties are single family. 9 of the properties have multiple dwelling units ranging from 2 to 6 units per property. 1 property contains the child care center located on the grounds of Tillicum Elementary. Total number of dwelling units for the 28 properties is 39.

### Storm Water Utility Fund

The 2023 and 2024 Surface Water Management (SWM) Utility Fund amounts to \$9,124,630 and \$8,240,149, respectively, and includes both a maintenance operating and construction component. This budget continues to implement a storm water management program that meets the requirements of the NPDES Phase II permit.

Adopted Storm Water Utility Projects		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
<b>Total</b>		<b>\$ 1,546,967</b>	<b>\$ 583,043</b>

Storm Water Utility capital projects include:

- Waughop Lake Treatment: This project will treat Waughop Lake to minimize future hazardous algae blooms. Tasks will include on-going monitoring, reporting and permitting through the Washington State Department of Ecology.
- Clover Creek Streambank Restoration Study: This project will evaluate alternatives to restore the streambank along Clover Creek from 47<sup>th</sup> Avenue SW to Bridgeport Way. Much of the existing streambank is covered with invasive weeds. Other areas have high erosion potential due to limited ground cover.
- 2023, 2024 and 2025 Drainage Pipe Repair Project (Construction): This project will design and construct the repair work needed on storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.
- In addition, the City will continue with its support of the American Lake Management District that was formed in 2019. And as illustrated in the table above, the SWM Utility Fund also provides funding in support of transportation construction projects with a storm water element. This capital funding totals \$751,330 in 2023 and \$155,000 in 2024, which is consistent with SWM investments in recent years.

### Internal Service Funds

The 2023 and 2024 Internal Service Funds amounts to \$15,003,336 and \$14,657,845, respectively. This budget includes four internal service funds: Fleet & Equipment, Property Management, Information Technology and Risk Management. The purpose of these funds is to account for all costs associated with operating and maintaining the City's vehicles, equipment, City owned facilities, information systems, and risk management functions.



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

The following is a summary of the vehicle and equipment replacements in the 2023/2024 biennial budget.

<b>Adopted Fleet &amp; Equipment Acquisitions</b>		<b>2023</b>	<b>2024</b>
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
<b>Total</b>		<b>\$ 1,725,800</b>	<b>\$ 1,371,600</b>

This table outlines the projects that are included in the 2023/2024 property management biennial budget. These improvements are consistent with the six-year property management plan developed in mid-2016 and ensure the preservation and maintenance of City-owned facilities.

<b>Adopted Property Management Projects</b>		<b>2023</b>	<b>2024</b>
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
<b>Total</b>		<b>\$ 545,000</b>	<b>\$ 185,000</b>

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

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

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



Adopted 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	-
<b>Total</b>		<b>\$ 155,000</b>	<b>\$ 241,000</b>

## City Personnel

City personnel costs comprise 65% of General Fund operating expenditures. The following table lists the underlying assumptions associated with City personnel compensation in the Adopted 2023/2024 Biennial Budget.

Employee Compensation Assumptions	2023	2024
<b>Employee Salaries</b>		
Non-represented employees (1)		
Salary range adjustment	5.0%	5.0%
Represented employees		
AFSCME (2)		
Cost of living adjustment (COLA)	5.0%	not settled
Step increase	2.0%	not settled
LMPG (Police Lieutenants) (3)		
Cost of living adjustment (COLA)	not settled	not settled
Step increase	not settled	not settled
LPIG (Police Officers, Detectives, Sergeants) (4)		
Cost of living adjustment (COLA)	not settled	not settled
Step increase	not settled	not settled
Teamsters (5)		
Cost of living adjustment (COLA)	3.0%	3.0%
Merit	0.5%	0.5%
<b>Employee Benefits</b>		
Healthcare		
Medical	5%	5%
Dental	2%	2%
Vision	1%	1%
Medicare	0%	0%
Unemployment	1%	1%
Long Term Disability		
Commissioned police officers	0%	0%
All other city employees	0%	0%
(1) Salary increases are based solely on merit and performance.		
(2) AFSCME, 2-Year Collective Bargaining Agreement (2022 to 2023)		
(3) LMPG, 3-Year Collective Bargaining Agreement expires 12/31/2022, negotiations underway.		
(4) LPIG, 2-Year Collective Bargaining Agreement expires 12/31/2022, negotiations underway.		
(5) Teamsters, 5-Year Collective Bargaining Agreement (2022 to 2025)		

The following table lists the number of regular full-time equivalents (FTEs) that were employed by the City for 2021, the adopted 2022 budget and the number FTEs that are included as part of the Adopted 2023/2024 Biennial Budget.

The Adopted 2023/2024 Biennial Budget includes an increase of 12.55 FTEs from 210.50 FTEs adopted in 2022 to 223.05 FTEs in 2023 and 2024. The following table outlines the FTE changes.

Department	2021	2022	2023 Adopted	2024 Adopted	23/24 to 22 Change
<b>General Government</b>					
City Manager	3.50	3.50	4.00	4.00	0.50
Municipal Court	9.70	9.50	8.80	8.80	(0.70)
Administrative Services	12.00	12.00	13.00	13.00	1.00
Legal, City Clerk & HR	15.50	13.50	16.00	16.00	2.50
Subtotal General Government	40.70	38.50	41.80	41.80	3.30
<b>Community &amp; Economic Development</b>	22.50	21.50	26.75	26.75	5.25
<b>Parks, Recreation and Cultural Services</b>	23.00	23.00	26.00	26.00	3.00
<b>Police</b>	110.00	110.00	111.00	111.00	1.00
<b>Public Works Engineering</b>	17.50	17.50	17.50	17.50	-
<b>Total</b>	213.70	210.50	223.05	223.05	12.55

Between 2008 and 2014 the City averaged approximately 245 FTEs per year. In 2015, the impacts of the economic conditions required the City to transform into a leaner and more productive organization. This required downsizing City personnel and realigned resource distributions.

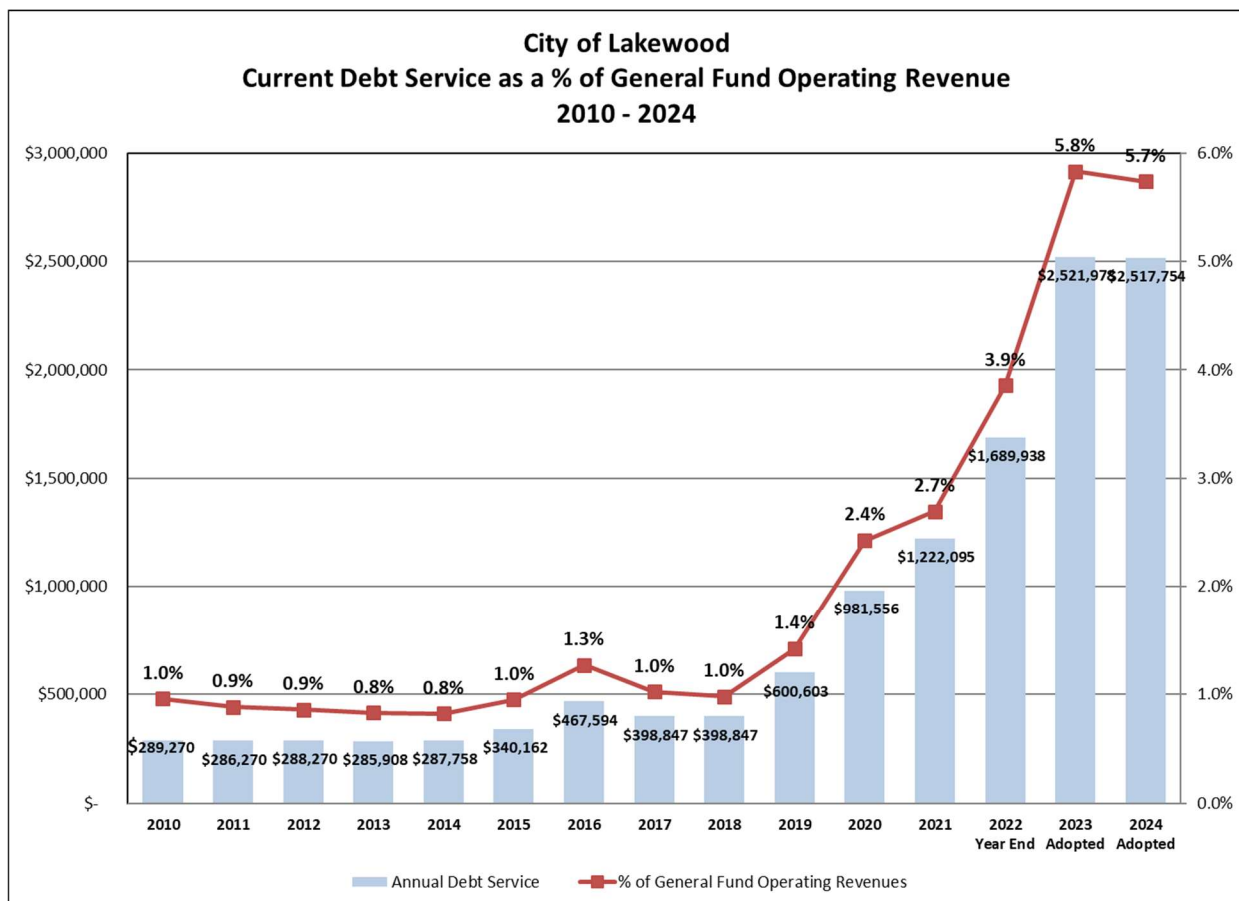
However, the delivery of top-notch services to the Lakewood community continues. For example, the City continues to use cross-functional teams from multiple departments to address and collaborate on service delivery enhancements and to collaboratively solve problems. This has proven to be very successful. Recent cross-functional team accomplishments include: the allocation and management of federal ARPA monies, the development of the Lakewood Transit Subarea Plan, the update of the tree preservation code, the success of the Rental Housing Safety Program and CSRT, the pursuit of economic development initiatives, such as Lakewood Landing, and the City's County, State and Federal legislative priorities.

## Debt Management

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

The issuance of the new rating combined with the affirmation of the existing AA long-term rating is an extraordinary achievement for the City. In 2014 S&P upgraded the City's rating from A to AA-. This was followed by an upgrade in 2018 to AA. Over a four-year period, the City's bond rating jumped three steps skipping A+ and going directly to AA. The AA bond means that the City will experience lower financing costs by attracting a broader range of investors. This is a very positive affirmation of the City's effectiveness in managing its financial resources.

Existing General Government debt service is comprised of a promissory note issued in 2005 in support of 59<sup>th</sup> Street roadway improvements, councilmanic general obligation bonds (GO bonds) issued in 2009 in support of constructing a new police station, LOCAL funding for the City's LED streetlight retrofit program, GO bonds issued between 2019 and 2021 in support of five major transportation capital improvement projects that are being repaid with real estate excise tax (REET) funds and GO bonds that will be issued in 2023 to finance six additional major transportation capital improvement projects that are being repaid from the transportation benefit district (\$20 vehicle license fee).



Annual General Government supported debt service payments will total \$2,521,978 in 2023 and \$2,517,754 in 2022, which is 5.8% and 5.7% of general fund operating revenue, respectively.

The City does have other debt, specifically four outstanding Public Works Trust Fund loans (PWTFL) in support of sewer extensions into the Tillicum and Woodbrook neighborhoods that are financed with an assessment on all Lakewood sewer accounts. In 2021, the City issued surface water revenue bonds to finance the storm drainage element of upcoming transportation projects.

In addition, the City has two outstanding local improvement districts (LIDs) that were established to help finance street improvements. LID debt obligations are repaid through the collection of assessments from adjacent property owners.

The following table provides an overview of the City's Outstanding Debt Service in the Adopted 2023-2024 Biennial Budget.

Outstanding Debt Service					
Description	Issue Date	Amount Issued	2023	2024	Final Maturity
59th Street	4/30/2005	\$ 1,071,000	\$ 77,000	\$ 77,000	4/30/2024
Police Station-Refunding	4/19/2016	1,884,032	213,581	210,981	12/1/2028
LOCAL LED Streetlight Retrofit	3/24/2015	1,460,000	156,400	154,775	12/1/2027
Transportation Projects	5/8/2019	17,600,000	1,239,997	1,239,998	12/1/2041
Transportation Projects-TBD \$20 VLF	3/1/2023	11,600,000	835,000	835,000	12/1/2043
<b>Subtotal General Government</b>		<b>33,615,032</b>	<b>2,521,978</b>	<b>2,517,754</b>	
Sewers-PWTFL (PW-04-691-PRE-132)	7/7/2005	593,864	30,309	30,012	7/7/2024
Sewers-PWTFL (PW-06-962-022)	9/18/2006	5,000,000	300,372	298,899	9/18/2026
Sewers-PWTFL (PW-08-951-025)	3/1/2008	1,840,000	107,147	106,627	7/1/2028
Sewers-PWTFL (PW-12-851-025)	6/1/2012	500,000	37,322	37,144	6/1/2031
<b>Subtotal Sewers-PWTFL</b>		<b>7,933,864</b>	<b>475,150</b>	<b>472,682</b>	
Storm Water Revenue Bonds	10/16/2021	4,028,365	500,995	500,995	12/1/2030
<b>Subtotal Storm Water Utility</b>		<b>4,028,365</b>	<b>500,995</b>	<b>500,995</b>	
LID 1108 (street improvements)	1/1/2008	880,000	11,374	-	12/1/2023
LID 1109 (street improvements)	3/2/2020	922,757	225,318	219,765	3/1/2033
<b>Subtotal LID's</b>		<b>1,802,757</b>	<b>236,692</b>	<b>219,765</b>	
<b>Total Debt Service</b>		<b>\$ 47,380,018</b>	<b>\$ 3,734,815</b>	<b>\$ 3,711,196</b>	

### Compensated Absences

While the City has specific debt service requirements, compensated absences are an unfunded liability comprised of all outstanding vacation pay and accrued compensatory time that is recorded as an expenditure when paid. This occurs when an employee uses vacation or compensatory time or when an employee leaves the City. The calculation is made on an annual basis. As of December 31, 2021, this unfunded liability totals \$2,988,965.

Legacy Cost						
Group	December 31, 2019		December 31, 2020		December 31, 2021	
	FTE	Total Liability	FTE	Total Liability	FTE	Total Liability
Non Rep	33.00	\$ 428,358	33.00	\$ 525,929	35.00	\$ 600,304
AFSCME	86.25	602,564	86.00	664,352	90.50	711,374
LPMG	4.00	182,650	4.00	222,861	4.00	215,585
LPIG	93.00	1,727,578	92.00	1,845,670	95.00	1,443,539
Teamsters	4.00	23,565	4.00	22,168	2.00	18,163
<b>Total</b>	<b>220.25</b>	<b>\$ 2,964,715</b>	<b>219.00</b>	<b>\$ 3,280,980</b>	<b>226.50</b>	<b>\$ 2,988,965</b>

## Conclusion and Acknowledgements

This 2023-2024 Adopted Biennial Budget was prepared during a time that our perspectives, our lives, and our City has been transformed by the experiences of the past two and a half years. At the same time, the Lakewood community has responded remarkably to the pandemic.

It has been incredible to witness those who keep Lakewood moving forward; those who work in our schools, our nonprofits, our service clubs, our community organizations, our businesses, our medical facilities, and our City, County, State and Federal governments.

Lakewood's resilience over the last two years has been nothing short of amazing. And as we move in a direction to a return to what was once normal, it is also important to recognize our new environment and that nothing is the same as it was.

I would like to thank our Mayor, Deputy Mayor, and Lakewood City Council for their leadership and support throughout the development of this adopted budget as well as their vision to improving our wonderful community.

I also want to recognize and thank our great City employees who work tirelessly to make this City operate in an efficient and friendly manner. I am so proud of how our employees perform each day, despite the challenging circumstances to bring exceptional services to our residents and businesses; their perseverance and resiliency is inspiring.

I must also express my personal appreciation to Deputy City Manager Tho Kraus for her tremendous leadership and skill in the development of this budget to include her outstanding performance in gathering, analyzing, and presenting information clearly and accurately.

I would also like to thank the many residents and community stakeholders who have contributed to our success, whether you serve on an advisory board or commission, volunteer in support of the many community activities, attend public meetings or just call occasionally with an issue or an idea, you are what makes our community strong. You are our community's "unsung heroes", as is evident by the tremendous sense of civic pride and level of community involvement, volunteerism, and engagement that exists in Lakewood coupled with our strong relationships and standing with our neighbors, regional, state and national partners.

I will conclude by saying that Lakewood is remarkable and I am incredibly optimistic about our future. We stand ready to take advantage of our opportunities and proactively address our challenges.

Respectfully submitted,



John J. Caulfield, ICMA-CM  
City Manager  
City of Lakewood

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# INTRODUCTORY

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## CITY OFFICIALS



**JASON WHALEN**  
Mayor



**MARY MOSS**  
Deputy Mayor



**DON ANDERSON**  
Councilmember



**MICHAEL D.  
BRANDSTETTER**  
Councilmember



**PATTI BELLE**  
Councilmember



**LINDA FARMER**  
Councilmember  
*Resigned effective 12/28/2022 to  
become elected Pierce County Auditor.*



**PAUL BOCCHI**  
Councilmember

Position #	Councilmember	Took Office	Term Expires	Email
Position # 3	Jason Whalen (Mayor)	2010	Dec. 31, 2025	jwhalen@cityoflakewood.us
Position # 1	Mary Moss (Deputy Mayor)	2010	Dec. 31, 2025	mmoss@cityoflakewood.us
Position # 4	Don Anderson	2008	Dec. 31, 2023	danderson@cityoflakewood.us
Position # 2	Michael D. Brandstetter	2010	Dec. 31, 2025	mbrandstetter@cityoflakewood.us
Position # 5	Patti Belle	2021	Dec. 31, 2025	pbelle@cityoflakewood.us
Position # 6	Linda Farmer	2020	Dec. 31, 2023	n/a
Position # 7	Paul Bocchi	2012	Dec. 31, 2023	pbocchi@cityoflakewood.us

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

## CITY MANAGER



John J. Caulfield  
City Manager

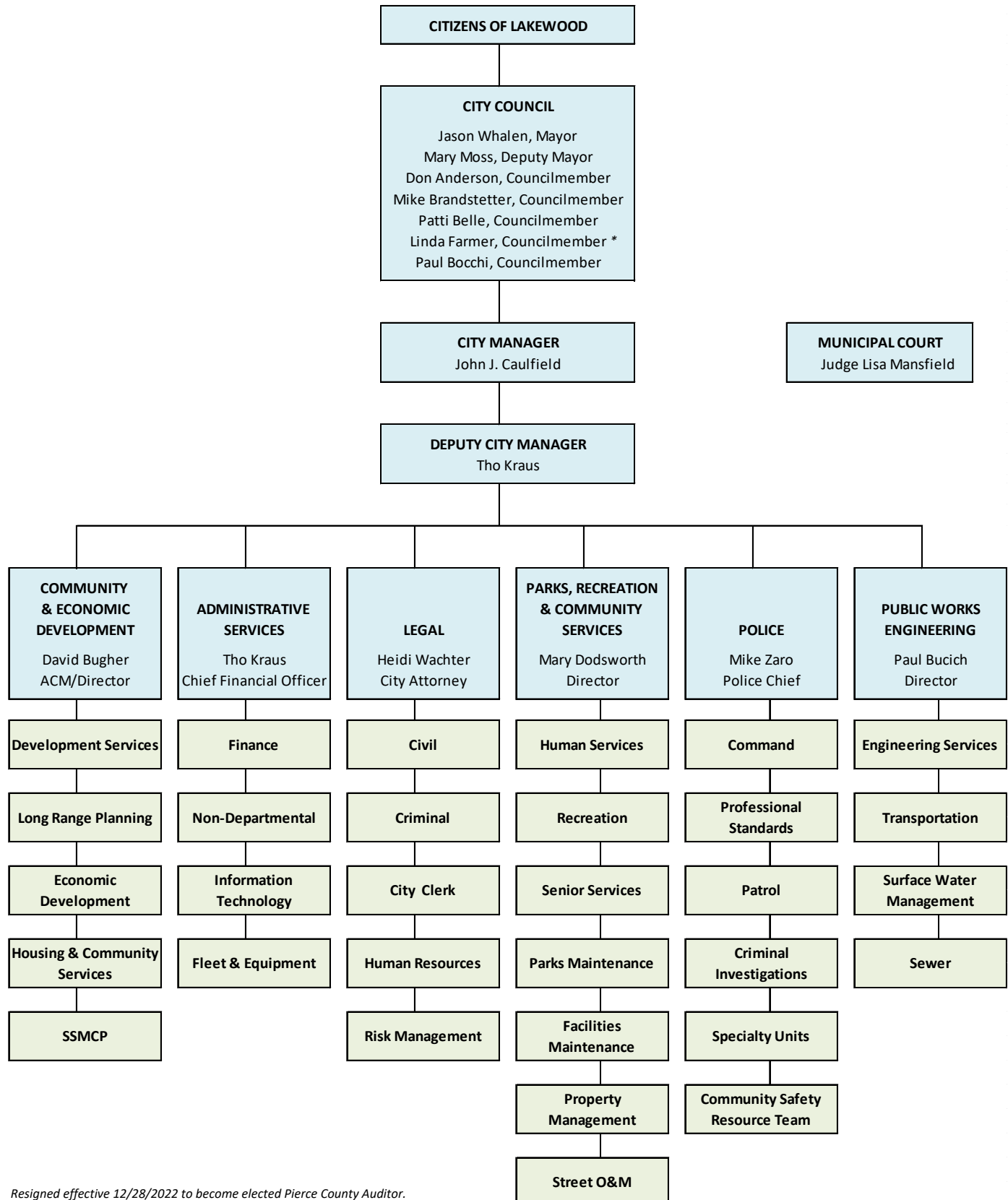
Appointed September 3, 2013

JCaulfield@cityoflakewood.us  
(253) 983-7703

## DEPARTMENT DIRECTORS

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

## CITY-WIDE ORGANIZATION CHART



*Resigned effective 12/28/2022 to become elected Pierce County Auditor.*

# **GUIDING PRINCIPLES**



**SERVICE**

**TEAMWORK**

**INTEGRITY**

**RESPECT**



### A Statement on Equity by the Lakewood City Council

The Lakewood City Council acknowledges that equity is essential to a healthy community.

We are committed to identifying and eliminating systemic racism. We intend to lead by example in the advancement of equity and the deliberate practice of inclusion.

The City Council commits to the following practices:

- Instilling equity as a priority of policy and the delivery of services.
- Enacting initiatives that support and celebrate the diversity of the community.
- Ensuring equity in municipal planning.
- Identifying and dismantling preconceived prejudices.
- Increasing sensitivity to social norms and cultural expectations.
- Pursuing justice and equity for all residents.

We recognize the critical role that city leaders have in removing barriers to opportunity. We recognize that systemic inequality has endured, but commit that it shall not persist.

The City Council will not tolerate *intolerance*.

It is unconscionable that some members of our community fall victim to acts of hate. Acts of hate based upon race, creed, ancestry, disability, sex, sexual orientation, gender identity and/or socioeconomic status are unwelcome in Lakewood, Washington.

The Lakewood Police Department shall be vigilant in its investigation and prosecution of crimes of hate.

These intentional practices will inform our decision-making on policing, zoning, capital investment and all other matters of the City Council. Our objective is to create a more diverse, equitable and inclusive Lakewood community for all residents and we invite all Lakewood organizations and residents to join us in this effort.

SIGNED BY:

Mayor Don Anderson

Councilmember Mary Moss

Councilmember Mike Brandstetter

Deputy Mayor Jason Whalen

Councilmember Pat Belle

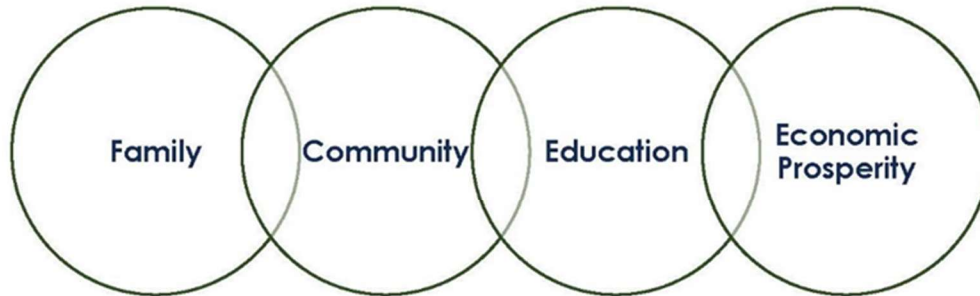
Councilmember Linda Farmer

Councilmember Paul Bocchi

*Passed by the Lakewood City Council on April 19, 2021 via Resolution No. 2021-05.*

# CITY COUNCIL VISION 2026

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



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

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



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



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



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



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



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



Leveraging and embracing of our **DIVERSITY**



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

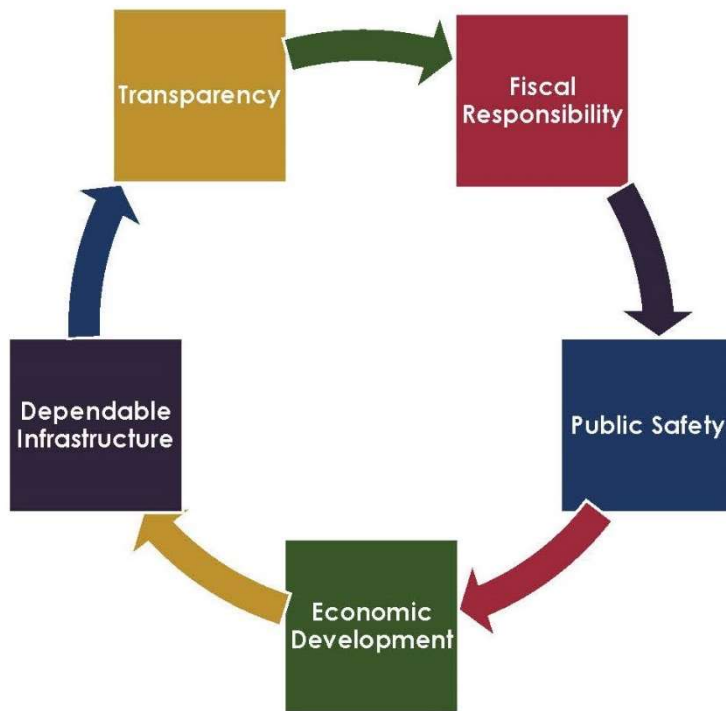


Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, **SERVICE MEMBERS** and their families

(Adopted October 19, 2015)



## City Council Goals & Objectives



The purpose of the community toward policy direction policy guide for City's 2023/2024 guide the budget and capital organizational work plans and projects are developed that incrementally move the community toward the stated goal.

City Council Goals is to direct our positive change and serve as the for City government as well as the developing and implementing the biennial budget. City Council goals allocation of resources through the improvement program to assure that

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

### EFFICIENCY

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

### ACCOUNTABILITY

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

### PROACTIVE FOCUS

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

### REGIONAL PARTNERSHIPS

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



# LAKEWOOD CITY COUNCIL GOALS

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

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

- *Inspired by its own sense of history and progress;*
- *Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural communities;*
- *Sustained by robust economic growth and job creation;*
- *Recognized for the excellence of its public and private schools, and its community and technical colleges;*
- *Characterized by the beauty of its lakes, parks and natural environment;*
- *Acknowledged for excellence in the delivery of municipal services;*
- *That actively cultivates, embraces, and continually strives to create a more inclusive community with the equitable delivery of City services; and*
- *Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families.*

The purpose of the City Council Goals is to direct our community toward positive change and serve as the policy direction for City government as well as the policy guide for developing and implementing the City's next two biennial budgets (2021-2022 and 2023-2024). Council goals guide the allocation of resources through the budget and capital improvement program to assure that organizational work plans and projects are developed and achieved that move the community forward.

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

- **Regional Partnerships** – The City encourages and participates in regional approaches to service delivery to the extent that a regional model produces efficiencies and cost savings, and ultimately improves service to our community members.
- **Efficiency** – The City is committed to providing public services in the most efficient manner possible and maximizing the public's return on its investment. The City will concentrate efforts on data-driven decisions that optimize available resources.
- **Accountability** – The City is accountable to the community for the achievement of City goals. The City will identify meaningful metrics and determine a series of benchmarks to convey City efforts within goal areas. The City will track performances over the next four years, adjusting when necessary, to optimize services and efforts.
- **Proactive Focus** – The City proactively focuses on the entire condition of the City. The City will promote long-term financial and strategic planning backed by quantifiable data and analysis.

# ECONOMIC DEVELOPMENT

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

**Objectives:**

**I.1 Align economic goals and resources across departments.**

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

**I.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.**

- A. Implement catalyst projects that promote private investment, i.e., the Downtown Plan, Lakewood Station District Plan, and the development of the Woodbrook Business Park and Lakewood Landing.
- B. Improve underutilized commercial and mixed-use areas, e.g., the WSDOT facility, revise zoning regulations where appropriate and minimize nonconforming uses.
- C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

**I.3 Enhance and diversify housing stock and improve multi-generational community assets.**

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

**I.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.**

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

**I.5 Promote and facilitate sustainable economic development.**

- A. Focus resources on business creation, attraction, retention, and expansion.
- B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, professional, and retail and service businesses.
- C. Continue to leverage and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, cultural amenities, activity hubs, and utilities.

# DEPENDABLE INFRASTRUCTURE

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

**Objectives:**

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

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

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

- A. Maintain infrastructure using best management practices to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.

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

- A. Enhance and upgrade street amenities, public right-of-way, and wayfinding and reader board signage.
- B. Showcase art, culture, and history to enhance sense of place.

**2.4 Increase connectivity and accessibility.**

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

# PUBLIC SAFETY

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

**Objectives:**

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

- A. Enhance law enforcement services through on-going training and new technologies.
- B. Promote crime prevention through environmental design (CPTED) principles.
- C. Develop, practice, update, and implement emergency management plans.

**3.2 Match perception of public safety with reality.**

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

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

- A. Increase proactive abatement, code enforcement, and housing safety programs to eliminate blight and unsafe conditions.
- B. Encourage neighborhood association safety initiatives.
- C. Support creative criminal justice and alternative diversion programs.
- D. Take a proactive role in legislative advocacy in matters that impact public safety.
- E. Identify and implement new technologies and innovative programs that enhance municipal court services for the community and contract jurisdictions.

**3.4 Expand community outreach and educational programs.**

- A. Cultivate and sustain collaborative partnerships with law enforcement and community stakeholders to develop effective solutions, increase trust, and encourage mutual accountability.
- B. Continue to improve communication efforts with youth and underserved communities to remove barriers, increase trust, and provide opportunities for meaningful engagement.
- C. Emphasize crime prevention through public education.
- D. Use innovative approaches and partnerships to provide connections to services to individuals experiencing behavioral health incidents and/or homelessness.



# FISCAL RESPONSIBILITY

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

**Objectives:**

**4.1 Provide efficient and effective municipal services.**

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

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

- A. Maintain and strategically use reserves in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. Develop balanced biennial budgets consistent with adopted financial policies.
- C. Diversify revenue base and explore innovative funding sources.

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

- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.
- B. Seek and promote diverse advisory groups.
- C. Continue to maintain “Well City” status.
- D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when of benefit to the community.
- E. Continue to enhance cyber security measures to protect City systems.
- F. Effectively use American Rescue Plan Act funds to help the community recover from the COVID-19 pandemic.

# TRANSPARENCY

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

**Objectives:**

**5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.**

- A. Create and implement a Communication Strategic Plan that prioritizes inclusivity, community engagement, meaningful civic participation, and enhances branding standards.
- B. Leverage new and existing communication methods and innovative partnerships to effectively build trust, disseminate information, and reduce barriers to access.
- C. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.
- D. Continuously enhance online and digital services.
- E. Regularly implement surveys that measure community priorities, satisfaction, and specific projects.

**5.2 Advocate for Lakewood at all levels of government.**

- A. Continue to serve in a leadership capacity in national, regional, and local affairs.
- B. Develop annual legislative agenda and proactively engage with the county council, state legislature, and federal delegation.
- C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.
- D. Advocate for increased public infrastructure funding for streets, non-motorized pathways, and parks and public spaces.
- E. Advocate for innovative solutions to lagging general fund growth, including: economic development programs to expand City revenues, such as including tax increment financing, and solutions to address unfunded mandates.

**5.3 Strengthen connection and engagement with stakeholders, partners, and communities.**

- A. Expand meaningful, two-way communication and engagement opportunities with community stakeholders and regional partners.
- B. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
- C. Support access to information on workforce development, healthcare, and local services.
- D. Strengthen relationship with local school districts, colleges, and other public entities.

## ROBUST & ACTIVE COMMUNITY

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

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

### **Objectives:**

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

- A. Continue to partner with community-based organizations and partner entities to support the community's most vulnerable individuals and families.
- B. Support and encourage the physical, emotional, and behavioral health of those that live, work, and visit Lakewood.
- C. Develop, partner, and implement innovative strategies that foster a more livable, healthy, equitable, and resilient community.
- D. Enhance City-led community programming and events.

#### **6.2 Continue to build and support an inclusive and equitable community that embraces, celebrates, and enhances diversity.**

- A. Develop a Diversity, Equity, and Inclusion Strategic Plan to identify and provide tools and solutions to equity gaps in processes, policies, plans, programs, and services offered by the City using data-driven approaches.
- B. Enhance and expand communication and outreach efforts to eliminate barriers to full civic engagement and participation, creating a more inclusive, connected, and active community.
- C. Continue to build diversity, equity, and inclusion competency in City leadership and across the organization.
- D. Facilitate relationships with external partners and community stakeholders to increase inclusion and equitable access to services in Lakewood and beyond.

#### **6.3 Provide a range of amenities and events that attract residents, businesses, and visitors.**

- A. Celebrate, value and support the cultural diversity of the community through partnerships, public art, events and programs.
- B. Develop and expand events and activity hubs with a sense of place, dynamic user experiences, and a diversity of opportunities.
- C. Increase the connectivity of people and places throughout the community to cultivate a "neighborhood-feel" using infrastructure improvements, design standard enhancements, and recreational amenities and event offerings.



**CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION****American Lake Management District No. 1 Advisory Committee**

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

- (1) each spring discuss with the city the proposed annual work program consistent with the American Lake Integrated Aquatic Vegetation Management Plan (or its successors);
- (2) provide input and suggestions to the city regarding the implementation of the district's annual work program;
- (3) work with the city in the preparation of any educational materials related to American Lake and the LMD;
- (4) each winter, review and provide input to the city on the preparation of an annual report to the Lakewood City Council regarding progress on the LMD work program and the health of the lake; and
- (5) support an annual public meeting to brief LMD members on the contents of the annual report and related LMD activities.

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

Compensation: None.

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

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

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

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

**Members:**

Richard Martinez, Private Property Owner Representative  
Peter Marsh, Private Property Owner Representative  
Kate Read, Private Property Owner Representative  
Mary Dodsworth, City of Lakewood Representative  
Susan Vezeau, Washington Military Department Representative  
David Clouse, Federal Property Owner Representative

**CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)****Civil Service Commission**

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

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

Membership: Members are appointed by the City Manager.

Term of Office: Six-year terms.

Compensation: None

Current Members: Eileen Bisson, Dennis Roden, Gale Selden

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

**CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)****Community Services Advisory Board**

The Community Services Advisory Board advises the City Council on matters related to Human Services, the Community Development Block Grant (CDBG) and HOME Investment Partnership Act (HOME) programs which may include:

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

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

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

Selection: Mayor, subject to confirmation by the City Council

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

Compensation: None

Current Members: Edith Owen-Wallace (Chair), Denise Nicole Franklin, Kyle Franklin, Michael Lacadie, Lauri Maus

City Council Liaison: Councilmember Linda Farmer

Meeting Dates: As needed.

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

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

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

- Promote the visual, performing and literary arts;
- Encourage the creative contribution of local artists;
- Make recommendations for Public Art to the City Council;
- Support community-building events; and
- Foster the City's cultural heritage.

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

Compensation: None

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

Term of office: Three-year terms.

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

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

Current Members: Earl Borgert (Vice Chair), Emily Feleen, Paige Hansen, Sylviann Johnson, Lani Neil, Darryl Owens, Darwin Peters, II, Lua Pritchard, Phillip Raschke, Adriana Serrienne, Robin Sutton, Susan Warner

City Council Liaison: Councilmember Patti Belle

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

**CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)****Lakewood's Promise Advisory Board**

The Lakewood's Promise Advisory Board shall look for ways to develop ongoing relationships among Lakewood citizens and businesses to better deliver Promises to Lakewood youth.

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

- The Lakewood's Promise Advisory Board shall advise the Mayor, the City Council and City staff regarding the availability and delivery of the five promises within the City;
- The Lakewood's Promise Advisory Board shall look for ways to develop ongoing relationships among Lakewood citizens and businesses to better deliver Promise activities to youth;
- The Lakewood's Promise Advisory Board shall advise the City Council in connection with Lakewood's Promise issues as may be referred to the Lakewood's Promise Advisory Board by the City Council which may include, but is not limited to, the following:
  - Facilitate cooperation and coordination with City staff, citizens' groups and other entities, agencies and organizations on Lakewood's Promise issues;
  - Recommend to the City Council strategies to enhance awareness of, and interest in, Lakewood's Promise which may be in cooperation with any appropriate private, civic or public agency of the City, county, state or of the federal government;
  - Recommend ways and means of obtaining private, local, county, state or federal funds for the promotion of Lakewood's Promise programs and projects within the City, and
  - Represent the community and the City of Lakewood as requested by the City Council to address Lakewood's Promise related issues.

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

**Compensation:** None

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

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

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

**Current Members:** Ron Banner, Elise Bodell, Megan Dempsey, Mary Dodsworth, Wanda Elder, Michele Johnson, Joyce Loveday, Kyle Manglona, Kerri Pedrick, Ellie Wilson, Hank Jones (Youth Council representative)

**City Council Liaison:** Councilmember Mary Moss

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

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

The role of Landmarks and Heritage Advisory Board is to advise the City Council, the City Manager and City staff in connection with protection and preservation of historical landmarks in Lakewood and establishing procedures for designation and preservation of landmarks. This includes:

- Holding public hearings on nominations for designation and applications for certificates of appropriateness;
- Authorizing, subject to the availability of funds budgeted for that purpose and approval of the expenditure by the City Council, to expend monies to compensate experts to provide technical assistance to property owners in connection with requests for certificates of appropriateness; and
- Approving, denying, amending or terminating the designation of a historic resource as a landmark or community landmark after a public hearing.

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

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

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

Compensation: None

Current Members: Glen Spieth (Chair), Christina Manetti (Vice Chair), Bethene Campbell, Joan Cooley, Mark Hayes

City Council Liaison: Councilmember Paul Bocchi

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

<b>CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)</b>
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<b>Lodging Tax Advisory Committee</b>
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The City of Lakewood shall submit at least 45-days before final action on or passage of proposals by the City Council, to the Lodging Tax Advisory Committee, for review and comment, proposals for imposition of any new tax under RCW 67.28 (hotel/motel tax), or for increases in the rate of a tax imposed, or for the repeal of an exemption from a tax imposed, or for a change in the use of revenue received under Chapter 67.28 RCW. The Advisory Committee shall submit comments on the proposal in a timely manner through generally applicable public comment procedures and shall include an analysis of the extent to which the proposal will accommodate activities for tourists or increase tourism and the extent to which the proposal will affect the long-term stability of the fund created under Section 67.28.1815. Failure of the advisory committee to submit comments before final action on or passage of the proposal shall not prevent the municipality from acting on the proposal. A municipality is not required to submit an amended proposal to an advisory committee under this section.

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

Membership: Minimum of five (5) members:

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

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

Compensation: None

Current Members: Mayor Jason Whalen (Chair), Chelene Potvin-Bird, Jarnail Singh, Linda Smith, DJ Wilkins

City Council Liaison: Mayor Jason Whalen

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



**CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)****Parks and Recreation Advisory Board**

The Parks and Recreation Board provides policy recommendations to the Council and staff on a variety of park and recreation related issues. The role of the Parks and Recreation Advisory Board is to:

- Advise the City Council and City staff or officials administering parks, regarding the general operation and development of all parks and recreation facilities and programs of Lakewood including long range park planning, needs assessment, program evaluation, acquisition, construction, development, concessions or privileges in parks and/or playgrounds, sports fields, recreation grounds, and/or other municipally owned recreation facilities, including community buildings and improvements to the same. The Parks and Recreation Advisory Board shall also work with neighborhood groups and ad-hoc committees to formulate recommendations to the City Council;
- The Parks and Recreation Advisory Board shall recommend rules and regulations for the government, management, operation, supervision and control of City parks and recreational facilities and programs;
- The Parks and Recreation Advisory Board shall advise the City Council in connection with parks and recreation issues as may be referred to the Parks and Recreation Advisory Board by the City Council which may include, but is not limited to, the following:
  - Facilitate cooperation and coordination with City staff, citizens' groups and other entities, agencies and organizations on parks and recreation issues;
  - Recommend to the City Council strategies to enhance awareness of, and interest in, parks and recreation facilities and programs of the City, which may be in cooperation with any appropriate private, civic or public agency of the City, county, state or of the federal government;
  - Recommend ways and means of obtaining private, local, county, state or federal funds for the promotion of parks and recreation programs and projects within the City;
  - Advise the City Council on acquisition of parks and recreation facilities and properties; and
  - Represent the community and the City of Lakewood as requested by the City Council to address parks and recreation related issues.

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

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

Term of office: Three-year terms.

Compensation: None

Current Members: Sylvia Allen, J. Allan Billingsley, Susan Dellinger, Jason Gerwen, Vito Lacobazzi, Michael Lacadie, Annessa McClendon, Janet Spingath

City Council Liaison: Councilmember Don Anderson

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

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

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

Planning Issues:

- Assists City personnel in preparing a comprehensive plan for the City in accordance with state law to be submitted to the City Council for consideration of adoption;
- Recommends to the City Council such changes, amendments or additions to the comprehensive plan as may be deemed desirable;
- Recommends land use and zoning regulations and other development regulations as deemed necessary and/or appropriate. Act as the research and fact finding agency of the City in regard to land uses, housing, capital facilities, utilities, transportation, and in regard to classification of lands as agriculture, forest, mineral lands, critical areas, wetlands and geologically hazardous areas. Undertakes surveys, analyses, research and reports as may be generally authorized or requested by the City Council;
- Cooperates with planning agencies of other cities and counties, to include regional planning agencies, in furtherance of such research and planning; and
- Annually provides to the City Council a report on progress made in implementing the goals and requirements of State law and on the status of land use policies and procedures within the city.

Redevelopment Issues:

- Facilitate cooperation and coordination between various business groups and impacted neighborhoods on business issues;
- Facilitate the formation of specific neighborhood commercial business groups to assist in the enhancement of various existing commercial areas, aid in stabilizing and retaining commercial enterprises within these areas to maintain viability as a commercial area, and help in identifying specific needs of businesses within various commercial areas;
- Make recommendations to the City Council and to City staff for programs in which the City could or should participate to enhance commercial development opportunities in the City, which programs may be in cooperation with any appropriate private, public, civic or community agency, group or association of or in the City, county, state or federal government;
- Recommend ways and means of obtaining private, local, county, state or federal funds and other participation for the promotion of business development projects within the City, especially those of an incubator type;
- Work with City of Lakewood staff, City Council, task forces and other City/community based groups, as directed by the City Council, on relevant issues and projects; and
- Assist in data base development for the creation and maintenance of a community profile.

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

## Planning Commission (continued)

## Transportation Issues:

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

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

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

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

Compensation: None

Current Members: Don Daniels (Chair), Ryan Pearson (Vice Chair), Phillip Combs, Robert Estrada, Linn Larson, Brian Parsons, John Paul Wagemann.

City Council Liaison: Councilmember Paul Bocchi

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

**CITY COUNCIL COMMITTEES, BOARDS AND COMMISSION (continued)****Public Safety Advisory Board**

The role of the Public Safety Advisory Committee is to provide citizen input and advice to the City Council in developing and monitoring public safety policies. The Committee reports to the City Council and will also assist the City Council in assessing that department resources allow for compliance with City and department policies. The Committee annually provides to the City Council a report on progress made in carrying out the Committee's responsibilities. Additional reports may be deemed appropriate by the Public Safety Advisory Committee and/or the City Council.

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

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

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

Compensation: None

Current Members: Carroll Ray Dotson, Karen Ferreira, Alan Hart, James Hairston, Teresa King, Mark Peila, Martin Pullman, Kamarie Wilson, Ken Witkoe, Tod Wolf

City Council Liaison: Councilmember Mike Brandstetter

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

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

The duties of the Salary Commission are:

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

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

Term of Office: Five voting members.

- The term of a Salary Commission member shall be for one salary review. The term starts upon City Council confirmation and ends upon the filing of the statement of salaries with the City Clerk;
- Member of the Salary Commission must not be an officer, official or employee of the City or an immediate family member of an officer, official or employee of the City. For purposes of this section, "immediate family member" means parents, spouse, siblings, children or dependent relatives of an officer, official or employee of the City, whether or not living in the household of the officer, official or employee.

Compensation: None

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

Meeting Dates: Meeting dates are to be determined.

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

### Youth Council

The Youth Council works with City Council to demonstrate how city decisions impact the youth of Lakewood. Members are responsible for a monthly report to City Council and may participate on a variety of city committees, study groups and task forces.

Qualifications for becoming a Youth Council member is any combination equivalent to:

- Entering High School student in good academic standing, including a good attendance record, past leadership experience and/or involvement in school or community organizations and/or events desired.
- Attend a school in Lakewood or reside in Lakewood.

The Youth Council also participates in a variety of activities including:

- Make-a-Difference Day;
- Yearly Youth Summit;
- Truck and Tractor Day;
- Stuff the Bus with Caring for Kids;
- Christmas Tree Lighting;
- Dr. Martin Luther King Jr. Celebration;
- Youth Action Day at Washington State Capitol; and
- Leadership Summit hosted by Washington State Parks and Recreation

Current Members: Adrianna Bhan (Clover Park High), Kera Buckmaster (Clover Park High), Angel Calderon Ramirez (Clover Park High), Selena Corona Hernandez (Harrison Prep), Brandon Elliot (Harrison Prep), Kimberly Estrada (Clover Park High), Anaya Davis (Clover Park High), Lexus Drebaum (Open Doors High), Keilani Fernandez (Harrison Prep), Miguel Gasper Dominguez (Harrison Prep), Fatima Hernandez (Harrison Prep), Chai Hill (Clover Park High), Violet Johnson (Harrison Prep), Hank Jones (Harrison Prep), Alli Laska (Harrison Prep), Cynthia Lemus Rodriguez (Clover Park High), Ariana Melo (Clover Park High), Kaitlyn Miller (Insight School of Washington), Anthony Naranjo (Harrison Prep), Mayumi Remedios (Harrison Prep), Dangelo A. Rodriguez (Open Doors High), Kloe Salazar (Clover Park High), Jhoselyn Valenzuela Mendez (Clover Park High), Leslie Valenzuela Mendoza (Harrison Prep), Chase Washington (Lakes High)

City Council Liaison: Councilmember Mike Brandstetter

### Tree Advisory Committee

The role of the Tree Advisory Committee is to review tree preservation codes and suggest improvements. The committee factors in the community opinion and works together to form decisions on code amendments.

Current Members: J Alan Billingsley, John Boatman, Ed Brooks, Tichomir Dunlop, Jeanne Ehlers, Jessie Gamble, Micah Glastetter, Melissa Jackson (Chair), Hank Jones (Vice Chair), Sean Martin, Maya Neff, Denis Nicole Franklin

City Council Liaison: Mayor Jason Whalen

Meeting Dates: As needed.

### COMMUNITY PARTNERSHIPS

- |  |   |
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| <ul style="list-style-type: none"> <li>• AARP</li> <li>• Alaska Gardens</li> <li>• American Lake – Lake Management District</li> <li>• American Lake Veterans Hospital</li> <li>• Asia Pacific Cultural Center (APCC)</li> <li>• Aspen Court</li> <li>• Association of Washington Cities</li> <li>• Boys &amp; Girls Club of South Puget Sound – Lakewood</li> <li>• Boy and Girl Scouts of America</li> <li>• Bridgeport Place</li> <li>• Camp Murray</li> <li>• Caring for Kids</li> <li>• Catholic Community Services</li> <li>• Centerforce</li> <li>• Christ Lutheran Church</li> <li>• City of DuPont</li> <li>• City of Tacoma</li> <li>• City of University Place</li> <li>• Clover Park Kiwanis</li> <li>• Clover Park Rotary</li> <li>• Clover Park School District</li> <li>• Clover Park Technical College</li> <li>• Coffeehouse with the Mayor</li> <li>• Community Healthcare</li> <li>• Communities in Schools of Lakewood</li> <li>• Diabetes Association of Pierce County</li> <li>• Emergency Food Network</li> <li>• Federal Legislators (Senator Maria Cantwell, Senator Patty Murray, Congresswoman Marilyn Strickland)</li> <li>• First Baptist Church of Lakewood</li> <li>• FISH Food Bank</li> <li>• Greater Lakes Mental Health</li> <li>• Grave Concerns</li> <li>• Habitat for Humanity</li> <li>• HeartWarming Care</li> <li>• Humane Society Tacoma-Pierce County</li> <li>• Integrity Hearing</li> <li>• Joint Base Lewis-McChord (JBLM)</li> <li>• Korean Women’s Association (KWA)</li> <li>• Lake City Neighborhood</li> <li>• Lake Steilacoom Improvement Club</li> <li>• Lakewood African American Police Advisory Committee (LAAPAC)</li> <li>• Lakewood Community Foundation Fund (LCFF)</li> <li>• Lakewold Gardens</li> <li>• Lakewood Baseball Club</li> <li>• Lakewood Boys and Girls Club</li> <li>• Lakewood Chamber of Commerce</li> <li>• Lakewood Community Collaboration</li> <li>• Lakewood First Lions</li> <li>• Lakewood Historical Society</li> <li>• Lakewood Industrial Park</li> <li>• Lakewood Multicultural Coalition (LMCC)</li> <li>• Lakewood Playhouse</li> <li>• Lakewood Promise</li> <li>• Lakewood Soccer Club</li> <li>• Lakewood Towne Center</li> <li>• Lakewood United</li> <li>• Lakewood Water District</li> <li>• Little Church on the Prairie</li> <li>• Lindquist Dental Clinic for Children</li> <li>• Living Access Support Alliance (LASA)</li> <li>• Making a Difference Foundation</li> <li>• Narrows Glen</li> <li>• Nisqually Indian Tribe</li> <li>• North East Neighborhood</li> <li>• North Lakewood Neighborhood</li> <li>• Northwest Integrated Health</li> <li>• Nourish Pierce County</li> </ul> | <ul style="list-style-type: none"> <li>• Oasis Youth Center</li> <li>• Pacific Lutheran University</li> <li>• Pacific Neighborhood</li> <li>• Partners for Parks</li> <li>• Pierce College</li> <li>• Pierce County</li> <li>• Pierce County BIPOC Accelerator Program</li> <li>• Pierce County Cities &amp; Towns Association</li> <li>• Pierce County Housing Authority</li> <li>• Pierce County Library District</li> <li>• Pierce County Project Access</li> <li>• Pierce County Regional Council (PCRC)</li> <li>• Pierce Transit</li> <li>• Point Defiance Village</li> <li>• Protect Our Pets</li> <li>• Puget Sound Clean Air Agency</li> <li>• Puget Sound Energy (PSE)</li> <li>• Puget Sound Regional Council (PSRC)</li> <li>• Puyallup Indian Tribe</li> <li>• Rebuilding Hope: Sexual Assault Center</li> <li>• Rebuilding South Sound Together</li> <li>• Regional Access Mobility Partnership (RAMP)</li> <li>• Rotary Club of Lakewood</li> <li>• Senior Footcare</li> <li>• Senior Housing Assistance Group – Lakewood Meadows</li> <li>• Statewide Health Insurance Benefits Advisors</li> <li>• Sound Transit</li> <li>• Soundview Medical</li> <li>• South Sound Military Communities Partnership (SSMCP)</li> <li>• South Sound Outreach Services</li> <li>• South Sound Sports Commission</li> <li>• Springbrook Connections</li> <li>• St. Clare Hospital</li> <li>• St. Leo Food Connection</li> <li>• Tacoma Area Coalition of Individuals with Disabilities (TACID)</li> <li>• Tacoma Housing Authority</li> <li>• Tacoma-Pierce County Economic Development Board</li> <li>• Tacoma-Pierce County Health Department</li> <li>• Tacoma-Pierce County Chamber of Commerce</li> <li>• Tacoma-Pierce County Realtors</li> <li>• TacomaProBono</li> <li>• Tacoma Rescue Mission</li> <li>• Tacoma Treatment Solutions</li> <li>• The Church of Jesus Christ of Latter-Day Saints</li> <li>• The Footwear Place</li> <li>• The Weatherly Inn</li> <li>• Tillicum Community Center</li> <li>• Tillicum/Woodbrook Neighborhood</li> <li>• Trinity Baptist Church</li> <li>• Town of Steilacoom</li> <li>• United Way of Pierce County</li> <li>• Virginia Mason Franciscan Health System</li> <li>• Visiting Angels</li> <li>• Walmart Washington Recreation and Park Association</li> <li>• Washington State Association of Senior Centers</li> <li>• Washington State Department of Transportation (WSDOT)</li> <li>• Washington State Legislators (Senator Steve Conway, Senator T’wina Nobles, Representative Dan Bronoske, Representative Steve Kirby, Representative Mari Leavitt, Representative Melanie Morgan)</li> <li>• Washington State SAIL Task Force</li> <li>• West Pierce Fire and Rescue</li> <li>• Western State Hospital</li> <li>• World Vision</li> <li>• Workforce Central</li> <li>• YMCA Lakewood</li> <li>• YWCA Pierce County</li> </ul> |
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### BUDGET PROCESS

**Procedures for Adopting the Original Budget** - The City's budget process and the time limits under which the biennial budget must be prepared are defined by the Revised Code of Washington (RCW) 35A.34. These elements, with which the City continues to comply, resulted in the following general work plan and calendar for 2022:

Process Description	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Council sets 2023/2024 budget priorities												
Leadership Team Develops Budget Strategies												
City Manager gives budget Directions												
Chief Financial Officer distributes budget instructions consistent with City Manager direction												
Departments prepare revenue and expenditure estimates and new program requests												
Chief Financial Officer updates revenue estimates and compiles department submittals												
City Manager meets with Department Directors to review their budget proposals												
City Manager makes specified adjustments to department submittals/establishes preliminary budget												
Preliminary budget document prepared, printed and filed with City Clerk and presented to the City Council (at least 60 days prior to the ensuing fiscal year)												
City Clerk publishes notice of the filing of preliminary budget and notice of public hearing to be held during preliminary budget deliberations												
City Council conducts workshops and public hearings on the preliminary budget recommended by City Manager												
City Council provides City Manager with modifications to the budget												
City Council adopts an ordinance to establish the amount of property taxes to be levied in the ensuing year												
Final budget, as adopted, is published and distributed within the first three months of the following year												

**Mid-Biennium Review and Modification** - The biennial budget statute referenced above requires jurisdictions electing a biennium budget to perform a mid-biennium review and modification of the adopted budget per RCW 35A.34.130. The review and modification shall occur no sooner than eight months after the start nor later than conclusion of the first year of the fiscal biennium.

**Amending the Budget** - When the City Council determines that it is in the best interest of the City to increase or decrease the appropriation for a particular fund, it may do so by ordinance approved by a simple majority. The City Manager is authorized to transfer budgeted amounts between departments within any fund. The Department Directors are authorized to transfer budgeted amounts between accounts within a department.

## FINANCIAL POLICIES

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

*Latest Revision on August 20, 2018*

### OPERATING BUDGET

The objective of the operating budget policy is to ensure the appropriate levels of City services at reasonable costs.

**Biennial Budget Document.** The budget should be a performance, financing and spending plan agreed to by the City Council, City Manager and Department Directors. It should contain information and data regarding expected revenues, expected expenditures and expected performance. The budget should be developed using a performance based, results oriented approach that incorporates line items, zero-based, programs, and priorities of governments.

- As a comprehensive business plan, the budget should provide the following critical elements recommended by the Government Finance Officers Association: public policies, financial plan, operations guide, and communications device.
- The City's budget presentation should display the City's service delivery/performance plan in a City Council/constituent-friendly format. Therefore, the City will use a program budgeting format to convey the policies for and purposes of City operations. The City will also prepare the line-item format materials for those who wish to review that information.

**Goals to Guide Preparation.** The City will prepare and annually refine written policies and goals to guide the preparation of performance, financing and spending plans for the City budget. Adopted budgets will comply with the adopted budget policies and City Council priorities.

**Long Range Forecast.** With each budget, the City will update expenditure and revenue projections for the next six years. Projections will include estimated operating costs for capital improvements that are included in the capital budget. This budget data will be presented to the City Council in a form that will facilitate budget decisions, based on a multi-year perspective. This forecast is intended to be an internal planning tool and shall be included in the biennial budget document and updated at least annually as part of the adopted budget process in the even years and the mid-biennial review in the odd years.

**Capital Projects.** Decision making for capital improvements will be coordinated with the operating budget to make effective use of the City's limited resources for operating and maintaining facilities.

**Balanced Budget.** The City will adopt a balanced budget for all funds. Balanced budget for operating funds means ongoing operating program costs do not exceed the amount of ongoing revenues to finance those costs. The ongoing revenue will be identified along with new program costs including impact from new capital projects. Any available carryover balance will only be used to offset one-time or non-recurring costs. Balanced budget for non-operating funds means total resources equal to or exceed total uses.

**Excess Cash Balances.** Cash balances in excess of the amount required to maintain General and Street Operations & Maintenance Fund reserves may be used to fund one-time or non-recurring costs.

**Department Director Responsibility.** All Department Directors will participate in the responsibility of meeting policy goals and ensuring long-term financial health. Under the City Manager's direction, Department Directors have primary responsibility for: formulating budget proposals in line with City Council priority and direction; and implementing those proposals once they are approved.

**Citizen Involvement.** Citizen involvement shall be encouraged in the budget decision making process through public hearings and study sessions.

**Nonprofit Organizations.** Funding decisions regarding nonprofit organizations shall be based on policy guidelines and priorities determined by the City Council and availability of funds.

**Budgetary Controls.** Legal budgetary control is established at the fund level, i.e., expenditures for a fund may not exceed the total appropriation amount. Any unexpended appropriation balances for annually budgeted funds lapse at the end of the year. Appropriations for other special purpose funds that are non-operating in nature are adopted on a "project-length" basis and, therefore, are carried forward from year to year without re-appropriation until authorized amounts are fully expended or the designated purpose of the fund has been accomplished.

**Quarterly Financial Reports.** The budget will be produced so that it can be directly compared to the actual results of the fiscal year and presented in a timely quarterly report. All budget amendments, both revenues and expenditures, will be noted in the quarterly financial report.

## FUND BALANCE

The objective of the fund balance policy is to provide adequate working capital for cash flow and contingency purposes.

**General Fund.** The General Fund ending fund balance reserves shall be 12% of the combined General and Street Operations & Maintenance Funds operating revenues. These reserves are as follows:

- *2% General Fund Contingency Reserves:* The purpose of this reserve is to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations which could not have been reasonably anticipated at the time the original budget was prepared. The City Council will determine how the Contingency Reserves are spent.
- *5% General Fund Ending Fund Balance Reserves:* The purpose of this reserve is to provide financial stability, cash flow for operations and the assurance that the City will be able to respond to revenue shortfalls with fiscal strength.
- *5% Strategic Reserves:* The purpose of this reserve is to provide some fiscal means for the City to respond to potential adversities such as public emergencies, natural disasters or similarly major, unanticipated events.

**Enterprise Funds.** The City shall maintain a minimum fund balance in its enterprise funds equal to 33% of operating expenses (equivalent to 120 days of operating expenses due to the infrequent revenue stream from annual or bi-annual revenue receipt). This balance shall be maintained to ensure adequate maintenance reserves and cash flow. Additionally, the City shall maintain a capital fund balance equal to 1% of the original system cost, establish and maintain debt service reserves if required as a condition of future debt issuance, and fund system reinvestment annually through rates based on original cost depreciation using a phased in strategy to mitigate potential impacts on rate increases. Balances in excess of reserves may be utilized for capital projects.

**Internal Service Funds.** The City shall maintain a balance equivalent to the accumulated replacement reserves at year-end for those internal service funds that collect replacement reserves. Replacement reserves based on estimated replacement value will be established for fleet and equipment when the need will continue beyond the estimated useful life, regardless of whether the vehicle or equipment is acquired via lease, gift, grant or purchase. An equal amount will be included in the service charges paid by the user department to the Fleet and Equipment Fund during the expected life of the asset.

The City shall maintain separate internal service funds to account for the activities of Fleet and Equipment, Property Management, Information Technology, and Risk Management. The City shall establish replacement reserves for information technology related equipment and property management related to facilities no later than year 2020.

**All Other Funds.** The appropriate balances shall be the amount needed to maintain positive cash balances throughout the year.

**Use of Fund Balances.** Fund balance is the cumulative years' excess or deficit of all revenues and expense. Available fund balances shall not be used for ongoing operating expenditures, unless a determination has been made that available balances are in excess of required guidelines and plans have been established to address any future operating budget shortfalls. Emphasis shall be placed on one-time uses that achieve future operating cost reductions and/or service level efficiencies.

**Timeline.** The timeline to achieve the target reserves is no later than December 31, 2016.

**Replenishing General Fund Balance.** The fund balance shall be replenished within one to two years depending on the reserve fund. The 2% General Fund Contingency Reserves and 5% General Fund Ending Fund Balance Reserves shall be replenished within one year while the 5% Strategic Reserves shall be replenished within 2 years. The sources for replenishment shall be via expenditure control, expenditure savings, one-time revenues and/or excess revenues.

## REVENUE

The objective of the revenues policy is to ensure that funding is derived from fair, equitable, defensible, and adequate resource base, while minimizing tax burdens.

**Revenue Estimates.** Revenues shall be estimated conservatively so as not to introduce regular shortfalls in individual revenue accounts. Revenue estimates shall not assume excess growth rates. Real growth that occurs will be recognized through budgetary adjustments only after it takes place. This practice imposes short term constraint on the level of public goods or services. However, in the event that revenues are less than expected, it minimizes the likelihood of severe cutback actions which may be profoundly disruptive to the goal of providing a consistent level of quality services.

**Revenue Diversification.** The City shall maintain a stable and diverse revenue system to shelter programs and services from short-term fluctuations in any single source of revenue. Services that have a city-wide benefit shall be financed by revenue sources generated from a broad source such as property tax, utility tax and sales tax. Services where the customer determines the use shall be financed by a combination of broad-based revenues as well as user fees and charges.

**Fees.** Fees shall be phased toward covering 100% of the cost of service delivery, unless such amount prevents an individual from obtaining an essential service. Fees or service charges should not be established to generate money in excess of the cost of providing service. Fees may be less than 100% if other factors (e.g. market forces, competitive position, etc.) need to be recognized.

**User Charges.** User charges for enterprise services such as the Surface Water Management Fund shall be set at rates sufficient to finance all direct and indirect operating, capital, reserve/working capital, and debt service. Overhead expenses and general government services provided to the enterprise activities shall be included as indirect costs. Rates shall be set such that the enterprise fund maintains a positive cash position throughout the year and provide for sufficient reserves as determined by the fund balance policy.

**Use of One-Time/Unpredictable Revenues.** The City shall not utilize one-time revenues for recurring operating expenditures. One-time revenues include, but are not limited to: proceeds from the sale of land or surplus equipment, legal settlements, or revenue windfalls.

**Investment Income.** Investment income earned through the City's investment pool shall be budgeted based upon the allocation methodology, i.e. the projected average monthly balance of each participating fund.

**Grants.** Grant applications to fund new services/programs will be reviewed by the City as they become available, with due consideration being given to whether locally generated revenues will be required to support these programs when outside funding is no longer available.

## EXPENDITURES

The objective of the expenditure policy is to prioritize services, establish appropriate levels of service, and administer the resources to ensure that fiscal stability is attained and that services are delivered in an effective and efficient manner.

**Operating Funding Basis.** Operating expenditures shall be budgeted and controlled to not exceed operating revenues.

**Operating Deficits.** Immediate corrective action should be taken if at any time during a fiscal year expenditures are projected to be greater than projected revenues at year-end. Corrective actions could include, but are not limited to expenditure reductions, fee increases, or new revenues.

**Capital Asset.** Capitalization of assets shall occur with assets that have a useful life of at least two years following the date of acquisition with a historical or market value at time of acquisition equal to or greater than \$5,000. The threshold is applied to individual items rather than to groups of similar items unless the effect of doing so would eliminate a significant portion of total capital assets.

## INTERFUND LOANS

The objective of the interfund loans policy is to provide guidelines regarding the establishment, management and repayment of interfund loans.

**Definition.** Interfund loans are loans from one City fund to another City fund for a specific purpose with a requirement for repayment.

**Purpose.** Interfund loans should be considered temporary or short-term borrowing of cash and may be made for the following reasons: to offset timing differences in cash flow; to offset timing differences between expenditures and reimbursements, typically associated with grant fund. The use of interfund loans for other purposes should be carefully evaluated. Interfund loans should not be used to solve ongoing structural budget problems.

**Term.** The term of the interfund loan may continue over a period of more than one year, but must be “temporary” in the sense that no permanent diversion of the lending fund results from the failure to repay by the borrowing fund. Additionally, interfund loans should not hinder the accomplishment of any function or project for which the lending fund was established.

## DEBT MANAGEMENT

The objective of the debt management policy is to articulate the guiding principles for City debt issuance and management before consideration of specific actions. This policy set forth certain equally important objectives for the City and establishes overall parameters for responsibly issuing and administering the City’s debt.

- Minimize debt service and issuance costs
- Maintain access to cost-effective borrowing
- Achieve and maintain highest practical credit rating
- Repay debt timely and in full
- Maintain full and complete financial disclosure and reporting
- Ensure compliance with state and federal laws and regulations

**Debt Capacity.** A long-term debt capacity will be completed on an annual basis as a means for ensuring that the City does not exceed the debt limits set by applicable laws and regulations.

**Bond Rating.** The City will seek to maintain, and if possible, improve its current bond rating(s) in order to minimize borrowing cost and preserve access to credit.

**Minimize Debt.** Whenever possible, the City shall identify alternative sources of funding and shall examine the availability of those sources in order to minimize the level of debt.

**New Issues and Refinancing.** New issues, and refinancing of existing debt, must be analyzed for compatibility within the City's overall financial planning. The review shall include, but is not limited to: cash flow analysis; potential for unexpected revenue changes; and the maintenance of the City's bond ratings. Annual debt service shall not produce an inordinate impact upon future operations.

- *Long-term Debt.* Long-term debt may be used to finance the acquisition or improvement of land, infrastructure, facilities, or equipment for which it is appropriate to spread costs over more than one budget year. Long-term debt may also be used to fund capitalized interest, cost of issuance, required reserves, and any other financing-related costs that may be legally capitalized. Long-term debt shall not be used to fund City operating costs.
- *Short-term Debt.* Short-term debt will be considered as an interim source of funding in anticipation of long-term debt. Short-term debt may be issued for any purpose for which long-term debt may be issued, including capitalized interest and other financing-related costs. Short-term debt is also appropriate to address legitimate short-term cash flow requirements during a given fiscal year to fund operating costs of the City to provide necessary public services. The City will not engage in short-term borrowing solely for the purpose of generating investment returns.
- *Refunding.* Periodic reviews of outstanding debt will be undertaken to identify refunding opportunities. Refunding will be considered (within federal tax law constraints) when there is a net economic benefit of the refunding. Noneconomic refundings may be undertaken to achieve City objectives relating to changes in covenants, call provisions, operational flexibility, tax status, issuer, or the debt service profile, etc. When contemplating a refunding, the City shall have a minimum of 3.0% economic savings, as expressed on a net present value basis, as a benchmark to proceed with a refunding. The City may purchase its bonds in the open market for the purpose of retiring the obligation when the purchase is cost effective.

**Financing Period.** The City shall structure its debt issues so that the maturity of the debt service does not exceed the economic or useful life of the capital project to be financed.

**Method of Sale.** The City may use either a competitive bidding or negotiated process in the sale of debt due to market timing requirements, or a unique pledge of debt or debt structure.

**Bond Counsel.** The City will use the services of a legally certified and credible bond counsel in the preparation of all bond representations.

**Underwriter(s).** An underwriter(s) will be used for all debt issued in a negotiated or private placement sale method. The underwriter(s) is responsible for purchasing negotiated or private placement debt and reselling the debt to investors.

**Fiscal Agent.** A fiscal agent will be used to provide accurate and timely securities processing and timely payment to bondholders.

**Debt Administration.** The Assistant City Manager/Administrative Services shall maintain written procedures outlining required actions to ensure compliance with local, state, and federal regulations. Such procedures shall include: continuing disclosure, arbitrage rebate, and other requirements.

## **CAPITAL IMPROVEMENT**

The objective of the capital improvement policy is to forecast and match projected revenues and capital needs. Long range capital planning is an important management tool that strengthens the linkages between infrastructure needs and the financial capacity of the City.

**Capital Project Proposals.** Capital project proposals should include as complete, reliable, and attainable cost estimates as possible. Project cost estimates for the Capital Budget should be based upon a thorough analysis of the project and are expected to be as reliable as the level of detail known about the project. Project cost estimates for the 6-Year City Capital Improvement Plan will vary in reliability depending on whether they are to be undertaken in the first, second or 3<sup>rd</sup> biennium years of the plan.

- *Resource Plan.* Capital proposals should include a comprehensive resource plan. This plan should include the amount and type of resources required, and the funding and financing strategies to be employed. The specific fund and timing should be outlined. The plan should indicate resources needed to complete any given phase of a project in addition to the total project.
- *Expenditure Plan.* All proposals for the expenditure of capital funds shall be formulated and presented to the City Council within the framework of a general capital budget and, except in exceptional circumstances of an emergency nature, no consideration will be given to the commitment of any capital funds, including reserve funds, in isolation from a general review of all capital budget requirements.
- *Changes in Project Estimates.* Changes in project estimates for the comprehensive resource plan should be fully reported to the City Council for review and approval.
- *M&O Impact.* Project proposals should indicate the project's impact on the operating budget, including, but not limited to, long-term maintenance costs necessary to support the improvement.
- *Biennial Budget.* The biennial capital budget shall include only those projects which can reasonably be accomplished in the time frame indicated. The detail sheet for each budgeted capital project should include a projected schedule.
- *Carry Over.* Capital projects which are not encumbered or completed during the fiscal year will be re-budgeted or carried over to the next fiscal year except as reported to and subsequently approved by the City Council. All re-budgeted capital projects should be so noted in the adopted capital budget. Similarly, multi-year projects with unencumbered or unexpended funds will be carried over to the subsequent year(s).
- *Revenue Expectation.* Capital projects will not be budgeted unless there are reasonable expectations that revenues will be available to pay for them.
- *Negative Impact from Project.* If a proposed project will cause a direct negative impact on other publicly-owned facilities, improvements to the other facilities will be required as part of the new project and become a part of the new project's comprehensive costs.



## **Capital Improvement Plan**

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

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

- *Timing.* The 6-Year Capital Improvement Plan shall be provided to the City Council in a timely manner to allow time for the City Council members to review the proposal with constituents before it is considered for adoption.
- *Public Meeting Notice.* The City Council study sessions on the Capital Improvement Plan shall be open to the public and advertised sufficiently in advance of the meetings to allow for the attendance of interested citizens.
- *Public Hearing.* Prior to the adoption of the Capital Improvement Plan, the City Council shall hold noticed public hearings to provide opportunities for citizens to express their opinions on the proposed plan.
- *Committee, Boards and Commission Review.* The appropriate committee, board and/or commission shall review the proposed Capital Improvement Plan and provide its comments on the Plan's contents before the City Council considers the Plan for adoption.

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

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

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

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

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

## **COST RECOVERY**

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

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

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

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

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

*Target Cost Recovery Level for Development Review Services.* The cost recovery policy applies to the following development programs/services: planning (long and short plats, privately initiated re-zonings and comprehensive plan amendments, variances, use permits); building and safety (building permits, structural plan checks, inspections); engineering (public improvement plan checks, inspections, subdivision requirements, encroachments, right-of-way permits); and fire plan check. Cost recovery for these services should generally be very high. In most instances, the City's cost recovery ratio goal should be 85%. The timeline to achieve the cost recovery is no later than year 2021. In setting cost recovery levels, the City shall clearly establish and articulate performance measurements to ensure that there is "value for cost."

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

## CASH MANAGEMENT AND INVESTMENTS

The objective of a cash management and investment policy is to help balance the day-to-day need for revenues while achieving the highest rate of interest that is reasonable and within the City's acceptable level of investment risk.

Funds will be invested in only those investments permitted by Federal and State law as it relates to public funds. All of the City's funds will be invested with the following objectives (listed in order of priority):

- *Safety.* Investments will be undertaken in a manner that seeks to ensure the preservation of capital in the portfolio. Specifically, the City will: (a) seek to avoid realizing any loss through the sale or disposal of an investment; and (b) seek to mitigate the risk of unrealized losses due to a decline in value of investments held in the portfolio.
- *Liquidity.* The investment portfolio will remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. This will be accomplished by structuring the portfolio in the following manner: (a) the City will purchase investments scheduled to mature in accordance with its anticipated cash needs, in order to minimize the need to sell investments prior to maturity; (b) a portion of City funds will be maintained in cash equivalents, including money market fund, investment pools and overnight securities, which may be easily liquidated without a loss of principal should an unexpected need for cash arise; and (c) the portfolio will consist largely of investments with active secondary markets.
- *Yield.* The City's investments will be designed with the objective of maximizing a fair rate of return consistent with the safety and liquidity noted above.

## FINANCIAL REPORTING

**Reporting Frequency.** Departments will be provided monthly budget and actual reports and comprehensive quarterly reports will be presented to the City Council.

**Reporting Improvements.** The City will strive to continue to make improvements in its financial reporting scheme so that information is available to the City Council, City Manager, departments and public is the best available for sound financial decisions.

**Annual Comprehensive Financial Report (ACFR).** The City will produce the ACFR within 150 days and submit to the GFOA's award program for Excellence in Financial Reporting.

**Transparency.** All financial reports will be posted to the City's website in a timely manner.

**BASIS OF ACCOUNTING AND BUDGETING**

Accounting records for the City are maintained in accordance with methods prescribed by the State Auditor under the authority of Washington State law, Chapter 43.09 R.C.W., and in compliance with generally accepted accounting principles as set forth by the Governmental Accounting Standards Board.

**Basis of Presentation - Fund Accounting**

The accounts of the City are organized on the basis of funds and account groups. Each fund is a separate accounting entity with a self-balancing group of accounts. There are three broad fund categories, seven generic fund types within those categories and two account groups. A purpose and description of the fund is provided on the fund pages in the Budget by Fund section of this budget document.

**Basis of Accounting**

Basis of accounting refers to when revenues, expenditures, expenses, transfers and the related assets and liabilities are recognized and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

The *accrual basis* of accounting is used by proprietary fund types. Under this method, revenues are recognized when earned, and expenses are recognized when incurred.

The *modified accrual* basis of accounting is used by governmental, expendable trust and agency funds. Revenues and other financial resources are recognized when they become susceptible to accrual, i.e., when the related funds become both measurable and available to finance expenditures of the current period. To be considered "available", revenue must be collected during the current period or soon enough thereafter to pay current liabilities.

**Basis of Budgeting**

The City uses the same revenue and expenditure recognition principles for budgeting as for accounting with the exception of depreciation or amortization expenses in proprietary funds are not budgeted.

**Balanced Budget**

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

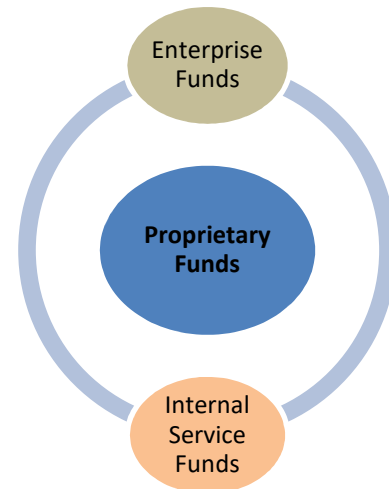
**Budgetary Fund Balances**

Budgetary fund balance is the difference between current liability and current assets of a fund. This is the amount available for appropriations during the budget period. It is different than the fund equity or the net assets reported in the entity-wide financial statements as it does not include capital assets or long-term liabilities that are not available or due within current budget period.

### **Scope of Budget, Fund Descriptions, Fiscal Year, and Department and Fund Relationship**

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

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



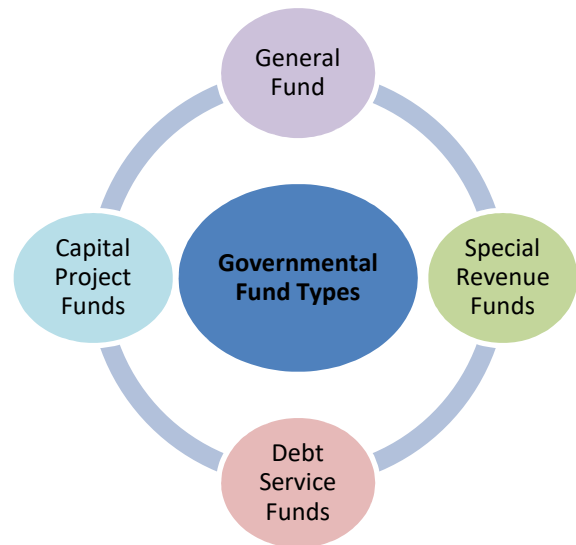
The City’s fiscal year is based on the calendar year; January 1 – December 31. The City’s biennial budget periods are from January 1 of an odd-numbered year to December 31 of the next succeeding even-numbered year.

The City maintains 27 funds in the 2023/2024 biennial budget, which does not include the one fiduciary fund that is not a budgeted fund. Although not budgeted, the fiduciary fund is reported in the audited financial statements. The purpose and description of each budgeted fund can be found in the Budget by Fund Section of this document.

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

#### 1) **Governmental Fund Types:**

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



#### 2) **Proprietary Funds:**

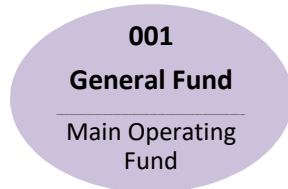
- **Enterprise Funds** – to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.

- **Internal Service Funds** – to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

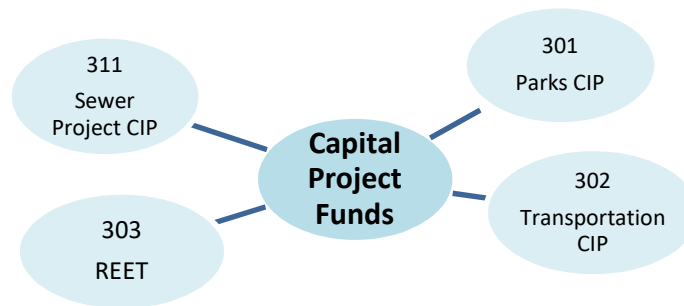
Legal budgetary control is established at the fund level; i.e., expenditures for a fund may not exceed the total appropriation amount. The Mayor may authorize transfers of appropriations within a fund, but the City Council must approve by ordinance any increase in total fund appropriations. Any unexpended appropriations for budgeted funds lapse at the end of the year. Appropriations for other special purpose funds that are non-operating in nature, such as capital projects, are adopted on a "project-length" basis and, therefore, are carried forward from year to year without reappropriation until authorized amounts are fully expended or the designated purpose of the fund has been accomplished.

The legal restraints specific to each fund type is summarized below.

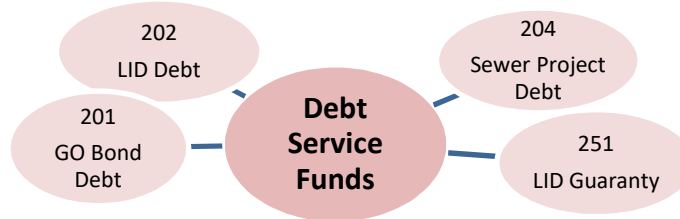
- The **General Fund** is the City's main operating fund and accounts for all activities not required to be accounted for in some other fund. Primary expenditures in the General Fund are made for police, jail, economic development, building, planning and zoning, social, human and senior services, municipal court, and general administrative services. Additionally, the General Fund subsidizes street operations and maintenance.
- **Special Revenue Funds** account for the proceeds of specific revenue sources (other than trust funds or for major capital projects) that are legally restricted to expenditures for specific purposes.



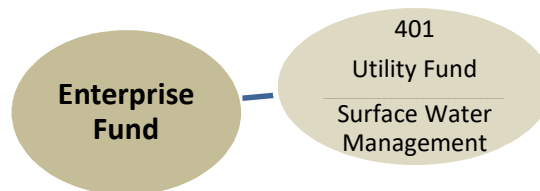
- **Capital Project Funds** account for the acquisition, construction or improvements of major capital facilities except for those financed by proprietary and trust funds. They also establish and cover multi-year expenditures of major capital projects and expenditures for General Government programs.



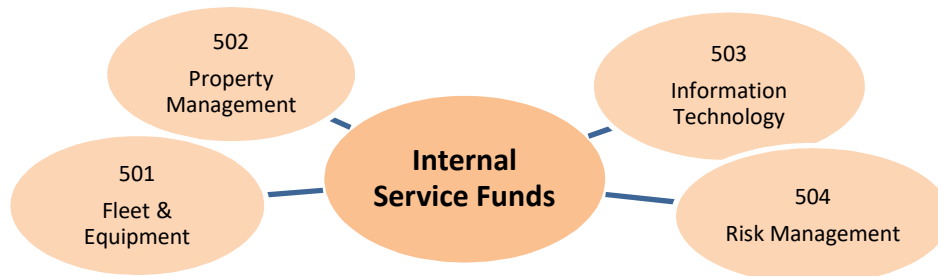
- **Debt Service Funds** account for the accumulation of resources for, and the payment of principal and interest on the City's bonds issued in support of governmental activities.



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



- **Internal Service Funds** are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.





**Department and Fund Relationship**

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

**Major & NonMajor Funds**

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

## CITY HISTORY

In May of 1883, the Hudson Bay Company set up a fur trading operation on the Nisqually Prairie. This was the halfway point between the City of Vancouver, B.C., and the Columbia River. With the steady arrival of new American settlers, the pressure on the Indian population increased and inevitably hostilities resulted. In 1849, a group of Indians attacked Fort Nisqually in an engagement in which one white man and two Indians were killed. This incident led to the moving in of the U.S. military and the establishment of Fort Steilacoom nearby. The town of Steilacoom is being hailed as the “Newport of the Northwest”. Despite claims to the land, the ground was rented from Hudson’s Bay Company at \$50 per month by the U.S. government.

In 1917 Camp Lewis was built on land donated to the government by Pierce County citizens. McChord AFB, then known as McChord Field, was developed from the old Tacoma Air Field in 1938.

Meanwhile, beautiful homes were being built on estates around the shorelines of the lakes in the area. The lakes district refers to the three major lakes - American Lake (The native Indians called this lake “Spootsylth”), Gravelly Lake (called by the native Indians “Quoi-Quoi-ah-te-hee”) and Steilacoom Lake (called by the native Indians “Wyaatchee”). The most spectacular home built was Thornewood, built on American Lake between 1909 and 1911. (The Thorne Mansion is just off of Thorne Lake in the Tillicum area). A national magazine called it one of the most beautiful estates and gardens in the nation; illustrious people of the time, among them diplomats, opera stars and a U.S. President, were guests there.

The Tacoma Country and Golf Club was established in 1894 - the first golf club west of the Mississippi. Trolley cars carried passengers from Tacoma to the prairie playground.

In the early 1900’s the famed Tacoma Speedway was built where the industrial park next to Clover Park Technical College is today. Thousands cheered as racing greats like



Barney Oldfield, Louis Chevrolet and Eddie Rickenbacker competed on the wooden track. Lakewood racing (1914 - 1924) was the largest this side of the Mississippi. The speedway was on the same circuit as the Indianapolis. The cover page of the 1997 budget document featured the historic picture of this famous race track. Made of wood, the track was susceptible to fire. The grandstand was destroyed by fire and was never rebuilt.

In 1910, Lakewood, the “**Gateway to the Lakes**”, was being promoted as a new proposed land development by the Lakes. In the following picture, the grid of streets under the sign was pure speculation on where Lakewood would be located. The long enhanced lines mark the Northern Pacific Railroad and street car tracks. **Note:** The Wright pusher biplane (*upper left hand corner*).



Lakewood as a district community began to evolve in the 1930s and early 1940s. The Great Depression was finally lifting and business development came quickly. In 1937 Norton Clapp built the first part of the Lakewood Colonial Shopping Center, one of the first suburban shopping centers in the country.



The Lakewood Center held Gene Roses’ Lakewood Pharmacy, the Terrace Restaurant, and the Theater with a community room in the basement. Charlie Mann’s Lakewood Log Newspaper was added in the 1940’s.

The Oaks resort at the north end of Steilacoom Lake included this popular dance hall. Big bands played here. In the late 1930’s, Norton Clapp purchased the resort and turned the resort into an ice skating rink. The curling club met there also. Several of our young skaters-including Dean Gillette and Margaret Clarke turned professional.





In 1958, the Villa Plaza Shopping Center was built on the site of Visitation Villa, a Catholic Girls' School and Retreat. Villa Plaza was later renovated to become the Lakewood Mall and has now been further expanded and upgraded to the current Lakewood Towne Center. In 1960, the Thunderbird Center, now the Oakbrook Shopping Center, was built on the site of another small airstrip.



In March of 1995 the citizens of Lakewood voted to incorporate as a city. The vote passed with 60% of the citizens voting yes. In September, seven City Council Members were elected to form the City's first government. William Harrison was elected by the City Council as Lakewood's first mayor; and Claudia Thomas, the Deputy Mayor. Other original City Council members were – Ann Kirk Davis, Colleen Henry, Jose Palmas, Douglas Richardson and Sherri Thomas. Lakewood officially became a city on February 28<sup>th</sup>, 1996. The City Council is responsible for enacting ordinances and resolutions, establishing short and long term goals on behalf of the city guided. The City Council also establishes regulations that govern the City, appointing members to the various advisory boards and appointment of the City Manager. The City Manager is responsible for enforcement of laws and ordinances and appoints and supervises the Department Directors within the City organization. The area's maritime climate has a moderating influence both in the winter and in the summer. Temperatures recorded at the Sea-Tac Airport vary in the summer between the 60s - 80s degrees Fahrenheit and 20-50 degrees Fahrenheit in the winter with an average in the 40s. Precipitation ranges from 32 - 36 inches annually with approximately 75% falling

between October and March with December being the wettest. Snowfall is variable and generally melts within a week, except in the Cascade Mountains where excellent skiing conditions prevail.



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

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



# CITY MAP



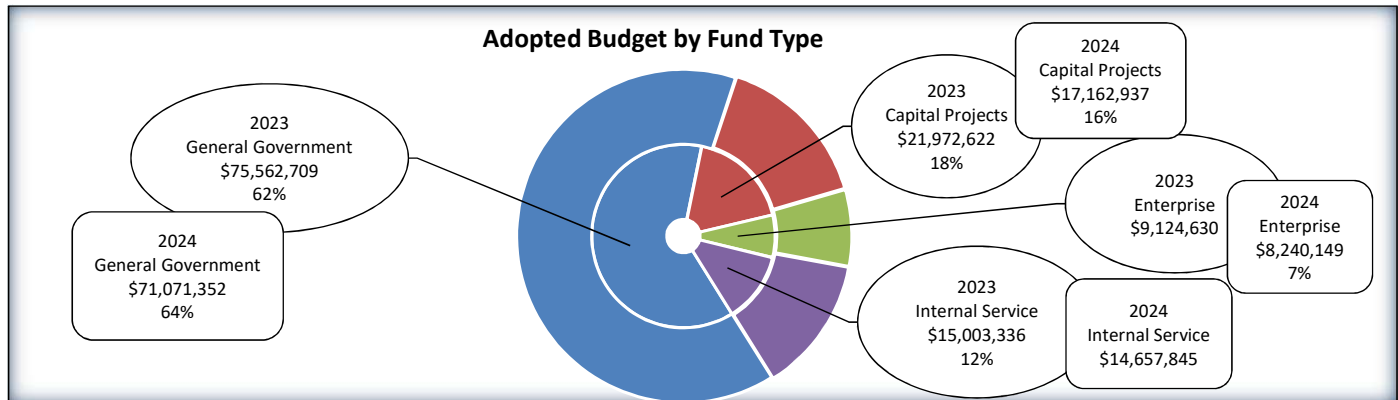


# EXECUTIVE SUMMARY

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



Fund	2023 Adopted				2024 Adopted			
	Beginning Fund Balance	Revenue	Expenditure	Ending Fund Balance	Beginning Fund Balance	Revenue	Expenditure	Ending Fund Balance
General Government Funds:	\$ 21,309,004	\$ 54,253,705	\$ 58,594,205	\$ 16,968,504	\$ 16,968,504	\$ 54,102,848	\$ 57,869,295	\$ 13,202,057
001 General Fund	15,837,013	43,535,910	48,207,266	11,165,657	11,165,657	44,145,920	47,837,515	7,474,061
101 Street	-	3,792,423	3,792,423	-	-	2,958,027	2,958,027	-
103 Transportation Benefit District	58,424	835,000	835,000	58,424	58,424	835,000	835,000	58,424
104 Hotel/Motel Lodging Tax	2,677,042	1,125,000	1,125,000	2,677,042	2,677,042	1,125,000	1,125,000	2,677,042
105 Property Abatement/RHSP	-	425,500	425,500	-	-	488,000	488,000	-
106 Public Art	-	37,000	37,000	-	-	37,000	37,000	-
180 Narcotics Seizure	-	-	-	-	-	-	-	-
181 Felony Seizure	-	-	-	-	-	-	-	-
182 Federal Seizure	-	-	-	-	-	-	-	-
190 CDBG	1,513,495	553,819	553,819	1,513,495	1,513,495	550,000	550,000	1,513,495
191 Neighborhood Stabilization Prog	-	28,000	28,000	-	-	45,500	45,500	-
192 SSMCP	-	311,125	306,377	4,748	4,748	311,125	315,874	-
195 Public Safety Grants	-	-	-	-	-	-	-	-
196 ARPA	19,209	-	-	19,209	19,209	-	-	19,209
201 GO Bond Debt Service	-	2,521,978	2,521,978	-	-	2,517,754	2,517,754	-
202 LID Debt Service	-	236,692	236,692	-	-	219,765	219,765	-
204 Sewer Project Debt	1,070,728	851,258	525,150	1,396,836	1,396,836	869,757	939,860	1,326,733
251 LID Guaranty	133,093	-	-	133,093	133,093	-	-	133,093
Capital Project Funds:	\$ 6,809,757	\$ 15,162,865	\$ 21,198,625	\$ 773,997	\$ 773,997	\$ 16,388,940	\$ 17,071,470	\$ 91,467
301 Parks	-	965,000	965,000	-	-	3,115,000	3,115,000	-
302 Transportation	3,767,000	11,154,000	14,921,000	-	-	9,154,000	9,154,000	-
303 Real Estate Excise Tax	2,068,447	2,200,000	3,866,625	401,822	401,822	2,200,000	2,587,470	14,352
311 Sewer Project	974,310	843,865	1,446,000	372,175	372,175	1,919,940	2,215,000	77,115
Enterprise Fund:	\$ 4,393,180	\$ 4,731,450	\$ 5,731,863	\$ 3,392,767	\$ 3,392,767	\$ 4,847,382	\$ 4,812,468	\$ 3,427,681
401 Surface Water Management	4,393,180	4,731,450	5,731,863	3,392,767	3,392,767	4,847,382	4,812,468	3,427,681
Internal Service Funds:	\$ 5,802,936	\$ 9,200,400	\$ 9,209,630	\$ 5,793,706	\$ 5,793,706	\$ 8,864,139	\$ 8,574,688	\$ 6,083,157
501 Fleet & Equipment	5,000,658	2,898,946	2,526,520	5,373,084	5,373,084	2,479,927	2,172,320	5,680,691
502 Property Management	530,000	912,134	1,357,134	85,000	85,000	916,396	1,001,396	-
503 Information Technology	272,278	2,940,490	2,877,146	335,622	335,622	3,017,696	2,950,852	402,466
504 Risk Management	-	2,448,830	2,448,830	-	-	2,450,120	2,450,120	-
Grand Total - All Funds	\$ 38,314,877	\$ 83,348,420	\$ 94,734,324	\$ 26,928,974	\$ 26,928,974	\$ 84,203,309	\$ 88,327,921	\$ 22,804,362
Total Budget			\$ 121,663,298	Total Budget			\$ 111,132,283	

#### SUMMARY OF CHANGES IN THE PROPOSED BUDGET VERSUS THE ADOPTED BUDGET

The adopted budget incorporates funds totaling \$2,516,417 received from Pierce County ARPA (American Rescue Plan Act funds) for the following Sewer CIP projects:

- \$597,995 for Rose Rd. & Forest Rd. Sewer Extension
- \$1,182,822 for Wadsworth, Silcox & Boat St. Sewer Extension
- \$735,600 for Grant Ave. & Orchard St. Sewer Extension

### ENDING FUND BALANCE

Fund Balance	2020 Actual	2021 Actual				2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
			Original	Adjusted	Year-end			\$ Chg	% Chg
<b>Total General/Street O&amp;M Funds</b>	<b>\$ 13,730,801</b>	<b>\$ 17,774,435</b>	<b>\$ 4,936,063</b>	<b>\$ 13,889,539</b>	<b>\$ 15,837,013</b>	<b>\$ 11,165,656</b>	<b>\$ 7,474,061</b>	<b>\$ (2,723,883)</b>	<b>-19.6%</b>
2% Contingency Reserves	826,363	926,769	822,677	867,836	896,580	884,696	896,866	16,860	1.9%
5% General Fund Reserves	2,065,908	2,316,923	2,056,693	2,169,589	2,241,450	2,211,739	2,242,165	42,150	1.9%
5% Strategic Reserves	2,065,908	2,316,929	2,056,693	2,169,589	2,241,450	2,211,739	2,242,165	42,150	1.9%
Economic Development Set Aside	-	1,000,000	-	2,000,000	2,000,000	2,000,000	2,000,000	-	0.0%
Unreserved	8,772,623	11,213,819	-	6,682,525	8,457,533	3,857,483	92,865	(2,825,042)	-42.3%
<b>Total Designated/Reserved</b>	<b>\$ 28,369,813</b>	<b>\$ 41,151,729</b>	<b>\$ 10,584,060</b>	<b>\$ 19,832,059</b>	<b>\$ 22,477,864</b>	<b>\$ 15,763,317</b>	<b>\$ 15,330,301</b>	<b>\$ (4,068,742)</b>	<b>-20.5%</b>
<b>Reserved for Operations:</b>	<b>\$ 11,051,516</b>	<b>\$ 17,804,756</b>	<b>\$ 5,091,269</b>	<b>\$ 6,902,235</b>	<b>\$ 8,661,350</b>	<b>\$ 7,665,685</b>	<b>\$ 7,695,851</b>	<b>\$ 763,450</b>	<b>11.1%</b>
103 Transportation Benefit District	687,753	1,581,424	1,670,000	58,424	58,424	58,424	58,424	-	0.0%
104 Hotel/Motel Lodging Tax	1,659,033	2,305,435	1,575,103	2,452,042	2,677,042	2,677,042	2,677,042	225,000	9.2%
105 Prop Abatement/RHSP/1406	658,414	649,622	-	-	-	-	-	-	n/a
106 Public Art	135,500	120,223	-	-	-	-	-	-	n/a
180 Narcotics Seizure	226,196	192,000	-	-	-	-	-	-	n/a
181 Felony Seizure	47,837	36,198	-	-	-	-	-	-	n/a
182 Federal Seizure	160,907	143,505	-	-	-	-	-	-	n/a
190 CDBG	1,381,724	1,513,495	-	-	1,513,495	1,513,495	1,513,495	1,513,495	n/a
191 Neighborhood Stabilization	255,115	254,676	-	-	-	-	-	-	n/a
192 SSMCP	18,018	32,299	-	-	-	4,748	-	4,748	n/a
195 Public Safety Grant	-	-	-	-	-	-	-	-	n/a
196 ARPA	-	-	-	-	19,209	19,209	19,209	19,209	n/a
401 Surface Water Management	5,821,019	10,975,879	1,846,166	4,391,769	4,393,180	3,392,767	3,427,681	(999,002)	-22.7%
<b>Debt Service:</b>	<b>\$ 988,319</b>	<b>\$ 986,132</b>	<b>\$ 1,239,778</b>	<b>\$ 1,173,821</b>	<b>\$ 1,203,821</b>	<b>\$ 1,529,929</b>	<b>\$ 1,459,826</b>	<b>\$ 356,108</b>	<b>30.3%</b>
201 GO Bond Debt Service	-	-	-	-	-	-	-	-	n/a
202 LID Debt Service	248,038	118,951	92,161	-	-	-	-	-	n/a
204 Sewer Project Debt Service	607,313	734,088	1,015,323	1,040,728	1,070,728	1,396,836	1,326,733	356,108	34.2%
251 LID Guaranty	132,968	133,093	132,294	133,093	133,093	133,093	133,093	-	0.0%
<b>Capital Projects:</b>	<b>\$ 11,278,847</b>	<b>\$ 16,983,759</b>	<b>\$ 521,832</b>	<b>\$ 6,138,766</b>	<b>\$ 6,809,757</b>	<b>\$ 773,997</b>	<b>\$ 91,467</b>	<b>\$ (5,364,769)</b>	<b>-87.4%</b>
301 Parks Capital	2,605,500	3,388,224	-	91,837	-	-	-	(91,837)	-100.0%
302 Transportation Capital	4,869,918	6,989,572	181,246	4,978,929	3,767,000	-	-	(4,978,929)	-100.0%
303 Real Estate Excise Tax	2,271,510	5,080,463	195,000	-	2,068,447	401,822	14,352	401,822	n/a
311 Sewer Capital Project	1,531,919	1,525,500	145,586	1,068,000	974,310	372,175	77,115	(695,825)	-65.2%
<b>Replacement Reserves:</b>	<b>\$ 5,051,131</b>	<b>\$ 5,377,082</b>	<b>\$ 3,731,181</b>	<b>\$ 5,617,237</b>	<b>\$ 5,802,936</b>	<b>\$ 5,793,706</b>	<b>\$ 6,083,157</b>	<b>\$ 176,469</b>	<b>3.1%</b>
501 Fleet & Equipment	4,261,308	4,597,080	3,204,779	5,000,658	5,000,658	5,373,084	5,680,691	372,426	7.4%
502 Property Management	584,300	574,479	254,124	344,301	530,000	85,000	-	(259,301)	-75.3%
503 Information Technology	205,523	205,523	272,278	272,278	272,278	335,622	402,466	63,344	23.3%
504 Risk Management	-	-	-	-	-	-	-	-	n/a
<b>Total Ending Fund Balance</b>	<b>\$ 42,100,610</b>	<b>\$ 58,926,166</b>	<b>\$ 15,520,129</b>	<b>\$ 33,721,598</b>	<b>\$ 38,314,877</b>	<b>\$ 26,928,973</b>	<b>\$ 22,804,362</b>	<b>\$ (6,792,625)</b>	<b>-20.1%</b>

**Explanation of Variances (2023 Proposed Budget vs. 2022 Adjusted Budget):**

Fund 001 General: use of unreserved fund balance for one-time projects.

Fund 104 Hotel/Motel Lodging Tax: increase in lodging tax activity and unspent funds due to cancelled events & change in program delivery due to pandemic.

Fund 190 CDBG: assumed use of loan funds available whereas proposed budget includes new sources/uses only.

Fund 401 Surface Water Management: increased SWM fees, offset by increased operating costs and use of ending fund balance for one-time capital projects.

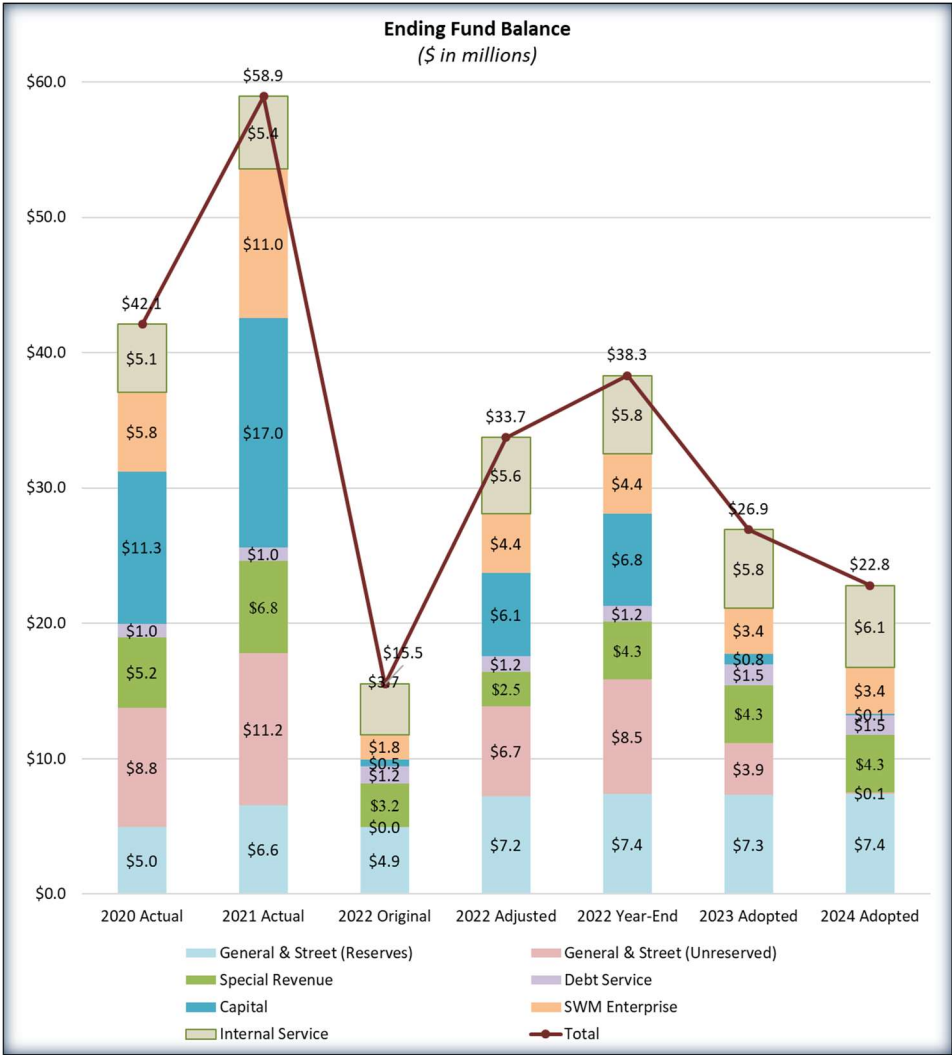
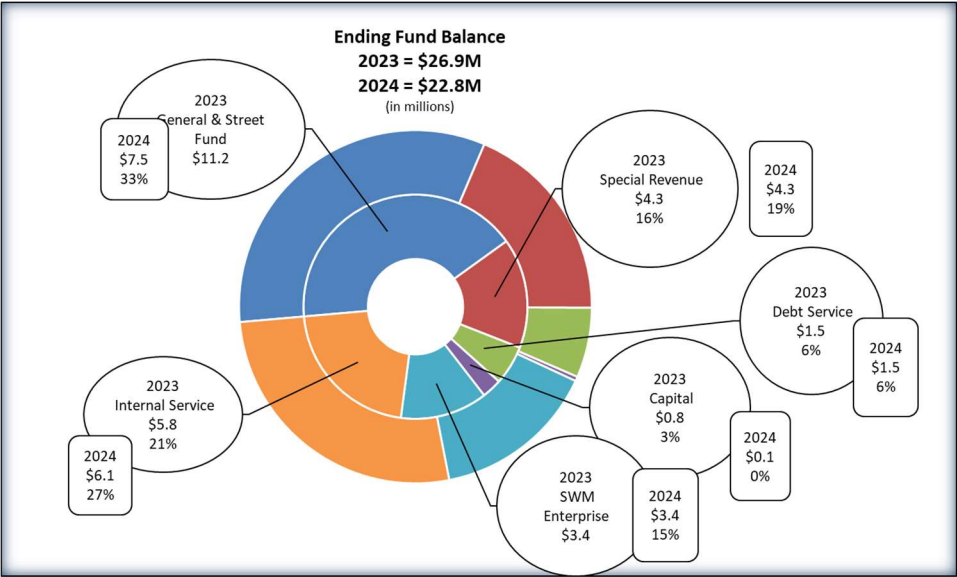
Fund 204 Sewer Debt Service: use of fund balance for sewer capital projects.

Fund 302 Transportation Capital: timing of capital projects funding and expense.

Fund 303 Real Estate Excise Tax: increase in REET revenue offset by one-time capital projects funding.

Fund 502 Property Management: use of accumulated reserves for one-time major maintenance and capital projects.

Fund 503 Information Technology: increase in accumulation of replacement reserves.



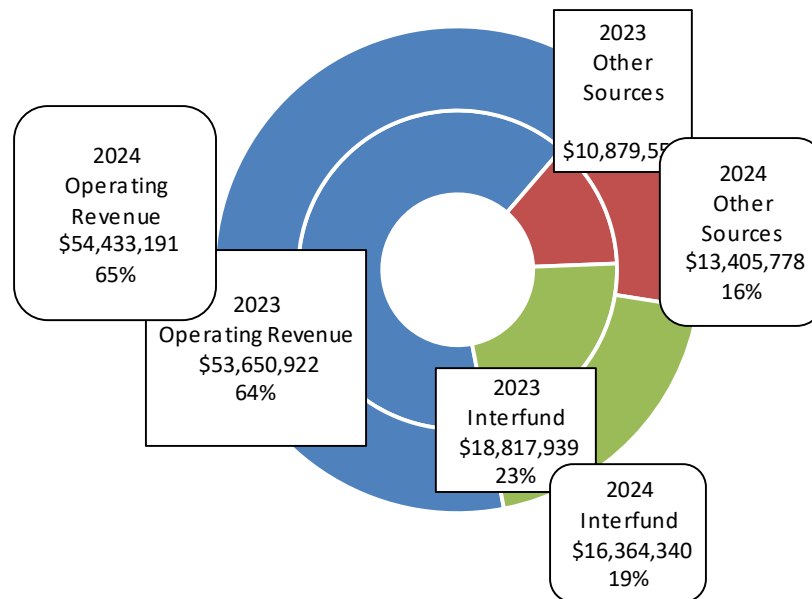
## SOURCES & USES - ALL FUNDS

Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
			Original	Adjusted	Year-end			\$ Chg	% Chg
<b>BEGINNING FUND BALANCE</b>	\$ 39,654,877	\$ 42,100,610	\$ 14,666,707	\$ 58,926,163	\$ 58,926,166	\$ 38,314,877	\$ 26,928,975	\$ (20,611,286)	-35.0%
<b>OPERATING REVENUE:</b>									
Property Tax	7,259,756	7,431,434	7,508,500	7,605,010	7,605,010	7,703,900	7,804,100	\$ 98,890	1.3%
Sales Tax	12,018,360	14,522,944	10,822,000	11,898,000	13,098,000	12,098,000	12,338,000	200,000	1.7%
Utility Tax	5,402,943	5,436,800	5,556,700	5,556,700	5,369,200	5,442,300	5,542,100	(114,400)	-2.1%
Real Estate Excise Tax	3,643,117	4,557,032	1,800,000	1,931,553	4,000,000	2,200,000	2,200,000	268,447	13.9%
Gambling Tax	1,910,429	3,786,769	2,880,040	3,550,000	3,874,000	3,910,200	3,910,200	360,200	10.1%
Other Taxes	3,776,323	4,643,484	4,018,900	4,238,900	4,553,900	4,505,000	4,558,200	266,100	6.3%
Licenses & Permits	2,754,014	2,677,014	2,307,600	2,449,825	2,531,500	2,497,000	2,502,600	47,175	1.9%
Franchise Fees	4,289,905	4,364,450	4,397,000	4,397,000	4,495,400	4,630,200	4,769,000	233,200	5.3%
Intergovernmental	3,085,078	2,865,940	2,856,384	2,884,616	3,111,416	2,958,812	2,930,148	74,196	2.6%
Charges for Services	6,159,398	6,268,599	6,150,700	6,208,610	6,062,860	6,342,610	6,496,343	134,000	2.2%
Fines & Forfeits	1,273,307	1,629,998	1,363,205	1,388,205	1,146,500	1,196,500	1,196,500	(191,705)	-13.8%
Miscellaneous	231,243	230,197	189,067	189,067	185,067	166,400	186,000	(22,667)	-12.0%
<b>Total Operating Revenues</b>	<b>\$ 51,803,873</b>	<b>\$ 58,414,661</b>	<b>\$ 49,850,096</b>	<b>\$ 52,297,486</b>	<b>\$ 56,032,853</b>	<b>\$ 53,650,922</b>	<b>\$ 54,433,191</b>	<b>\$ 1,353,436</b>	<b>2.6%</b>
<b>CAPITAL AND OTHER SOURCES:</b>									
Other Sources	16,595,661	22,684,069	13,098,934	46,537,846	53,164,009	10,879,559	13,405,778	(35,658,287)	-76.6%
<b>Total Other Sources</b>	<b>\$ 16,595,661</b>	<b>\$ 22,684,069</b>	<b>\$ 13,098,934</b>	<b>\$ 46,537,846</b>	<b>\$ 53,164,009</b>	<b>\$ 10,879,559</b>	<b>\$ 13,405,778</b>	<b>\$ (35,658,287)</b>	<b>-76.6%</b>
<b>SUBTOTAL REVENUES</b>	<b>\$ 68,399,534</b>	<b>\$ 81,098,730</b>	<b>\$ 62,949,030</b>	<b>\$ 98,835,332</b>	<b>\$ 109,196,862</b>	<b>\$ 64,530,481</b>	<b>\$ 67,838,969</b>	<b>\$ (34,304,851)</b>	<b>-34.7%</b>
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Charges	4,195,358	4,996,433	4,954,906	6,325,459	6,325,459	8,200,300	7,792,139	1,874,841	29.6%
Interfund Transfers	7,472,205	8,504,289	8,460,177	20,853,058	20,856,281	10,617,639	8,572,201	(10,235,419)	-49.1%
<b>Total Rev/Other Sources/Interfund</b>	<b>\$ 80,067,097</b>	<b>\$ 94,599,452</b>	<b>\$ 76,364,113</b>	<b>\$ 126,013,849</b>	<b>\$ 136,378,602</b>	<b>\$ 83,348,420</b>	<b>\$ 84,203,309</b>	<b>\$ (42,665,429)</b>	<b>-33.9%</b>
<b>TOTAL SOURCES</b>	<b>\$ 119,721,974</b>	<b>\$ 136,700,062</b>	<b>\$ 91,030,820</b>	<b>\$ 184,940,012</b>	<b>\$ 195,304,769</b>	<b>\$ 121,663,297</b>	<b>\$ 111,132,284</b>	<b>\$ (63,276,715)</b>	<b>-34.2%</b>
<b>OPERATING EXPENDITURE:</b>									
City Council	134,101	132,143	148,304	148,304	148,304	159,609	159,609	11,305	7.6%
City Manager	636,362	618,248	786,062	815,043	815,043	943,313	966,845	128,270	15.7%
Administrative Services	1,721,863	1,806,517	2,123,536	2,185,069	2,185,070	2,679,825	2,717,969	494,756	22.6%
Non-Departmental	107,234	119,720	136,925	139,177	139,177	732,065	744,065	592,888	426.0%
Comm & Economic Dev	2,544,693	3,042,658	3,075,919	4,472,452	4,472,452	3,611,727	3,760,911	(860,725)	-19.2%
Parks, Rec & Comm Svcs	3,664,981	4,286,079	4,755,718	5,209,163	5,142,841	5,538,979	5,597,069	329,816	6.3%
Public Works	2,604,314	2,968,320	3,503,736	3,579,759	3,579,759	4,125,002	4,183,550	545,243	15.2%
Legal	2,006,145	2,161,184	2,283,786	2,379,523	2,379,525	2,554,836	2,562,219	175,313	7.4%
Municipal Court	1,853,556	1,745,159	2,009,513	2,134,372	2,134,372	1,493,471	1,524,353	(640,901)	-30.0%
Police	22,920,852	24,337,584	24,985,911	27,104,423	26,718,423	26,850,297	27,101,475	(254,126)	-0.9%
<b>Total Operating Expenditures</b>	<b>\$ 38,194,101</b>	<b>\$ 41,217,612</b>	<b>\$ 43,809,410</b>	<b>\$ 48,167,285</b>	<b>\$ 47,714,966</b>	<b>\$ 48,689,124</b>	<b>\$ 49,318,065</b>	<b>\$ 521,839</b>	<b>1.1%</b>
<b>OTHER USES:</b>									
Operating Grants/One-time Uses	7,253,298	6,891,892	1,910,052	26,542,467	31,454,559	9,070,202	8,074,497	(17,472,265)	-65.8%
Debt Service	1,560,531	2,133,099	2,824,169	3,033,147	3,033,147	3,734,815	3,711,196	701,668	23.1%
Capital Improvements	18,968,674	14,829,169	13,703,732	47,494,642	48,803,123	16,687,315	12,705,872	(30,807,327)	-64.9%
<b>Total Other Uses</b>	<b>\$ 27,782,503</b>	<b>\$ 23,854,160</b>	<b>\$ 18,437,953</b>	<b>\$ 77,070,256</b>	<b>\$ 83,290,829</b>	<b>\$ 29,492,332</b>	<b>\$ 24,491,565</b>	<b>\$ (47,577,924)</b>	<b>-61.7%</b>
<b>SUBTOTAL EXPENDITURES</b>	<b>\$ 65,976,604</b>	<b>\$ 65,071,772</b>	<b>\$ 62,247,363</b>	<b>\$ 125,237,541</b>	<b>\$ 131,005,795</b>	<b>\$ 78,181,456</b>	<b>\$ 73,809,630</b>	<b>\$ (47,056,085)</b>	<b>-37.6%</b>
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Services	4,172,554	4,197,838	4,803,151	5,127,815	5,127,816	5,935,229	5,946,089	807,414	15.7%
Interfund Transfers	7,472,205	8,504,289	8,460,177	20,853,058	20,856,281	10,617,639	8,572,202	(10,235,419)	-49.1%
<b>Total Interfund Transactions</b>	<b>\$ 11,644,759</b>	<b>\$ 12,702,127</b>	<b>\$ 13,263,328</b>	<b>\$ 25,980,873</b>	<b>\$ 25,984,097</b>	<b>\$ 16,552,868</b>	<b>\$ 14,518,291</b>	<b>\$ (9,428,005)</b>	<b>-36.3%</b>
<b>Total Exp/Other Uses/Interfund</b>	<b>\$ 77,621,364</b>	<b>\$ 77,773,899</b>	<b>\$ 75,510,691</b>	<b>\$ 151,218,414</b>	<b>\$ 156,989,892</b>	<b>\$ 94,734,324</b>	<b>\$ 88,327,921</b>	<b>\$ (56,484,090)</b>	<b>-37.4%</b>
<b>Changes in Fund Balance</b>	<b>\$ 2,445,733</b>	<b>\$ 16,825,553</b>	<b>\$ 853,422</b>	<b>\$ (25,204,565)</b>	<b>\$ (20,611,290)</b>	<b>\$ (11,385,904)</b>	<b>\$ (4,124,612)</b>	<b>\$ 13,818,661</b>	<b>-54.8%</b>
<b>ENDING FUND BALANCE:</b>	<b>\$ 42,100,610</b>	<b>\$ 58,926,166</b>	<b>\$ 15,520,129</b>	<b>\$ 33,721,598</b>	<b>\$ 38,314,877</b>	<b>\$ 26,928,973</b>	<b>\$ 22,804,362</b>	<b>\$ (6,792,625)</b>	<b>-20.1%</b>
<b>TOTAL USES</b>	<b>\$ 119,721,974</b>	<b>\$ 136,700,062</b>	<b>\$ 91,030,820</b>	<b>\$ 184,940,012</b>	<b>\$ 195,304,769</b>	<b>\$ 121,663,297</b>	<b>\$ 111,132,284</b>	<b>\$ (63,276,715)</b>	<b>-34.2%</b>

### All Funds - Total Revenues, Other Sources & Interfund

2023 = \$83.35M

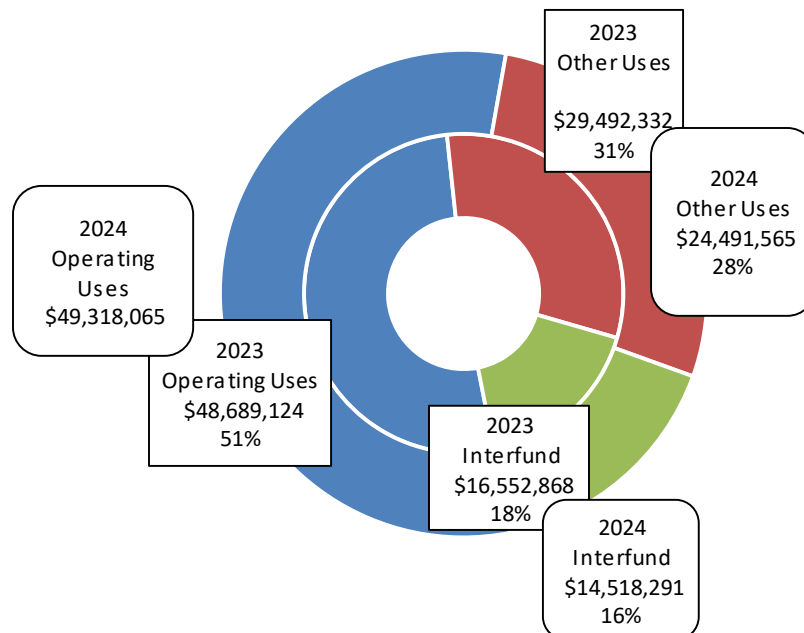
2024 = \$84.20M



### All Funds - Total Expenditures, Other Uses & Interfund

2023 = \$94.73M

2024 = \$88.33M

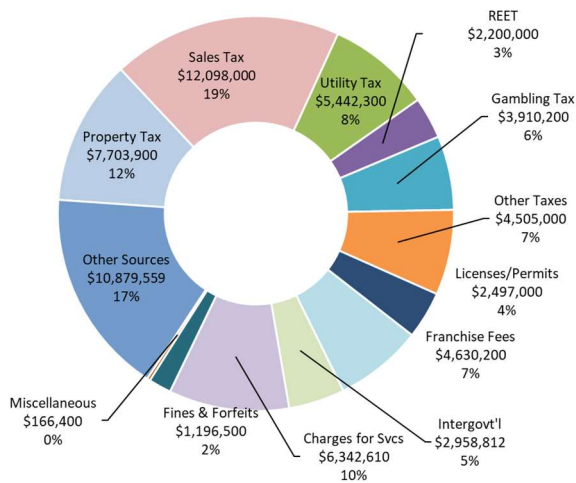




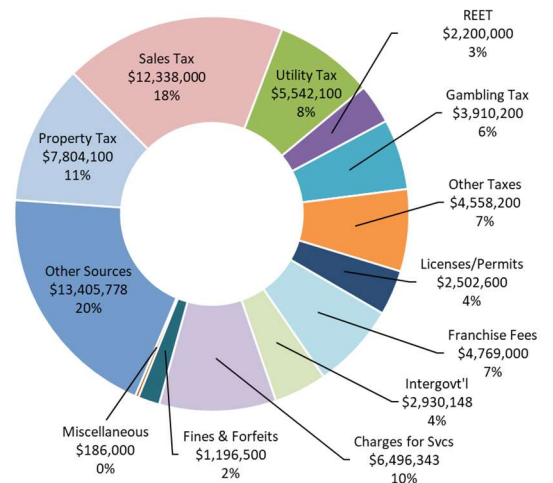
## SOURCES OF FUNDING - ALL FUNDS

Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
			Original	Adjusted	Year-end			\$ Chg	% Chg
<b>BEGINNING FUND BALANCE</b>	\$ 39,654,877	\$ 42,100,610	\$ 14,666,707	\$ 58,926,163	\$ 58,926,166	\$ 38,314,877	\$ 26,928,975	\$ (20,611,286)	-35.0%
<b>OPERATING REVENUE:</b>									
Property Tax	7,259,756	7,431,434	7,508,500	7,605,010	7,605,010	7,703,900	7,804,100	\$ 98,890	1.3%
Sales Tax	12,018,360	14,522,944	10,822,000	11,898,000	13,098,000	12,098,000	12,338,000	200,000	1.7%
Utility Tax	5,402,943	5,436,800	5,556,700	5,556,700	5,369,200	5,442,300	5,542,100	(114,400)	-2.1%
Real Estate Excise Tax	3,643,117	4,557,032	1,800,000	1,931,553	4,000,000	2,200,000	2,200,000	268,447	13.9%
Gambling Tax	1,910,429	3,786,769	2,880,040	3,550,000	3,874,000	3,910,200	3,910,200	360,200	10.1%
Other Taxes	3,776,323	4,643,484	4,018,900	4,238,900	4,553,900	4,505,000	4,558,200	266,100	6.3%
Licenses & Permits	2,754,014	2,677,014	2,307,600	2,449,825	2,531,500	2,497,000	2,502,600	47,175	1.9%
Franchise Fees	4,289,905	4,364,450	4,397,000	4,397,000	4,495,400	4,630,200	4,769,000	233,200	5.3%
Intergovernmental	3,085,078	2,865,940	2,856,384	2,884,616	3,111,416	2,958,812	2,930,148	74,196	2.6%
Charges for Services	6,159,398	6,268,599	6,150,700	6,208,610	6,062,860	6,342,610	6,496,343	134,000	2.2%
Fines & Forfeits	1,273,307	1,629,998	1,363,205	1,388,205	1,146,500	1,196,500	1,196,500	(191,705)	-13.8%
Miscellaneous	231,243	230,197	189,067	189,067	185,067	166,400	186,000	(22,667)	-12.0%
<b>Total Operating Revenues</b>	<b>\$ 51,803,873</b>	<b>\$ 58,414,661</b>	<b>\$ 49,850,096</b>	<b>\$ 52,297,486</b>	<b>\$ 56,032,853</b>	<b>\$ 53,650,922</b>	<b>\$ 54,433,191</b>	<b>\$ 1,353,436</b>	<b>2.6%</b>
<b>CAPITAL AND OTHER SOURCES:</b>									
Other Sources	16,595,661	22,684,069	13,098,934	46,537,846	53,164,009	10,879,559	13,405,778	(35,658,287)	-76.6%
<b>Total Other Sources</b>	<b>\$ 16,595,661</b>	<b>\$ 22,684,069</b>	<b>\$ 13,098,934</b>	<b>\$ 46,537,846</b>	<b>\$ 53,164,009</b>	<b>\$ 10,879,559</b>	<b>\$ 13,405,778</b>	<b>\$ (35,658,287)</b>	<b>-76.6%</b>
<b>SUBTOTAL REVENUES</b>	<b>\$ 68,399,534</b>	<b>\$ 81,098,730</b>	<b>\$ 62,949,030</b>	<b>\$ 98,835,332</b>	<b>\$ 109,196,862</b>	<b>\$ 64,530,481</b>	<b>\$ 67,838,969</b>	<b>\$ (34,304,851)</b>	<b>-34.7%</b>
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Charges	4,195,358	4,996,433	4,954,906	6,325,459	6,325,459	8,200,300	7,792,139	1,874,841	29.6%
Interfund Transfers	7,472,205	8,504,289	8,460,177	20,853,058	20,856,281	10,617,639	8,572,201	(10,235,419)	-49.1%
<b>Total Rev/Other Sources/Interfund</b>	<b>\$ 80,067,097</b>	<b>\$ 94,599,452</b>	<b>\$ 76,364,113</b>	<b>\$ 126,013,849</b>	<b>\$ 136,378,602</b>	<b>\$ 83,348,420</b>	<b>\$ 84,203,309</b>	<b>\$ (42,665,429)</b>	<b>-33.9%</b>
<b>TOTAL SOURCES</b>	<b>\$ 119,721,974</b>	<b>\$ 136,700,062</b>	<b>\$ 91,030,820</b>	<b>\$ 184,940,012</b>	<b>\$ 195,304,769</b>	<b>\$ 121,663,297</b>	<b>\$ 111,132,284</b>	<b>\$ (63,276,715)</b>	<b>-34.2%</b>

**All Funds - Total Revenues**  
(Excludes Interfund Transactions)  
2023 = \$64.53M



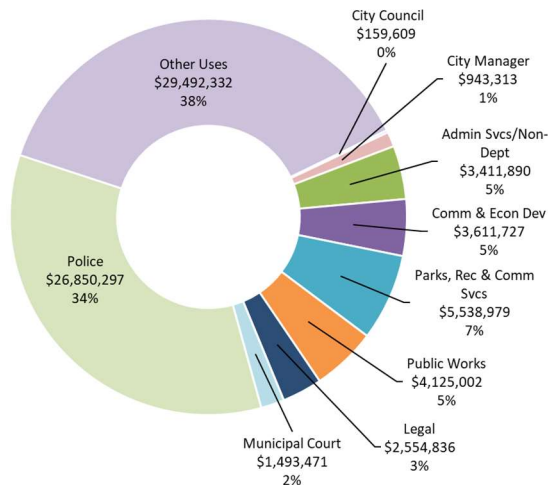
**All Funds - Total Revenues**  
(Excludes Interfund Transactions)  
2024 = \$67.84M



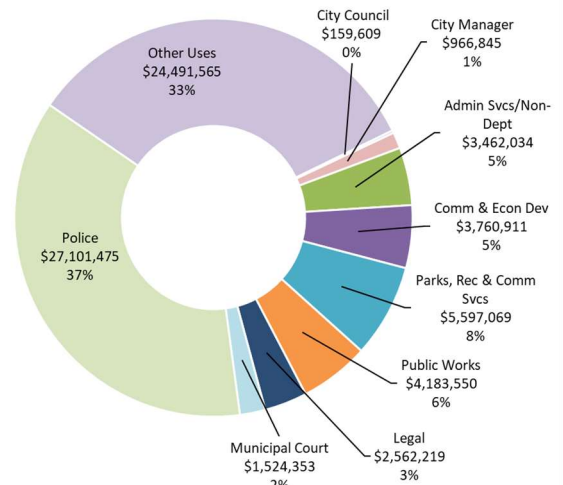
## USES OF FUNDING - ALL FUNDS

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
OPERATING EXPENDITURE:									
City Council	\$ 134,101	\$ 132,143	\$ 148,304	\$ 148,304	\$ 148,304	\$ 159,609	\$ 159,609	\$ 11,305	7.6%
City Manager	636,362	618,248	786,062	815,043	815,043	943,313	966,845	128,270	15.7%
Administrative Services	1,721,863	1,806,517	2,123,536	2,185,069	2,185,070	2,679,825	2,717,969	494,756	22.6%
Non-Departmental	107,234	119,720	136,925	139,177	139,177	732,065	744,065	592,888	426.0%
Comm & Economic Dev	2,544,693	3,042,658	3,075,919	4,472,452	4,472,452	3,611,727	3,760,911	(860,725)	-19.2%
Parks, Rec & Comm Svcs	3,664,981	4,286,079	4,755,718	5,209,163	5,142,841	5,538,979	5,597,069	329,816	6.3%
Public Works	2,604,314	2,968,320	3,503,736	3,579,759	3,579,759	4,125,002	4,183,550	545,243	15.2%
Legal	2,006,145	2,161,184	2,283,786	2,379,523	2,379,525	2,554,836	2,562,219	175,313	7.4%
Municipal Court	1,853,556	1,745,159	2,009,513	2,134,372	2,134,372	1,493,471	1,524,353	(640,901)	-30.0%
Police	22,920,852	24,337,584	24,985,911	27,104,423	26,718,423	26,850,297	27,101,475	(254,126)	-0.9%
Total Operating Expenditures	\$ 38,194,101	\$ 41,217,612	\$ 43,809,410	\$ 48,167,285	\$ 47,714,966	\$ 48,689,124	\$ 49,318,065	\$ 521,839	1.1%
OTHER USES:									
Operating Grants/One-time Uses	7,253,298	6,891,892	1,910,052	26,542,467	31,454,559	9,070,202	8,074,497	(17,472,265)	-65.8%
Debt Service	1,560,531	2,133,099	2,824,169	3,033,147	3,033,147	3,734,815	3,711,196	701,668	23.1%
Capital Improvements	18,968,674	14,829,169	13,703,732	47,494,642	48,803,123	16,687,315	12,705,872	(30,807,327)	-64.9%
Total Other Uses	\$ 27,782,503	\$ 23,854,160	\$ 18,437,953	\$ 77,070,256	\$ 83,290,829	\$ 29,492,332	\$ 24,491,565	\$ (47,577,924)	-61.7%
SUBTOTAL EXPENDITURES	\$ 65,976,604	\$ 65,071,772	\$ 62,247,363	\$ 125,237,541	\$ 131,005,795	\$ 78,181,456	\$ 73,809,630	\$ (47,056,085)	-37.6%
INTERFUND TRANSACTIONS:									
Interfund Services	4,172,554	4,197,838	4,803,151	5,127,815	5,127,816	5,935,229	5,946,089	807,414	15.7%
Interfund Transfers	7,472,205	8,504,289	8,460,177	20,853,058	20,856,281	10,617,639	8,572,202	(10,235,419)	-49.1%
Total Interfund Transactions	\$ 11,644,759	\$ 12,702,127	\$ 13,263,328	\$ 25,980,873	\$ 25,984,097	\$ 16,552,868	\$ 14,518,291	\$ (9,428,005)	-36.3%
Total Exp/Other Uses/Interfund	\$ 77,621,364	\$ 77,773,899	\$ 75,510,691	\$ 151,218,414	\$ 156,989,892	\$ 94,734,324	\$ 88,327,921	\$ (56,484,090)	-37.4%
Changes in Fund Balance	\$ 2,445,733	\$ 16,825,553	\$ 853,422	\$ (25,204,565)	\$ (20,611,290)	\$ (11,385,904)	\$ (4,124,612)	\$ 13,818,661	-54.8%
ENDING FUND BALANCE:	\$ 42,100,610	\$ 58,926,166	\$ 15,520,129	\$ 33,721,598	\$ 38,314,877	\$ 26,928,973	\$ 22,804,362	\$ (6,792,625)	-20.1%
TOTAL USES	\$ 119,721,974	\$ 136,700,062	\$ 91,030,820	\$ 184,940,012	\$ 195,304,769	\$ 121,663,297	\$ 111,132,284	\$ (63,276,715)	-34.2%

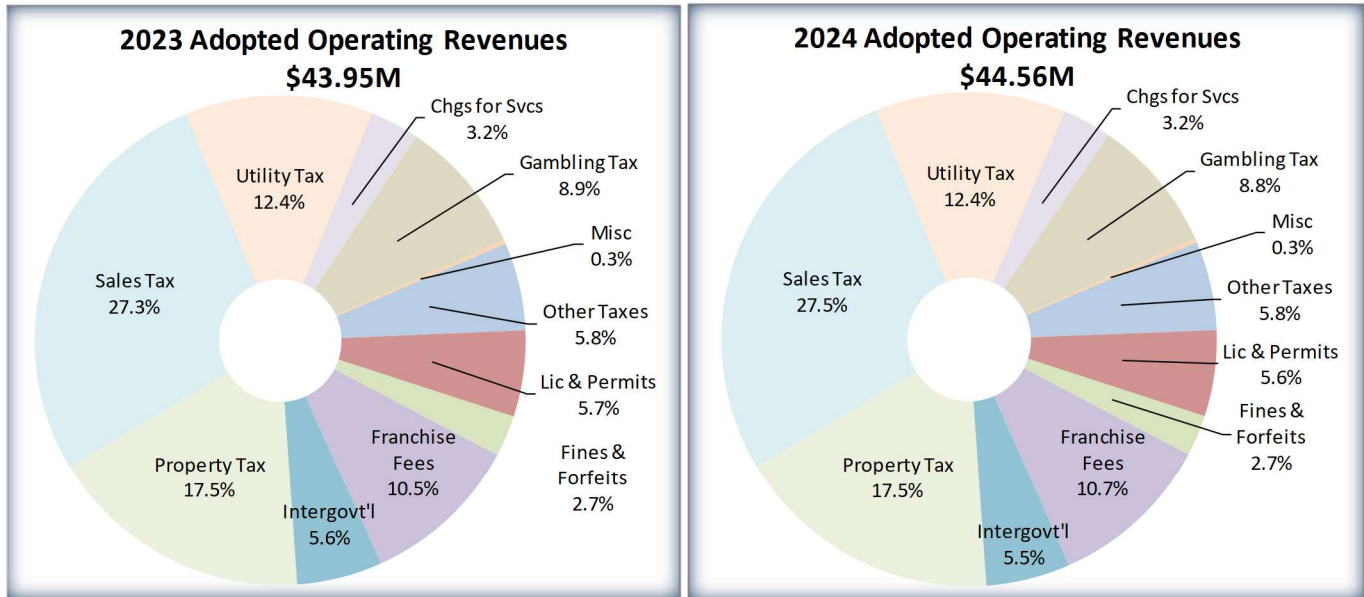
**All Funds - Total Expenditures**  
(Excludes Interfund Transactions)  
2023 = \$78.18M



**All Funds - Total Expenditures**  
(Excludes Interfund Transactions)  
2024 = \$73.81M



### SOURCES - CONSOLIDATED GENERAL AND STREET FUND

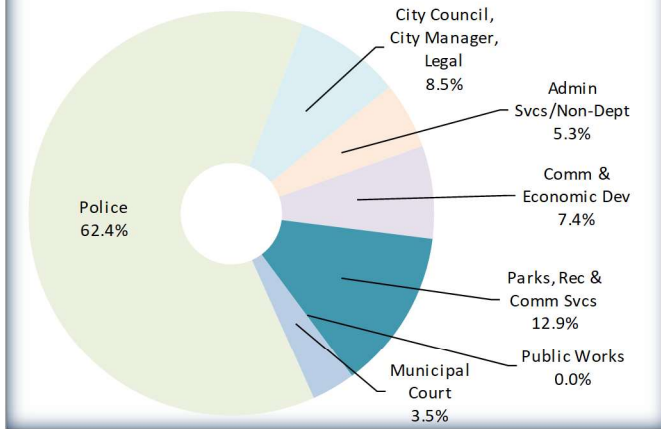


Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
			Original	Adjusted	Year-end			\$ Chg	% Chg
BEGINNING FUND BALANCE	\$ 9,878,838	\$ 13,730,802	\$ 4,804,154	\$ 17,774,435	\$ 17,774,435	\$ 15,837,013	\$ 11,165,658	\$ (1,937,422)	-10.9%
<b>OPERATING REVENUE:</b>									
Property Tax	7,259,756	7,431,434	7,508,500	7,605,010	7,605,010	7,703,900	7,804,100	\$ 98,890	1.3%
Sales Tax	11,946,044	14,413,902	10,724,000	11,800,000	13,000,000	12,000,000	12,240,000	200,000	1.7%
Utility Tax	5,402,943	5,436,800	5,556,700	5,556,700	5,369,200	5,442,300	5,542,100	(114,400)	-2.1%
Gambling Tax	1,910,429	3,786,769	2,880,040	3,550,000	3,874,000	3,910,200	3,910,200	360,200	10.1%
Other Taxes	2,027,163	2,510,867	2,183,900	2,403,900	2,493,900	2,545,000	2,598,200	141,100	5.9%
Licenses & Permits	2,754,014	2,677,014	2,307,600	2,449,825	2,531,500	2,497,000	2,502,600	47,175	1.9%
Franchise Fees	4,289,905	4,364,450	4,397,000	4,397,000	4,495,400	4,630,200	4,769,000	233,200	5.3%
Intergovernmental	2,642,689	2,389,676	2,376,949	2,405,181	2,627,266	2,471,280	2,447,100	66,099	2.7%
Charges for Services	1,365,370	1,243,338	1,414,300	1,414,300	1,268,550	1,426,300	1,426,300	12,000	0.8%
Fines & Forfeits	1,273,307	1,629,998	1,363,205	1,388,205	1,146,500	1,196,500	1,196,500	(191,705)	-13.8%
Miscellaneous	161,833	169,516	136,967	136,967	132,967	127,400	122,500	(9,567)	-7.0%
<b>Total Operating Revenues</b>	<b>\$ 41,033,453</b>	<b>\$ 46,053,764</b>	<b>\$ 40,849,161</b>	<b>\$ 43,107,088</b>	<b>\$ 44,544,293</b>	<b>\$ 43,950,080</b>	<b>\$ 44,558,600</b>	<b>\$ 842,992</b>	<b>2.0%</b>
<b>CAPITAL AND OTHER SOURCES:</b>									
Other Sources	3,446,592	715,833	100,250	823,384	834,384	282,550	282,550	(540,834)	-65.7%
<b>Total Other Sources</b>	<b>\$ 3,446,592</b>	<b>\$ 715,833</b>	<b>\$ 100,250</b>	<b>\$ 823,384</b>	<b>\$ 834,384</b>	<b>\$ 282,550</b>	<b>\$ 282,550</b>	<b>\$ (540,834)</b>	<b>-65.7%</b>
<b>SUBTOTAL REVENUES</b>	<b>\$ 44,480,045</b>	<b>\$ 46,769,597</b>	<b>\$ 40,949,411</b>	<b>\$ 43,930,472</b>	<b>\$ 45,378,677</b>	<b>\$ 44,232,630</b>	<b>\$ 44,841,150</b>	<b>\$ 302,158</b>	<b>0.7%</b>
<b>INTERFUND TRANSACTIONS:</b>									
Interfund Transfers	1,265,849	1,565,610	1,675,274	1,833,476	1,836,699	3,095,703	2,262,797	1,262,227	68.8%
<b>Total Rev/Other Sources/Interfund</b>	<b>\$ 45,745,894</b>	<b>\$ 48,335,207</b>	<b>\$ 42,624,685</b>	<b>\$ 45,763,948</b>	<b>\$ 47,215,376</b>	<b>\$ 47,328,333</b>	<b>\$ 47,103,947</b>	<b>\$ 1,564,385</b>	<b>3.4%</b>
<b>TOTAL SOURCES</b>	<b>\$ 55,624,732</b>	<b>\$ 62,066,009</b>	<b>\$ 47,428,839</b>	<b>\$ 63,538,383</b>	<b>\$ 64,989,811</b>	<b>\$ 63,165,346</b>	<b>\$ 58,269,605</b>	<b>\$ (373,037)</b>	<b>-0.6%</b>

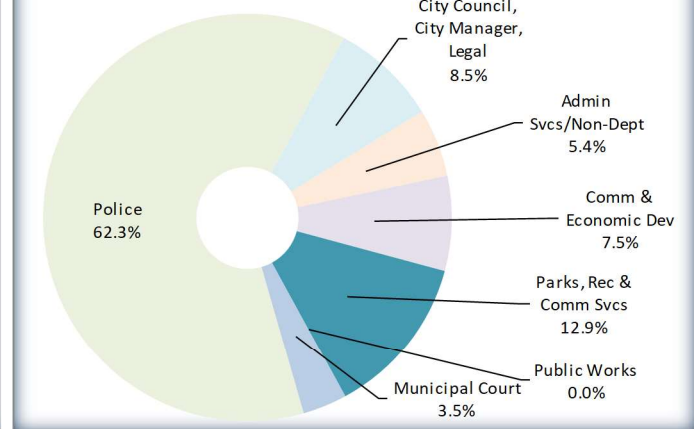


### USES - CONSOLIDATED GENERAL AND STREET FUND

**2023 Proposed Operating Expenditures  
\$43.75M**



**2024 Proposed Operating Expenditures  
\$44.27M**



Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
OPERATING EXPENDITURE:									
City Council	\$ 134,101	\$ 132,143	\$ 148,304	\$ 148,304	\$ 148,304	\$ 159,609	\$ 159,609	\$ 11,305	7.6%
City Manager	636,362	618,248	786,062	815,043	815,043	943,313	966,845	128,270	15.7%
Administrative Services	1,265,348	1,279,028	1,323,536	1,404,569	1,404,570	1,554,825	1,592,969	150,256	10.7%
Non-Departmental	107,234	119,720	136,925	139,177	139,177	732,065	744,065	592,888	426.0%
Comm & Economic Dev	2,188,040	2,439,060	2,666,419	2,905,420	2,905,420	3,186,227	3,272,911	280,807	9.7%
Parks, Rec & Comm Svcs	3,664,981	4,286,079	4,755,718	5,209,163	5,142,841	5,538,979	5,597,069	329,816	6.3%
Public Works Engineering	550,307	600,183	625,545	668,785	668,785	731,479	748,649	62,694	9.4%
Legal	2,006,145	2,161,184	2,283,786	2,379,523	2,379,525	2,554,836	2,562,219	175,313	7.4%
Municipal Court	1,853,556	1,745,159	2,009,513	2,134,372	2,134,372	1,493,471	1,524,353	(640,901)	-30.0%
Police	22,920,852	24,337,584	24,985,911	27,104,423	26,718,423	26,850,297	27,101,475	(254,126)	-0.9%
Total Operating Expenditures	\$ 35,326,926	\$ 37,718,388	\$ 39,721,719	\$ 42,908,779	\$ 42,456,460	\$ 43,745,101	\$ 44,270,164	\$ 836,322	1.9%
OTHER USES:									
Operating Grants/One-time Uses	4,089,921	1,324,734	152,482	2,211,426	2,164,477	3,424,604	2,282,523	1,213,178	54.9%
Total Other Uses	\$ 4,089,921	\$ 1,324,734	\$ 152,482	\$ 2,211,426	\$ 2,164,477	\$ 3,424,604	\$ 2,282,523	\$ 1,213,178	54.9%
SUBTOTAL EXPENDITURES	\$ 39,416,847	\$ 39,043,122	\$ 39,874,201	\$ 45,120,205	\$ 44,620,937	\$ 47,169,705	\$ 46,552,687	\$ 2,049,500	4.5%
INTERFUND TRANSACTIONS:									
Interfund Transfers	2,477,084	5,248,450	2,618,577	4,528,639	4,531,862	4,829,983	4,242,854	301,344	6.7%
Total Interfund Transactions	\$ 2,477,084	\$ 5,248,450	\$ 2,618,577	\$ 4,528,639	\$ 4,531,862	\$ 4,829,983	\$ 4,242,854	\$ 301,344	6.7%
Total Exp/Other Uses/Interfund	\$ 41,893,931	\$ 44,291,572	\$ 42,492,778	\$ 49,648,844	\$ 49,152,799	\$ 51,999,688	\$ 50,795,541	\$ 2,350,844	4.7%
Changes in Fund Balance	\$ 3,851,963	\$ 4,043,635	\$ 131,907	\$ (3,884,896)	\$ (1,937,423)	\$ (4,671,355)	\$ (3,691,594)	\$ (786,459)	20.2%
ENDING FUND BALANCE:	\$ 13,730,801	\$ 17,774,437	\$ 4,936,061	\$ 13,889,539	\$ 15,837,012	\$ 11,165,658	\$ 7,474,064	\$ (2,723,881)	-19.6%
TOTAL USES	\$ 55,624,732	\$ 62,066,009	\$ 47,428,839	\$ 63,538,383	\$ 64,989,811	\$ 63,165,346	\$ 58,269,605	\$ (373,037)	-0.6%

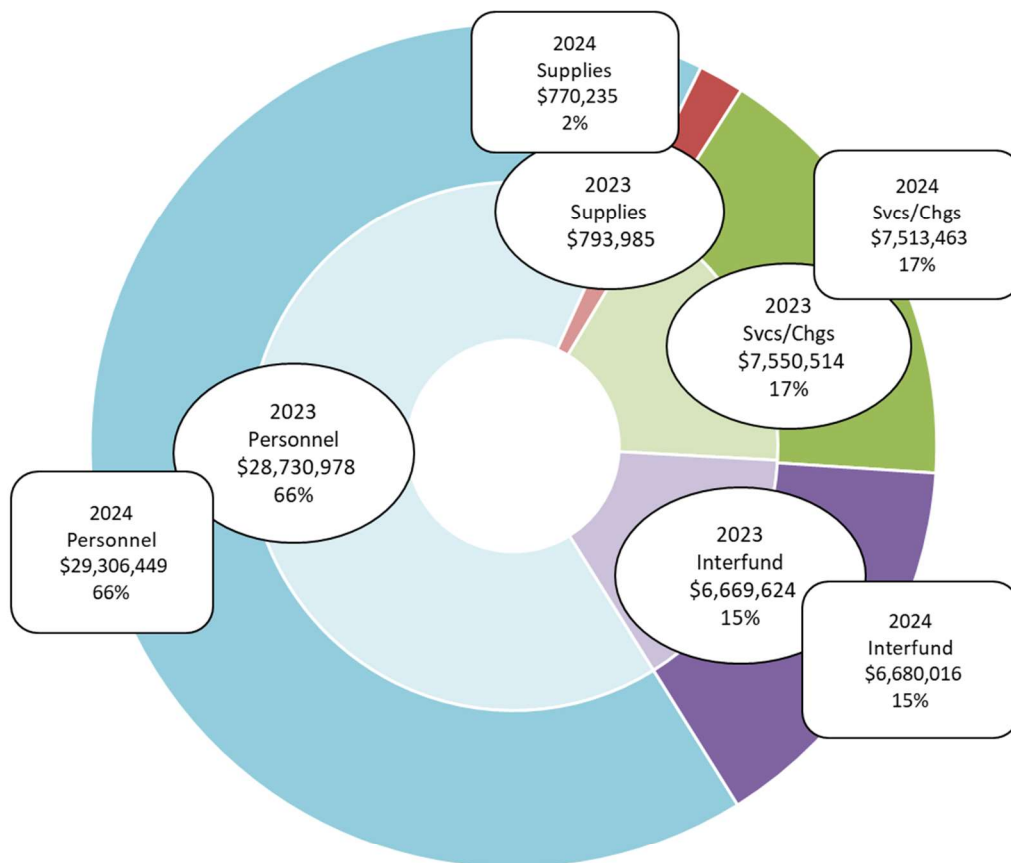
### CONSOLIDATED GENERAL & STREET FUND - EXPENDITURES BY CATEGORY

		2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
Code	Item	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Expenditure Summary:										
11.xxx	Salaries & Wages	\$16,018,405	\$16,764,605	\$17,181,042	\$18,563,492	\$18,563,493	\$18,681,241	\$19,019,147	\$ 117,749	0.6%
11.011	Temporary Help	48,564	54,976	255,200	151,210	151,210	139,710	149,710	(11,500)	-7.6%
11.002/4	Overtime	842,841	1,113,246	712,810	712,810	712,810	724,810	724,810	12,000	1.7%
11.005	On Call Pay	74,927	77,860	78,420	78,420	78,420	61,600	61,600	(16,820)	-21.4%
11.003/7	Comp Time/Holiday Pay Cash	247,917	265,521	268,400	268,400	268,400	268,400	268,400	-	0.0%
11.006	Holiday Premium Pay	175,302	156,978	174,520	174,520	174,520	174,520	174,520	-	0.0%
11.xxx	Other Pay (DUI Response/CTR)	1,781	-	23,300	23,300	23,300	23,300	23,300	-	0.0%
21.xxx	Benefits	6,894,220	7,100,616	7,794,457	8,142,245	8,206,556	7,882,397	8,109,962	(259,848)	-3.2%
11.008	Extra Duty	657,726	591,979	775,000	775,000	775,000	775,000	775,000	-	0.0%
31.03	Maintenance Supplies	52,531	41,666	124,000	124,000	124,000	144,000	144,000	20,000	16.1%
31.xxx	Other Supplies	296,088	377,481	420,105	430,105	430,105	466,180	463,480	36,075	8.4%
35.xxx	Small Tools/Minor Equipment	53,436	121,438	149,985	149,985	149,985	183,805	162,755	33,820	22.5%
41.xxx	Professional Services	5,032,591	5,215,506	5,693,171	6,034,370	5,584,370	5,916,874	5,880,398	(117,496)	-1.9%
42.xxx	Communications	38,312	46,913	57,425	57,425	57,425	63,425	63,425	6,000	10.4%
43.xxx	Travel & Training	39,098	103,013	188,755	188,755	188,755	227,930	227,930	39,175	20.8%
45.xxx	Operating Rentals/Leases	64,931	2,153	75,635	75,635	9,000	75,635	75,635	-	0.0%
47.xxx	Utilities	486,405	569,471	555,060	555,060	555,060	660,160	660,160	105,100	18.9%
48.xxx	Repairs & Maintenance	32,261	23,024	52,795	52,795	52,795	102,795	102,795	50,000	94.7%
49.003	Membership Dues	85,936	90,273	94,000	97,512	97,512	104,290	104,290	6,778	7.0%
49.xxx	Other Services & Charges	255,523	300,338	320,880	351,212	351,212	399,405	398,830	48,193	13.7%
9x.xxx	IS Charges - M&O	3,765,543	3,888,678	4,588,512	4,939,849	4,939,852	5,697,854	5,708,246	758,005	15.3%
9x.xxx	IS Charges - Reserves	162,590	812,652	138,246	962,680	962,680	971,770	971,770	9,090	0.9%
Total Operating Expenditure		\$35,326,926	\$37,718,388	\$39,721,719	\$42,908,779	\$42,456,460	\$43,745,101	\$44,270,164	\$ 836,322	1.9%
Capital & One-time Funding:										
	Personnel Costs	652,687	75,460	-	435,402	363,452	720,603	550,727	285,201	65.5%
	Supplies	180,862	41,326	-	50,930	50,930	102,600	94,600	51,670	101.5%
	Services & Charges	2,751,054	565,889	-	870,481	895,481	1,059,700	288,425	189,219	21.7%
	Interfund Transfers	1,495,935	3,967,540	1,228,003	2,979,863	2,979,863	2,018,981	2,264,756	(960,882)	-32.2%
	Capital	170,630	238,260	-	81,496	81,496	-	-	(81,496)	-100.0%
	IS Charges - M&O & Capital	334,686	403,800	152,482	773,117	773,118	1,541,701	1,348,771	768,584	99.4%
Subtotal - Other Uses		\$ 5,585,856	\$ 5,292,274	\$ 1,380,485	\$ 5,191,289	\$ 5,144,340	\$ 5,443,585	\$ 4,547,279	\$ 252,296	4.9%
Transfers to Street Fund (Subsidy)		981,149	1,280,910	1,390,574	1,548,776	1,551,999	2,811,002	1,978,098	1,262,226	81.5%
Total Uses		\$41,893,931	\$44,291,572	\$42,492,778	\$49,648,844	\$49,152,799	\$51,999,688	\$50,795,541	\$ 2,350,844	4.7%

### General & Street Fund Operating Expenditures by Category

2023 = \$43.75M

2024 = \$44.27M



## CITY-WIDE POSITION INVENTORY

Department	2020	2021	2022 Original	2022 Adjusted	2022 Year-End	2023 Adopted	2024 Adopted
City Manager	3.00	3.50	3.50	3.50	3.00	4.00	4.00
Administrative Services	12.00	12.00	12.00	13.00	13.00	13.00	13.00
Community & Economic Development	21.50	22.50	21.50	24.75	24.75	26.75	26.75
Parks, Recreation & Community Services	22.25	23.00	23.00	25.00	25.00	26.00	26.00
Public Works Engineering	17.50	17.50	17.50	17.50	17.50	17.50	17.50
Legal	13.50	15.50	13.50	15.50	15.50	16.00	16.00
Municipal Court	10.50	9.70	9.50	9.50	8.80	8.80	8.80
Police	115.00	110.00	110.00	111.00	111.00	111.00	111.00
<b>Grand Total</b>	<b>215.25</b>	<b>213.70</b>	<b>210.50</b>	<b>219.75</b>	<b>218.55</b>	<b>223.05</b>	<b>223.05</b>

**Police Department:**

2022 original budget includes 99 authorized commissioned positions (95 funded/4 unfunded).

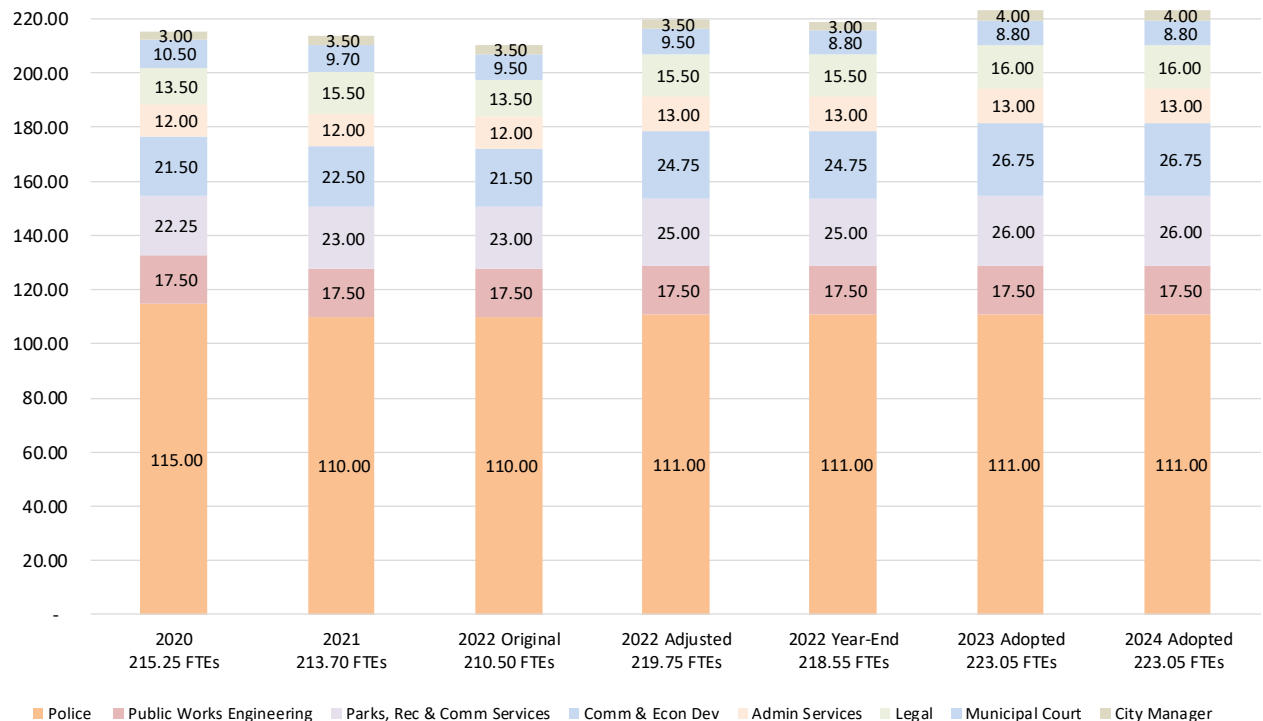
The 2022 adjusted and year-end includes 100 authorized commissioned positions (96 funded/4 unfunded).

The 2023 and 2024 proposed budget includes funding for all 100 authorized commissioned positions (96 funded/4 unfunded).

**Limited term positions are included in the 2023 and 2024 proposed budget:**

- Total 6.25 FTE in CED as follows:
  - 1.00 FTE Permit Technician
  - 1.00 FTE Associate Planner/Tree Preservation Code
  - 1.00 Neighborhood Community Coordinator
  - 1.00 FTE Program Coordinator - Housing/RHSP/Abatement
  - 1.00 FTE Program Assistant (RHSP)
  - 1.00 FTE Program Coordinator - ARPA/Economic Development (0.50 FTE ARPA / 0.50 FTE General Fund)
  - 0.25 FTE Program Coordinator - CDBG
- Total 2.00 FTE in PRCS as follows:
  - 1.00 FTE Maintenance Worker
  - 1.00 FTE Capital Projects Coordinator
- Total 3.00 FTE in LG as follows: 1.00 FTE Domestic Violence Office Assistant (0.50 FTE General Fund / 0.50 FTE Grant Funded)
  - 1.00 FTE Domestic Violence Office Assistant (0.50 FTE General Fund / 0.50 FTE Grant Funded)
  - 1.00 FTE Associate City Attorney (ARPA Body Camera Operations)
  - 1.00 FTE Public Records & Legal Specialist (ARPA Body Camera Operations)

## Position Inventory by Department





### SUMMARY OF DEBT SERVICE OBLIGATIONS

Under RCW 39.36.020(2), the public may vote to approve bond issues for general government in an amount not to exceed 2.5% of the value of all taxable property within the City. Within the 2.5% limit, the City Council may approve bond issues not to exceed 1.5% of the City's assessed valuation. Prior to the passage of new legislation in 1994, the statutory limit on councilmanic (non-voted) debt for general government purposes was 0.75% of assessed valuation. Another 0.75% of councilmanic debt was available only for lease-purchase contracts (RCW 35.43.200). Now, these two components have been combined and can be used for any municipal purpose, including using the entire 1.5% for bonds. Therefore the City's remaining debt capacity without voter approval is \$123.2M and an additional \$93.9M can be accessed with voter approval. The voter approved capacity is generally referred to as unlimited tax general obligation debt, which requires 60% voter approval and the election must have a voter turnout of at least 40% of those who voted in the last State general election. With this vote, the voter approves additional property tax be levied above and beyond the constitutional and statutory caps on property tax.

In addition to these general purpose debt capacity, RCW 39.36.030(4) also allow voter to approve park facilities and utility bond issues, each limited to 2.5% of the City's assessed valuation. Therefore legally the City can issue up to a total of 7.5% of the City's assessed valuation in bonds for \$686.5M. The table below shows the available debt capacity for the City of Lakewood at the end of 2022.

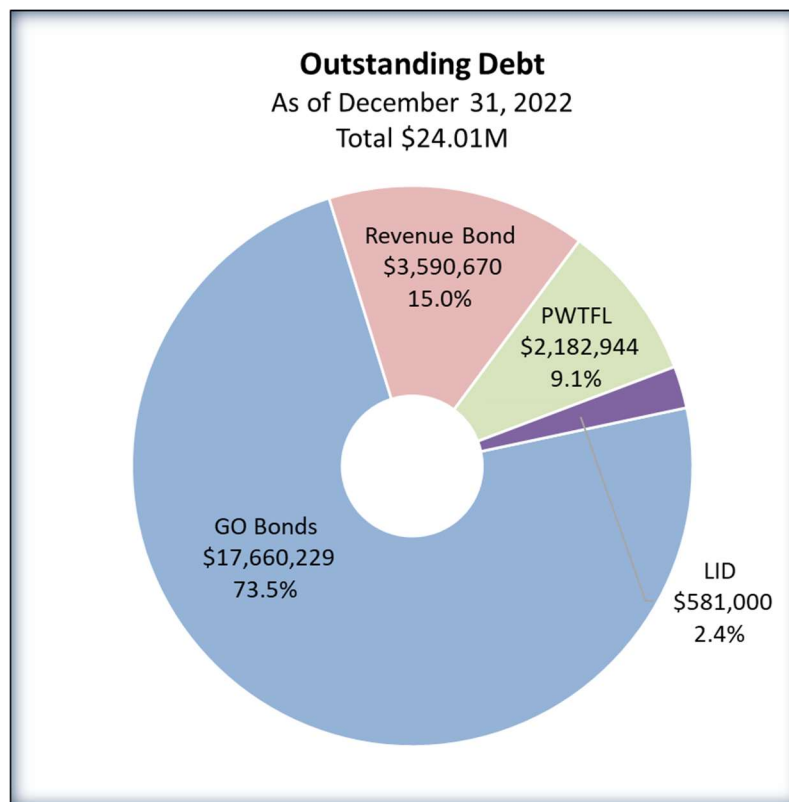
Computation of Limitation of Indebtedness As of December 31, 2022					
Description	General Purpose		Excess Levy Open Space & Park (voted)	Excess Levy Utility Purposes (voted)	Total Debt Capacity
	Councilmanic (Limited GO)	Excess Levy (with a vote)			
AV = \$9,388,375,496 (A)					
1.50%	\$ 140,825,632	\$ (140,825,632)			\$ -
2.50%		\$ 234,709,387	\$ 234,709,387	\$ 234,709,387	\$ 704,128,162
Add: Cash on Hand for Redemption (B)	\$ -				\$ -
Less: Bonds Outstanding	\$ (17,660,229)	\$ -	\$ -	\$ -	\$ (17,660,229)
Remaining Debt Capacity	\$123,165,404	\$93,883,755	\$234,709,387	\$234,709,387	\$686,467,933
General Capacity (C)	\$217,049,159				
(A) Certified Values for Tax Year 2022					
(B) Debt Service Prefunding (the City currently does not prefund debt service)					
(C) Combined Total for Councilmanic and Excess Levy Capacities					

**Public Works Trust Fund Loans:** The City borrowed a total of \$7.93M at rates between 0.50% and 1.0% for 20 years from the State's Public Works Trust fund (PWTF) to finance sewer projects. The PWTF is a revolving loan managed by the State to provide below market rate financing for health and safety related public works improvement projects through a competitive application process. The City also issued \$4.0 in SWM Revenue Bonds in 2021. These loans are backed by the rates collected from users thus are not considered as the City's general obligation debt nor are they subject to the limitation of calculation. The following table shows the debt service to maturity requirement for all obligations by obligation type, including the Public Works Trust Fund Loans.

The following table summarizes the City's outstanding debt at the end of 2022.

Summary of Outstanding Debt As of December 31, 2022								
Description	Purpose	Issue Date	Final Maturity	Interest Rate %	Amount Issued	Outstanding Debt	Average Annual Payment	Funding Source
Limited Tax General Obligation Bonds (LTGO) - 2021A	Transportation Projects	10/16/2021	12/01/2023	1.00%	\$ 667,375	\$ 334,245	\$ 334,000	REET
Limited Tax General Obligation Bonds (LTGO) - 2021B	Transportation Projects	10/16/2021	12/01/2037	2.00%	\$ 5,971,635	\$ 5,971,635	\$ 17,000	REET
2020 Limited Tax General Obligation Bonds (LTGO)	Transportation Projects	12/9/2020	12/1/2035	2.00%	\$ 3,029,885	\$ 2,674,805	\$ 182,000	REET
2019 Limited Tax General Obligation Bonds (LTGO)	Transportation Projects	5/8/2019	12/1/2038	3.0 - 5%	\$ 7,460,000	\$ 6,645,000	\$ 300,000	REET
2016 Limited Tax General Obligation Bonds (LTGO)	Refunding 2009 LTGO	4/19/2016	12/1/2028	1.40 - 2.41%	\$ 1,884,032	\$ 1,173,771	\$ 188,000	General Fund
LOCAL Financing	LED Streetlight Retrofit	3/24/2015	12/1/2027	2.33%	\$ 1,460,000	\$ 715,000	\$ 130,000	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	\$ 145,773	\$ 72,000	General Fund
Subtotal					\$ 21,543,927	\$ 17,660,229	\$ 1,223,000	
Surface Water Management Revenue Bond - 2021	Surface Water Management Projects	10/16/2021	12/01/2030	1.50%	\$ 4,028,365	\$ 3,590,670	\$ 451,000	SWM
					\$ 4,028,365	\$ 3,590,670	\$ 451,000	
PWTFL 04-691-PRE-132	American Lake Gardens/ Tillicum Sewer	7/7/2005	7/7/2024	1.00%	\$ 593,864	\$ 59,430	\$ 30,000	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	\$ 1,177,928	\$ 295,000	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	\$ 624,157	\$ 104,000	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	\$ 321,429	\$ 36,000	Assessments on all Lakewood Sewer Accounts
Subtotal					\$ 7,933,864	\$ 2,182,944	\$ 465,000	
Local Improvement District (LID) 1108	Street Improvements	1/1/2008	12/1/2023	4.22 - 5.3%	\$ 880,000	\$ 0	\$ 10,000	Assessment on Single Business
Local Improvement District (LID) 1109	Street Improvements	3/2/2020	3/1/2033	2.76 - 3.47%	\$ 922,757	\$ 581,000	\$ 71,000	Assessment on Single Business
Subtotal					\$ 1,802,757	\$ 581,000	\$ 81,000	
Total					\$ 35,308,913	\$ 24,014,843	\$ 2,220,000	

Projected Debt Service Requirements to Maturity														
As of December 31, 2022														
Year	GO Bonds		Promissory Note		LOCAL		PWTFI		LID		SWM Bond		Total	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest
2021	627,174	359,021	66,483	10,517	120,000	38,900	463,938	16,148	337,031	41,808	-	-	1,614,626	466,394
2022	978,579	472,125	68,969	8,031	125,000	32,775	463,938	13,680	127,463	27,200	437,695	63,305	2,201,643	617,115
2023	1,021,042	432,536	71,549	5,451	130,000	26,400	463,938	11,212	80,935	22,238	451,085	49,910	2,218,548	547,748
2024	1,044,326	406,654	74,224	2,776	135,000	19,775	463,938	8,744	71,000	19,738	457,355	43,640	2,245,843	501,326
2025	1,076,332	376,809	-	-	145,000	12,775	434,223	6,275	71,000	17,764	463,715	37,283	2,190,269	450,906
2026	1,103,723	345,669	-	-	150,000	6,900	434,223	4,104	71,000	15,790	470,160	30,837	2,229,105	403,301
2027	1,137,043	313,348	-	-	155,000	2,325	139,740	1,933	71,000	13,817	476,695	24,302	1,979,479	355,725
2028	1,171,296	279,593	-	-	-	-	139,740	1,234	71,000	11,843	483,320	17,676	1,865,356	310,346
2029	995,620	244,380	-	-	-	-	35,714	536	71,000	9,869	490,040	10,958	1,592,374	265,742
2030	1,018,905	221,092	-	-	-	-	35,714	357	71,000	7,895	298,300	4,146	1,423,919	233,491
2031	1,042,800	197,195	-	-	-	-	35,714	179	71,000	5,921	-	-	1,149,514	203,295
2032	1,067,260	172,736	-	-	-	-	-	-	71,000	3,948	-	-	1,138,260	176,684
2033	1,092,350	147,646	-	-	-	-	-	-	71,000	1,974	-	-	1,163,350	149,620
2034	1,118,025	121,971	-	-	-	-	-	-	-	-	-	-	1,118,025	121,971
2035	1,144,355	95,643	-	-	-	-	-	-	-	-	-	-	1,144,355	95,643
2036	1,171,350	68,649	-	-	-	-	-	-	-	-	-	-	1,171,350	68,649
2037	1,070,030	41,355	-	-	-	-	-	-	-	-	-	-	1,070,030	41,355
2038	525,000	15,750	-	-	-	-	-	-	-	-	-	-	525,000	15,750
<b>Total</b>	<b>\$ 16,799,456</b>	<b>\$ 3,481,025</b>	<b>\$ 145,773</b>	<b>\$ 8,227</b>	<b>\$ 715,000</b>	<b>\$ 68,175</b>	<b>\$ 2,182,944</b>	<b>\$ 34,574</b>	<b>\$ 790,935</b>	<b>\$ 130,797</b>	<b>\$ 3,590,670</b>	<b>\$ 218,753</b>	<b>\$ 24,224,778</b>	<b>\$ 3,941,552</b>



### Six-Year Financial Forecast

The City's financial policy requires the City to prepare a financial forecast for six years beyond the current budget period. The projection extends current operations to the future to determine if the services are sustainable and the magnitude of, if any, future financing gaps. This glimpse into the future allows the City to proactively plan and implement corrective measures over time to avoid sudden drastic changes in service levels and/or in revenues. Additionally, the City's financial policy requires the city to balance its ongoing services with ongoing revenues. Therefore, the six-year financial forecast distinguishes between services and revenues that are considered ongoing "operating" revenues/expenditures versus one-time "capital and other" sources/uses. Operating revenues and expenditure projection is an integral part of planning the City's future financial strategy. The City utilizes a five-year trend to project for future sources/uses; however, the City also takes into consideration of the current economic climate and adjusts these trends accordingly. Revenues are projected in accordance with the City Council's financial policies and takes into consideration of current economic conditions, recent activity, and anticipated activity. Expenditure projections are based on prior year spending with adjustments of known items such as changes in contract costs and salaries/benefits.

### Overview of the Economy

As reported to the City Council as part of the 2021/2022 mid-biennium budget review, ***"the era of predictable unpredictability is not going away"*** as stated by the Economist. As such, the City will continue to take a cautionary approach to revenue forecasting in accordance with the City's adopted financial policies. For example, sales tax revenue collections in 2020 came in at pre-pandemic levels, and 2021 collections came in even stronger, exceeding 2020 by \$2.4M or 20%. However, there is not a guarantee this level of sales tax collections will continue in 2023 given the continuing economic uncertainties. The good news is that the higher than anticipated revenue collections in 2020 and 2021 coupled with the action strategies put in place to address the impact of the pandemic in 2020 has resulted in one-time monies that are available for capital infrastructure projects and other one-time investment opportunities in 2022, which included the creation of the economic development opportunity program.

The 2021/2022 mid-biennium review considered the current state of the local, regional, national and global economy and the impacts of the COVID-19 pandemic, and the Russia-Ukraine conflict and the resulting financial uncertainties, particularly as it relates to the global supply chain network. The supply chain crunch that was meant to be temporary is expected to last well into 2022 with port congestion, rising freight costs, labor and material shortages, and inflation are of concern. Throughout the pandemic, there have been historic wait times for ships headed into ports waiting to unload cargo from China. Meanwhile, gridlock at ports overseas creates additional delays as ships seek to obtain cargo. Freight costs are expected to increase with labor shortages, rising gas prices and port congestion all factor in. The United States labor market is in flux. The rollercoaster from layoffs and quarantine to flex work and work exodus in during the pandemic will continued into 2022. Material shortages persists in 2022 with virtually every key commodity is either up in price or scarce. Inflation is high, prices have skyrocketed and companies are have passed the budget onto consumers.

The following update of the current economy.

Global growth outlook in 2022 is marked down to 2.9% and continues in 2023 at 2.7%. The downward projection is attributable to the ongoing supply shock from the Russia-Ukraine conflict. The combined effects of supply chain pressures and high commodity prices have compressed margins and fueled inflation. Consumer sentiment around the world has decreased as costs for basic needs - food, energy and shelter – have increased tremendously. Rapidly tightening fiscal conditions have increased debt burdens dimmed hope going into 2023. The decrease in public health restrictions this past summer allowed for access to more services, however, with shrinking disposable incomes and more pessimistic outlook of the future will see tightening of household spending.

National economic indicators show growth will continue in the second half of 2022. However, with the combination of high inflation, monetary policy tightening, and a slowing economy there is a chance of a slight recession in 2023. Inflation remains

much higher than the Federal Reserve's target. Higher mortgage interest rates have slowed down single family residential homes while demand for rental units remains strong due to the affordability of the single family housing market.

At the state level, Washington forecasts a recession at the end of 2022 and going into 2023. Washington's June unemployment numbers show jobs increased however, also noted that it has been difficult to create forecasts due to the impacts of the pandemic and the conflict between Russia and Ukraine impacting oil prices. Currently, Washington's unemployment rate is 3.9%, a historic low. If a recession is to occur, which it is not expected to be at the same magnitude as the Great Recession of 2007-2009, unemployment may increase slowly to 6.5% to 6.6%. Construction could be impacted by the potential recession as the demand for homes begins to slow down. The hospitality industry could be impacted again with the increased Omicron variant cases. Washington's economy will be predicted to grow but at a slower rate and unemployment is expected to increase to 4.5%. It is predicted that Washington's economic growth will be stronger than the nation as a whole.

At the local level, Puget Sound's unemployment remains relatively low with the overall region below 3%. The Puget Sound Economic Forecaster anticipates the rate getting back to above 3% in 2023, but only at 3.1% to 3.3%. Labor participating rate could increase slightly as some people come out of retirement due to increased costs with higher inflation and the effects of student loan deferment and other stimulus fades. Consumer spending decreased compared to the same time last year. As consumers adjust their spending habits to increasing costs, retail spending numbers indicate a slowdown and that a true recession is not likely. Gasoline sales, clothing sales, department store sales all decreased while non-store retailers increased attributable to Amazon's Prime Day sale. Higher mortgage interest rate has slowed down the housing market with average interest rates of 5.2% as of August and average mortgage payments have increased to over \$1,800 due to both higher home prices and increased borrowing cost. Housing inventories increased but the markets remain relatively tight with housing shortages. Building permits in 2021 was strong, however have dropped with higher interest rates and new construction remains strong but subject to supply chain.

As with previous budgets, a key attribute of the City's financial successes has been the adopted financial policies that provide a vital framework for governance and decision-making, especially in regards to issues that substantively impact the City's finances such as the current economic uncertainty. These policies have served the City very well during our region's pre-pandemic economic prosperity and they are serving us very well as the foundation for the City's response to the pandemic and in turn will allow the City to ensure a sustainable financial future by not overextending itself.

### General/Street Fund – Major Revenue Sources

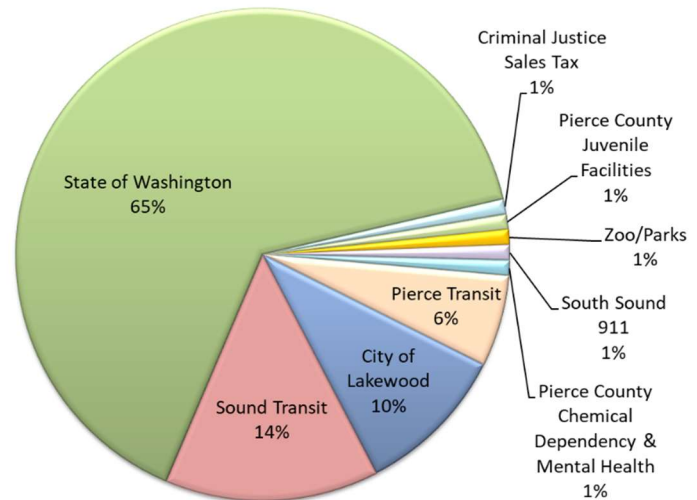
#### Sales & Use Tax (RCW 82.14)

The City of Lakewood has a local sales and use tax rate of up to 1% to fund general government programs. Of this total 15% is provided to Pierce County per state law. Currently the City imposes both the basic 0.5% and the optional 0.5% sales and use tax. This tax is imposed on personal and business purchases of tangible property. The retail sales tax is also assessed on some services such as repairs and construction. Revenues are accounted for in the General Fund.

The City of Lakewood receives 1% of the 10.0% sales tax rate. Of the 1%, Lakewood receives 0.84% (Pierce County receives 15% of the 1% and the State receives 1% of the 1% leaving 84% (.84%) to the City of Lakewood.

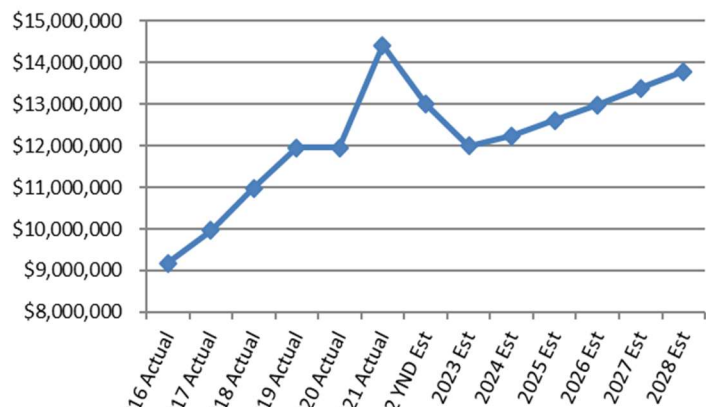
Agency	Rate
State of Washington	6.50%
City of Lakewood	1.00%
Criminal Justice Sales Tax	0.10%
Pierce Transit	0.60%
Sound Transit	1.40%
Pierce County Juvenile Facilities	0.10%
Zoo-Park Fee	0.10%
South Sound 911	0.10%
Pierce County Mental Health & Chemical Dependency	0.10%
<b>Total Tax on Sales &amp; Use</b>	<b>10.00%</b>

#### Where do my Sales Taxes go?

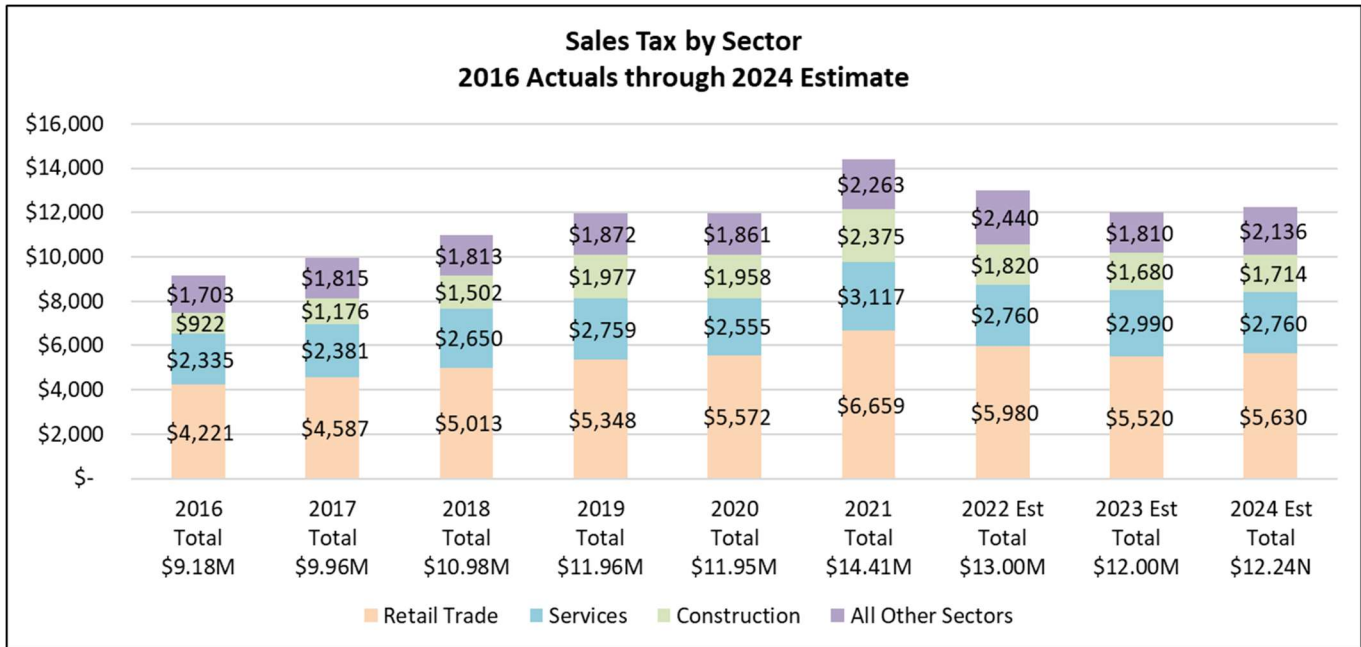


Year	Sales & Use Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 9,178,807	24.3%	\$ 470,903	5.4%
2017 Actual	\$ 9,958,523	24.9%	\$ 779,716	8.5%
2018 Actual	\$ 10,978,014	26.3%	\$ 1,019,491	10.2%
2019 Actual	\$ 11,955,004	27.6%	\$ 976,990	8.9%
2020 Actual	\$ 11,946,044	28.9%	\$ (8,960)	-0.1%
2021 Actual	\$ 14,413,902	31.1%	\$ 2,467,858	20.7%
2022 YND Est	\$ 13,000,000	29.0%	\$ (1,413,902)	-9.8%
2023 Est	\$ 12,000,000	27.1%	\$ (1,000,000)	-7.7%
2024 Est	\$ 12,240,000	27.3%	\$ 240,000	2.0%
2025 Est	\$ 12,607,200	27.6%	\$ 367,200	3.0%
2026 Est	\$ 12,985,400	28.0%	\$ 378,200	3.0%
2027 Est	\$ 13,375,000	28.3%	\$ 389,600	3.0%
2028 Est	\$ 13,776,300	28.7%	\$ 401,300	3.0%
Average 6 Year Change (2016 - 2021)				9.5%

#### Past & Projected Sales & Use Tax



Sales tax revenues increased substantially during the COVID-19 pandemic. Due to current economic uncertainty, revenue estimates are reduced beginning in 2023 to pre-pandemic levels with moderate annual increases.



Sales & Use Tax by Sector (\$ in thousands)																		
Sector	2016			2017			2018			2019			2020			2021		
	Revenue	% of Total	Change Prior Yr	Revenue	% of Total	Change	Revenue	% of Total	Change Prior Yr	Revenue	% of Total	Change	Revenue	% of Total	Change Prior Yr	Revenue	% of Total	Change Prior Yr
Retail Trade	\$ 4,221	46%	\$ 11.0%	\$ 4,587	46%	\$ 366.9%	\$ 5,013	46%	\$ 426.9%	\$ 5,348	45%	\$ 335.7%	\$ 5,572	47%	\$ 224.4%	\$ 6,659	46%	\$ 1,087.20%
Services	2,335	25%	208.10%	\$ 2,381	24%	\$ 47.2%	\$ 2,650	24%	\$ 269.11%	\$ 2,759	23%	\$ 109.4%	\$ 2,555	21%	\$ (204).-7%	3,117	22%	\$ 562.22%
Construction	922	10%	38.4%	\$ 1,176	12%	\$ 254.28%	\$ 1,502	14%	\$ 326.28%	\$ 1,977	17%	\$ 476.32%	\$ 1,958	16%	\$ (19).-1%	2,375	16%	\$ 417.21%
Wholesale Trade	394	4%	(4).-1%	\$ 494	5%	\$ 100.25%	\$ 467	4%	\$ (27).-5%	\$ 556	5%	\$ 89.19%	\$ 517	4%	\$ (40).-7%	668	5%	\$ 151.29%
Information	504	5%	54.12%	\$ 500	5%	\$ (4).-1%	\$ 484	4%	\$ (15).-3%	\$ 478	4%	\$ (6).-1%	\$ 483	4%	\$ 5.1%	517	4%	\$ 34.7%
Finance, Ins, Real Estate	401	4%	58.17%	\$ 385	4%	\$ (16).-4%	\$ 408	4%	\$ 23.6%	\$ 466	4%	\$ 58.14%	\$ 467	4%	\$ 1.0%	559	4%	\$ 92.20%
Manufacturing	217	2%	59.38%	\$ 206	2%	\$ (12).-5%	\$ 222	2%	\$ 16.8%	\$ 175	1%	\$ (46).-21%	\$ 170	1%	\$ (5).-3%	216	1%	\$ 45.26%
Government	127	1%	47.58%	\$ 135	1%	\$ 8.6%	\$ 171	2%	\$ 36.27%	\$ 124	1%	\$ (47).-27%	\$ 160	1%	\$ 36.29%	212	1%	\$ 53.33%
Other	59	1%	(1).-2%	\$ 95	1%	\$ 36.60%	\$ 61	1%	\$ (34).-36%	\$ 70	1%	\$ 9.15%	\$ 63	1%	(7).-10%	91	1%	\$ 28.44%
Total	\$ 9,180		\$ 472.5%	\$ 9,959		\$ 779.8%	\$ 10,978		\$ 1,019.10%	\$ 11,956		\$ 978.9%	\$ 11,946		\$ (10).0%	\$ 14,414		\$ 2,468.21%



### Property Tax (RCW 84.52)

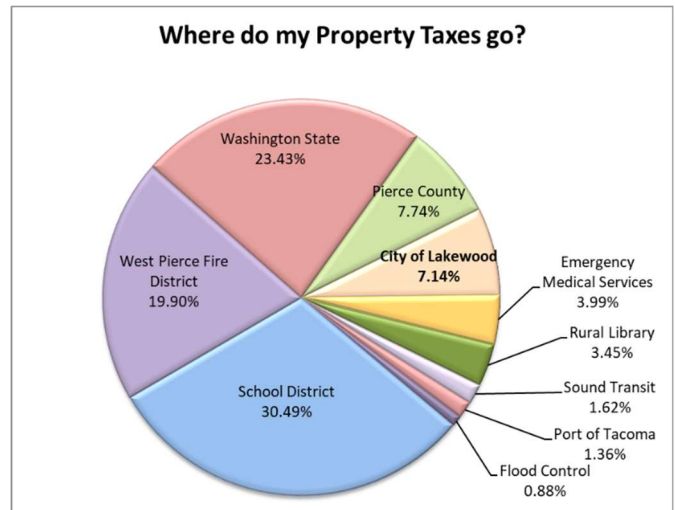
Washington State's property tax system is a "budget-based" property tax. In this system, cities and other taxing districts must establish the total dollar amount of property tax revenue they wish to generate for the upcoming year, subject to certain restrictions. Once the total dollar amount is established, the county assessor calculates the levy rate based on the total assessed valuation of all properties.

The three main components to the property tax calculation are:

- **Levy Amount:** Refers to the total dollar amount of property taxes to be collected in one year.
- **Levy Rate:** Refers to how much an individual property owner owes and is expressed as a dollar amount per \$1,000 assessed value.
- **Assessed Value:** Refers to the market value and is the amount of money a buyer of property would pay to a willing seller ("true and fair value"). The county assessor's office is responsible for assessing properties and must update assessed values for all properties every year, with physical inspections of each property at least once every six years. The annual revaluations in between each inspection are estimates based on statistical analysis and market data.

Washington State Constitution limits the total regular property tax rate on any individual property, including state, county, city and most local government property taxes to 1% of the property's true and fair value. This equates to \$10 per \$1,000 assessed value and is referred to as the \$10 limit (constitutional levy rate limit). Exceptions to the \$10 limit applies to: port districts and public utility districts; voter-approved excess levy for maintenance and operations purposes which may only be approved one year at a time; and for the repayment of voter-approved general obligation (GO) debt until the debt is repaid.

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.

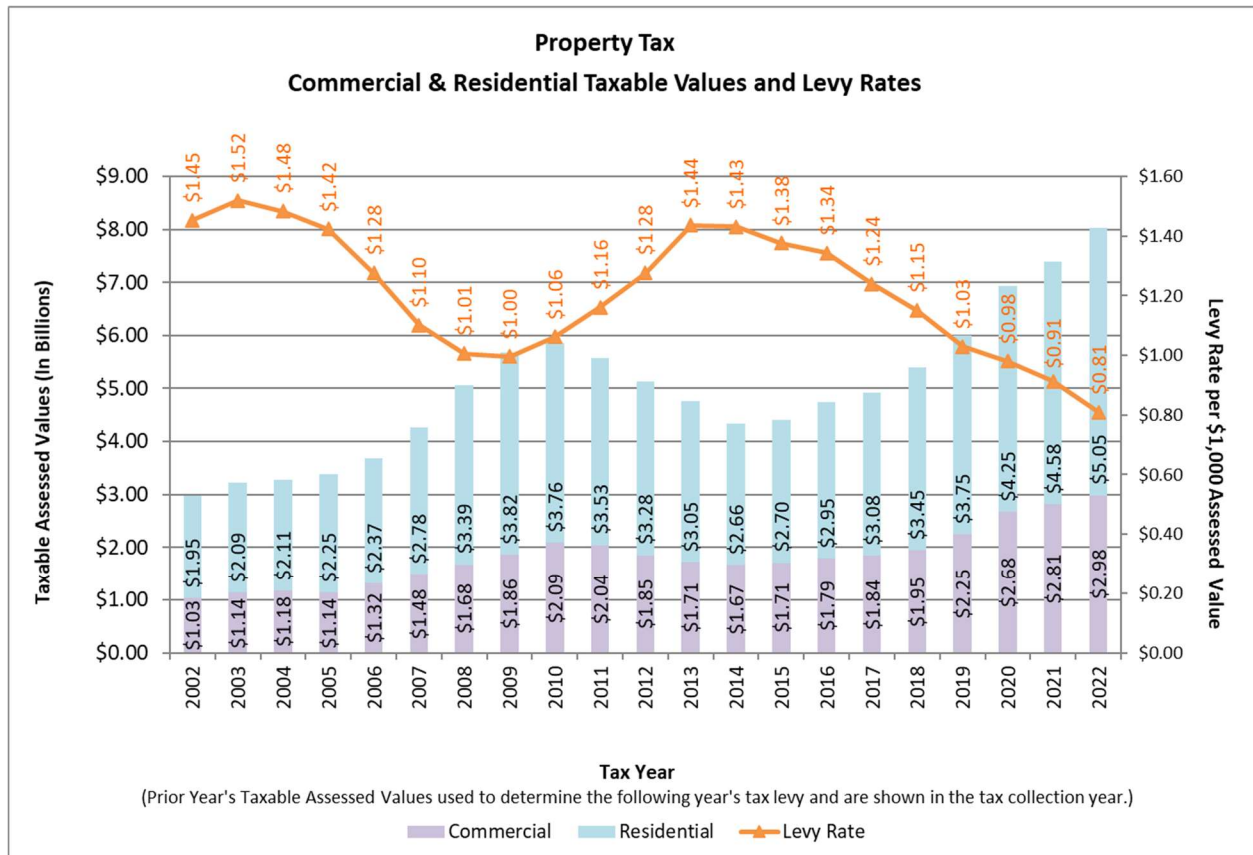


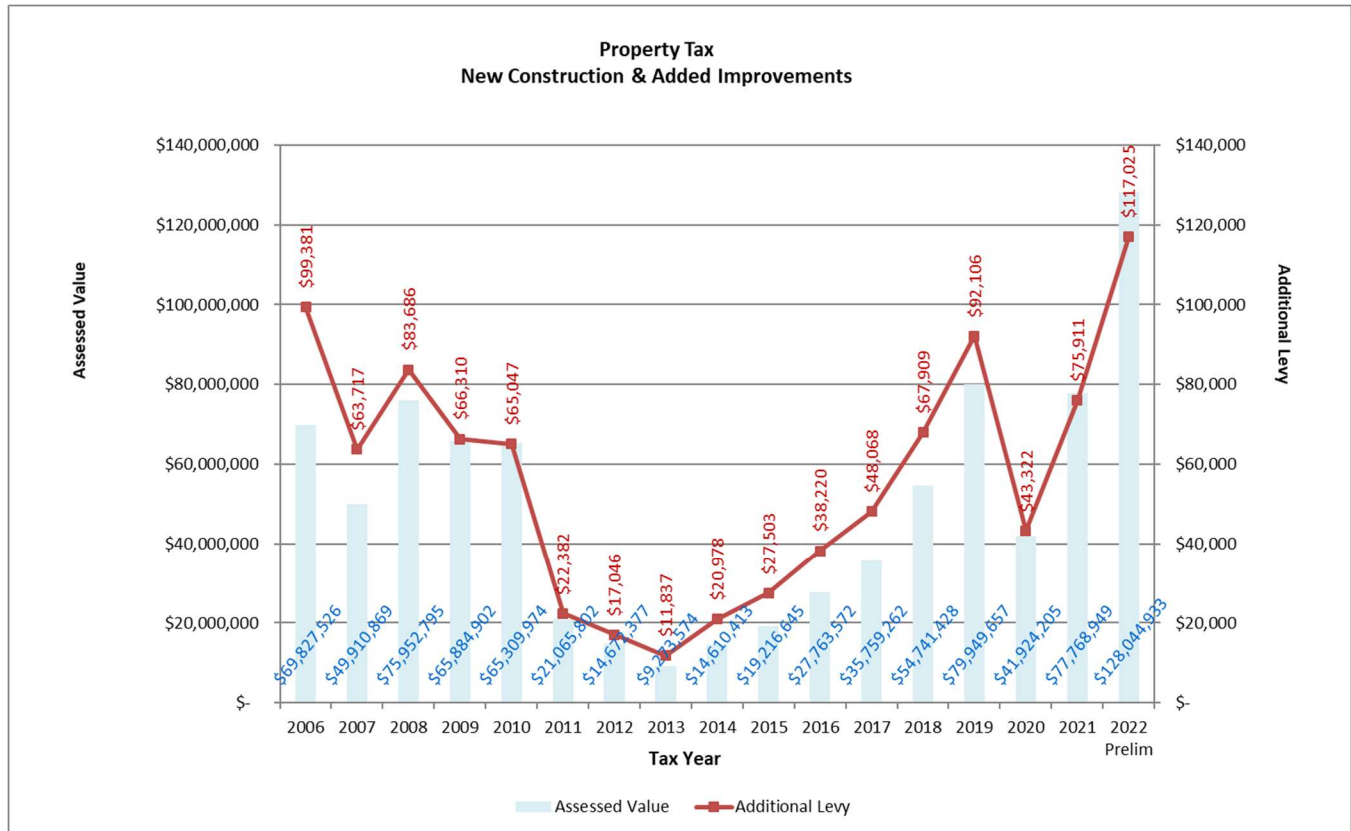
Each year the City Council adopts a property tax rate by ordinance, which although established by ordinance is not codified. The ordinance must be provided to the Pierce County Council by November 30<sup>th</sup> as they have the duty to establish the actual property tax rate based upon the amount of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

Levy Rate Per \$1,000 Assessed Value (AV)							
Taxing District	2016	2017	2018	2019	2020	2021	2022
City of Lakewood	\$ 1.34	\$ 1.24	\$ 1.15	\$ 1.03	\$ 0.98	\$ 0.91	\$ 0.81
Emergency Medical Services	0.50	0.50	0.48	0.44	0.50	0.49	0.45
Flood Control	0.10	0.09	0.08	0.08	0.10	0.10	0.10
Pierce County	1.43	1.33	1.23	1.13	1.05	0.98	0.88
Port of Tacoma	0.18	0.18	0.18	0.18	0.18	0.17	0.15
Rural Library	0.50	0.47	0.43	0.50	0.47	0.44	0.39
School District	5.71	5.88	4.96	2.88	3.78	3.74	3.46
Sound Transit	-	0.25	0.23	0.21	0.20	0.20	0.18
Washington State	2.23	2.07	2.91	2.62	3.01	2.93	2.66
West Pierce Fire District	3.08	2.96	2.78	2.48	2.81	2.67	2.26
<b>Total Levy Rate</b>	<b>\$ 15.08</b>	<b>\$ 14.97</b>	<b>\$ 14.43</b>	<b>\$ 11.54</b>	<b>\$ 13.08</b>	<b>\$ 12.63</b>	<b>\$ 11.35</b>
Total AV (\$ in billions)	\$ 2.23	\$ 2.07	\$ 2.91	\$ 6.93	\$ 7.46	\$ 8.11	\$ 9.33

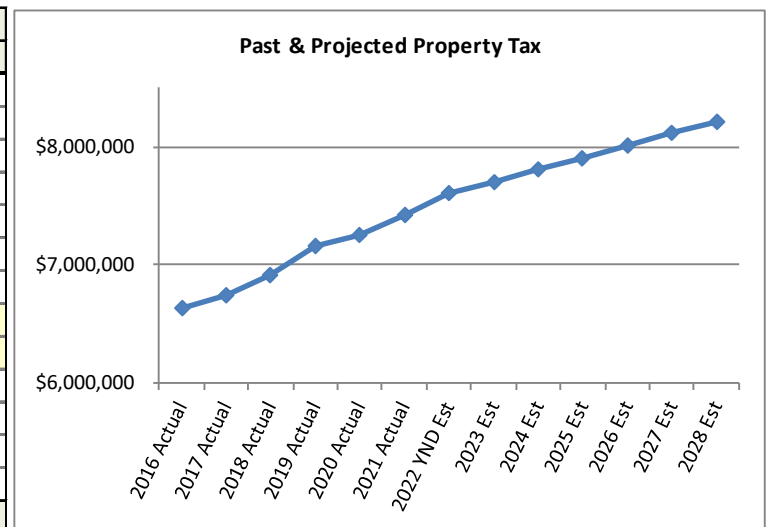
Year	Taxable Values (In Billions)										
	Commercial		Residential		Total	Change From Prior Year					
						Commercial		Residential		Total	
						\$	%	\$	%	\$	%
2002	\$1.03	35%	\$1.95	65%	\$2.98	\$0.06	5.6%	\$0.14	7.5%	\$0.19	6.8%
2003	\$1.14	35%	\$2.09	65%	\$3.23	\$0.10	10.1%	\$0.14	7.1%	\$0.24	8.2%
2004	\$1.18	36%	\$2.11	64%	\$3.28	\$0.04	3.3%	\$0.02	0.9%	\$0.06	1.7%
2005	\$1.14	34%	\$2.25	66%	\$3.38	(\$0.04)	-3.1%	\$0.14	6.5%	\$0.10	3.1%
2006	\$1.32	36%	\$2.37	64%	\$3.69	\$0.18	15.6%	\$0.13	5.6%	\$0.30	9.0%
2007	\$1.48	35%	\$2.78	65%	\$4.27	\$0.17	12.8%	\$0.41	17.3%	\$0.58	15.7%
2008	\$1.68	33%	\$3.39	67%	\$5.07	\$0.19	12.9%	\$0.61	21.9%	\$0.80	18.8%
2009	\$1.86	33%	\$3.82	67%	\$5.67	\$0.18	10.7%	\$0.42	12.5%	\$0.60	11.9%
2010	\$2.09	36%	\$3.76	64%	\$5.85	\$0.23	12.5%	(\$0.06)	-1.5%	\$0.18	3.1%
2011	\$2.04	37%	\$3.53	63%	\$5.57	(\$0.05)	-2.2%	(\$0.23)	-6.2%	(\$0.28)	-4.8%
2012	\$1.85	36%	\$3.28	64%	\$5.13	(\$0.19)	-9.3%	(\$0.25)	-7.1%	(\$0.44)	-7.9%
2013	\$1.71	36%	\$3.05	64%	\$4.77	(\$0.14)	-7.5%	(\$0.22)	-6.8%	(\$0.36)	-7.1%
2014	\$1.67	39%	\$2.66	61%	\$4.33	(\$0.05)	-2.7%	(\$0.39)	-12.8%	(\$0.44)	-9.2%
2015	\$1.71	39%	\$2.70	61%	\$4.41	\$0.04	2.7%	\$0.03	1.2%	\$0.08	1.8%
2016	\$1.79	38%	\$2.95	62%	\$4.74	\$0.08	4.8%	\$0.25	9.4%	\$0.33	7.6%
2017	\$1.84	37%	\$3.08	63%	\$4.93	\$0.05	2.7%	\$0.14	4.6%	\$0.18	3.9%
2018	\$1.95	36%	\$3.45	64%	\$5.40	\$0.11	5.8%	\$0.36	11.8%	\$0.47	9.5%
2019	\$2.25	37%	\$3.75	63%	\$6.00	\$0.30	15.4%	\$0.31	8.9%	\$0.61	11.2%
2020	\$2.68	39%	\$4.25	61%	\$6.93	\$0.43	19.1%	\$0.50	13.3%	\$0.93	15.4%
2021	\$2.81	38%	\$4.58	62%	\$7.39	\$0.13	4.9%	\$0.33	7.7%	\$0.46	6.6%
2022	\$2.98	37%	\$5.05	63%	\$8.03	\$0.17	6.1%	\$0.47	10.3%	\$0.64	8.7%

Taxable values are from the prior year which are used to determine the following year's levy rate and are shown in the applicable tax collection year. Values listed above continue to be adjusted after the certification of value due to exemptions, board of equalization actions, destroyed property, etc.





Year	Property Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 6,642,052	17.6%	\$ 78,116	1.2%
2017 Actual	\$ 6,741,607	16.9%	\$ 99,555	1.5%
2018 Actual	\$ 6,910,944	16.5%	\$ 169,337	2.5%
2019 Actual	\$ 7,159,443	16.5%	\$ 248,499	3.6%
2020 Actual	\$ 7,259,756	17.6%	\$ 100,313	1.4%
2021 Actual	\$ 7,431,434	16.0%	\$ 171,678	2.4%
2022 YND Est	\$ 7,605,010	17.0%	\$ 173,576	2.3%
2023 Est	\$ 7,703,900	17.4%	\$ 98,890	1.3%
2024 Est	\$ 7,804,100	17.4%	\$ 100,200	1.3%
2025 Est	\$ 7,905,600	17.3%	\$ 101,500	1.3%
2026 Est	\$ 8,008,400	17.2%	\$ 102,800	1.3%
2027 Est	\$ 8,112,500	17.2%	\$ 104,100	1.3%
2028 Est	\$ 8,218,000	17.1%	\$ 105,500	1.3%
Average 6 Year Change (2016 - 2021)				2.0%



Property tax revenue estimates are based on the 1% levy increase plus new construction as authorized by state law.

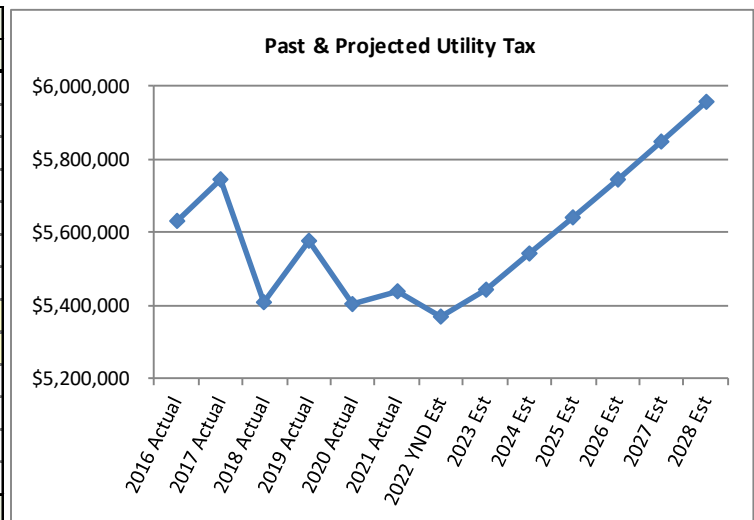
**Utility Tax (RCW 35.21.870)**

Cities and towns in Washington State are authorized to levy a business and occupation tax (RCW 35.22.280(32)) on public utility businesses based on revenues they generate within the city or town, known as a utility tax. The rate of taxes for electric, phone, and natural gas utilities are limited to 6% (RCW 35.21.870) without voter approval. There is no limitation on tax rates for water, sewer, solid waste, or stormwater utilities. Internet and satellite TV may not be taxed and cable TV has special provisions. Utility taxes are levied on the gross income earned by private utilities from operations within the City of Lakewood boundaries. Taxable utilities include electric, natural gas, cable, cellular, telephone, and solid waste. The city is also authorized to impose a utility tax on its own stormwater utility. The utility tax is a general purpose revenue source receipted into the General Fund.

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

Type of Utility	Maximum Utility Tax Rate	City Imposed Rate
Electricity, Natural Gas, Steam	5% unless voters approve higher rate (RCW 35.21.870)	Electricity 5% Natural Gas 5%
Telephone (including cell phone/pager)	6% unless voters approve higher rate (RCW 35.21.870), but when taxing cell phone services cities may not tax internet services (see below)	Telephone 6% Cellular 6%
Cable TV	Tax rate may not be "unduly discriminatory" - 47 U.S.C Section 452(g)(2)(A))	Cable TV 6%
Sewer, Solid Waste, Stormwater, Water	No limit prescribed by state or federal law	Stormwater 6% Solid Waste 6%
Broadcast Satellite TV	May not be taxed. - 47 U.S.C Section 152	N/A
Internet	May not be taxed (Internet Tax Freedom Act moratorium made permanent in 2016) - see 47 U.S.C Section 151	N/A

Year	Utility Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 5,629,010	14.9%	\$ (74,599)	-1.3%
2017 Actual	\$ 5,744,060	14.4%	\$ 115,050	2.0%
2018 Actual	\$ 5,408,728	13.0%	\$ (335,332)	-5.8%
2019 Actual	\$ 5,575,351	12.9%	\$ 166,623	3.1%
2020 Actual	\$ 5,402,943	13.1%	\$ (172,408)	-3.1%
2021 Actual	\$ 5,436,800	11.7%	\$ 33,857	0.6%
2022 YND Est	\$ 5,369,200	12.0%	\$ (67,600)	-1.2%
2023 Est	\$ 5,442,300	12.3%	\$ 73,100	1.4%
2024 Est	\$ 5,542,100	12.4%	\$ 99,800	1.8%
2025 Est	\$ 5,642,500	12.4%	\$ 100,400	1.8%
2026 Est	\$ 5,744,900	12.4%	\$ 102,400	1.8%
2027 Est	\$ 5,849,300	12.4%	\$ 104,400	1.8%
2028 Est	\$ 5,955,800	12.4%	\$ 106,500	1.8%
Average 6 Year Change (2016 - 2021)				-0.6%



Utility tax revenue estimates take into consideration decreasing revenue trends in landlines/cellular offset by utility provider rate increases.

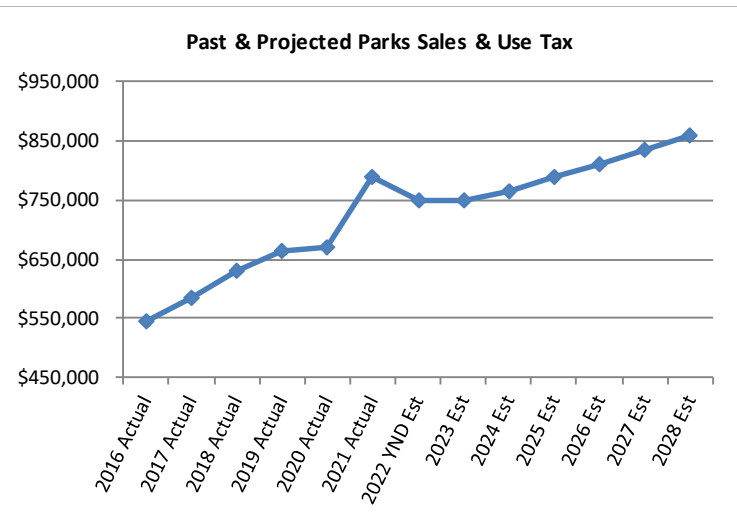
The City of Lakewood offers a **utility tax relief program** to reimburse qualifying low income seniors and disabled persons for their utility tax payments. To qualify a person must be either 62 years of age or older or be permanently disabled, and the person must have an income less than 50% of the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

### General/Street Fund – Other Sources

#### Parks Sales & Use Tax (RCW 82.14.400)

On September 19, 2000, Pierce County voters approved the ballot measure to increase local sales taxes by one-tenth of 1 percent. A sales and use tax equal to one-tenth of one percent (0.001%) within Pierce County provides funds to acquire, improve, rehabilitate, maintain, or develop regional and local parks; to improve, rehabilitate, maintain or expand accredited zoo, aquarium and wildlife preserves pursuant to RCW 82.14.400(6); for community-based housing; and to implement the creation of a zoo and aquarium advisory authority. The tax was proposed as a funding mechanism for Tacoma Metro Park District (the zoo). The money collected is split 50-50 between the Parks District and the cities not contained in the District and the county. The City receives the parks sales tax from the Pierce County on a monthly basis and funds are deposited into the General Fund for parks and recreation purposes.

Year	Parks Sales & Use Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 546,303	1.4%	\$ 31,100	6.0%
2017 Actual	\$ 585,089	1.5%	\$ 38,786	7.1%
2018 Actual	\$ 631,395	1.5%	\$ 46,306	7.9%
2019 Actual	\$ 663,655	1.5%	\$ 32,260	5.1%
2020 Actual	\$ 671,080	1.6%	\$ 7,425	1.1%
2021 Actual	\$ 789,461	1.7%	\$ 118,381	17.6%
2022 YND Est	\$ 750,000	1.7%	\$ (39,461)	-5.0%
2023 Est	\$ 750,000	1.7%	\$ -	0.0%
2024 Est	\$ 765,000	1.7%	\$ 15,000	2.0%
2025 Est	\$ 788,000	1.7%	\$ 23,000	3.0%
2026 Est	\$ 811,600	1.7%	\$ 23,600	3.0%
2027 Est	\$ 835,900	1.8%	\$ 24,300	3.0%
2028 Est	\$ 861,000	1.8%	\$ 25,100	3.0%
Average 6 Year Change (2016 - 2021)				7.4%

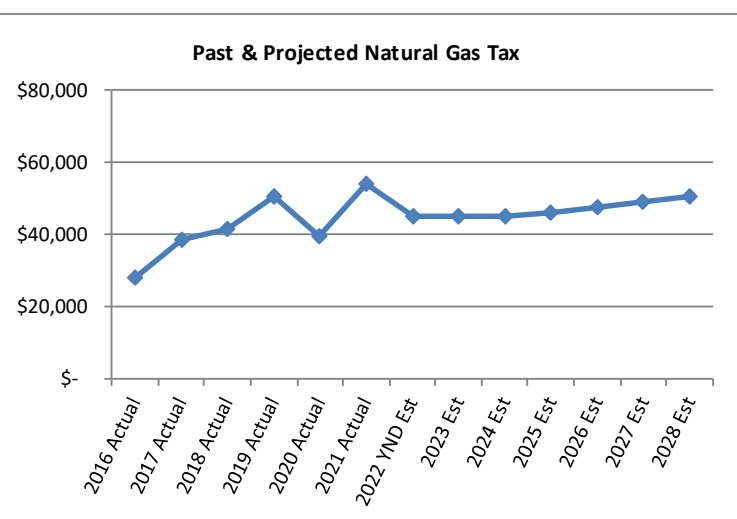


Based on year-to-date June 2022 activity and due to current economic uncertainty, no growth is estimated in 2023 and moderate annual increases.

#### Natural Gas Use Tax (RCW 82.14.230)

The governing body of any city, while not required by legislative mandate to do so, may by resolution or ordinance, fix and impose on every person a use tax for the privilege of using natural gas or manufactured gas in the City as a consumer. The Department of Revenue administers and collects the natural gas use tax. The State Treasurer's Office, upon certification from the Department of Revenue, remits amounts due to local governments on a monthly basis. Funds are receipted into the General Fund and used for general purposes.

Year	Natural Gas Use Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 28,301	0.1%	\$ (5,360)	-15.9%
2017 Actual	\$ 38,716	0.1%	\$ 10,415	36.8%
2018 Actual	\$ 41,558	0.1%	\$ 2,842	7.3%
2019 Actual	\$ 50,477	0.1%	\$ 8,919	21.5%
2020 Actual	\$ 39,494	0.1%	\$ (10,983)	-21.8%
2021 Actual	\$ 54,213	0.1%	\$ 14,719	37.3%
2022 YND Est	\$ 45,000	0.1%	\$ (9,213)	-17.0%
2023 Est	\$ 45,000	0.1%	\$ -	0.0%
2024 Est	\$ 45,000	0.1%	\$ -	0.0%
2025 Est	\$ 46,400	0.1%	\$ 1,400	3.1%
2026 Est	\$ 47,800	0.1%	\$ 1,400	3.0%
2027 Est	\$ 49,200	0.1%	\$ 1,400	2.9%
2028 Est	\$ 50,700	0.1%	\$ 1,500	3.0%
Average 6 Year Change (2016 - 2021)				15.3%



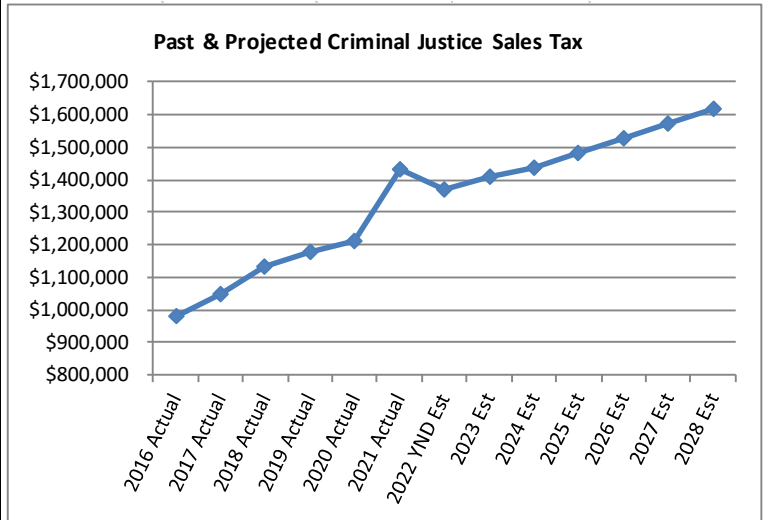
### Criminal Justice Sales Tax (RCW 82.14.340)

Criminal Justice Sales Tax is a local option sales tax of 0.10 percent that is collected in addition to retail sales tax and use taxes by the Department of Revenue. Ten percent of the funds are distributed to the county in which the tax was collected. The remainder of the funds (90%) is then distributed to the county (for unincorporated areas) and cities within the county based on population as last determined by the Office of Financial Management.

Moneys received from this tax must be expended for criminal justice purposes. Criminal justice purposes are defined as activities that substantially assist the criminal justice system, which may include circumstances where ancillary benefit to the civil justice system occurs, and which includes domestic violence services such as those provided by domestic violence programs, community advocates, and legal advocates, as defined by RCW 0.123.020.

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

Year	Criminal Justice Sales Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 982,505	2.6%	\$ 55,620	6.0%
2017 Actual	\$ 1,047,075	2.6%	\$ 64,570	6.6%
2018 Actual	\$ 1,133,354	2.7%	\$ 86,279	8.2%
2019 Actual	\$ 1,179,058	2.7%	\$ 45,704	4.0%
2020 Actual	\$ 1,213,087	2.9%	\$ 34,029	2.9%
2021 Actual	\$ 1,434,092	3.1%	\$ 221,005	18.2%
2022 YND Est	\$ 1,368,900	3.1%	\$ (65,192)	-4.5%
2023 Est	\$ 1,410,000	3.2%	\$ 41,100	3.0%
2024 Est	\$ 1,438,200	3.2%	\$ 28,200	2.0%
2025 Est	\$ 1,481,300	3.2%	\$ 43,100	3.0%
2026 Est	\$ 1,525,700	3.3%	\$ 44,400	3.0%
2027 Est	\$ 1,571,500	3.3%	\$ 45,800	3.0%
2028 Est	\$ 1,618,600	3.4%	\$ 47,100	3.0%
Average 6 Year Change (2016 - 2021)				7.7%





### Gambling Excise Tax (RCW 9.46)

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

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

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

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

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

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

The majority of the City's gambling tax comes from card rooms (approximately 94%) and the remainder comes primarily from punchboards and pull-tabs. Gambling taxes are due by the 15<sup>th</sup> day of the month following the month in which the tax is accrued.

Year	Gambling Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 2,711,471	7.2%	\$ (60,463)	-2.2%
2017 Actual	\$ 2,800,955	7.0%	\$ 89,484	3.3%
2018 Actual	\$ 3,181,655	7.6%	\$ 380,700	13.6%
2019 Actual	\$ 3,099,813	7.2%	\$ (81,843)	-2.6%
2020 Actual	\$ 1,910,429	4.6%	\$ (1,189,384)	-38.4%
2021 Actual	\$ 3,786,769	8.2%	\$ 1,876,340	98.2%
2022 YND Est	\$ 3,874,000	8.6%	\$ 87,231	2.3%
2023 Est	\$ 3,910,200	8.8%	\$ 36,200	0.9%
2024 Est	\$ 3,910,200	8.7%	\$ -	0.0%
2025 Est	\$ 3,910,200	8.6%	\$ -	0.0%
2026 Est	\$ 3,910,200	8.4%	\$ -	0.0%
2027 Est	\$ 3,910,200	8.3%	\$ -	0.0%
2028 Est	\$ 3,910,200	8.1%	\$ -	0.0%
Average 6 Year Change (2016 - 2021)				6.6%

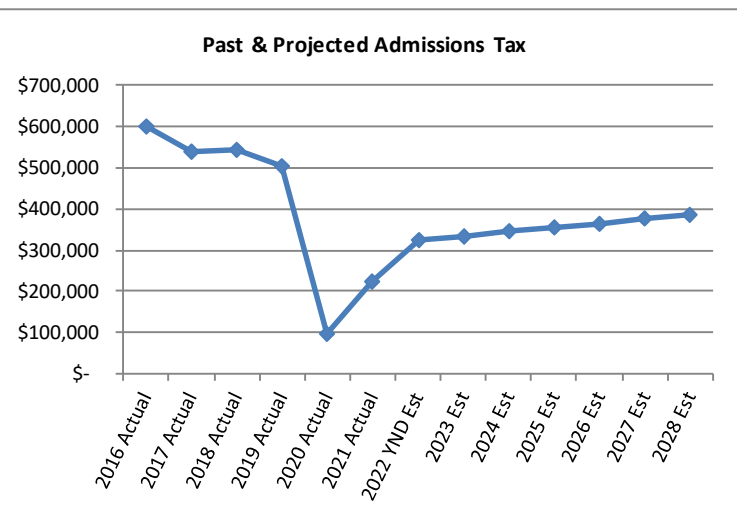




### Admissions Tax (RCW 35.21.280)

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

Year	Admissions Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 600,842	1.6%	\$ (55,568)	-8.5%
2017 Actual	\$ 539,139	1.3%	\$ (61,703)	-10.3%
2018 Actual	\$ 545,816	1.3%	\$ 6,677	1.2%
2019 Actual	\$ 504,879	1.2%	\$ (40,937)	-7.5%
2020 Actual	\$ 96,599	0.2%	\$ (408,280)	-80.9%
2021 Actual	\$ 226,165	0.5%	\$ 129,566	134.1%
2022 YND Est	\$ 325,000	0.7%	\$ 98,835	43.7%
2023 Est	\$ 334,800	0.8%	\$ 9,800	3.0%
2024 Est	\$ 344,800	0.8%	\$ 10,000	3.0%
2025 Est	\$ 355,100	0.8%	\$ 10,300	3.0%
2026 Est	\$ 365,800	0.8%	\$ 10,700	3.0%
2027 Est	\$ 376,800	0.8%	\$ 11,000	3.0%
2028 Est	\$ 388,100	0.8%	\$ 11,300	3.0%
Average 6 Year Change (2016 - 2021)				-10.4%

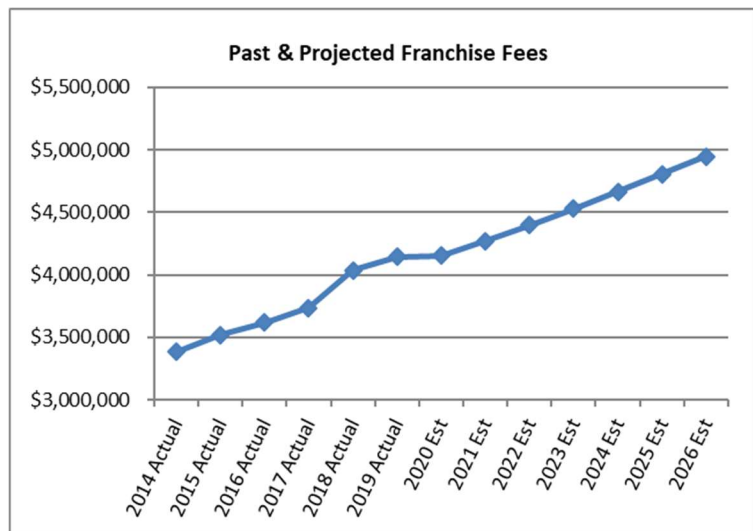


### Franchise Fees

Franchise fees are charges levied on private utilities for their use of City streets and other public properties to place utility infrastructure and to recoup City costs of administering franchise agreements. The franchise fees on light, natural gas, and telephone utilities are limited by statute to the actual administrative expenses incurred by the City directly related to receiving and approving permits, licenses, or franchisees. Cable TV franchise fees are governed by the Federal Cable Communications Policy Act of 1996 and are negotiated with cable companies for an amount not to exceed 5% of gross revenues.

Utility	Contract Expiration	Utility Tax	Franchise Fee	Non-Compete Fee
Comcast Phone	11/02/25	6.00%	-	-
Comcast Cable	12/04/25	6.00%	5.00%	-
Integra Communications	07/27/24	6.00%	-	-
Lakeview Light & Power	12/22/27	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	11/19/26	-	-	8.00%
Waste Connections	12/31/25	6.00%	4.00%	-
Small Cell Wireless (admin cost)	06/08/25	-	-	-
- AT&T Small Wireless				

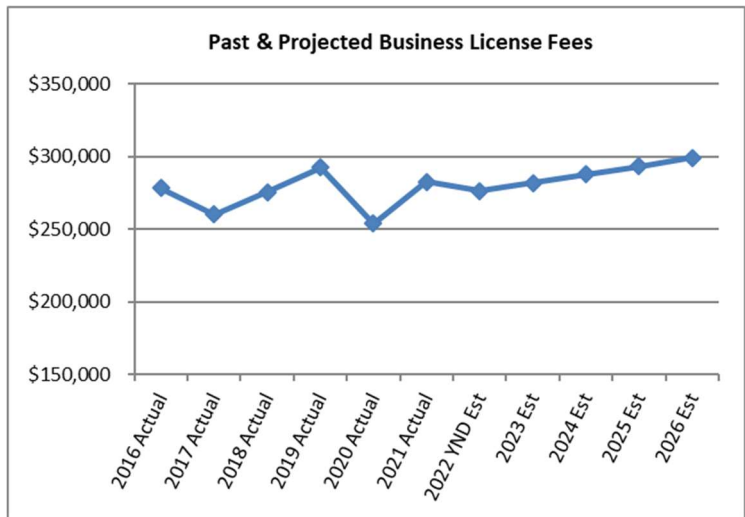
Year	Franchise Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2014 Actual	\$ 3,382,845	9.4%	\$ 225,215	7.1%
2015 Actual	\$ 3,520,594	9.6%	\$ 137,749	4.1%
2016 Actual	\$ 3,616,442	9.6%	\$ 95,848	2.7%
2017 Actual	\$ 3,733,390	9.3%	\$ 116,948	3.2%
2018 Actual	\$ 4,035,453	9.7%	\$ 302,063	8.1%
2019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



### Business License

Businesses located or doing business in the City must obtain a local business license prior to commencing operations. Business license fees are set by the City Council and may be changed from time to time. Currently, the cost of a general business license is \$60 for a 12 month period. Additional fees may apply to specialty businesses. Organizations exempt from taxation under 26 USC 501(C)(3) and (4) must apply and obtain a business license, but are exempt from the business license fee. The number of business licenses in a given year range between 3,800 – 4,200 with roughly 3,800 renewals annually. The higher figure includes temporary and construction contractor licenses.

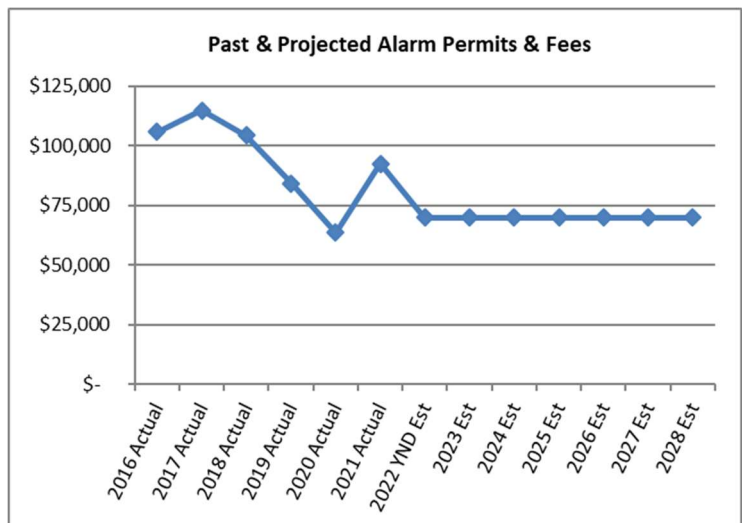
Year	Business License Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 278,260	0.7%	\$ 29,921	12.0%
2017 Actual	\$ 260,064	0.7%	\$ (18,196)	-6.5%
2018 Actual	\$ 275,552	0.7%	\$ 15,488	6.0%
2019 Actual	\$ 292,489	0.7%	\$ 16,937	6.1%
2020 Actual	\$ 254,104	0.6%	\$ (38,385)	-13.1%
2021 Actual	\$ 282,550	0.6%	\$ 28,446	11.2%
2022 YND Est	\$ 276,500	0.6%	\$ (6,050)	-2.1%
2023 Est	\$ 282,000	0.6%	\$ 5,500	2.0%
2024 Est	\$ 287,600	0.6%	\$ 5,600	2.0%
2025 Est	\$ 293,400	0.6%	\$ 5,800	2.0%
2026 Est	\$ 299,300	0.6%	\$ 5,900	2.0%
2027 Est	\$ 305,300	0.6%	\$ 6,000	2.0%
2028 Est	\$ 311,400	0.6%	\$ 6,100	2.0%
Average 6 Year Change (2016 - 2021)				0.3%



### Alarm Permits and Fees

In December 2008, the City approved a new revised alarm ordinance and program that became effective on January 1, 2009. False alarms cost the City and citizens thousands of dollars per year and take officers away from actual emergencies. The ordinance also creates a registration process, provides for annual alarm permit fees for residential and business alarms, and provides for fees for false alarms to encourage all alarm users to maintain the reliability of and to properly use their alarm equipment. Alarm permit fees are currently \$24 for commercial and residential with reduced residential rates of \$12 for senior and permanently disabled. False alarms fees are \$100 for each false burglar alarm activation and \$200 for each false robbery or panic alarm activation.

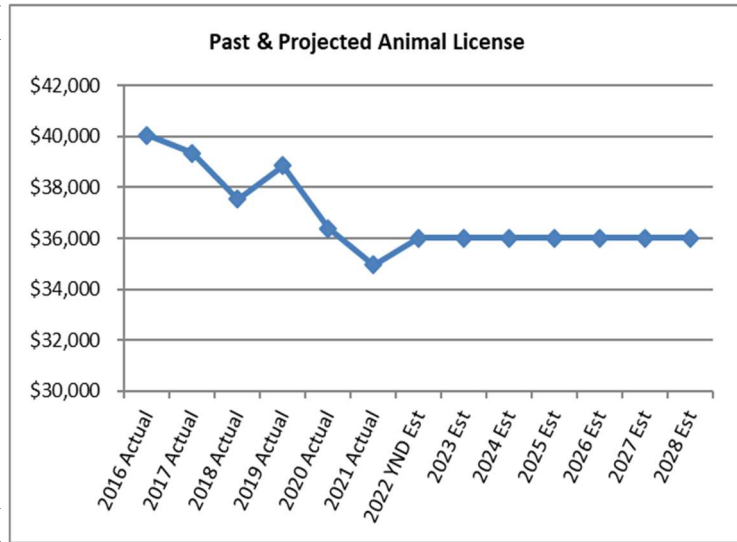
Year	Alarm Permits & Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 105,865	0.3%	\$ (58,498)	-35.6%
2017 Actual	\$ 114,819	0.3%	\$ 8,954	8.5%
2018 Actual	\$ 104,411	0.3%	\$ (10,408)	-9.1%
2019 Actual	\$ 84,348	0.2%	\$ (20,063)	-19.2%
2020 Actual	\$ 63,533	0.2%	\$ (20,815)	-24.7%
2021 Actual	\$ 92,496	0.2%	\$ 28,963	45.6%
2022 YND Est	\$ 70,000	0.2%	\$ (22,496)	-24.3%
2023 Est	\$ 70,000	0.2%	\$ -	0.0%
2024 Est	\$ 70,000	0.2%	\$ -	0.0%
2025 Est	\$ 70,000	0.2%	\$ -	0.0%
2026 Est	\$ 70,000	0.2%	\$ -	0.0%
2027 Est	\$ 70,000	0.1%	\$ -	0.0%
2028 Est	\$ 70,000	0.1%	\$ -	0.0%
Average 6 Year Change (2016 - 2021)				-2.1%



### Animal License

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

Year	Animal License	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 40,044	0.1%	\$ 504	1.3%
2017 Actual	\$ 39,351	0.1%	\$ (693)	-1.7%
2018 Actual	\$ 37,525	0.1%	\$ (1,826)	-4.6%
2019 Actual	\$ 38,838	0.1%	\$ 1,312	3.5%
2020 Actual	\$ 36,376	0.1%	\$ (2,461)	-6.3%
2021 Actual	\$ 34,947	0.1%	\$ (1,429)	-3.9%
2022 YND Est	\$ 36,000	0.1%	\$ 1,053	3.0%
2023 Est	\$ 36,000	0.1%	\$ -	0.0%
2024 Est	\$ 36,000	0.1%	\$ -	0.0%
2025 Est	\$ 36,000	0.1%	\$ -	0.0%
2026 Est	\$ 36,000	0.1%	\$ -	0.0%
2027 Est	\$ 36,000	0.1%	\$ -	0.0%
2028 Est	\$ 36,000	0.1%	\$ -	0.0%
Average 6 Year Change (2016 - 2021)				-2.1%



### State Shared Revenues

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

All state shared revenues provide a funding source to the General and Street O&M funds, with the exception of the motor vehicle excise tax and multi-modal which also provides a funding source for transportation capital projects.

Most of the current biennium estimates are provided by State with no change anticipated for future years until new estimates are provided.

#### [Criminal Justice \(RCW 82.14.320 / RCW 82.14.330\)](#)

Cities currently receive three types of criminal justice revenue (four including criminal justice sales tax): high crime, innovative programs, population, and violent crimes. The money comes from the State's general fund and is distributed to cities on the last days of January, April, July and October. Distributions are deposited in the City's General Fund.

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

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

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

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

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

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

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

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

- Sixteen percent (16%) of these funds are distributed ratably to cities based on population, with each city receiving a minimum of \$1,000 per year.
- Twenty percent (20%) is distributed based on population to those cities that have had an average violent crime rate in the last three years that is 150% of the statewide average for those three years, but no more than \$1 per capita.
- Ten percent (10%) of funds are distributed on a per capita basis to “Contracted Services” cities and towns.
- Fifty-four percent (54%) of funds are distributed on a per capita basis for “Innovative Programs.”

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

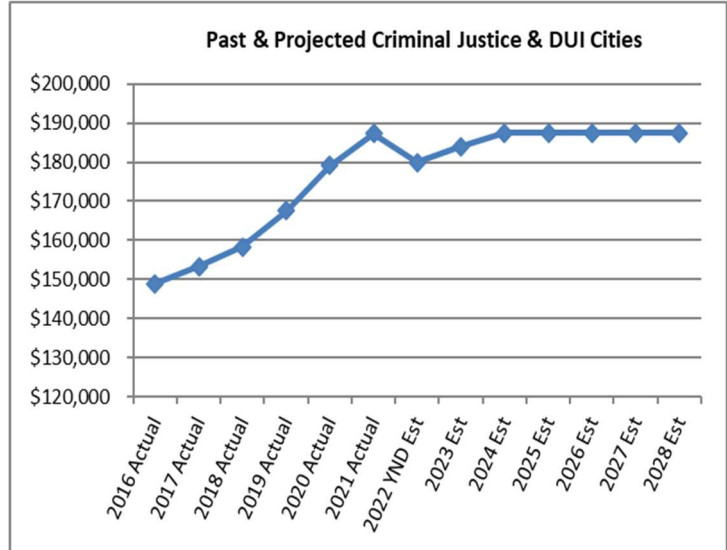
#### [DUI Assistance \(RCW 46.68.260\)](#)

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

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

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

Year	Criminal Justice & DUI Cities	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 149,009	0.4%	\$ 14,330	10.6%
2017 Actual	\$ 153,413	0.4%	\$ 4,404	3.0%
2018 Actual	\$ 158,293	0.4%	\$ 4,880	3.2%
2019 Actual	\$ 167,506	0.4%	\$ 9,213	5.8%
2020 Actual	\$ 179,221	0.4%	\$ 11,715	7.0%
2021 Actual	\$ 187,341	0.4%	\$ 8,120	4.5%
2022 YND Est	\$ 179,960	0.4%	\$ (7,381)	-3.9%
2023 Est	\$ 184,030	0.4%	\$ 4,070	2.3%
2024 Est	\$ 187,480	0.4%	\$ 3,450	1.9%
2025 Est	\$ 187,500	0.4%	\$ 20	0.0%
2026 Est	\$ 187,500	0.4%	\$ -	0.0%
2027 Est	\$ 187,500	0.4%	\$ -	0.0%
2028 Est	\$ 187,500	0.4%	\$ -	0.0%
Average 6 Year Change (2016 - 2021)				4.3%



#### High Crime (RCW 82.14.320)

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

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

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

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

- Have a crime rate in excess of 125% of the state-wide average as calculated in the most recent annual report on crime in Washington State is published by the Washington Association of Sheriffs and Police Chiefs;
- Be levying, at the maximum rate, the second ½ cent of the sales tax or half cent real estate excise tax; and
- Have a per capita yield from the first ½ cent of the sales tax of less than 150% of the state-wide average per capita yield for all cities.

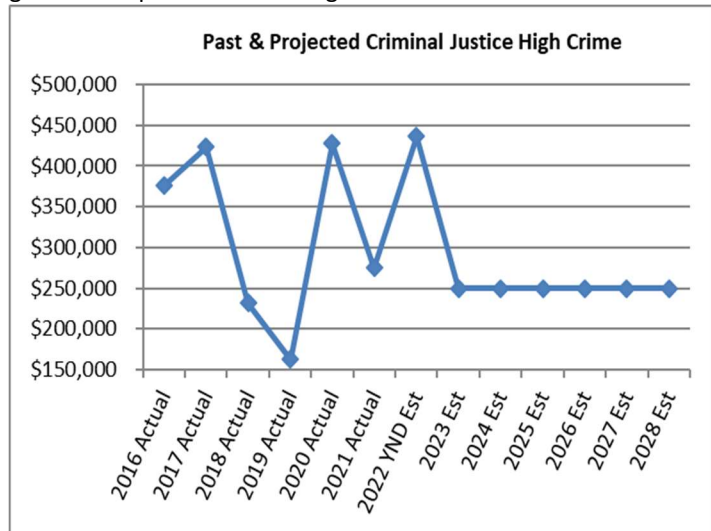
Cities have to re-qualify for the distribution each year based on the above criteria. The determination is made in July of each year for distribution in the four quarters of the state fiscal year (July 1<sup>st</sup> – June 30<sup>th</sup>).

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

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

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

Year	Criminal Justice High Crime	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 375,837	1.0%	\$ 151,683	67.7%
2017 Actual	\$ 423,055	1.1%	\$ 47,218	12.6%
2018 Actual	\$ 231,905	0.6%	\$ (191,150)	-45.2%
2019 Actual	\$ 162,777	0.4%	\$ (69,128)	-29.8%
2020 Actual	\$ 427,878	1.0%	\$ 265,101	162.9%
2021 Actual	\$ 275,031	0.6%	\$ (152,847)	-35.7%
2022 YND Est	\$ 436,428	1.0%	\$ 161,397	58.7%
2023 Est	\$ 249,500	0.6%	\$ (186,928)	-42.8%
2024 Est	\$ 249,500	0.6%	\$ -	0.0%
2025 Est	\$ 249,500	0.5%	\$ -	0.0%
2026 Est	\$ 249,500	0.5%	\$ -	0.0%
2027 Est	\$ 249,500	0.5%	\$ -	0.0%
2028 Est	\$ 249,500	0.5%	\$ -	0.0%
Average 6 Year Change (2016 - 2021)				-4.5%



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

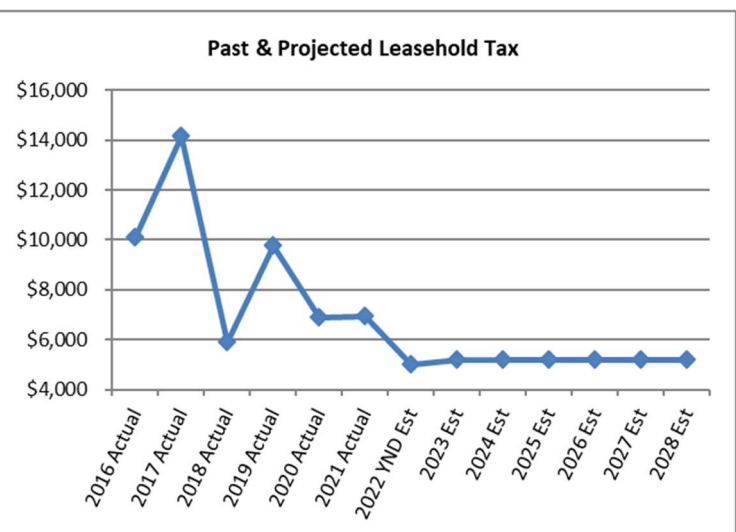
A county or city may impose a local leasehold excise tax that is credited against the state leasehold tax on the privilege of using or occupying publicly owned real or personal property through a leasehold. Through the credit, the local government receives a portion of the state leasehold excise tax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

The purpose of the leasehold excise tax is “in lieu” of property tax. The distribution to taxing districts provides revenue that would otherwise be generated by the property tax. Funds may be used for any lawful purpose of the local taxing district. Local taxing districts in counties and cities that have imposed a local leasehold excise tax are eligible to receive the funds.

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

County treasurers are required to distribute any county imposed leasehold tax to other taxing districts, excluding cities, according to each district’s pro rata share of the property tax in the county. The program is administered by the Department and Revenue and distributions are made by the Office of State Treasurer on the last business day of even numbered months.

Year	Leasehold Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 10,103	0.0%	\$ (12,697)	-55.7%
2017 Actual	\$ 14,169	0.0%	\$ 4,066	40.2%
2018 Actual	\$ 5,901	0.0%	\$ (8,268)	-58.4%
2019 Actual	\$ 9,779	0.0%	\$ 3,878	65.7%
2020 Actual	\$ 6,903	0.0%	\$ (2,876)	-29.4%
2021 Actual	\$ 6,936	0.0%	\$ 33	0.5%
2022 YND Est	\$ 5,000	0.0%	\$ (1,936)	-27.9%
2023 Est	\$ 5,200	0.0%	\$ 200	4.0%
2024 Est	\$ 5,200	0.0%	\$ -	0.0%
2025 Est	\$ 5,200	0.0%	\$ -	0.0%
2026 Est	\$ 5,200	0.0%	\$ -	0.0%
2027 Est	\$ 5,200	0.0%	\$ -	0.0%
2028 Est	\$ 5,200	0.0%	\$ -	0.0%
Average 6 Year Change (2016 - 2021)				-5.2%





### Liquor Revenues

Prior to June 1, 2012, the State's liquor monopoly prevented the City from taxing liquor establishments. However, the City of Lakewood was responsible for the policing of all liquor establishments located within the city limits so the state was required to share their state-collected profits and taxes to help cities with the cost of policing their liquor establishments. The Liquor Board obtained their profits from state liquor stores, taxes on wine and beer, license fees, permit fees, penalties, and forfeitures. Of these profits, cities receive a 40% share based on population. Cities also received 28% of the local excise tax receipts.

In November 2011, voters approved Initiative 1183 which privatized the distribution and retail sale of liquor, effective June 1, 2012. The markups on liquor have been replaced as a state revenue source by license fees that are paid to the state by retailers and distributors. The direct impact of this initiative is on liquor profits.

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

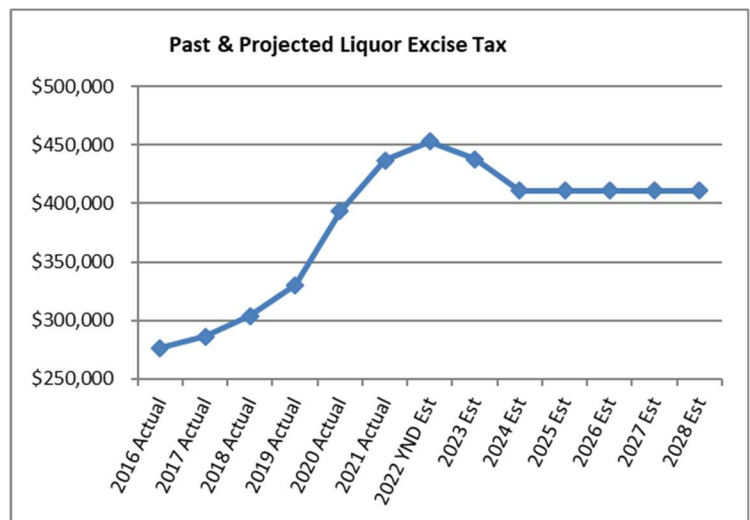
### Liquor Excise Tax

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

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

The State Treasurer distributes liquor excise tax revenues to the City in January, April, July and September.

Year	Liquor Excise Tax	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 276,603	0.7%	\$ 84,865	44.3%
2017 Actual	\$ 286,385	0.7%	\$ 9,782	3.5%
2018 Actual	\$ 304,078	0.7%	\$ 17,693	6.2%
2019 Actual	\$ 330,276	0.8%	\$ 26,198	8.6%
2020 Actual	\$ 393,090	1.0%	\$ 62,814	19.0%
2021 Actual	\$ 436,678	0.9%	\$ 43,588	11.1%
2022 YND Est	\$ 452,832	1.0%	\$ 16,154	3.7%
2023 Est	\$ 437,670	1.0%	\$ (15,162)	-3.3%
2024 Est	\$ 410,890	0.9%	\$ (26,780)	-6.1%
2025 Est	\$ 410,900	0.9%	\$ 10	0.0%
2026 Est	\$ 410,900	0.9%	\$ -	0.0%
2027 Est	\$ 410,900	0.9%	\$ -	0.0%
2028 Est	\$ 410,900	0.9%	\$ -	0.0%
Average 6 Year Change (2016 - 2021)				9.6%





Liquor Profits

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

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

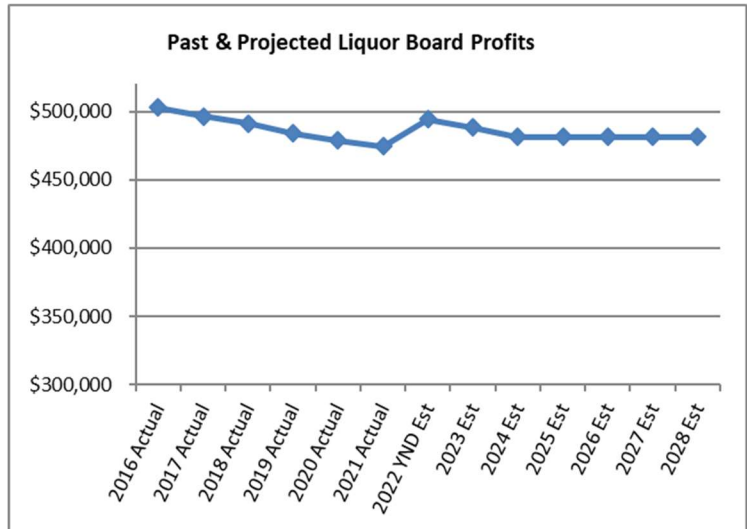
The distribution of spirit license fees through the liquor revolving fund to border areas, counties, cities, towns and the municipal research center must be made in a manner that provides that each category of recipients receive, in the aggregate, no less than it received from the liquor revolving fund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

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

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

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

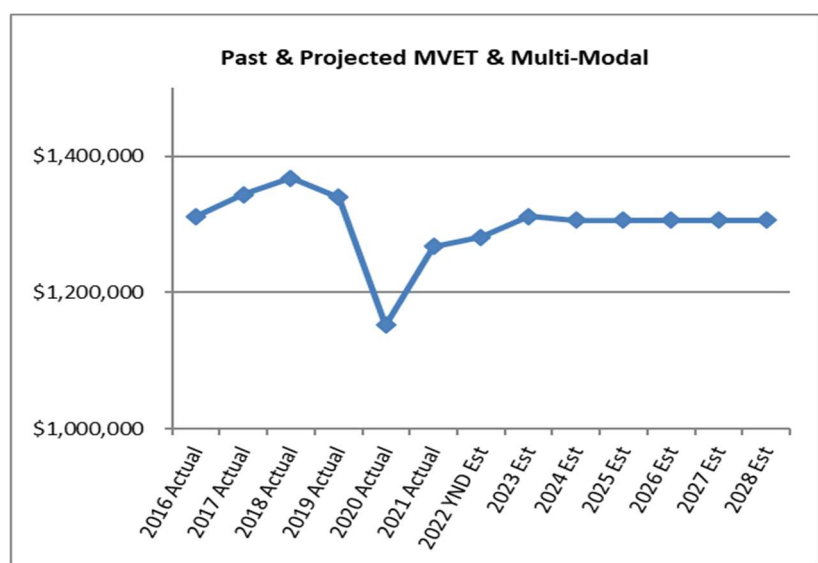
Year	Liquor Board Profits	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 503,074	1.3%	\$ (8,294)	-1.6%
2017 Actual	\$ 496,441	1.2%	\$ (6,633)	-1.3%
2018 Actual	\$ 491,189	1.2%	\$ (5,252)	-1.1%
2019 Actual	\$ 483,806	1.1%	\$ (7,383)	-1.5%
2020 Actual	\$ 478,969	1.2%	\$ (4,837)	-1.0%
2021 Actual	\$ 474,288	1.0%	\$ (4,681)	-1.0%
2022 YND Est	\$ 494,170	1.1%	\$ 19,882	4.2%
2023 Est	\$ 488,070	1.1%	\$ (6,100)	-1.2%
2024 Est	\$ 481,290	1.1%	\$ (6,780)	-1.4%
2025 Est	\$ 481,300	1.1%	\$ 10	0.0%
2026 Est	\$ 481,300	1.0%	\$ -	0.0%
2027 Est	\$ 481,300	1.0%	\$ -	0.0%
2028 Est	\$ 481,300	1.0%	\$ -	0.0%
Average 6 Year Change (2016 - 2021)				-1.0%



### Motor Vehicle Excise Tax & Multi-modal Funds

Distributions of motor vehicle fuel tax are on a per capita basis. Fuel taxes in Washington are assessed as cents per gallon, so distribution depends on the number of gallons sold, not the dollar value of sales. In addition to the motor vehicle excise tax that is accounted for in the Street Fund, all cities and towns receive a share of the increases to the state multimodal funds and increased motor vehicle fuel tax passed by the legislature in 2015 (RCW 46.68.126). Unlike the regular MVFT distributions, the multimodal distributions and increased MVFT are direct appropriations from the “connecting Washington” account established within the state motor vehicle fund. These distributions are not adjusted for inflation and will remain the same each year unless changed by the state legislature. Unlike regular MVFT distributions, these allocations are not impacted by actual fuel tax collections or transportation licensing fee. These transportation revenues are restricted. Multimodal Funds may be spent on any transportation purposes (RCW 47.66.070). Increased MVFT may only be spent on “proper road, street, and highway purposes” (RCW 46.68.070), including pedestrian, equestrian, or bicycle trails meeting the criteria of RCW 47.30.030. Payments are distributed quarterly on the last business day of March, June, September, and December. Note – these funds are accounted for in the Transportation CIP Fund.

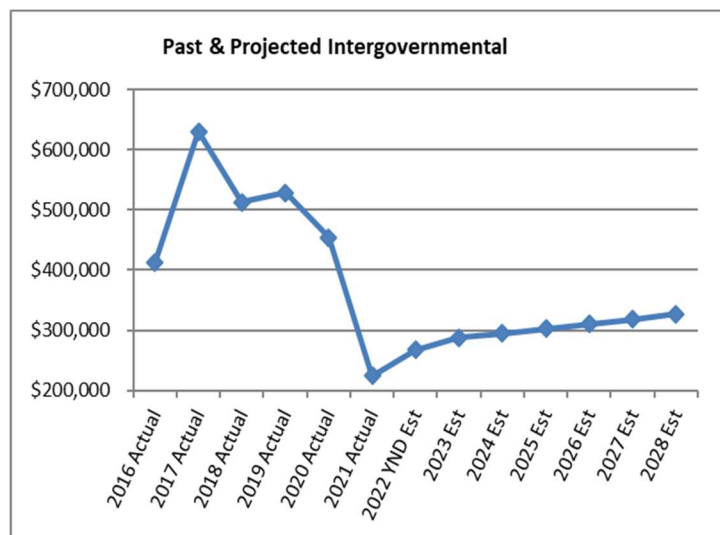
Year	Motor Veh Fuel Tax	MVET & Multi-Modal in CIP Funds	Total
2016 Actual	\$ 863,896	\$ 447,503	\$ 1,311,399
2017 Actual	\$ 871,657	\$ 471,940	\$ 1,343,597
2018 Actual	\$ 860,015	\$ 507,680	\$ 1,367,695
2019 Actual	\$ 841,601	\$ 497,807	\$ 1,339,408
2020 Actual	\$ 709,693	\$ 442,389	\$ 1,152,082
2021 Actual	\$ 791,653	\$ 476,264	\$ 1,267,917
2022 YND Est	\$ 797,000	\$ 484,150	\$ 1,281,150
2023 Est	\$ 824,420	\$ 487,532	\$ 1,311,952
2024 Est	\$ 822,930	\$ 483,048	\$ 1,305,978
2025 Est	\$ 822,930	\$ 483,048	\$ 1,305,978
2026 Est	\$ 822,930	\$ 483,048	\$ 1,305,978
2027 Est	\$ 822,930	\$ 483,048	\$ 1,305,978
2028 Est	\$ 822,930	\$ 483,048	\$ 1,305,978
Average 6 Year Change (2016 - 2021)			-0.6%



### Intergovernmental

Intergovernmental revenues include Police reimbursement, animal services contract revenues from the Town of Steilacoom and City of DuPont, Municipal Court contracted services to the City of University Place (eliminate contract beginning in 2020), Town of Steilacoom and City of DuPont (beginning in 2015) and parks revenue from Pierce County.

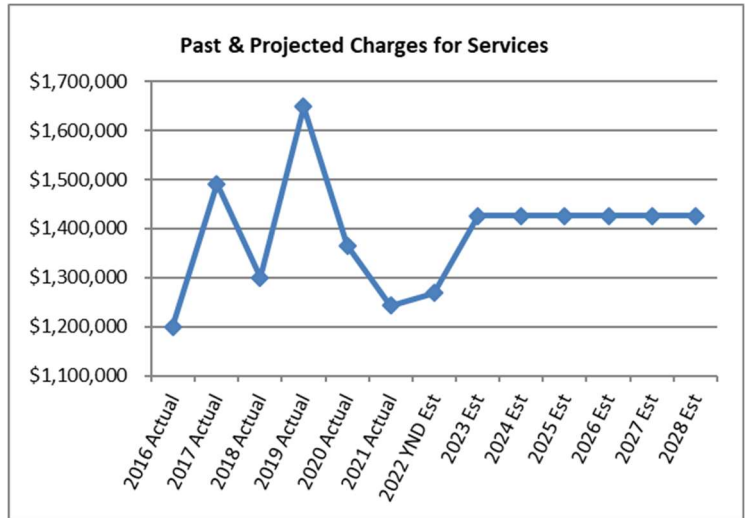
Year	Intergovt'l	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 412,866	1.1%	\$ (688)	-0.2%
2017 Actual	\$ 629,769	1.6%	\$ 216,903	52.5%
2018 Actual	\$ 512,739	1.2%	\$ (117,030)	-18.6%
2019 Actual	\$ 528,086	1.2%	\$ 15,347	3.0%
2020 Actual	\$ 453,830	1.1%	\$ (74,256)	-14.1%
2021 Actual	\$ 224,685	0.5%	\$ (229,145)	-50.5%
2022 YND Est	\$ 266,876	0.6%	\$ 42,191	18.8%
2023 Est	\$ 287,590	0.7%	\$ 20,714	7.8%
2024 Est	\$ 295,010	0.7%	\$ 7,420	2.6%
2025 Est	\$ 302,640	0.7%	\$ 7,630	2.6%
2026 Est	\$ 310,490	0.7%	\$ 7,850	2.6%
2027 Est	\$ 318,460	0.7%	\$ 7,970	2.6%
2028 Est	\$ 326,630	0.7%	\$ 8,170	2.6%
Average 6 Year Change (2016 - 2021)				-7.6%



### Charges for Services

Revenues from charges for services include parks & recreation fees, court transport fees from the City of University Place (contract terminated 12/31/2021) and Town of Steilacoom, towing impound fees, extra duty fees, and Western State Hospital dispatch services.

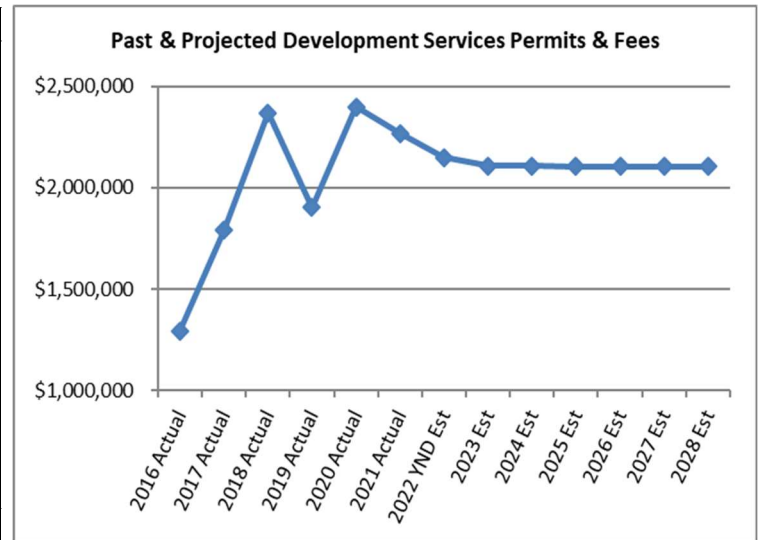
Year	Charges for Services	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 1,199,813	3.2%	\$ 255,275	27.0%
2017 Actual	\$ 1,490,792	3.7%	\$ 290,979	24.3%
2018 Actual	\$ 1,300,239	3.1%	\$ (190,553)	-12.8%
2019 Actual	\$ 1,648,838	3.8%	\$ 348,599	26.8%
2020 Actual	\$ 1,365,370	3.3%	\$ (283,468)	-17.2%
2021 Actual	\$ 1,243,338	2.7%	\$ (122,032)	-8.9%
2022 YND Est	\$ 1,268,550	2.8%	\$ 25,212	2.0%
2023 Est	\$ 1,426,300	3.2%	\$ 157,750	12.4%
2024 Est	\$ 1,426,300	3.2%	\$ -	0.0%
2025 Est	\$ 1,426,300	3.1%	\$ -	0.0%
2026 Est	\$ 1,426,300	3.1%	\$ -	0.0%
2027 Est	\$ 1,426,300	3.0%	\$ -	0.0%
2028 Est	\$ 1,426,300	3.0%	\$ -	0.0%
Average 6 Year Change (2016 - 2021)				0.6%



### Development Services Permits & Fees

General & Street Fund development permits & fees include plan review, building, plumbing, mechanical, land use fees, right-of-way permits, plan review fees and inspection fees. All fees are payable at the time of application. Application are used to offset building and planning related service costs. The International Code Council (ICC) sets the per square foot building valuation. The ICC updates the valuation number annually. Building permit fees are, therefore, based on the building valuation table which is found in the City's Master Fee Schedule, as is all other related development services permits and fees.

Year	Dev Services Permits & Fees	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 1,292,619	3.4%	\$ 231,790	21.8%
2017 Actual	\$ 1,793,944	4.5%	\$ 501,325	38.8%
2018 Actual	\$ 2,368,727	5.7%	\$ 574,783	32.0%
2019 Actual	\$ 1,903,313	4.4%	\$ (465,414)	-19.6%
2020 Actual	\$ 2,400,001	5.8%	\$ 496,688	26.1%
2021 Actual	\$ 2,267,021	4.9%	\$ (132,980)	-5.5%
2022 YND Est	\$ 2,149,000	4.8%	\$ (118,021)	-5.2%
2023 Est	\$ 2,109,000	4.8%	\$ (40,000)	-1.9%
2024 Est	\$ 2,109,000	4.7%	\$ -	0.0%
2025 Est	\$ 2,104,500	4.6%	\$ (4,500)	-0.2%
2026 Est	\$ 2,104,500	4.5%	\$ -	0.0%
2027 Est	\$ 2,104,500	4.5%	\$ -	0.0%
2028 Est	\$ 2,104,500	4.4%	\$ -	0.0%
Average 6 Year Change (2016 - 2021)				12.6%



Development services permits & fees do not take into account of potential projects as those revenues will be accounted for when realized.

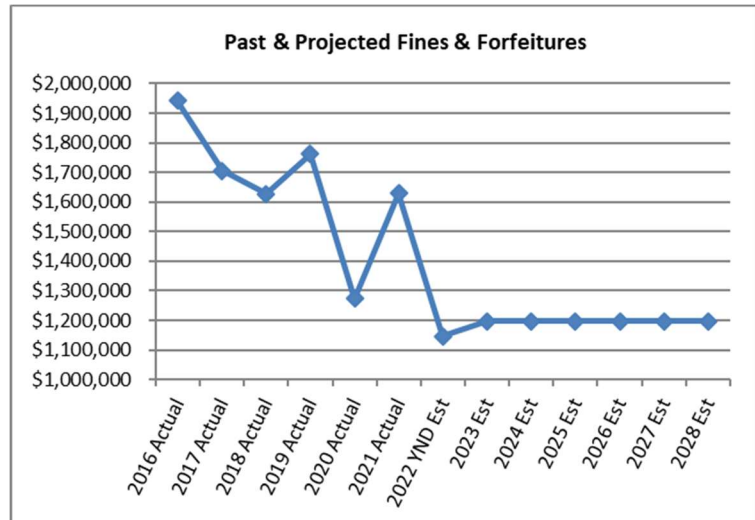
## Fines & Forfeitures

The Municipal Court of the City of Lakewood is an inferior court (a court subject to the jurisdiction of another court known as the superior court, or a higher court) with exclusive original criminal jurisdiction of all violations of City laws. It also has the original jurisdiction of all other actions brought to enforce or recover license penalties or forfeitures declared or given by such city laws or by any state statutes. The Court also exercises all powers granted by Chapter 6 of said Justice Court and other Inferior Court Reorganization Law (Chapter 299, laws of 1964).

The City began operating its municipal court when it incorporated in 1996. Fines and forfeitures are accounted for in the General Fund and include fines from municipal court, red light and school zone infractions. Prior to 2015, it also includes fines and forfeiture revenues the City of University Place (contract terminated 12/31/2022) and Town of Steilacoom as part of the contract terms of providing municipal court contracted services. In addition to the City retaining the fines and forfeitures as City revenue, the City received a fixed contract amount from the both cities, which is accounted for as intergovernmental revenue.

Overall, fines and forfeitures have decreased due to societal changes, legislation limiting police pursuits and enforcement, and police officer vacancies.

Year	Total Fines Forfeitures	% of G/S Oper Rev	Chg Over Prior Year	
			\$	%
2016 Actual	\$ 1,943,063	5.1%	\$ (38,184)	-1.9%
2017 Actual	\$ 1,704,839	4.3%	\$ (238,224)	-12.3%
2018 Actual	\$ 1,626,871	3.9%	\$ (77,968)	-4.6%
2019 Actual	\$ 1,762,837	4.1%	\$ 135,966	8.4%
2020 Actual	\$ 1,273,307	3.1%	\$ (489,530)	-27.8%
2021 Actual	\$ 1,629,998	3.5%	\$ 356,691	28.0%
2022 YND Est	\$ 1,146,500	2.6%	\$ (483,498)	-29.7%
2023 Est	\$ 1,196,500	2.7%	\$ 50,000	4.4%
2024 Est	\$ 1,196,500	2.7%	\$ -	0.0%
2025 Est	\$ 1,196,500	2.6%	\$ -	0.0%
2026 Est	\$ 1,196,500	2.6%	\$ -	0.0%
2027 Est	\$ 1,196,500	2.5%	\$ -	0.0%
2028 Est	\$ 1,196,500	2.5%	\$ -	0.0%
Average 6 Year Change (2016 - 2021)				-2.7%



<b>Other Funds</b>
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**Real Estate Excise Tax (REET)**

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

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

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

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

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

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

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

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

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

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

All cities and counties may levy a quarter percent tax (described as "the first quarter percent of the real estate excise tax" or "REET 1"). Cities and counties planning under the Growth Management Act (GMA) have the authority to levy a second quarter percent tax (REET 2). The statute further specifies that if a county is required to plan under GMA or if a city is located in such a county, the tax may be levied by a vote of the legislative body. If, however, for cities that voluntarily chooses to plan under GMA, the tax must be approved by a majority of the voters.

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

The Pierce County Treasurer collects the real estate excise tax and remits to the City on a monthly basis. Real estate excise tax revenues are deposited into the Real Estate Excise Tax Fund and transfers are made to qualifying transportation and parks capital projects.

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

#### **REET 1 RCW 82.46.010:**

Initially authorized in 1982, cities and counties can use the receipts of REET 1 for all capital purposes. An amendment in 1992 states that cities and counties with a population of 5,000 or more planning under the GMA must spend REET 1 receipts solely on capital projects that are listed in the capital facilities plan element of their comprehensive plan. RCW 82.46.010(6) defines "capital projects":

*Public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets; roads; highways; sidewalks; street and road lighting systems; traffic signals; bridges; domestic water systems; storm and sanitary sewer systems; parks; recreational facilities; law enforcement facilities; fire protection facilities; trails; libraries; administrative and judicial facilities; and technology infrastructure that is integral to the capital projects.*

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

- Housing relocation assistance as defined within RCW 59.18.440 and 59.18.450, which in summary provides assistance to low-income tenants under specific circumstances defined by statute and local ordinance.
- A portion of the proceeds may be used for maintenance of capital facilities, with additional reporting requirements.

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

**REET 2 RCW 82.46.035:**

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

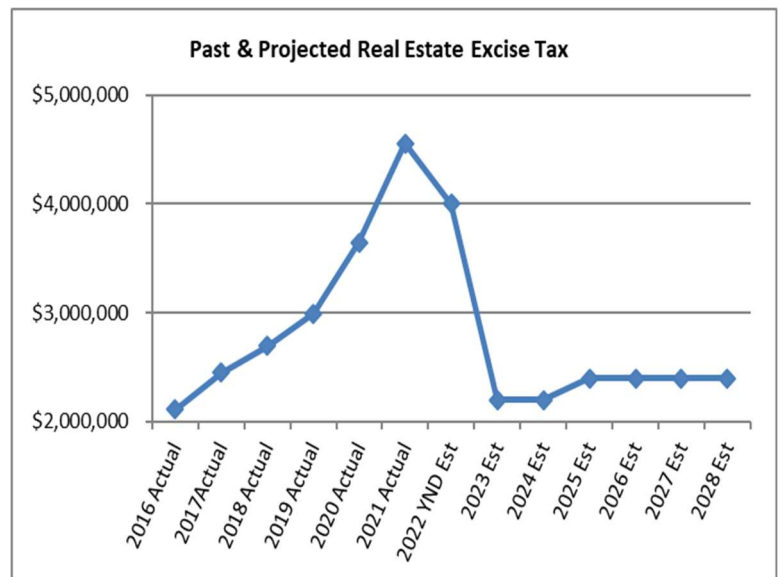
*Public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets, roads, highways, sidewalks, street and road lighting systems, traffic signals, bridges, domestic water systems, storm and sanitary sewer systems, and planning, construction, reconstruction, repair, rehabilitation, or improvement of parks.*

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

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

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).

Year	REET	Chg Over Prior Year	
		\$	%
2016 Actual	\$ 2,114,688	\$ 628,239	42.3%
2017 Actual	\$ 2,452,778	\$ 338,090	16.0%
2018 Actual	\$ 2,695,355	\$ 242,577	9.9%
2019 Actual	\$ 2,994,634	\$ 299,279	11.1%
2020 Actual	\$ 3,643,117	\$ 648,483	21.7%
2021 Actual	\$ 4,557,032	\$ 913,916	25.1%
2022 YND Est	\$ 4,000,000	\$ (557,032)	-12.2%
2023 Est	\$ 2,200,000	\$ (1,800,000)	-45.0%
2024 Est	\$ 2,200,000	\$ -	0.0%
2025 Est	\$ 2,400,000	\$ 200,000	9.1%
2026 Est	\$ 2,400,000	\$ -	0.0%
2027 Est	\$ 2,400,000	\$ -	0.0%
2028 Est	\$ 2,400,000	\$ -	0.0%
Average 6 Year Change (2016 - 2021)			19.2%





Month	Transaction Type			# of Parcels	Major Transactions - <b>2022 YTD August</b>		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	55	84	139	148	General Merchandise Retail Trade 11626 TO 11634 Pacific Hwy S Midas Muffler Shop 9140 Gravelly Lake Drive Single Family Residence 7711 Bernese Road SW Lou's Automotive 8920 Gravelly Lake Dr SW Flett Creek Plaza Condo 7602 Bridgeport Way W Unit 1A Commercial Professional Services 4928 109th St SW Duplex Condo 22 Country Club Drive SW Unit E Single Family Residence 10213 Green Lane SW Multi Family Complex 12413 Bridgeport Way SW Tactical Tailor 2916 107th St S	\$1,000,000 \$1,075,000 \$1,250,000 \$1,350,000 \$1,400,000 \$1,400,000 \$1,516,000 \$1,700,000 \$1,897,500 \$7,360,000	\$4,950 \$5,321 \$6,188 \$6,683 \$6,930 \$6,930 \$7,504 \$8,415 \$9,393 \$36,432
Feb	43	70	113	119	Single Family Residence 11621 Gravelly Lake Drive SW	\$2,250,000	\$11,138
Mar	58	92	150	161	Single Family Residence 12418 Harwood Cove Lane SW Land & Improvements Perkins II Building XXX 36th Ave Ct SW Vacant Land Use Sec Schools 7802 150th St SW Vacant Undeveloped Commercial Land 15102 WOODBROOK DR S General Warehousing Storage 7530 150TH ST SW General Warehousing Storage 14802 Spring Street	\$1,010,000 \$3,200,000 \$9,700,000 \$33,900,000 \$54,400,000 \$114,600,000	\$5,000 \$15,840 \$45,977 \$160,681 \$257,848 \$543,188
Apr	66	95	161	178	Vacant Industrial Land xxx Sales Road S Single Family Residence 10837 Evergreen Terrace SW Single Family Condo 7201 Holly Hedge Lane SW Single Family Residence 11615 Gravelly Lake Drive SW Brentwood Apts 3102 92nd St S	\$1,247,500 \$1,375,000 \$1,570,000 \$1,700,000 \$2,362,000	\$6,175 \$6,806 \$7,772 \$8,415 \$11,692
May	48	96	144	158	Single Family Residence 6520 Flanagan Road West Single Family Residence 9830 Dekoven Drive SW Centerforce 5204 Solberg Drive SW Bell Garden Apts 8810 John Dower Road SW Cottage Lane Apts 4711 115th St Ct SW Retail Center (Former Costco) 11013 Pacific Highway SW	\$1,050,000 \$1,700,000 \$2,615,000 \$3,846,400 \$7,188,000 \$17,720,000	\$5,198 \$8,415 \$12,944 \$19,040 \$35,581 \$87,714
Jun	31	109	140	147	Professional Services Building 5202 100th St SW Single Family Residence 11320 Military Road SW Single Family Residence 11013 Lagoon Lane SW Single Family Residence 11923 Gravelly Lake Drive SW Commercial General Merchandise Retail 14902 Union Ave SW	\$1,150,000 \$1,560,000 \$1,950,000 \$2,100,000 \$3,850,000	\$5,693 \$7,722 \$9,653 \$10,395 \$19,058
Jul	45	92	137	146	AAMCO Auto Repair 12006 Pacific Hwy So General Warehousing Storage 8129 Durango St SW Johnson Stoner Counters 1201 Pacific Ave Ste 1400 Single Family Residence 11821 Gravelly Lake Dr SW Mai Tai Apts 11320 Bridgeport Way SW Lockburn Villa 8814 Lochburn Lane SW Clover Meadows Apts 12517 47th Ave SW Greer Industrial Park Buildings ABC 11302 Steel St So	\$1,300,000 \$1,318,340 \$1,442,770 \$1,494,000 \$1,499,100 \$2,593,000 \$4,346,100 \$5,650,000	\$6,435 \$6,526 \$7,142 \$7,395 \$7,421 \$12,835 \$21,513 \$27,968
Aug	37	87	124	128	Single Family Residence 11617 Gravelly Lake Drive SW Single Family Residence 12222 Gravelly Lake Drive SW Single Family Residence 11521 Gravelly Lake Drive SW Single Family Residence 12718 Gravelly Lake Drive SW	\$1,025,000 \$1,299,999 \$1,511,250 \$3,500,000	\$5,074 \$6,435 \$7,481 \$17,325
<b>Total YTD Aug</b>	<b>301</b>	<b>546</b>	<b>847</b>	<b>911</b>		<b>\$291,992,400</b>	<b>\$1,400,687</b>

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 WA 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 - 5495 Steilacoom Blvd 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

Month	Transaction Type			# of Parcels	Major Transactions - <b>2021</b> (continued)		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
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
Oct	59	109	168	175	Single Family Residence 11440 Gravelly Lake Dr SW Vacant Commercial Land Star Lite 8327 South Tacoma Way Used Car Lot 8121 South Tacoma Way European Square 6108 Mt Tacoma Dr SW Lakewood Professional Center 7502 Lakewood Dr West Clover Creek Apts 12502 Addison St SW Steilacoom Blvd Plaza 8520 Steilacoom Blvd SW Lakewood You Store It 12611 Pacific Highway SW Curbsmart Storage 12117 Pacific Highway SW Wellstone Bridgeport Apts 12535 Bridgeport Way SW	\$1,400,000 \$1,400,000 \$1,700,000 \$2,120,000 \$2,415,000 \$2,700,000 \$7,500,000 \$10,950,000 \$14,500,000 \$71,821,212	\$6,930 \$6,930 \$8,415 \$10,494 \$11,954 \$13,365 \$37,125 \$54,203 \$71,775 \$355,515
Nov	59	109	168	176	Single Family Residence 11409 Gravelly Lake Drive SW Single Family Residence 3411 South 90th St Retail Trade 9315 Gravelly Lake Dr SW Jack In the Box 8814 South Tacoma Way Single Family Residence 9908 Meadow Road SW Single Family Residence 13006 Avenue Dubois SW Chandelle Apts 3408 to 3412 South 90th St Somerset Gardens Apts 5110 Chicago Ave SW Grand Central Casino 10115 to 10117 South Tacoma Way The James Apts 4828 123rd St SW	\$1,325,000 \$1,450,000 \$1,500,000 \$1,540,000 \$1,695,000 \$2,115,500 \$4,984,000 \$5,487,400 \$8,250,000 \$32,550,000	\$6,559 \$7,178 \$7,425 \$7,623 \$8,390 \$10,472 \$24,671 \$27,163 \$40,838 \$161,123
Dec	60	105	165	181	Single Family Residence 11406 Gravelly Lake Drive SW Single Family Residence 8815 Lake Steilacoom Point Rd SW Commercial Vacant Land 3515 82nd Street South Vacant Undeveloped Land XXX Country Club Lane SW Lakewood Village/Towne Center Apts 10240 BPW SW Ste 106	\$1,085,000 \$1,200,000 \$2,000,000 \$3,000,000 \$9,266,750	\$5,371 \$5,940 \$9,900 \$14,850 \$45,870
<b>Total Annual</b>	<b>689</b>	<b>1,314</b>	<b>2,003</b>	<b>2,115</b>		<b>\$406,818,230</b>	<b>\$2,013,750</b>

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 Seilacoom Drive SW Single Family Residence 15 Lagoon Ln N Single Family Residence 8812 Frances Folsom St SW Single Family Residence 7308 Norh St S	\$1,000,000 \$1,150,000 \$1,334,000 \$1,650,000	\$4,950 \$5,693 \$6,603 \$8,168

Month	Transaction Type			# of Parcels	Major Transactions - 2020 (continued)		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
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 Steilacom 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
<b>Total Annual</b>	<b>604</b>	<b>1,068</b>	<b>1,672</b>	<b>1,865</b>		<b>\$387,194,498</b>	<b>\$1,916,613</b>

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 & Improve 11329 Pacific Hwy SW Commercial Land & Improve 9530 Front St South Commercial Land & Improve 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 BPW 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 Single Family Residence 7 Country Club Drive West Commercial General Merchandise Retail 10408 So 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
<b>Total Annual</b>	<b>660</b>	<b>1,147</b>	<b>1,807</b>	<b>1,857</b>		<b>\$242,832,014</b>	<b>\$1,202,019</b>

Month	Transaction Type			# of Parcels	Major Transactions - 2018		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Jan	46	81	127	178	Eastwood Apartments 5302 to 5306 Chicago Av SW Vacant Land Undeveloped 7901 116th St Ct SW (Multiple) Commercial Vacant Land 12623 Bridgeport Way SW South Tacoma Retail Plaza (Restaurant) 8722 So Tacoma Way Gas Station Mini Mart 3701 Steilacoom Blvd SW General Merchandise Retail Trade 8813 Edgewater Drive Single Family Residence 13015 Naomilawn Dr SW Duplex 12601 Bridgeport Way SW Single Family Residence 128 Country Club Cir CW	\$4,649,600 \$4,320,000 \$4,000,000 \$1,840,000 \$1,500,000 \$1,400,000 \$1,365,000 \$1,252,500 \$1,030,000	\$23,016 \$21,384 \$19,800 \$9,108 \$7,425 \$6,930 \$6,757 \$6,200 \$5,099
Feb	63	91	154	162	Commercial Vacant Land 10640 Pacific Highway SW Los Robles Apts 12712 Lincoln Ave SW Park Place Apts 12602 TO 12618 Lincoln Ave SW Single Family Residence 44 Country Club Drive SW	\$4,550,000 \$1,747,700 \$1,597,600 \$1,500,000	\$22,523 \$8,651 \$7,908 \$7,425
Mar	59	95	154	160	Single Family Residence 7235 Interlaaken Drive SW Single Family Residence 22 Loch Lane SW Professional Office Building 9881 Bridgeport Way SW Used Car Lots Only Retail 9001 South Tacoma Way	\$1,235,000 \$1,175,000 \$1,160,000 \$1,075,000	\$6,113 \$5,816 \$5,742 \$5,321
Apr	53	104	157	164	Lakewood You Store It 12611 Pacific Highway SW Bridgeport Apartments 4910 to 4918 108th St SW Tudor Haus Apartments 5506 to 5510 Chicago Ave SW Biltmore Hotel 12701 Pacific Highway SW Single Family Residence 12505 Gravelly Lake Drive SW Whispering Firs Apartments 5501 Chicago Ave SW	\$6,951,500 \$3,217,600 \$2,230,000 \$2,140,000 \$2,100,000 \$1,820,000	\$34,410 \$15,927 \$11,039 \$10,593 \$10,395 \$9,009
May	69	114	183	213	Single Family Residence 30 Country Club Dr SW General Warehousing Storge 10604 30th Ave S Lakewood Gardens 2 Apts 10901 to 10923 Addison St SW Oaklyn Manor Apts 7920 Washington Blvd SW Commercial Vacant Land 11023 Bridgeport Way SW	\$1,050,000 \$1,085,000 \$1,100,000 \$1,324,900 \$2,400,000	\$5,198 \$5,371 \$5,445 \$6,558 \$11,880
Jun	46	95	141	155	Single Family Residence 11420 Gravelly Lake Dr SW Villa Plaza Apartment 5634 Main St SW Single Family Residence 71 West Shore Ave SW Office Space 10025 Lakewood Drive SW	\$1,200,000 \$1,150,000 \$1,125,000 \$1,100,000	\$5,940 \$5,693 \$5,569 \$5,445
Jul	46	126	172	205	Sandman Apartments 10102 Sales Road S Gas Station/Mini Mart 10801 Bridgeport Way SW Single Family Residence 13120 Country Club Dr SW Unit 102	\$6,815,700 \$2,090,000 \$1,275,000	\$33,738 \$10,346 \$6,311
Aug	50	101	151	155	The James Apts 4828 123rd St SW Clover Meadows Apts 12517 47th Ave SW Lochburn Villa Apts 8814 Lochburn Lane SW Single Family Residence 12771 Gravelly Lake Drive SW Ivars Seafood 10114 South Tacoma Way	\$18,050,000 \$2,350,000 \$1,848,200 \$1,295,000 \$1,175,000	\$89,348 \$11,633 \$9,149 \$6,410 \$5,816



Month	Transaction Type			# of Parcels	Major Transactions - <b>2018</b> (continued)		
	Exempt	Taxable	Total		Description	Sales Price	Net Tax
Sep	35	89	124	130	Sylvan Park Multi Family Apts 3407 to 3411 92nd St S Autozone Parts & Accessories 8308 Berkeley St SW Single Family Residence 13120 Country Club Dr SW Unit 401 Single Family Residence 12111 Gravelly Lake Dr SW Single Family Residence 12116 Nyanza Rd SW	\$1,615,000 \$1,600,000 \$1,375,000 \$1,340,000 \$1,150,000	\$7,994 \$7,920 \$6,806 \$6,633 \$5,693
Oct	47	114	161	172	Commercial Land & Improvements 9802 South Tacoma Way Vacant Undeveloped Residential Land 11456 Gravelly Lake Drive Flett Creek Professional Building 6210 75th St W Single Family Residence 12723 Gavelly Lake Drive SW Dairy Queen 10104 South Tacoma Way Single Family Residence 7920 Interlaaken Drive SW	\$1,991,500 \$1,599,000 \$1,550,000 \$1,152,000 \$1,100,000 \$1,025,000	\$9,858 \$7,915 \$7,673 \$5,702 \$5,445 \$5,074
Nov	55	83	138	145	Springtree Apts 12702 to 12714 49th Ave SW Sizzler Restaurant 10204 South Tacoma Way South Tacoma Business Park 8811 South Tacoma Way Single Family Residence 11320 Gravelly Lake Drive SW Vincent Apts 3313 to 3317 92nd St S	\$8,825,000 \$2,050,000 \$1,875,000 \$1,588,000 \$1,000,000	\$43,684 \$10,148 \$9,281 \$7,861 \$4,950
Dec	50	91	141	155	New General Warehousing Storage @ 14801 Spring St SW Lakewood Cinema Plaza Pad "H" @ 2302 South 84th St Stanley Estates Apartments @ 12310 Interlaaken Drive SW Vacant Industrial Land @ 6922 146th St Single Family Dwelling @ 10807 Greendale Drive SW	\$65,575,000 \$5,900,000 \$3,696,375 \$1,650,000 \$1,500,000	\$324,596 \$29,205 \$18,297 \$8,168 \$7,425
<b>Total Annual</b>	<b>619</b>	<b>1,184</b>	<b>1,803</b>	<b>1,994</b>		<b>\$209,447,175</b>	<b>\$1,036,764</b>

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

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

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

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 December 20, 2021 the City Council approved to use the Transportation Benefit District \$20 vehicle license fee to leverage the issuance of bonds in support of seven transportation projects totaling \$11,600,000. The estimated bond repayment period is 20 years with annual debt service of \$835,000. Ordinance 767 added these seven projects the list of TBD eligible projects and extended the original sunset date from 12:01 AM on July 16, 2032 unless dissolved sooner to 12:01 AM December 2, 2044 to coincide with the debt service schedule.

On December 20, 2021, the Lakewood TBD adopted Ordinance # 767, authorizing seven additional eligible projects and identified completed TBD projects as follows:

**Completed Projects**

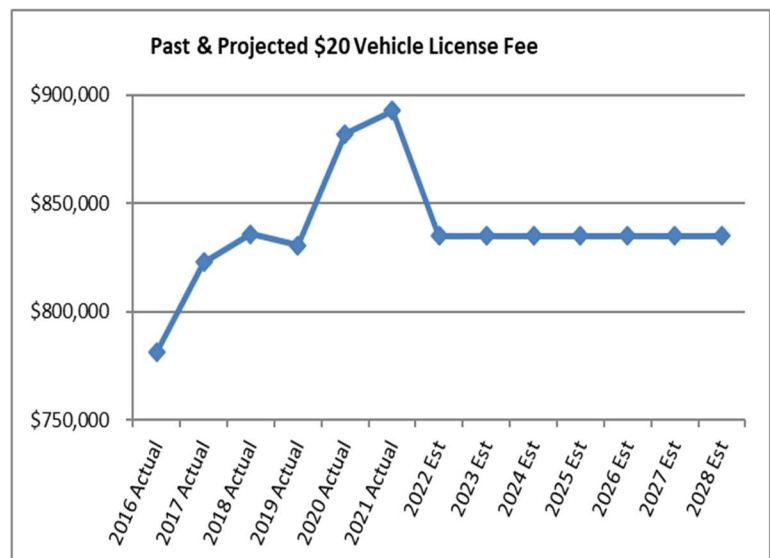
- Steilacoom Boulevard – Lakewood Drive to West of South Tacoma Way
- Lakewood Drive – 100<sup>th</sup> to Steilacoom Boulevard
- Main Street – Gravelly Lake Drive to 108<sup>th</sup> St
- 59<sup>th</sup> – Main Street to 100<sup>th</sup>
- 108<sup>th</sup> – Bridgeport to Pacific Highway
- 108<sup>th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

**Current Eligible Projects**

- Pacific Highway – 108<sup>th</sup> to SR 512
- 100<sup>th</sup> – 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
- 59<sup>th</sup> – 100<sup>th</sup> to Bridgeport
- Custer – Steilacoom to John Dower
- 88<sup>th</sup> – Steilacoom to Custer
- 100<sup>th</sup> – 59<sup>th</sup> 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)
- Nyanza Road SW: Gravelly Lake Drive to Gravelly Lake Drive (added 12/20/2021)
- Mt Tacoma Drive SW (Interlaaken to Whitman Ave SW) (added 12/20/2021)
- Ardmore/Whitman/93rd Street (added 12/20/2021)
- Hipkins Road SW from Steilacoom Boulevard to 104th Street SW (added 12/20/2021)
- Idlewild Road SW: Idlewild School to 112th Street SW (added 12/20/2021)
- 112th Street SW: Idlewild Road SW to Interlaaken Drive SW (added 12/20/2021)
- Interlaaken from 112th Street to Washington Boulevard (added 12/20/2021)

Year	\$20 Vehicle License Fee	Chg Over Prior Year	
		\$	%
2016 Actual	\$ 781,318	\$ 297,302	n/a
2017 Actual	\$ 822,762	\$ 41,444	n/a
2018 Actual	\$ 835,710	\$ 12,948	n/a
2019 Actual	\$ 830,684	\$ (5,026)	n/a
2020 Actual	\$ 881,849	\$ 51,165	n/a
2021 Actual	\$ 892,796	\$ 10,947	n/a
2022 Est	\$ 835,000	\$ (57,796)	n/a
2023 Est	\$ 835,000	\$ -	n/a
2024 Est	\$ 835,000	\$ -	n/a
2025 Est	\$ 835,000	\$ -	n/a
2026 Est	\$ 835,000	\$ -	n/a
2027 Est	\$ 835,000	\$ -	n/a
2028 Est	\$ 835,000	\$ -	n/a
Average 6 Year Change (2016 - 2021)			2.4%



### Hotel/Motel Lodging Tax

The City's hotel/motel lodging tax is comprised of the transient rental income tax and the special hotel/motel tax and applies to charges for lodging at hotels, motels, rooming houses, private campgrounds, RV parks, and similar facilities for periods of less than one month.

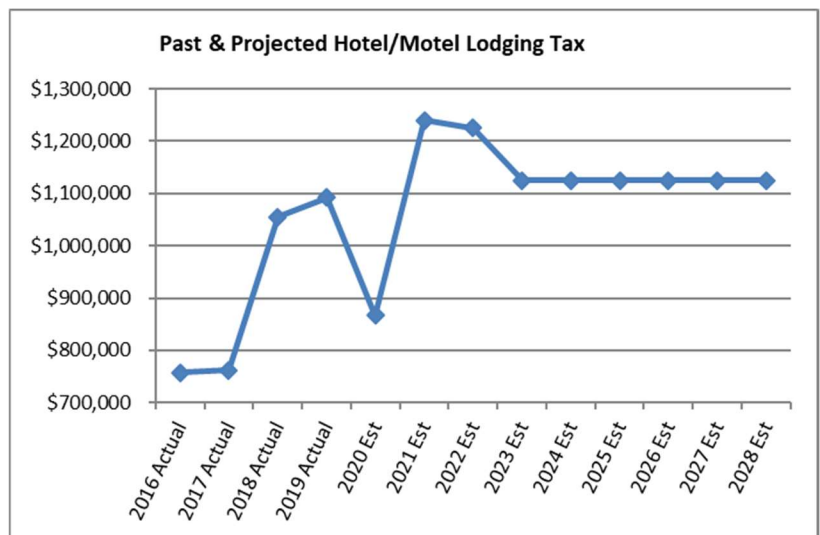
#### Transient Rental Income Tax (RCW 67.28.180)

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

#### Special Hotel/Motel Tax (RCW 67.28.181)

The City imposed a 2% special hotel/motel tax in June 1996 and an additional 3% in June 1997 for a total rate of 5%. The combined rate of state and local retail sales tax (except RTA tax), the state convention center tax, and any special hotel/motel taxes may not exceed 12%. However, a higher aggregate rate cap applies for jurisdictions that previously levied higher hotel/motel tax rates (such as Lakewood which was grandfathered.) The program is administered by the Department of Revenue and distributions are made by the Office of State Treasurer monthly. Distributions are receipted into the City's Hotel/Motel Lodging Tax Fund.

Year	Hotel/Motel Lodging Tax	Chg Over Prior Year	
		\$	%
2016 Actual	\$ 757,364	\$ 65,567	9.5%
2017 Actual	\$ 762,199	\$ 4,835	0.6%
2018 Actual	\$ 1,055,335	\$ 293,136	38.5%
2019 Actual	\$ 1,091,953	\$ 36,618	3.5%
2020 Est	\$ 867,311	\$ (224,642)	-20.6%
2021 Est	\$ 1,239,821	\$ 372,509	42.9%
2022 Est	\$ 1,225,000	\$ (14,821)	-1.2%
2023 Est	\$ 1,125,000	\$ (100,000)	-8.2%
2024 Est	\$ 1,125,000	\$ -	0.0%
2025 Est	\$ 1,125,000	\$ -	0.0%
2026 Est	\$ 1,125,000	\$ -	0.0%
2027 Est	\$ 1,125,000	\$ -	0.0%
2028 Est	\$ 1,125,000	\$ -	0.0%
Average 6 Year Change (2016 - 2021)			10.6%



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

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

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

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

Municipalities may, under chapter 39.34 RCW, agree to the utilization of revenue from taxes imposed under this chapter for the purposes of funding a multi-jurisdictional tourism-related facility.

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

**Background:**

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

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

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

**Allocation Guidelines:**

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



- 3%- Can only be used for the acquisition, construction, expansion, marketing, management, and financing of convention facilities, and facilities necessary to support major tourism destination attractions that serve a minimum of one million visitors per year.

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

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

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

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

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

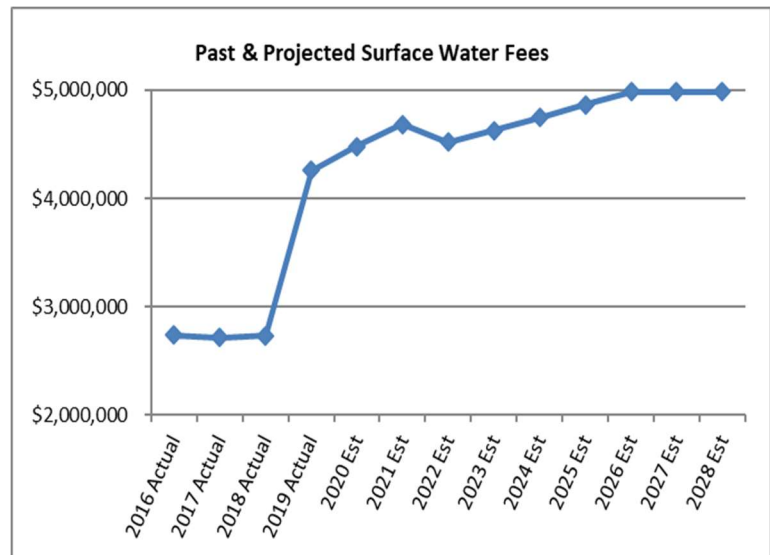
All entities receiving lodging tax distributions must provide information to their respective local government on their use of these funds as required by RCW 67.28.1816. This includes local governments that directly use lodging tax funds for municipal purposes. Local governments will then, in turn, report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

### Surface Water Management Fees

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

The annual service charge is calculated based on impervious area and parcel status as of January 1st each year. The annual service charge is due the City on or before April 30th of each year and is paid together with payment of real property tax. The remaining one-half of the annual service charge is due and payable on October 30<sup>th</sup>.

Year	Surface Water Fees	Chg Over Prior Year	
		\$	%
2016 Actual	\$ 2,737,294	\$ 2,699	0.1%
2017 Actual	\$ 2,715,699	\$ (21,595)	-0.8%
2018 Actual	\$ 2,735,663	\$ 19,964	0.7%
2019 Actual	\$ 4,256,773	\$ 1,521,110	55.6%
2020 Est	\$ 4,480,680	\$ 223,907	5.3%
2021 Est	\$ 4,682,408	\$ 201,728	4.5%
2022 Est	\$ 4,516,400	\$ (166,008)	-3.5%
2023 Est	\$ 4,629,310	\$ 112,910	2.5%
2024 Est	\$ 4,745,043	\$ 115,733	2.5%
2025 Est	\$ 4,863,669	\$ 118,626	2.5%
2026 Est	\$ 4,985,200	\$ 121,531	2.5%
2027 Est	\$ 4,985,200	\$ -	0.0%
2028 Est	\$ 4,985,200	\$ -	0.0%
Average 6 Year Change (2016 - 2021)			11.8%



## **Financial Reports and Other Information**

### **Budget**

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

Budget information is made available to the public throughout the budget process, including the proposed budget and any other materials such as property tax levies, presentations, and follow-up materials. The public can view electronic copies via the internet at <https://cityoflakewood.us/finance/biennial-budget/>. A hard copy of the budget is available for viewing by contacting the Deputy City Manager Tho Kraus.

The City participates in the Government Finance Officers Association (GFOA) budget award program. The award represents a significant achievement by the City. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive this award, the City must satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well the City's budget serves as: a policy document; a financial plan; and operations guide; and a communications device. Budget documents must be rated "proficient" in all four categories and the fourteen mandatory criteria within those categories, to receive the award. The GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budget. Beginning with the 2015/2016 Biennial Budget, the City submitted and achieved the Distinguished Budget Presentation Award. This award was the City's first budget award since 2007. The City continues to participate in this program and has also earned the award through its 2021/2022 Biennial Budget and will submit its' 2023/2024 Biennial Budget for review.

### **Quarterly Financial Reports**

The City prepares detailed, comprehensive quarterly financial reports that are presented at the City Council Study Sessions on a quarterly basis. The report provides detailed information on the City's General and Street Operations & Maintenance funds as these are the City's two primary operating funds and also provides a great wealth of information on all other funds, including an income statement for all other funds. Reporting includes but not limited to: revenue sources such as property tax, sales & use tax, utility tax, gambling tax, admissions tax, franchise fees, photo infraction, animal license, business license, fines & forfeitures, development services permits & fees, parks & recreation fees, real estate excise tax, Transportation Benefit vehicle licensing fees, and hotel/motel lodging tax; cost recovery for parks and recreation and development services; ending fund balance and cash balance; grants; capital projects; and debt service & other liabilities. Additionally, performance measures and other statistical information such as building permit activity, mylakewood311 activity and fines and forfeitures. Per the City's financial policies regarding financial reporting, the City will strive to continue to make improvements in its financial reporting scheme so that information is available to the City Council, City Manager, departments and public is the best available for sound financial decisions. As such, the reports continue to evolve.

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

### **Audit**

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

Audits currently applicable to the City of Lakewood are:

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

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

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

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

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

<https://sao.wa.gov/report-a-concern/how-to-report-a-concern/>

<https://sao.wa.gov/report-a-concern/how-to-report-a-concern/fraud-program/>

<https://sao.wa.gov/report-a-concern/how-to-report-a-concern/whistleblower-program/>

<https://sao.wa.gov/reports-data/search-whistleblower-and-fraud-reports/>

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

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

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

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

The City participates in the Government Finance Officers Association (GFOA) ACFR award program. This award is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. The ACFR is judged by an impartial panel to meet the high standards of the program including demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read it. Beginning with the FY2013 ACFR, the City submitted and achieved the Certificate of Achievement for Excellence in Financial Reporting. This award was the City's first ACFR award since FY2005. The City continues to participate in this program and has earned this award through FY2020 and FY2021 ACFR has been submitted and is currently under review.

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

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

The Popular Annual Financial Report (PAFR) is a supplementary financial report designed to meet needs of interested parties who are either unable or unwilling to use the more detailed financial information provided in a traditional CAFR. The PAFR provides an overview of the City's financial position, including sources of revenues and expenditures, as well as economic information about the community. The PAFR of the City of Lakewood is published to increase public awareness regarding the City's financial condition. It is our goal that this report is easy to read and understandable. Beginning with the FY2016 (the City's first year of publication of this report), the City submitted and achieved the GFOA award. The City continues to participate in this program and has earned the award through FY2018 and FY2019 PAFR has been submitted and is currently under review.

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

### **City Council Goals, Strategic Plan & Vision Statement**

The City Council held goal setting retreats on March 7, 2020, March 27, 2021 and May 22, 2021. At these retreats, the City Council engaged in a variety of visioning activities, including prioritization activities, surveys, and discussions, that focused on the future of the Lakewood. Discussions at the retreats included, but were not limited to, the economy and new work opportunities, the livability of Lakewood, infrastructure, and City-led diversity, equity, and inclusion efforts. Retreat activities culminated with the review and updating of the City Council's goals. During this process, the City Council elected to extend the goals from 2021 to 2024 to better align with American Rescue Plan Act (ARPA) funds obligation requirements.

On June 21, 2021 the Lakewood City council officially adopted goals for 2021-2024. The main purpose of the City Council goals is to direct our community towards positive change. They serve as a policy direction for City government and the development of the City's biennial budgets. Council goals guide the use of resources to assure that the community is always moving towards positive change.

<https://cityoflakewood.us/city-council/#goals>

### **MyLakewood311**

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

<https://cityoflakewood.us/mylakewood311>

## Lakewood Dashboard

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

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

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

### Facebook

[City of Lakewood, Washington - Municipal Government - Home | Facebook](#)

[Lakewood WA Police Department - Home | Facebook](#)

[City of Lakewood, WA Parks and Recreation - Home | Facebook](#)

[Lakewood Senior Activity Center - Home | Facebook](#)

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

[Email Notifications | City of Lakewood](#)

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

[City of Lakewood - YouTube](#)

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>(001) GENERAL FUND</b>											
REVENUES:											
<b>Taxes</b>	<b>\$28,546,334</b>	<b>\$33,579,772</b>	<b>\$28,853,140</b>	<b>\$30,915,610</b>	<b>\$32,342,110</b>	<b>\$31,601,400</b>	<b>\$32,094,600</b>	<b>\$32,741,500</b>	<b>\$33,405,000</b>	<b>\$34,085,600</b>	<b>\$34,783,900</b>
Property Tax	7,259,756	7,431,434	7,508,500	7,605,010	7,605,010	7,703,900	7,804,100	7,905,600	8,008,400	8,112,500	8,218,000
Local Sales & Use Tax	11,946,044	14,413,902	10,724,000	11,800,000	13,000,000	12,000,000	12,240,000	12,607,200	12,985,400	13,375,000	13,776,300
Sales/Parks	671,080	789,461	670,000	750,000	750,000	750,000	765,000	788,000	811,600	835,900	861,000
Brokered Natural Gas Use Tax	39,494	54,213	45,000	45,000	45,000	45,000	45,000	46,400	47,800	49,200	50,700
Criminal Justice Sales Tax	1,213,087	1,434,092	1,188,900	1,368,900	1,368,900	1,410,000	1,438,200	1,481,300	1,525,700	1,571,500	1,618,600
Admissions Tax	96,599	226,165	275,000	235,000	325,000	334,800	344,800	355,100	365,800	376,800	388,100
Utility Tax	5,402,943	5,436,800	5,556,700	5,556,700	5,369,200	5,442,300	5,542,100	5,642,500	5,744,900	5,849,300	5,955,800
Leasehold Tax	6,903	6,936	5,000	5,000	5,000	5,200	5,200	5,200	5,200	5,200	5,200
Gambling Tax	1,910,429	3,786,769	2,880,040	3,550,000	3,874,000	3,910,200	3,910,200	3,910,200	3,910,200	3,910,200	3,910,200
<b>Franchise Fees</b>	<b>4,289,904</b>	<b>4,364,450</b>	<b>4,397,000</b>	<b>4,397,000</b>	<b>4,495,400</b>	<b>4,630,200</b>	<b>4,769,000</b>	<b>4,912,000</b>	<b>5,059,400</b>	<b>5,170,400</b>	<b>5,284,700</b>
Cable, Water, Sewer, Solid Waste	3,082,339	3,191,516	3,119,800	3,119,800	3,287,300	3,385,900	3,487,400	3,592,000	3,699,800	3,810,800	3,925,100
Tacoma Power	1,204,366	1,172,934	1,277,200	1,277,200	1,208,100	1,244,300	1,281,600	1,320,000	1,359,600	1,359,600	1,359,600
Small Cell	3,200	-	-	-	-	-	-	-	-	-	-
<b>Development Service Fees</b>	<b>2,252,765</b>	<b>2,066,139</b>	<b>1,772,600</b>	<b>1,914,825</b>	<b>1,952,000</b>	<b>1,952,000</b>	<b>1,952,000</b>	<b>1,952,000</b>	<b>1,952,000</b>	<b>1,952,000</b>	<b>1,952,000</b>
Building Permits	992,686	963,054	743,000	885,225	900,000	900,000	900,000	900,000	900,000	900,000	900,000
Other Building Permit Fees	273,605	175,675	300,600	300,600	300,600	300,600	300,600	300,600	300,600	300,600	300,600
Plan Review/Plan Check Fees	810,634	747,948	587,200	587,200	609,600	609,600	609,600	609,600	609,600	609,600	609,600
Other Zoning/Development Fees	175,840	179,462	141,800	141,800	141,800	141,800	141,800	141,800	141,800	141,800	141,800
<b>Licenses &amp; Permits</b>	<b>354,013</b>	<b>409,993</b>	<b>382,500</b>	<b>382,500</b>	<b>382,500</b>	<b>388,000</b>	<b>393,600</b>	<b>399,400</b>	<b>405,300</b>	<b>411,300</b>	<b>417,400</b>
Business License	254,104	282,550	276,500	276,500	276,500	282,000	287,600	293,400	299,300	305,300	311,400
Alarm Permits & Fees	63,533	92,496	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Animal Licenses	36,376	34,947	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
<b>State Shared Revenues</b>	<b>1,479,167</b>	<b>1,373,339</b>	<b>1,246,265</b>	<b>1,284,835</b>	<b>1,563,390</b>	<b>1,359,270</b>	<b>1,329,160</b>	<b>1,329,200</b>	<b>1,329,200</b>	<b>1,329,200</b>	<b>1,329,200</b>
Sales Tax Mitigation	-	-	-	-	-	-	-	-	-	-	-
Criminal Justice	179,221	187,341	176,235	176,235	179,960	184,030	187,480	187,500	187,500	187,500	187,500
Criminal Justice High Crime	427,878	275,031	249,500	249,500	436,428	249,500	249,500	249,500	249,500	249,500	249,500
Liquor Excise Tax	393,098	436,678	334,600	389,129	452,832	437,670	410,890	410,900	410,900	410,900	410,900
Liquor Board Profits	478,969	474,288	485,930	469,971	494,170	488,070	481,290	481,300	481,300	481,300	481,300
Marijuana Enforcement/Excise Tax	-	-									
<b>Intergovernmental</b>	<b>453,830</b>	<b>224,685</b>	<b>275,274</b>	<b>264,936</b>	<b>266,876</b>	<b>287,590</b>	<b>295,010</b>	<b>302,640</b>	<b>310,490</b>	<b>318,460</b>	<b>326,630</b>
Police FBI & Other Misc	12,870	12,960	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Police-Animal Svcs-Steilacoom	15,630	17,543	16,843	16,843	16,843	16,800	16,800	16,800	16,800	16,800	16,800
Police-Animal Svcs-Dupont	33,917	34,595	35,164	35,164	37,286	37,990	38,710	39,440	40,190	40,960	41,730
Police-South Sound 911 Background Investigations	17,298	21,590	15,000	15,000	15,000	15,500	16,000	16,500	17,000	17,500	18,000
Muni Court-University Place Contract	251,187	6,000	-	(13,500)	(13,520)	-	-	-	-	-	-
Muni Court-Town of Steilacoom Contract	87,364	63,917	106,090	99,062	109,090	112,400	115,800	119,300	122,900	126,600	130,400
Muni Court-City of Dupont	35,565	68,080	90,177	100,367	90,177	92,900	95,700	98,600	101,600	104,600	107,700



	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>(001) GENERAL FUND-continued</b>											
<b>Charges for Services &amp; Fees</b>	<b>1,365,370</b>	<b>1,243,338</b>	<b>1,414,300</b>	<b>1,414,300</b>	<b>1,268,550</b>	<b>1,426,300</b>	<b>1,426,300</b>	<b>1,426,300</b>	<b>1,426,300</b>	<b>1,426,300</b>	<b>1,426,300</b>
Parks & Recreation Fees	127,720	153,762	274,000	274,000	214,000	294,000	294,000	294,000	294,000	294,000	294,000
Police - Various Contracts	3,851	9,855	4,000	4,000	-	-	-	-	-	-	-
Police - Towing Impound Fees	3,000	-	4,000	4,000	-	-	-	-	-	-	-
Police - Extra Duty	875,281	719,810	775,000	775,000	775,000	775,000	775,000	775,000	775,000	775,000	775,000
Police - Western State Hospital Community Policing	355,500	355,750	355,500	355,500	277,750	355,500	355,500	355,500	355,500	355,500	355,500
Other	18	4,162	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800	1,800
<b>Fines &amp; Forfeitures</b>	<b>1,273,308</b>	<b>1,629,997</b>	<b>1,363,205</b>	<b>1,388,205</b>	<b>1,146,500</b>	<b>1,196,500</b>	<b>1,196,500</b>	<b>1,196,500</b>	<b>1,196,500</b>	<b>1,196,500</b>	<b>1,196,500</b>
Municipal Court	608,159	546,047	663,205	588,205	346,500	346,500	346,500	346,500	346,500	346,500	346,500
Photo Infraction	665,148	1,083,951	700,000	800,000	800,000	850,000	850,000	850,000	850,000	850,000	850,000
<b>Miscellaneous/Interest/Other</b>	<b>161,833</b>	<b>169,515</b>	<b>136,967</b>	<b>136,967</b>	<b>132,967</b>	<b>127,400</b>	<b>122,500</b>	<b>111,400</b>	<b>103,100</b>	<b>103,100</b>	<b>103,100</b>
Interest Earnings	52,458	19,124	67,930	67,930	67,930	62,400	57,500	46,400	38,100	38,100	38,100
Penalties & Interest - Taxes	34,294	19,004	7,500	7,500	3,500	3,500	3,500	3,500	3,500	3,500	3,500
Miscellaneous/Other	75,081	131,388	61,537	61,537	61,537	61,500	61,500	61,500	61,500	61,500	61,500
<b>Interfund Transfers</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>
Transfers In - Fund 401 SWM	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700
<b>Subtotal Operating Revenues</b>	<b>\$40,461,225</b>	<b>\$45,345,928</b>	<b>\$40,125,951</b>	<b>\$42,383,878</b>	<b>\$43,834,993</b>	<b>\$43,253,360</b>	<b>\$43,863,370</b>	<b>\$44,655,640</b>	<b>\$45,471,990</b>	<b>\$46,277,560</b>	<b>\$47,104,430</b>
<b>% Revenue Change over Prior Year</b>	<b>-4.3%</b>	<b>12.1%</b>	<b>-11.5%</b>	<b>-6.53%</b>	<b>-3.33%</b>	<b>-1.33%</b>	<b>1.41%</b>	<b>1.81%</b>	<b>1.83%</b>	<b>1.77%</b>	<b>1.79%</b>
<b>EXPENDITURES:</b>											
<b>City Council</b>	<b>134,101</b>	<b>132,143</b>	<b>148,304</b>	<b>148,304</b>	<b>148,304</b>	<b>159,609</b>	<b>159,609</b>	<b>164,400</b>	<b>169,300</b>	<b>174,400</b>	<b>179,600</b>
Legislative	134,101	132,128	144,854	144,854	144,854	156,159	156,159	160,800	165,600	170,600	175,700
Sister City	-	15	3,450	3,450	3,450	3,450	3,450	3,600	3,700	3,800	3,900
<b>City Manager</b>	<b>636,362</b>	<b>618,248</b>	<b>786,062</b>	<b>815,043</b>	<b>815,043</b>	<b>943,313</b>	<b>966,845</b>	<b>995,900</b>	<b>1,025,800</b>	<b>1,056,500</b>	<b>1,088,200</b>
Executive	551,617	519,561	636,217	662,755	662,755	594,433	607,730	626,000	644,800	664,100	684,000
Communications	84,745	98,687	149,845	152,288	152,288	348,880	359,115	369,900	381,000	392,400	404,200
<b>Municipal Court</b>	<b>1,853,556</b>	<b>1,745,159</b>	<b>2,009,513</b>	<b>2,134,372</b>	<b>2,134,372</b>	<b>1,493,471</b>	<b>1,524,353</b>	<b>1,570,200</b>	<b>1,617,300</b>	<b>1,665,800</b>	<b>1,715,800</b>
Judicial Services	1,045,965	1,007,638	1,072,114	1,135,669	1,135,669	1,089,961	1,113,277	1,146,700	1,181,100	1,216,500	1,253,000
Professional Services	562,198	573,451	588,000	624,000	624,000	55,000	55,000	56,700	58,400	60,200	62,000
Probation & Detention	245,393	164,071	349,399	374,703	374,703	348,510	356,076	366,800	377,800	389,100	400,800
<b>Administrative Services</b>	<b>1,372,582</b>	<b>1,398,748</b>	<b>1,460,461</b>	<b>1,543,746</b>	<b>1,543,747</b>	<b>2,286,890</b>	<b>2,337,034</b>	<b>2,407,200</b>	<b>2,479,400</b>	<b>2,553,800</b>	<b>2,630,400</b>
Finance	1,265,348	1,279,028	1,323,536	1,404,569	1,404,570	1,554,825	1,592,969	1,640,800	1,690,000	1,740,700	1,792,900
Non-Departmental (City-Wide)	107,234	119,720	136,925	139,177	139,177	732,065	744,065	766,400	789,400	813,100	837,500
<b>Legal</b>	<b>2,006,145</b>	<b>2,161,184</b>	<b>2,283,786</b>	<b>2,379,523</b>	<b>2,379,525</b>	<b>2,554,836</b>	<b>2,562,219</b>	<b>2,711,200</b>	<b>2,714,900</b>	<b>2,870,700</b>	<b>2,876,800</b>
Civil Legal Services	956,930	977,929	1,069,919	1,126,411	1,126,412	1,016,935	1,043,612	1,074,900	1,107,100	1,140,300	1,174,500
Criminal Prosecution Services	164,818	214,387	232,432	248,568	248,568	262,412	270,470	278,600	287,000	295,600	304,500
City Clerk	217,889	195,951	238,880	243,601	243,601	385,295	400,680	412,700	425,100	437,900	451,000
Election	91,302	171,865	90,000	90,000	90,000	180,000	110,000	185,400	113,300	191,000	116,700
Human Resources	575,206	601,053	652,555	670,943	670,944	710,194	737,457	759,600	782,400	805,900	830,100

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>(001) GENERAL FUND-continued</b>											
<b>Community &amp; Economic Development</b>	<b>2,188,040</b>	<b>2,439,060</b>	<b>2,666,419</b>	<b>2,905,420</b>	<b>2,905,420</b>	<b>3,186,227</b>	<b>3,272,911</b>	<b>3,371,100</b>	<b>3,472,200</b>	<b>3,576,400</b>	<b>3,683,700</b>
Current Planning	715,817	849,705	806,399	885,049	885,049	1,116,208	1,159,192	1,194,000	1,229,800	1,266,700	1,304,700
Long Range Planning	196,147	203,805	254,760	282,779	282,779	285,498	294,280	303,100	312,200	321,600	331,200
Building	1,135,909	1,186,925	1,387,786	1,500,609	1,500,609	1,547,288	1,573,794	1,621,000	1,669,600	1,719,700	1,771,300
Economic Development	140,167	198,627	217,474	236,982	236,983	237,234	245,646	253,000	260,600	268,400	276,500
<b>Parks, Recreation &amp; Community Services</b>	<b>2,407,609</b>	<b>2,788,467</b>	<b>2,998,234</b>	<b>3,421,562</b>	<b>3,354,928</b>	<b>3,417,380</b>	<b>3,459,218</b>	<b>3,563,000</b>	<b>3,670,000</b>	<b>3,780,200</b>	<b>3,893,600</b>
Human Services	370,123	419,355	493,607	504,295	504,295	517,739	523,754	539,500	555,700	572,400	589,600
Administration	341,371	419,838	323,442	412,571	412,571	389,324	397,772	409,700	422,000	434,700	447,700
Recreation	297,314	359,860	488,877	530,236	530,236	540,102	545,295	561,700	578,600	596,000	613,900
Senior Services	180,325	153,114	247,197	262,737	196,102	267,464	268,694	276,800	285,100	293,700	302,500
Parks Facilities	424,886	499,351	453,027	607,936	607,937	597,173	603,708	621,800	640,500	659,700	679,500
Fort Steilacoom Park	619,238	715,634	811,231	903,888	903,887	574,232	579,559	596,900	614,800	633,200	652,200
Street Landscape Maintenance	174,352	221,316	180,853	199,899	199,900	531,346	540,436	556,600	573,300	590,500	608,200
<b>Police</b>	<b>22,920,852</b>	<b>24,337,584</b>	<b>24,985,911</b>	<b>27,104,423</b>	<b>26,718,423</b>	<b>26,850,297</b>	<b>27,101,475</b>	<b>27,879,500</b>	<b>28,680,900</b>	<b>29,506,500</b>	<b>30,356,700</b>
Command	3,413,795	4,009,900	4,046,127	4,845,221	4,845,220	5,139,339	5,148,821	5,303,300	5,462,400	5,626,300	5,795,100
Jail Service	365,591	286,225	700,000	950,000	500,000	600,000	600,000	618,000	636,500	655,600	675,300
Dispatch Services/SS911	2,048,834	2,024,211	1,995,290	2,023,290	2,023,290	2,064,390	2,064,390	2,126,300	2,190,100	2,255,800	2,323,500
Investigations	3,898,138	4,133,204	4,399,550	4,399,550	4,399,550	4,100,049	4,148,764	4,273,200	4,401,400	4,533,400	4,669,400
Patrol	7,522,202	8,247,439	7,902,057	8,751,272	8,751,272	8,547,101	8,656,354	8,916,000	9,183,500	9,459,000	9,742,800
Special Units	291,102	150,489	270,533	270,533	270,533	115,340	115,340	118,800	122,400	126,100	129,900
Special Response Team (SRT)	37,322	95,717	70,730	165,730	165,730	91,300	91,300	94,000	96,800	99,700	102,700
Neighborhood Policing Unit	1,287,326	1,278,287	1,353,865	1,353,865	1,353,865	602,356	605,786	624,000	642,700	662,000	681,900
Contracted Services (Extra Duty, offset by Revenue)	900,942	804,173	775,000	775,000	839,000	775,000	775,000	775,000	775,000	775,000	775,000
Community Safety Resource Team (CSRT)	370,379	429,601	484,226	526,259	526,259	1,026,158	1,049,979	1,081,500	1,113,900	1,147,300	1,181,700
Training	749,949	853,910	833,722	844,047	844,047	1,206,895	1,215,289	1,251,700	1,289,300	1,328,000	1,367,800
Traffic Policing	883,041	762,349	967,924	972,906	972,906	1,109,612	1,126,380	1,160,200	1,195,000	1,230,900	1,267,800
Property Room	229,129	263,380	321,692	342,109	342,109	323,152	339,906	350,100	360,600	371,400	382,500
Reimbursements	276,459	207,665	64,650	64,650	64,650	64,650	64,650	66,600	68,600	70,700	72,800
Support Services/Emergency Management	47,987	44,785	39,640	39,640	39,640	283,702	284,967	293,500	302,300	311,400	320,700
Animal Control	319,129	369,110	370,905	390,352	390,352	411,253	424,549	437,300	450,400	463,900	477,800
Road & Street/Camera Enforcement	279,528	377,140	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000	390,000
<b>Non-Departmental</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,000</b>	<b>160,000</b>	<b>-</b>	<b>110,000</b>
IT 6-Year Strategic Plan / Charges to be Allocated	-	-	-	-	-	-	-	22,000	160,000	-	110,000
<b>Interfund Transfers</b>	<b>1,462,408</b>	<b>1,764,403</b>	<b>1,873,112</b>	<b>1,907,233</b>	<b>1,910,456</b>	<b>2,353,639</b>	<b>2,384,328</b>	<b>2,403,689</b>	<b>2,488,264</b>	<b>2,581,489</b>	<b>2,519,364</b>
Transfer to Fund 101 Street O&M	981,149	1,280,910	1,390,574	1,424,695	1,427,918	1,871,658	1,906,572	1,997,770	2,086,970	2,178,770	2,273,470
Transfer to Fund 105/190 Abatement Program	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Transfer to Fund 201 GO Bond Debt Service	446,260	448,494	447,538	447,538	447,538	446,981	442,756	370,919	366,294	367,719	210,894
<b>Subtotal Operating Expenditures</b>	<b>\$34,981,655</b>	<b>\$37,384,996</b>	<b>\$39,211,802</b>	<b>\$42,359,627</b>	<b>\$41,910,217</b>	<b>\$43,245,663</b>	<b>\$43,767,992</b>	<b>\$45,088,189</b>	<b>\$46,478,064</b>	<b>\$47,765,789</b>	<b>\$49,054,164</b>
<b>% Expenditure Change over Prior Year</b>	<b>-9.2%</b>	<b>6.9%</b>	<b>4.9%</b>	<b>13.31%</b>	<b>12.10%</b>	<b>3.19%</b>	<b>1.21%</b>	<b>3.02%</b>	<b>3.08%</b>	<b>2.77%</b>	<b>2.70%</b>
<b>OPERATING INCOME (LOSS)</b>	<b>5,479,570</b>	<b>7,960,932</b>	<b>914,149</b>	<b>24,251</b>	<b>1,924,776</b>	<b>7,697</b>	<b>95,378</b>	<b>(432,549)</b>	<b>(1,006,074)</b>	<b>(1,488,229)</b>	<b>(1,949,734)</b>
<b>As a % of Operating Expenditures</b>	<b>15.7%</b>	<b>21.29%</b>	<b>2.33%</b>	<b>0.06%</b>	<b>4.59%</b>	<b>0.02%</b>	<b>0.22%</b>	<b>-0.96%</b>	<b>-2.16%</b>	<b>-3.12%</b>	<b>-3.97%</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>(001) GENERAL FUND-continued</b>											
OTHER FINANCING SOURCES:											
Grants, Donations/Contrib, 1-Time	3,434,273	712,586	100,250	823,384	823,384	282,550	282,550	102,300	102,300	102,300	102,300
Contributions/Donations/Other	58,319	78,706	100,250	362,241	362,241	252,250	252,250	102,300	102,300	102,300	102,300
Grants	3,375,954	633,879	-	461,143	461,143	30,300	30,300	-	-	-	-
<b>Subtotal Other Financing Sources</b>	<b>\$3,434,273</b>	<b>\$712,586</b>	<b>\$100,250</b>	<b>\$823,384</b>	<b>\$823,384</b>	<b>\$282,550</b>	<b>\$282,550</b>	<b>\$102,300</b>	<b>\$102,300</b>	<b>\$102,300</b>	<b>\$102,300</b>
OTHER FINANCING USES:											
Capital & Other 1-Time	4,042,415	1,169,618	137,028	2,087,345	2,040,396	2,485,259	2,210,997	566,000	611,000	295,000	610,000
Municipal Court	76,136	66,228	8,279	123,881	123,881	7,460	11,599	-	-	-	-
City Manager	1,666	32,293	2,005	111,264	111,264	127,922	106,834	-	-	-	-
Administrative Services	3,055	10,137	4,629	20,116	20,116	4,246	6,602	-	-	-	-
City-Wide COVID-19 Grants	2,877,860	5,847	-	-	-	-	-	-	-	-	-
IT 6-Year Strategic Plan & I/S Charges to be Allocated	-	-	-	-	-	-	-	135,000	180,000	295,000	610,000
Legal/Clerk	36,694	48,572	11,378	70,324	70,324	84,118	89,816	-	-	-	-
Community & Economic Development	293,575	209,439	13,796	568,260	496,309	488,101	474,624	-	-	-	-
Parks, Recreation & Community Services	156,355	261,131	14,358	658,384	658,385	310,733	260,052	-	-	-	-
Police	597,075	535,972	82,583	535,117	560,117	1,462,679	1,261,470	431,000	431,000	-	-
<b>Interfund Transfers</b>	<b>1,014,676</b>	<b>3,484,047</b>	<b>745,465</b>	<b>2,621,406</b>	<b>2,621,406</b>	<b>2,476,344</b>	<b>1,858,526</b>	<b>1,134,000</b>	<b>1,518,000</b>	<b>1,028,000</b>	<b>1,038,000</b>
Transfer Out - Fund 101 Street	-	-	-	124,081	124,081	939,344	71,526	-	-	-	-
Transfer Out - Fund 105 Property Abatement/RHSP	50,000	149,287	50,000	550,000	550,000	50,000	50,000	35,000	35,000	35,000	35,000
Transfer Out - Fund 106 Public Art	-	22,500	-	30,000	30,000	22,000	22,000	-	-	-	-
Transfer Out - Fund 192 SSMCP	50,000	50,000	50,000	50,000	50,000	75,000	75,000	50,000	50,000	50,000	50,000
Transfer Out - Fund 301 Parks CIP	494,129	2,562,260	212,500	647,500	647,500	690,000	940,000	349,000	733,000	243,000	253,000
Transfer Out - Fund 302 Transportation CIP	393,547	700,000	432,965	1,219,825	1,219,825	700,000	700,000	700,000	700,000	700,000	700,000
Transfer Out - Fund 311 Sewer	27,000	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Other Financing Uses</b>	<b>\$5,057,091</b>	<b>\$4,653,665</b>	<b>\$882,491</b>	<b>\$4,708,751</b>	<b>\$4,661,802</b>	<b>\$4,961,604</b>	<b>\$4,069,523</b>	<b>\$1,700,000</b>	<b>\$2,129,000</b>	<b>\$1,323,000</b>	<b>\$1,648,000</b>
<b>Total Revenues and Other Sources</b>	<b>\$43,895,498</b>	<b>\$46,058,514</b>	<b>\$40,226,201</b>	<b>\$43,207,262</b>	<b>\$44,658,377</b>	<b>\$43,535,910</b>	<b>\$44,145,920</b>	<b>\$44,757,940</b>	<b>\$45,574,290</b>	<b>\$46,379,860</b>	<b>\$47,206,730</b>
<b>Total Expenditures and other Uses</b>	<b>\$40,038,746</b>	<b>\$42,038,661</b>	<b>\$40,094,292</b>	<b>\$47,068,378</b>	<b>\$46,572,019</b>	<b>\$48,207,266</b>	<b>\$47,837,515</b>	<b>\$46,788,189</b>	<b>\$48,607,064</b>	<b>\$49,088,789</b>	<b>\$50,702,164</b>
<b>Beginning Fund Balance:</b>	<b>\$9,874,049</b>	<b>\$13,730,802</b>	<b>\$4,804,154</b>	<b>\$17,750,655</b>	<b>\$17,750,655</b>	<b>\$15,837,013</b>	<b>\$11,165,656</b>	<b>\$7,474,061</b>	<b>\$5,443,812</b>	<b>\$2,411,038</b>	<b>(\$297,891)</b>
<b>Ending Fund Balance:</b>	<b>\$13,730,802</b>	<b>\$17,750,655</b>	<b>\$4,936,063</b>	<b>\$13,889,539</b>	<b>\$15,837,013</b>	<b>\$11,165,656</b>	<b>\$7,474,061</b>	<b>\$5,443,812</b>	<b>\$2,411,038</b>	<b>(\$297,891)</b>	<b>(\$3,793,325)</b>
Ending Fund Balance as a % of Gen/Street Operating Rev	33.2%	38.3%	12.0%	32.0%	35.3%	25.2%	16.7%	11.9%	5.2%	-0.6%	-7.9%
Reserve - Total Target 12% Reserves & Set Aside	\$4,958,178	\$5,560,616	\$4,936,063	\$7,207,015	\$7,379,479	\$7,308,174	\$7,381,196	\$7,475,728	\$7,573,690	\$7,670,359	\$7,769,583
2% Contingency Reserves	\$826,363	\$926,769	\$822,677	\$867,836	\$896,580	\$884,696	\$896,866	\$912,621	\$928,948	\$945,060	\$961,597
5% General Fund Reserves	\$2,065,908	\$2,316,923	\$2,056,693	\$2,169,589	\$2,241,450	\$2,211,739	\$2,242,165	\$2,281,554	\$2,322,371	\$2,362,650	\$2,403,993
5% Strategic Reserves	\$2,065,908	\$2,316,923	\$2,056,693	\$2,169,589	\$2,241,450	\$2,211,739	\$2,242,165	\$2,281,554	\$2,322,371	\$2,362,650	\$2,403,993
Set Aside for Economic Development Opportunity Fund	\$0	\$1,000,000	\$0	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
Unreserved/Designated 2022-2024 Budget	\$8,772,623	\$11,190,039	\$0	\$6,682,525	\$8,457,533	\$3,857,483	\$92,865	(\$2,031,916)	(\$5,162,652)	(\$7,968,250)	(\$11,562,908)

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 101 STREET OPERATIONS &amp; MAINTENANCE</b>											
<i>REVENUES:</i>											
Permits	147,196	189,474	152,500	152,500	152,000	152,000	152,000	152,500	152,500	152,500	152,500
Engineering Review Fees	40	11,408	-	-	45,000	5,000	5,000	-	-	-	-
Motor Vehicle Fuel Tax	709,693	791,653	855,410	855,410	797,000	824,420	822,930	822,930	822,930	822,930	822,930
<b>Subtotal Operating Revenues</b>	<b>\$ 856,929</b>	<b>\$ 992,535</b>	<b>\$ 1,007,910</b>	<b>\$ 1,007,910</b>	<b>\$ 994,000</b>	<b>\$ 981,420</b>	<b>\$ 979,930</b>	<b>\$ 975,430</b>	<b>\$ 975,430</b>	<b>\$ 975,430</b>	<b>\$ 975,430</b>
<i>EXPENDITURES:</i>											
Street Lighting	353,182	390,257	337,210	337,210	337,210	472,210	472,210	486,400	501,000	516,000	531,500
Traffic Control Devices	235,746	311,617	431,508	431,508	431,544	487,911	489,575	504,300	519,400	535,000	551,100
Snow & Ice Response	28,747	39,171	45,500	45,500	45,500	45,500	45,500	46,900	48,300	49,700	51,200
Road & Street Preservation	1,190,004	1,356,749	1,568,811	1,642,168	1,642,444	1,847,457	1,879,217	1,935,600	1,993,700	2,053,500	2,115,100
<b>Subtotal Operating Expenditures</b>	<b>\$1,807,679</b>	<b>\$2,097,795</b>	<b>2,383,029</b>	<b>2,456,386</b>	<b>2,456,698</b>	<b>\$2,853,078</b>	<b>\$2,886,502</b>	<b>\$2,973,200</b>	<b>\$3,062,400</b>	<b>\$3,154,200</b>	<b>\$3,248,900</b>
<b>OPERATING INCOME (LOSS)</b>	<b>(\$950,750)</b>	<b>(\$1,105,260)</b>	<b>(\$1,375,119)</b>	<b>(\$1,448,476)</b>	<b>(\$1,462,698)</b>	<b>(\$1,871,658)</b>	<b>(\$1,906,572)</b>	<b>(\$1,997,770)</b>	<b>(\$2,086,970)</b>	<b>(\$2,178,770)</b>	<b>(\$2,273,470)</b>
<i>OTHER FINANCING SOURCES:</i>											
Grants	12,000	-	-	-	-						
Donations/Contributions	-	-	-	-	10,000	-	-	-	-	-	-
Judgments, Settlements/Miscellaneous	319	3,247	-	-	1,000	-	-	-	-	-	-
Transfer In From General Fund	981,149	1,280,910	\$1,390,574	\$1,548,776	\$1,551,999	2,811,003	1,978,097	1,997,770	2,086,970	2,178,770	2,273,470
<b>Subtotal Other Financing Sources</b>	<b>\$993,467</b>	<b>\$1,284,157</b>	<b>\$1,390,574</b>	<b>\$1,548,776</b>	<b>\$1,562,999</b>	<b>\$2,811,003</b>	<b>\$1,978,097</b>	<b>\$1,997,770</b>	<b>\$2,086,970</b>	<b>\$2,178,770</b>	<b>\$2,273,470</b>
<i>OTHER FINANCING USES:</i>											
Building, Vehicles, Equipment & Other 1-Time	47,507	155,117	15,454	124,081	124,081	939,344	71,526	-	-	-	-
<b>Subtotal Other Financing Uses</b>	<b>\$47,507</b>	<b>\$155,117</b>	<b>\$15,454</b>	<b>\$124,081</b>	<b>\$124,081</b>	<b>\$939,344</b>	<b>\$71,526</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues and Other Sources</b>	<b>\$1,850,396</b>	<b>\$2,276,692</b>	<b>\$2,398,484</b>	<b>\$2,556,686</b>	<b>\$2,556,999</b>	<b>\$3,792,423</b>	<b>\$2,958,027</b>	<b>\$2,973,200</b>	<b>\$3,062,400</b>	<b>\$3,154,200</b>	<b>\$3,248,900</b>
<b>Total Expenditures and other Uses</b>	<b>\$1,855,185</b>	<b>\$2,252,912</b>	<b>\$2,398,483</b>	<b>\$2,580,467</b>	<b>\$2,580,779</b>	<b>\$3,792,423</b>	<b>\$2,958,027</b>	<b>\$2,973,200</b>	<b>\$3,062,400</b>	<b>\$3,154,200</b>	<b>\$3,248,900</b>
<b>Beginning Fund Balance:</b>	<b>\$4,789</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$23,780</b>	<b>\$23,780</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$0</b>	<b>\$23,780</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 103 LAKEWOOD TRANSPORTATION BENEFIT DISTRICT</b>											
<b>REVENUES:</b>											
\$20 Vehicle License Fee (Net of State Admin Fee)	881,849	892,796	835,000	835,000	835,000	835,000	835,000	835,000	835,000	835,000	835,000
Interest Earnings	904	875	-	-	-	-	-	-	-	-	-
<b>Total Revenue</b>	<b>\$882,753</b>	<b>\$893,671</b>	<b>\$835,000</b>	<b>\$835,000</b>	<b>\$835,000</b>	<b>\$835,000</b>	<b>\$835,000</b>	<b>\$835,000</b>	<b>\$835,000</b>	<b>\$835,000</b>	<b>\$835,000</b>
<b>EXPENDITURES:</b>											
Transfer to Fund 201 Debt Service			-	-	-	835,000	835,000	835,000	835,000	835,000	835,000
Transfer to Fund 302 Transportation Capital	247,457	-	640,000	2,358,000	2,358,000	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$247,457</b>	<b>\$0</b>	<b>\$640,000</b>	<b>\$2,358,000</b>	<b>\$2,358,000</b>	<b>\$835,000</b>	<b>\$835,000</b>	<b>\$835,000</b>	<b>\$835,000</b>	<b>\$835,000</b>	<b>\$835,000</b>
<b>Beginning Fund Balance:</b>	<b>\$52,457</b>	<b>\$687,753</b>	<b>\$1,475,000</b>	<b>\$1,581,424</b>	<b>\$1,581,424</b>	<b>\$58,424</b>	<b>\$58,424</b>	<b>\$58,424</b>	<b>\$58,424</b>	<b>\$58,424</b>	<b>\$58,424</b>
<b>Ending Fund Balance:</b>	<b>\$687,753</b>	<b>\$1,581,424</b>	<b>\$1,670,000</b>	<b>\$58,424</b>	<b>\$58,424</b>	<b>\$58,424</b>	<b>\$58,424</b>	<b>\$58,424</b>	<b>\$58,424</b>	<b>\$58,424</b>	<b>\$58,424</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 104 HOTEL/MOTEL LODGING TAX</b>											
<b>REVENUES:</b>											
Special Hotel/Motel Lodging Tax (5%)	\$619,508	\$884,764	\$714,286	\$714,286	\$875,000	\$803,570	\$803,570	\$803,570	\$803,570	\$803,570	\$803,570
Transient Rental income Tax (2%)	247,803	355,057	285,714	285,714	350,000	321,430	321,430	321,430	321,430	321,430	321,430
Interest Earnings	7,693	2,118	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$875,005</b>	<b>\$1,241,939</b>	<b>\$1,000,000</b>	<b>\$1,000,000</b>	<b>\$1,225,000</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>
<b>EXPENDITURES:</b>											
Lodging Tax Programs	456,515	527,489	800,000	780,500	780,500	1,125,000	1,125,000	1,125,000	1,125,000	1,125,000	1,125,000
Lodging Tax Programs-Transfer Out to Fund 301 Parks CIP	320,093	68,049	-	72,893	72,893	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$776,609</b>	<b>\$595,538</b>	<b>\$800,000</b>	<b>\$853,393</b>	<b>\$853,393</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>	<b>\$1,125,000</b>
<b>Beginning Fund Balance:</b>	<b>\$1,560,637</b>	<b>\$1,659,033</b>	<b>\$1,375,103</b>	<b>\$2,305,435</b>	<b>\$2,305,435</b>	<b>\$2,677,042</b>	<b>\$2,677,042</b>	<b>\$2,677,042</b>	<b>\$2,677,042</b>	<b>\$2,677,042</b>	<b>\$2,677,042</b>
<b>Ending Fund Balance (earmarked for next year's grant awards)</b>	<b>\$1,659,033</b>	<b>\$2,305,435</b>	<b>\$1,575,103</b>	<b>\$2,452,042</b>	<b>\$2,677,042</b>	<b>\$2,677,042</b>	<b>\$2,677,042</b>	<b>\$2,677,042</b>	<b>\$2,677,042</b>	<b>\$2,677,042</b>	<b>\$2,677,042</b>
		Earmarked for H-Barn Complex Restoration & Renovation				-	-	160,000	160,000	160,000	160,000
		Earmarked for McGavick Center Capital Contribution				101,850	101,850	101,850	101,850	-	-
		Available for Lodging Tax Grant Awards				\$2,575,192	\$2,575,192	\$2,415,192	\$2,415,192	\$2,517,042	\$2,517,042

H-Barn Complex Restoration & Renovation:

The City intends to apply for LTAC funding in 2024 for 2025 grant allocation to pay estimated annual debt service payments of \$160,000 in support of \$2M construction bonds, 20 year life.

McGavick Center:

In 2007, the City entered into an agreement with Clover Park Technical College to contribute 11% of the construction costs for the McGavick Center. The contribution is in equal installments of \$101,850 over 20 years. In return for the contribution, the City has use of the center for 18 days per year for a 30-year period to be used for tourism related activities. The City's practice has been to use available restricted funds for this commitment.

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Projected	2024 Projected	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 105 PROPERTY ABATEMENT/RENTAL HOUSING SAFETY PROGRAM/1406 FUNDS</b>											
<i>REVENUES:</i>											
<b>Abatement Program:</b>	<b>132,535</b>	<b>173,509</b>	<b>86,500</b>	<b>586,500</b>	<b>586,500</b>	<b>77,500</b>	<b>140,000</b>	<b>450,000</b>	<b>285,000</b>	<b>285,000</b>	<b>285,000</b>
Abatement Charges	59,134	93,741	45,000	45,000	45,000	37,000	75,000	350,000	200,000	200,000	200,000
Interest Earnings	13,401	44,768	6,500	6,500	6,500	5,500	30,000	65,000	50,000	50,000	50,000
Judgments & Settlements/Other Misc	-	-	-	-	-	-	-	-	-	-	-
Transfer In - Fund 001 General	60,000	35,000	35,000	535,000	535,000	35,000	35,000	35,000	35,000	35,000	35,000
<b>Rental Housing Safety Program:</b>	<b>204,398</b>	<b>312,254</b>	<b>225,000</b>	<b>232,910</b>	<b>232,910</b>	<b>250,000</b>	<b>250,000</b>	<b>260,000</b>	<b>260,000</b>	<b>260,000</b>	<b>260,000</b>
Transfer In - Fund 001 General	25,000	149,287	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Rental Housing Safety Program Fees	179,398	162,967	175,000	182,910	182,910	200,000	200,000	210,000	210,000	210,000	210,000
<b>1406 Affordable Housing Program:</b>	<b>72,316</b>	<b>109,042</b>	<b>98,000</b>	<b>98,000</b>	<b>98,000</b>	<b>98,000</b>	<b>98,000</b>	<b>98,000</b>	<b>98,000</b>	<b>98,000</b>	<b>98,000</b>
Sales Tax	72,316	109,042	98,000	98,000	98,000	98,000	98,000	98,000	98,000	98,000	98,000
<b>Total Revenues</b>	<b>\$409,250</b>	<b>\$594,805</b>	<b>\$409,500</b>	<b>\$917,410</b>	<b>\$917,410</b>	<b>\$425,500</b>	<b>\$488,000</b>	<b>\$808,000</b>	<b>\$643,000</b>	<b>\$643,000</b>	<b>\$643,000</b>
<i>EXPENDITURES:</i>											
Abatement	92,934	365,186	86,500	1,005,210	1,005,210	77,500	140,000	450,000	285,000	285,000	285,000
Rental Housing Safety Program	263,719	238,412	225,000	282,464	282,464	250,000	250,000	260,000	260,000	260,000	260,000
1406 Affordable Housing Program	-	-	98,000	279,358	279,358	98,000	98,000	98,000	98,000	98,000	98,000
<b>Total Expenditures</b>	<b>\$356,653</b>	<b>\$603,598</b>	<b>\$409,500</b>	<b>\$1,567,032</b>	<b>\$1,567,032</b>	<b>\$425,500</b>	<b>\$488,000</b>	<b>\$808,000</b>	<b>\$643,000</b>	<b>\$643,000</b>	<b>\$643,000</b>
<b>Beginning Fund Balance:</b>	<b>\$605,817</b>	<b>\$658,414</b>	<b>\$0</b>	<b>\$649,622</b>	<b>\$649,622</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$658,414</b>	<b>\$649,622</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Abatement Program	\$610,386	\$418,710	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rental Housing Safety Program	(\$24,288)	\$49,554	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
1406 Affordable Housing Program	\$72,316	\$181,359	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 106 PUBLIC ART</b>											
<i>REVENUES:</i>											
Interest Earnings	722	124	-	-	-	-	-	-	-	-	-
Facility Rentals	(3,000)	-	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Transfer In - Fund 001 General	-	22,500	-	30,000	30,000	22,000	22,000	-	-	-	-
<b>Total Revenues</b>	<b>(\$2,278)</b>	<b>\$22,624</b>	<b>\$15,000</b>	<b>\$45,000</b>	<b>\$45,000</b>	<b>\$37,000</b>	<b>\$37,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$15,000</b>
<i>EXPENDITURES:</i>											
Arts Commission Programs	-	-	2,000	4,626	4,626	2,000	2,000	2,000	2,000	2,000	2,000
Public Art	5,000	37,902	13,000	160,598	160,598	35,000	35,000	-	-	-	-
<b>Total Expenditures</b>	<b>\$5,000</b>	<b>\$37,902</b>	<b>\$15,000</b>	<b>\$165,224</b>	<b>\$165,224</b>	<b>\$37,000</b>	<b>\$37,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$2,000</b>
Beginning Fund Balance:	\$142,778	\$135,500	\$0	\$120,223	\$120,223	\$0	\$0	\$0	\$13,000	\$26,000	\$39,000
Ending Fund Balance:	\$135,500	\$120,223	\$0	\$0	\$0	\$0	\$0	\$13,000	\$26,000	\$39,000	\$52,000

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 180 NARCOTICS SEIZURE</b>											
<i>REVENUES:</i>											
Forfeitures	71,670	15,794	-	-	104,300	-	-	-	-	-	-
Law Enforcement Contracts	33,485	2,217	-	-	50	-	-	-	-	-	-
Interest Earnings	1,197	171	-	-	150	-	-	-	-	-	-
Transfer In from Fleet & Equipment Fund	-	14,500	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$106,352</b>	<b>32,681</b>	<b>\$0</b>	<b>\$0</b>	<b>\$104,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>											
Investigations	162,477	66,876	-	192,000	296,500	-	-	-	-	-	-
Capital	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$162,477</b>	<b>\$66,876</b>	<b>\$0</b>	<b>\$192,000</b>	<b>\$296,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Beginning Fund Balance:	\$282,321	\$226,196	\$0	\$192,000	\$192,000	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance:	\$226,196	\$192,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 181 FELONY SEIZURE</b>											
<i>REVENUES:</i>											
Forfeitures/Misc/Interest	42,660	40	-	-	7,000	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$42,660</b>	<b>\$40</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>											
Investigations/Predictive Policing	2,966	11,679	-	16,198	23,198	-	-	-	-	-	-
Capital Purchases	-	-	-	20,000	20,000	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$2,966</b>	<b>\$11,679</b>	<b>\$0</b>	<b>\$36,198</b>	<b>\$43,198</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Fund Balance:</b>	<b>\$8,143</b>	<b>\$47,837</b>	<b>\$0</b>	<b>\$36,198</b>	<b>\$36,198</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$47,837</b>	<b>\$36,198</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 182 FEDERAL SEIZURE</b>											
<i>REVENUES:</i>											
Forfeitures	63,492	919	-	-	2,600	-	-	-	-	-	-
Interest Earnings	1,132	181	-	-	100	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$64,624</b>	<b>\$1,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,700</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>											
Crime Prevention	399	0	-	22,006	22,006	-	-	-	-	-	-
Capital	163,147	18,501	-	121,499	124,199	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$163,546</b>	<b>\$18,501</b>	<b>\$0</b>	<b>\$143,505</b>	<b>\$146,205</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Fund Balance:</b>	<b>\$259,829</b>	<b>\$160,907</b>	<b>\$0</b>	<b>\$143,505</b>	<b>\$143,505</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$160,907</b>	<b>\$143,505</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 190 CDBG</b>											
<i>REVENUES:</i>											
Grants	385,342	925,565	595,000	3,287,587	3,287,587	553,819	550,000	550,000	550,000	550,000	550,000
Interest Earnings	16	6	-	-	-	-	-	-	-	-	-
Miscellaneous/Contributions	3,411	5,661	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$388,769</b>	<b>\$931,232</b>	<b>\$595,000</b>	<b>\$3,287,587</b>	<b>\$3,287,587</b>	<b>\$553,819</b>	<b>\$550,000</b>	<b>\$550,000</b>	<b>\$550,000</b>	<b>\$550,000</b>	<b>\$550,000</b>
<i>EXPENDITURES:</i>											
Grants	402,213	799,461	595,000	4,801,082	3,287,587	553,819	550,000	550,000	550,000	550,000	550,000
Section 108 Loan Repayment	-	-	-	-	-	-	-	-	-	-	-
Transfer Out - Fund 302 Transportation	8,056	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$410,269</b>	<b>\$799,461</b>	<b>\$595,000</b>	<b>\$4,801,082</b>	<b>\$3,287,587</b>	<b>\$553,819</b>	<b>\$550,000</b>	<b>\$550,000</b>	<b>\$550,000</b>	<b>\$550,000</b>	<b>\$550,000</b>
Beginning Fund Balance:	\$1,403,224	\$1,381,724	\$0	\$1,513,495	\$1,513,495	\$1,513,495	\$1,513,495	\$1,513,495	\$1,513,495	\$1,513,495	\$1,513,495
Ending Fund Balance:	\$1,381,724	\$1,513,495	\$0	\$0	\$1,513,495	\$1,513,495	\$1,513,495	\$1,513,495	\$1,513,495	\$1,513,495	\$1,513,495

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 191 NEIGHBORHOOD STABILIZATION PROGRAM</b>											
<i>REVENUES:</i>											
Grant-NSP 1	43,741	46,093	-	42,000	42,000	-	-	-	-	-	-
Grant-NSP 3	57,505	-	-	-	-	-	-	-	-	-	-
Abatement Charges	-	-	37,000	-	-	25,000	40,000	75,000	85,000	85,000	85,000
Abatement Interest	12,257	6,090	5,000	-	-	3,000	5,500	8,000	9,000	9,000	9,000
<b>Total Revenues</b>	<b>\$113,503</b>	<b>\$52,182</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>\$42,000</b>	<b>\$28,000</b>	<b>\$45,500</b>	<b>\$83,000</b>	<b>\$94,000</b>	<b>\$94,000</b>	<b>\$94,000</b>
<i>EXPENDITURES:</i>											
Grant-NSP 1	822	9,263	42,000	282,528	282,528	28,000	45,500	83,000	94,000	94,000	94,000
Grant-NSP 3	-	43,357	-	14,148	14,148	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$822</b>	<b>\$52,620</b>	<b>\$42,000</b>	<b>\$296,676</b>	<b>\$296,676</b>	<b>\$28,000</b>	<b>\$45,500</b>	<b>\$83,000</b>	<b>\$94,000</b>	<b>\$94,000</b>	<b>\$94,000</b>
Beginning Fund Balance:	\$142,433	\$255,115	\$0	\$254,676	\$254,676	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance:	\$255,115	\$254,676	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 192 SSMCP (SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP)</b>											
<i>REVENUES:</i>											
Grants	461,015	531,351	-	8,428,040	8,428,040	-	-	-	-	-	-
Partner Participation	186,000	204,800	177,500	177,500	177,500	236,125	236,125	236,125	236,125	236,125	236,125
Misc/Other	500	-	-	593,802	593,802	-	-	-	-	-	-
Transfer In From Fund 001 General	50,000	50,000	50,000	50,000	50,000	75,000	75,000	75,000	75,000	75,000	75,000
<b>Total Revenues</b>	<b>\$697,515</b>	<b>\$786,151</b>	<b>\$227,500</b>	<b>\$9,249,342</b>	<b>\$9,249,342</b>	<b>\$311,125</b>	<b>\$311,125</b>	<b>\$311,125</b>	<b>\$311,125</b>	<b>\$311,125</b>	<b>\$311,125</b>
<i>EXPENDITURES:</i>											
SSMCP Capital & 1-Time	732,928	771,870	227,500	9,281,641	9,281,641	306,377	315,874	227,500	227,500	227,500	227,500
<b>Total Expenditures</b>	<b>\$732,928</b>	<b>\$771,870</b>	<b>\$227,500</b>	<b>\$9,281,641</b>	<b>\$9,281,641</b>	<b>\$306,377</b>	<b>\$315,874</b>	<b>\$227,500</b>	<b>\$227,500</b>	<b>\$227,500</b>	<b>\$227,500</b>
<b>Beginning Fund Balance:</b>	<b>\$53,431</b>	<b>\$18,018</b>	<b>\$0</b>	<b>\$32,299</b>	<b>\$32,299</b>	<b>\$0</b>	<b>\$4,748</b>	<b>\$0</b>	<b>\$83,625</b>	<b>\$167,250</b>	<b>\$250,875</b>
<b>Ending Fund Balance:</b>	<b>\$18,018</b>	<b>\$32,299</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$4,748</b>	<b>\$0</b>	<b>\$83,625</b>	<b>\$167,250</b>	<b>\$250,875</b>	<b>\$334,500</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 195 PUBLIC SAFETY GRANTS</b>											
<i>REVENUES:</i>											
Grants	535,656	460,460	132,328	688,015	688,015	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$535,656</b>	<b>\$460,460</b>	<b>\$132,328</b>	<b>\$688,015</b>	<b>\$688,015</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>											
Grants	535,656	460,460	132,328	688,015	688,015	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$535,656</b>	<b>\$460,460</b>	<b>\$132,328</b>	<b>\$688,015</b>	<b>\$688,015</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Fund Balance:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 196 ARPA (AMERICAN RESCUE PLAN ACT) GRANT</b>											
REVENUES:											
Grants	-	1,298,065	-	5,922,926	12,468,171	-	-	-	-	-	-
Interest		1,209	-	-	18,000						
<b>Total Revenues</b>	<b>\$0</b>	<b>\$1,299,275</b>	<b>\$0</b>	<b>\$5,922,926</b>	<b>12,486,171</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
EXPENDITURES:											
Grants	-	1,299,275	-	5,922,926	12,466,962						
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 1,299,275</b>	<b>\$0</b>	<b>\$5,922,926</b>	<b>\$12,466,962</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Beginning Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$19,209	\$19,209	\$19,209	\$19,209	\$19,209	\$19,209
Ending Fund Balance:	\$0	\$0	\$0	\$0	\$19,209	\$19,209	\$19,209	\$19,209	\$19,209	\$19,209	\$19,209

Note: ARPA funds received totaling \$13.77M is deposited as unearned revenue in the balance sheet and recorded as revenue as expenditures are incurred.

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 201 GENERAL OBLIGATION BOND DEBT SERVICE</b>											
REVENUES:											
Transfer-In From General Fund	446,260	448,494	447,538	447,538	447,538	446,981	442,756	370,919	366,294	367,719	210,894
Transfer-In REET Fund	535,296	773,601	1,242,400	1,242,400	1,242,400	1,239,997	1,239,998	1,239,997	1,239,998	1,239,998	1,239,995
Transfer-In TBD Fund (\$20 VLF)	-	-	-	-	-	835,000	835,000	835,000	835,000	835,000	835,000
<b>Total Revenues</b>	<b>\$981,556</b>	<b>\$1,222,095</b>	<b>\$1,689,938</b>	<b>\$1,689,938</b>	<b>\$1,689,938</b>	<b>\$2,521,978</b>	<b>\$2,517,754</b>	<b>\$2,445,916</b>	<b>\$2,441,292</b>	<b>\$2,442,717</b>	<b>\$2,285,889</b>
EXPENDITURES:											
Principal & Interest - 59th Avenue	77,000	77,000	77,000	77,000	77,000	77,000	77,000	-	-	-	-
Principal & Interest - Police Station - 2009/2016	209,006	212,594	210,707	210,707	210,707	213,581	210,981	213,144	209,394	210,394	210,894
Principal & Interest - LOCAL LED Streetlight	154,650	158,900	158,707	157,775	157,775	156,400	154,775	157,775	156,900	157,325	-
Principle & Interest - Transp CIP - LTGO 2019	540,900	537,900	1,243,524	539,400	539,400	540,150	540,150	539,400	537,900	540,650	542,400
Principle & Interest - Transp CIP - LTGO 2020	-	235,701	-	235,699	235,699	235,701	235,697	235,700	235,699	235,702	235,697
Principle & Interest - Transp CIP - LTGO 2021	-	-	-	469,357	469,357	464,146	464,151	464,897	466,399	463,646	461,898
Principle & Interest - TBD \$20 VLF Bonds	-	-	-	-	-	835,000	835,000	835,000	835,000	835,000	835,000
<b>Total Expenditures</b>	<b>\$981,556</b>	<b>\$1,222,095</b>	<b>\$1,689,938</b>	<b>\$1,689,938</b>	<b>\$1,689,938</b>	<b>\$2,521,978</b>	<b>\$2,517,754</b>	<b>\$2,445,916</b>	<b>\$2,441,292</b>	<b>\$2,442,717</b>	<b>\$2,285,889</b>
Beginning Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Ending Fund Balance:	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE</b>											
<i>REVENUES:</i>											
Interest	1,407	224	-	-	-	-	-	-	-	-	-
Assessments	270,724	252,218	247,774	245,641	245,641	236,692	219,765	145,328	91,295	91,295	91,295
LID 1109 Bond Proceeds for Admin Fees (Fund 302)	17,730	-	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$289,861</b>	<b>\$252,442</b>	<b>\$247,774</b>	<b>\$245,641</b>	<b>\$245,641</b>	<b>\$236,692</b>	<b>\$219,765</b>	<b>\$145,328</b>	<b>\$91,295</b>	<b>\$91,295</b>	<b>\$91,295</b>
<i>EXPENDITURES:</i>											
LID 1101/1103	10,800	220,690	950	-	-	-	-	-	-	-	-
LID 1108	65,521	63,100	59,977	137,950	137,950	11,374	-	-	-	-	-
LID 1109	600	97,739	94,686	226,641	226,641	225,318	219,765	145,327	91,295	91,295	91,295
<b>Total Expenditures</b>	<b>\$76,921</b>	<b>\$381,529</b>	<b>\$155,613</b>	<b>\$364,591</b>	<b>\$364,591</b>	<b>\$236,692</b>	<b>\$219,765</b>	<b>\$145,327</b>	<b>\$91,295</b>	<b>\$91,295</b>	<b>\$91,295</b>
<b>Beginning Fund Balance:</b>	<b>\$35,097</b>	<b>\$248,038</b>	<b>\$0</b>	<b>\$118,951</b>	<b>\$118,951</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$248,038</b>	<b>\$118,951</b>	<b>\$92,161</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>	<b>(\$0)</b>	<b>\$0</b>	<b>(\$0)</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 204 SEWER PROJECT DEBT SERVICE</b>											
<i>REVENUES:</i>											
Sewer Charges (4.75% Sewer Surcharge)	791,007	790,478	805,000	805,000	835,000	826,000	847,000	869,000	892,000	892,000	892,000
Interest Earnings/Other	4,127	734	9,200	9,200	9,200	5,200	1,300	1,300	1,300	1,300	1,300
Sanitary Side Sewer Connection Home Loan Repayment	30,413	5,649	20,058	20,058	20,058	20,058	21,457	12,230	12,039	12,039	12,039
<b>Total Revenues</b>	<b>\$825,547</b>	<b>\$796,861</b>	<b>\$834,258</b>	<b>\$834,258</b>	<b>\$864,258</b>	<b>\$851,258</b>	<b>\$869,757</b>	<b>\$882,530</b>	<b>\$905,339</b>	<b>\$905,339</b>	<b>\$905,339</b>
<i>EXPENDITURES:</i>											
Principal & Interest	482,554	480,086	477,618	477,618	477,618	475,150	472,682	440,498	438,327	-	-
Transfer To Fund 311 Sewer Capital	55,000	190,000	50,000	50,000	50,000	50,000	467,178	129,000	200,120	50,000	50,000
<b>Total Expenditures</b>	<b>\$537,554</b>	<b>\$670,086</b>	<b>\$527,618</b>	<b>\$527,618</b>	<b>\$527,618</b>	<b>\$525,150</b>	<b>\$939,860</b>	<b>\$569,498</b>	<b>\$638,447</b>	<b>\$50,000</b>	<b>\$50,000</b>
<b>Beginning Fund Balance:</b>	<b>\$319,321</b>	<b>\$607,313</b>	<b>\$708,683</b>	<b>\$734,088</b>	<b>\$734,088</b>	<b>\$1,070,728</b>	<b>\$1,396,836</b>	<b>\$1,326,733</b>	<b>\$1,639,765</b>	<b>\$1,906,657</b>	<b>\$2,761,996</b>
<b>Ending Fund Balance:</b>	<b>\$607,313</b>	<b>\$734,088</b>	<b>\$1,015,323</b>	<b>\$1,040,728</b>	<b>\$1,070,728</b>	<b>\$1,396,836</b>	<b>\$1,326,733</b>	<b>\$1,639,765</b>	<b>\$1,906,657</b>	<b>\$2,761,996</b>	<b>\$3,617,335</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE</b>											
<i>REVENUES:</i>											
Interest Earnings	674	125	-	-	-	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$674</b>	<b>\$125</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>EXPENDITURES:</i>											
Transfer Out - Fund 001 General	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Beginning Fund Balance:</b>	<b>\$132,294</b>	<b>\$132,968</b>	<b>\$132,294</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>
<b>Ending Fund Balance:</b>	<b>\$132,968</b>	<b>\$133,093</b>	<b>\$132,294</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>	<b>\$133,093</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 301 PARKS CAPITAL</b>											
<i>REVENUES:</i>											
Grants	2,112,047	686,715	2,518,000	9,796,355	9,796,355	-	-	-	-	-	-
Motor Vehicle Excise Tax for Paths & Trails	4,198	4,683	-	-	4,715	-	-	-	-	-	-
Funds Anticipated	-	-	-	-	-	275,000	2,175,000	500,000	3,677,500	1,000,000	2,000,000
Interest Earnings	12,768	1,539	-	-	-	-	-	-	-	-	-
Contributions/Donations/Utility & Developers	5,023	13,540	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Land	-	-	-	-	-	-	-	-	-	-	-
Transfer In From Fund 001 General	494,129	2,562,260	212,500	647,500	647,500	690,000	940,000	349,000	733,000	243,000	253,000
Transfer In From Fund 102 REET	519,589	158,000	624,500	624,500	624,500	-	-	-	-	-	-
Transfer In From Fund 104 Hotel/Motel Lodging Tax	320,093	68,049	-	72,892	72,892	-	-	-	-	-	-
Transfer In From Fund 401 Surface Water Mgmt	-	-	-	206,277	206,277	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$3,467,848</b>	<b>\$3,494,786</b>	<b>\$3,355,000</b>	<b>\$11,347,524</b>	<b>\$11,352,239</b>	<b>\$965,000</b>	<b>\$3,115,000</b>	<b>\$849,000</b>	<b>\$4,410,500</b>	<b>\$1,243,000</b>	<b>\$2,253,000</b>
<i>EXPENDITURES:</i>											
Capital	3,478,905	2,712,062	3,355,000	14,643,911	14,740,463	965,000	3,115,000	849,000	4,410,500	1,243,000	2,253,000
Transfer to Fund 102 REET	100,000	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>3,578,905</b>	<b>\$2,712,062</b>	<b>\$3,355,000</b>	<b>\$14,643,911</b>	<b>\$14,740,463</b>	<b>\$965,000</b>	<b>\$3,115,000</b>	<b>\$849,000</b>	<b>\$4,410,500</b>	<b>\$1,243,000</b>	<b>\$2,253,000</b>
<b>Beginning Fund Balance:</b>	<b>\$2,716,557</b>	<b>\$2,605,500</b>	<b>\$0</b>	<b>\$3,388,224</b>	<b>\$3,388,224</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$2,605,500</b>	<b>\$3,388,224</b>	<b>\$0</b>	<b>\$91,837</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 302 TRANSPORTATION CAPITAL PROJECT</b>											
<i>REVENUES:</i>											
Motor Vehicle Excise Tax	285,676	318,668	330,560	330,560	330,560	331,860	329,446	329,446	329,446	329,446	329,446
State Transportation Package - Multi-Modal Distribution	81,341	81,553	79,240	79,240	79,240	82,940	81,921	81,921	81,921	81,921	81,921
State Transportation Package - Increased Gas Tax (MVET)	71,174	71,360	69,635	69,635	69,635	72,732	71,681	71,681	71,681	71,681	71,681
Pavement Degradation Fees	28,135	44,110	-	-	-						
Grants/Congressional Direct Spending	2,192,897	3,574,537	4,859,598	12,064,501	12,064,501	5,075,510	5,074,480	750,000	1,504,846	-	-
Contributions from Utilities/Developers/Partners	150,126	950,443	-	1,999,753	1,999,753	-	-	-	-	-	-
LID Financing	922,757	-	-	-	-	-	-	-	-	-	-
Proceeds from Sale of Asset/Street Vacation	65,203	-	-	-	-	-	-	-	-	-	-
Interest/Other	57,861	4,346	-	-	-	-	-	-	-	-	-
GO Bond Proceeds	3,029,885	6,639,010	-	-	-	1,513,000	1,394,000	5,494,000	3,199,000	-	-
Transfer In - Fund 001 General	512,000	700,000	432,965	1,219,825	1,219,825	700,000	700,000	700,000	700,000	700,000	700,000
Transfer In - Fund 102/303 REET	1,100,950	818,295	-	5,187,200	5,187,200	2,626,628	1,347,472	535,952	1,157,106	282,952	321,952
Transfer In - Fund 103 TBD	247,457	-	640,000	2,358,000	2,358,000	-	-	-	-	-	-
Transfer In - Fund 190 CDBG	8,056	18,137	-	276,823	276,823	-	-	-	-	-	-
Transfer In - Fund 401 SWM	492,901	930,556	3,000,000	5,979,543	5,979,543	751,330	155,000	611,000	356,000	-	-
<b>Total Revenues</b>	<b>\$9,246,420</b>	<b>\$14,151,015</b>	<b>\$9,411,998</b>	<b>\$29,565,080</b>	<b>\$29,565,080</b>	<b>\$11,154,000</b>	<b>\$9,154,000</b>	<b>\$8,574,000</b>	<b>\$7,400,000</b>	<b>\$1,466,000</b>	<b>\$1,505,000</b>
<i>EXPENDITURES:</i>											
Capital Projects (Excluding TBD Bond Projects Add'l Cost)	14,571,364	11,981,972	9,411,998	31,533,639	32,745,568	14,921,000	9,154,000	8,574,000	7,400,000	1,466,000	1,505,000
Debt Issue Cost	19,500	49,389	-	-	-	-	-	-	-	-	-
Transfer Out - Fund 303 REET	-	-	-	42,084	42,084	-	-				
Transfer Out - Fund 201 GO Bond Debt Service	17,730	-	-	-	-						
Transfer Out - Fund 401 SWM	241,840	-	-	-	-	-	-	-	-	-	-
Intefund Loan Repayment	880,204	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$15,730,638</b>	<b>\$12,031,361</b>	<b>\$9,411,998</b>	<b>\$31,575,723</b>	<b>\$32,787,652</b>	<b>\$14,921,000</b>	<b>\$9,154,000</b>	<b>\$8,574,000</b>	<b>\$7,400,000</b>	<b>\$1,466,000</b>	<b>\$1,505,000</b>
<b>Beginning Fund Balance:</b>	<b>\$11,354,136</b>	<b>\$4,869,918</b>	<b>\$181,246</b>	<b>\$6,989,572</b>	<b>\$6,989,572</b>	<b>\$3,767,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$4,869,918</b>	<b>\$6,989,572</b>	<b>\$181,246</b>	<b>\$4,978,929</b>	<b>\$3,767,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 303 REAL ESTATE EXCISE TAX</b>											
<i>REVENUES:</i>											
Real Estate Excise Tax	3,643,117	4,557,032	1,800,000	1,931,553	4,000,000	2,200,000	2,200,000	2,400,000	2,400,000	2,400,000	2,400,000
Interest Earnings	2,413	1,817	-	-	-	-	-	-	-	-	-
Transfer In - Parks CIP	100,000	-	-	-	-	-	-				
Transfer In - Transportation CIP	-	-	-	42,084	42,084	-	-				
<b>Total Revenue</b>	<b>\$3,745,530</b>	<b>\$4,558,849</b>	<b>1,800,000</b>	<b>1,973,637</b>	<b>4,042,084</b>	<b>2,200,000</b>	<b>2,200,000</b>	<b>2,400,000</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>	<b>\$2,400,000</b>
<i>EXPENDITURES:</i>											
Transfer Out - Fund 201 GO Bond Debt Service	535,296	773,601	1,242,400	1,242,400	1,242,400	1,239,997	1,239,998	1,242,400	1,242,400	1,242,400	1,242,400
Transfer Out - Fund 301 Parks CIP	519,589	158,000	624,500	624,500	624,500	-	-	-	-	-	-
Transfer Out - Fund 302 Transportation CIP	1,219,403	818,295	-	5,187,200	5,187,200	2,626,628	1,347,472	535,952	1,157,106	282,952	321,952
<b>Total Expenditures</b>	<b>\$2,274,288</b>	<b>\$1,749,896</b>	<b>\$1,866,900</b>	<b>\$7,054,100</b>	<b>\$7,054,100</b>	<b>\$3,866,625</b>	<b>\$2,587,470</b>	<b>\$1,778,352</b>	<b>\$2,399,506</b>	<b>\$1,525,352</b>	<b>\$1,564,352</b>
<b>Beginning Fund Balance:</b>	<b>\$800,269</b>	<b>\$2,271,510</b>	<b>\$261,900</b>	<b>\$5,080,463</b>	<b>\$5,080,463</b>	<b>\$2,068,447</b>	<b>\$401,822</b>	<b>\$14,352</b>	<b>\$636,000</b>	<b>\$636,494</b>	<b>\$1,511,142</b>
<b>Ending Fund Balance:</b>	<b>\$2,271,510</b>	<b>\$5,080,463</b>	<b>\$195,000</b>	<b>\$0</b>	<b>\$2,068,447</b>	<b>\$401,822</b>	<b>\$14,352</b>	<b>\$636,000</b>	<b>\$636,494</b>	<b>\$1,511,142</b>	<b>\$2,346,790</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 311 SEWER CAPITAL PROJECT</b>											
<i>REVENUES:</i>											
Grants	-	-	-	75,000	75,000	597,995	1,222,822	69,000	626,600	-	-
Sewer Availability Charge	297,919	613,517	200,000	385,020	291,330	195,870	229,940	264,000	314,165	295,220	313,800
Interest Earnings	5,381	81,850	-	-	-	-	-	-	-	-	-
Proceeds from Lien	1,543	4,081	-	-	-	-	-	-	-	-	-
Transfer In Fund 001 General	27,000	-	-	-	-						
Transfer In From Fund 401 Surface Water Mgmt	8,000	-	-	-	-						
Transfer In Fund 204 Sewer Debt (Sewer Surcharge 4.75%)	55,000	190,000	50,000	50,000	50,000	50,000	467,178	129,000	200,120	50,000	50,000
<b>Total Revenues</b>	<b>\$394,844</b>	<b>\$889,447</b>	<b>\$250,000</b>	<b>\$510,020</b>	<b>\$416,330</b>	<b>\$843,865</b>	<b>\$1,919,940</b>	<b>\$462,000</b>	<b>\$1,140,885</b>	<b>\$345,220</b>	<b>\$363,800</b>
<i>EXPENDITURES:</i>											
Capital/Administration	108,745	895,865	130,000	967,520	967,520	1,446,000	2,215,000	233,000	1,447,000	85,000	145,000
<b>Total Expenditures</b>	<b>\$108,745</b>	<b>\$895,865</b>	<b>\$130,000</b>	<b>\$967,520</b>	<b>967,520</b>	<b>1,446,000</b>	<b>2,215,000</b>	<b>233,000</b>	<b>1,447,000</b>	<b>85,000</b>	<b>145,000</b>
<b>Beginning Fund Balance:</b>	<b>\$1,245,820</b>	<b>\$1,531,919</b>	<b>\$25,586</b>	<b>\$1,525,500</b>	<b>\$1,525,500</b>	<b>\$974,310</b>	<b>\$372,175</b>	<b>\$77,115</b>	<b>\$306,115</b>	<b>\$0</b>	<b>\$260,220</b>
<b>Ending Fund Balance:</b>	<b>\$1,531,919</b>	<b>\$1,525,500</b>	<b>\$145,586</b>	<b>\$1,068,000</b>	<b>\$974,310</b>	<b>\$372,175</b>	<b>\$77,115</b>	<b>\$306,115</b>	<b>\$0</b>	<b>\$260,220</b>	<b>\$479,020</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 401 SURFACE WATER MANAGEMENT</b>											
<i>REVENUES:</i>											
Storm Drainage Fees	4,480,680	4,682,408	4,466,400	4,516,400	4,516,400	4,629,310	4,745,043	4,863,669	4,985,200	4,985,200	4,985,200
Site Development Permit Fee	74,816	86,145	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Interest Earnings & Misc	22,701	6,283	15,600	15,600	15,600	18,500	18,500	18,500	18,500	18,500	18,500
<b>Subtotal Operating Revenues</b>	<b>\$4,578,197</b>	<b>\$4,774,836</b>	<b>\$4,532,000</b>	<b>\$4,582,000</b>	<b>\$4,582,000</b>	<b>\$4,697,810</b>	<b>\$4,813,543</b>	<b>\$4,932,169</b>	<b>\$5,053,700</b>	<b>\$5,053,700</b>	<b>\$5,053,700</b>
<b>% Revenue Change over Prior Year</b>	<b>4.44%</b>	<b>4.30%</b>	<b>-5.09%</b>	<b>-4.04%</b>	<b>-4.04%</b>	<b>2.53%</b>	<b>2.46%</b>	<b>2.46%</b>	<b>2.46%</b>	<b>0.00%</b>	<b>0.00%</b>
<i>EXPENDITURES:</i>											
Engineering Services	1,430,305	1,478,580	1,912,690	1,945,473	1,945,473	2,094,794	2,133,195	2,197,200	2,263,100	2,331,000	2,400,900
Operations & Maintenance	623,702	889,557	965,501	965,501	965,501	1,298,729	1,301,706	1,340,800	1,381,000	1,422,400	1,465,100
Revenue Bonds - Debt Service (15-Year Life, 4%)	-	-	501,000	501,000	501,000	500,995	500,995	501,000	501,000	501,000	501,000
Transfer to Fund 001 General Admin Support	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700	284,700
<b>Subtotal Operating Expenditures</b>	<b>\$2,338,707</b>	<b>\$2,652,837</b>	<b>\$3,663,891</b>	<b>\$3,696,674</b>	<b>\$3,696,674</b>	<b>\$4,179,218</b>	<b>\$4,220,596</b>	<b>\$4,323,700</b>	<b>\$4,429,800</b>	<b>\$4,539,100</b>	<b>\$4,651,700</b>
<b>% Expenditure Change over Prior Year</b>	<b>-7.45%</b>	<b>13.43%</b>	<b>38.11%</b>	<b>39.35%</b>	<b>39.35%</b>	<b>13.05%</b>	<b>0.99%</b>	<b>2.44%</b>	<b>2.45%</b>	<b>2.47%</b>	<b>2.48%</b>
<b>OPERATING INCOME (LOSS)</b>	<b>\$2,239,490</b>	<b>\$2,122,000</b>	<b>\$868,109</b>	<b>\$885,326</b>	<b>\$885,326</b>	<b>\$518,592</b>	<b>\$592,947</b>	<b>\$608,469</b>	<b>\$623,900</b>	<b>\$514,600</b>	<b>\$402,000</b>
<b>As a % of Operating Expenditures</b>	<b>95.8%</b>	<b>80.0%</b>	<b>23.7%</b>	<b>23.9%</b>	<b>23.9%</b>	<b>12.4%</b>	<b>14.0%</b>	<b>14.1%</b>	<b>14.1%</b>	<b>11.3%</b>	<b>8.6%</b>
<i>OTHER FINANCING SOURCES:</i>											
Grants/Contributions	120,168	37,518	-	-	-	-	-	-	-	-	-
American Lake Management District	32,337	32,659	33,476	33,476	34,887	33,640	33,839	34,040	34,245	34,456	34,671
Flood Control Opportunity Fund	300,202	-	-	-	-	-	-	-	-	-	-
Revenue Bonds - Bond Proceeds	-	4,028,365	3,000,000	-	-	-	-	-	-	-	-
Transfer In From Fund 302 Transportation Capital	241,840	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Other Financing Sources</b>	<b>\$694,546</b>	<b>\$4,098,541</b>	<b>\$3,033,476</b>	<b>\$33,476</b>	<b>\$34,887</b>	<b>\$33,640</b>	<b>\$33,839</b>	<b>\$34,040</b>	<b>\$34,245</b>	<b>\$34,456</b>	<b>\$34,671</b>
<i>OTHER FINANCING USES:</i>											
Capital/1-Time	903,821	75,635	906,270	1,257,262	1,257,262	768,678	405,829	417,000	438,000	460,000	482,000
Debt Issue Cost	-	28,361	-	-	-	-	-	-	-	-	-
American Lake Management District	14,584	31,129	30,464	59,830	59,830	32,637	31,043	31,317	31,596	31,878	32,167
Transfer to Fund 301 Parks CIP	-	-	-	206,277	206,277	-	-	-	-	-	-
Transfer to Fund 302 Transportation Capital	492,901	930,556	3,000,000	5,979,543	5,979,543	751,330	155,000	611,000	356,000	-	-
Transfer To Fund 311 Sewer Capital	8,000	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Other Financing Uses</b>	<b>\$1,419,305</b>	<b>\$1,065,681</b>	<b>\$3,936,734</b>	<b>\$7,502,912</b>	<b>\$7,502,912</b>	<b>\$1,552,645</b>	<b>\$591,872</b>	<b>\$1,059,317</b>	<b>\$825,596</b>	<b>\$491,878</b>	<b>\$514,167</b>
<b>Total Revenues and Other Sources</b>	<b>\$5,272,743</b>	<b>\$8,873,377</b>	<b>\$7,565,476</b>	<b>\$4,615,476</b>	<b>\$4,616,887</b>	<b>\$4,731,450</b>	<b>\$4,847,382</b>	<b>\$4,966,209</b>	<b>\$5,087,945</b>	<b>\$5,088,156</b>	<b>\$5,088,371</b>
<b>Total Expenditures and other Uses</b>	<b>\$3,758,013</b>	<b>\$3,718,518</b>	<b>\$7,600,625</b>	<b>\$11,199,586</b>	<b>\$11,199,586</b>	<b>\$5,731,863</b>	<b>\$4,812,468</b>	<b>\$5,383,017</b>	<b>\$5,255,396</b>	<b>\$5,030,978</b>	<b>\$5,165,867</b>
<b>Beginning Fund Balance:</b>	<b>\$4,306,289</b>	<b>\$5,821,019</b>	<b>\$1,881,315</b>	<b>\$10,975,879</b>	<b>\$10,975,879</b>	<b>\$4,393,180</b>	<b>\$3,392,767</b>	<b>\$3,427,681</b>	<b>\$3,010,873</b>	<b>\$2,843,422</b>	<b>\$2,900,600</b>
<b>Ending Fund Balance:</b>	<b>\$5,821,019</b>	<b>\$10,975,879</b>	<b>\$1,846,166</b>	<b>\$4,391,769</b>	<b>\$4,393,180</b>	<b>\$3,392,767</b>	<b>\$3,427,681</b>	<b>\$3,010,873</b>	<b>\$2,843,422</b>	<b>\$2,900,600</b>	<b>\$2,823,104</b>
Ending Fund Balance as a % of Operating Rev	127.1%	229.9%	40.7%	95.8%	95.9%	81.2%	81.2%	69.6%	64.2%	63.9%	60.7%
17% Operating Reserves (of operating revenues)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
33% Operating Reserves (of operating expenditures)	\$771,773	\$875,436	\$1,209,084	\$1,219,902	\$1,219,902	\$1,379,142	\$1,392,797	\$1,426,821	\$1,461,834	\$1,497,903	\$1,535,061
1% Capital Reserves	\$453,795	\$490,130	\$529,130	\$525,630	\$564,561	\$579,761	\$585,369	\$589,539	\$593,919	\$598,519	\$603,339
American Lake Management District	\$31,237	\$29,679	\$33,604	\$0	\$1,866	\$0	\$0	\$0	\$0	\$0	\$0
SWM Bonds for Transportation CIP	\$0	4,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unreserved / (Shortfall):	\$4,564,214	\$5,580,633	\$74,348	\$2,646,236	\$2,606,850	\$1,433,864	\$1,449,515	\$994,513	\$787,669	\$804,178	\$684,704

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<b>FUND 501 FLEET &amp; EQUIPMENT</b>											
<i>OPERATING REVENUES:</i>											
M&O Revenue	617,408	609,767	740,720	740,720	740,720	800,720	800,720	824,700	849,400	874,400	901,100
Interest Earnings	19,472	3,932	15,000	15,000	15,000	-	-	-	-	-	-
<b>Total Revenues</b>	<b>\$636,880</b>	<b>\$613,700</b>	<b>\$755,720</b>	<b>\$755,720</b>	<b>\$755,720</b>	<b>\$800,720</b>	<b>\$800,720</b>	<b>\$824,700</b>	<b>\$849,400</b>	<b>\$874,400</b>	<b>\$901,100</b>
<i>OPERATING EXPENDITURES:</i>											
Fuel/Gasoline	255,476	323,367	424,150	424,150	424,150	459,150	459,150	472,900	487,100	501,700	516,800
Other Supplies	11,720	12,089	3,990	3,990	3,990	3,990	3,990	4,100	4,200	4,300	4,400
Repairs & Maintenance	380,884	308,472	327,580	327,580	327,580	337,580	337,580	347,700	358,100	368,800	379,900
Other Services & Charges	516	352	-	-	-	-	-	-	-	-	-
<b>Total Expenditures</b>	<b>\$648,597</b>	<b>\$644,280</b>	<b>\$755,720</b>	<b>\$755,720</b>	<b>\$755,720</b>	<b>\$800,720</b>	<b>\$800,720</b>	<b>\$824,700</b>	<b>\$849,400</b>	<b>\$874,800</b>	<b>\$901,100</b>
<b>Operating Revenue Over/(Under) Expenditures</b>	<b>(\$11,716)</b>	<b>(\$30,580)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$400)</b>	<b>\$0</b>
<i>OTHER FINANCING SOURCES:</i>											
Interfund Loan (Fund 302 LID Interim Financing)	880,204	-	-	-	-	-	-	-	-	-	-
Replacement Reserves Collections	-	835,636	-	843,891	843,891	852,806	993,607	993,607	993,607	993,607	993,607
Capital Contribution	25,807	99,695	-	120,250	120,250	1,245,420	685,600	-	-	-	-
Proceeds From Sale of Assets	11,716	30,580	-	-	-	-	-	-	-	-	-
Transfer In From Fund 504 Risk Management	64,851	-	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$982,578</b>	<b>\$965,911</b>	<b>\$0</b>	<b>\$964,141</b>	<b>\$964,141</b>	<b>\$2,098,226</b>	<b>\$1,679,207</b>	<b>\$993,607</b>	<b>\$993,607</b>	<b>\$993,607</b>	<b>\$993,607</b>
<i>OTHER FINANCING USES:</i>											
Fleet & Equipment New & Replacement	490,005	585,059	252,000	560,563	560,563	1,725,800	1,371,600	-	-	-	-
Transfer to Fund 180 Narcotics Seizure	-	14,500									
<b>Total Other Financing Uses</b>	<b>\$490,005</b>	<b>\$599,559</b>	<b>\$252,000</b>	<b>\$560,563</b>	<b>\$560,563</b>	<b>\$1,725,800</b>	<b>\$1,371,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,619,459</b>	<b>\$1,579,611</b>	<b>\$755,720</b>	<b>\$1,719,861</b>	<b>\$1,719,861</b>	<b>\$2,898,946</b>	<b>\$2,479,927</b>	<b>\$1,818,307</b>	<b>\$1,843,007</b>	<b>\$1,868,007</b>	<b>\$1,894,707</b>
<b>Total Expenditures</b>	<b>\$1,138,602</b>	<b>\$1,243,839</b>	<b>\$1,007,720</b>	<b>\$1,316,283</b>	<b>\$1,316,283</b>	<b>\$2,526,520</b>	<b>\$2,172,320</b>	<b>\$824,700</b>	<b>\$849,400</b>	<b>\$874,800</b>	<b>\$901,100</b>
<b>Beginning Fund Balance:</b>	<b>\$3,780,451</b>	<b>\$4,261,308</b>	<b>\$3,456,779</b>	<b>\$4,597,080</b>	<b>\$4,597,080</b>	<b>\$5,000,658</b>	<b>\$5,373,084</b>	<b>\$5,680,691</b>	<b>\$6,674,298</b>	<b>\$7,667,905</b>	<b>\$8,661,112</b>
<b>Ending Fund Balance:</b>	<b>\$4,261,308</b>	<b>\$4,597,080</b>	<b>\$3,204,779</b>	<b>\$5,000,658</b>	<b>\$5,000,658</b>	<b>\$5,373,084</b>	<b>\$5,680,691</b>	<b>\$6,674,298</b>	<b>\$7,667,905</b>	<b>\$8,661,112</b>	<b>\$9,654,719</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 502 PROPERTY MANAGEMENT</b>											
<i>OPERATING REVENUES:</i>											
M&O Revenue	702,611	769,605	698,917	748,917	748,917	812,134	816,396	840,800	866,100	892,100	918,900
Interest Earnings	2,278	549	-	-	-	-	-	-	-	-	-
<b>Total Operating Revenues</b>	<b>\$ 704,888</b>	<b>\$ 770,154</b>	<b>\$ 698,917</b>	<b>\$ 748,917</b>	<b>\$ 748,917</b>	<b>\$ 812,134</b>	<b>\$ 816,396</b>	<b>\$ 840,800</b>	<b>\$ 866,100</b>	<b>\$ 892,100</b>	<b>\$ 918,900</b>
<i>OPERATING EXPENDITURES:</i>											
City Hall Facility	374,899	415,462	383,354	406,354	406,354	419,436	422,527	435,200	448,300	461,700	475,600
Police Station	275,469	294,848	245,881	268,881	268,881	321,799	322,853	332,500	342,500	352,800	363,400
Parking Facilities/Light Rail	54,521	59,844	69,682	73,682	73,682	70,899	71,016	73,100	75,300	77,600	79,900
<b>Total Operating Expenditures</b>	<b>\$ 704,888</b>	<b>\$ 770,154</b>	<b>\$ 698,917</b>	<b>\$ 748,917</b>	<b>\$ 748,917</b>	<b>\$ 812,134</b>	<b>\$ 816,396</b>	<b>\$ 840,800</b>	<b>\$ 866,100</b>	<b>\$ 892,100</b>	<b>\$ 918,900</b>
<b>Operating Revenue Over/(Under) Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<i>OTHER FINANCING SOURCES:</i>											
Annual Replacement Reserve Collections / Other 1-Time	156,178	26,782	100,000	198,142	198,142	100,000	100,000	100,000	100,000	100,000	100,000
<b>Total Other Financing Sources</b>	<b>\$ 156,178</b>	<b>\$ 26,782</b>	<b>\$ 100,000</b>	<b>\$ 198,142</b>	<b>\$ 198,142</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>
<i>OTHER FINANCING USES:</i>											
Capital/1-Time/6-Year Property Management Plan	7,934	36,604	5,000	428,320	242,621	545,000	185,000	45,000	40,000	5,000	5,000
<b>Total Other Financing Uses</b>	<b>\$ 7,934</b>	<b>\$ 36,604</b>	<b>\$ 5,000</b>	<b>\$ 428,320</b>	<b>\$ 242,621</b>	<b>\$ 545,000</b>	<b>\$ 185,000</b>	<b>\$ 45,000</b>	<b>\$ 40,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>
<b>Total Revenues</b>	<b>\$ 861,066</b>	<b>\$ 796,936</b>	<b>\$ 798,917</b>	<b>\$ 947,059</b>	<b>\$ 947,059</b>	<b>\$ 912,134</b>	<b>\$ 916,396</b>	<b>\$ 940,800</b>	<b>\$ 966,100</b>	<b>\$ 992,100</b>	<b>\$ 1,018,900</b>
<b>Total Expenditures</b>	<b>\$ 712,823</b>	<b>\$ 806,758</b>	<b>\$ 703,917</b>	<b>\$ 1,177,237</b>	<b>\$ 991,538</b>	<b>\$ 1,357,134</b>	<b>\$ 1,001,396</b>	<b>\$ 885,800</b>	<b>\$ 906,100</b>	<b>\$ 897,100</b>	<b>\$ 923,900</b>
<b>Beginning Fund Balance:</b>	<b>\$436,057</b>	<b>\$584,300</b>	<b>\$159,124</b>	<b>\$574,479</b>	<b>\$574,479</b>	<b>\$530,000</b>	<b>\$85,000</b>	<b>\$0</b>	<b>\$55,000</b>	<b>\$115,000</b>	<b>\$210,000</b>
<b>Ending Fund Balance:</b>	<b>\$584,300</b>	<b>\$574,479</b>	<b>\$254,124</b>	<b>\$344,301</b>	<b>\$530,000</b>	<b>\$85,000</b>	<b>\$0</b>	<b>\$55,000</b>	<b>\$115,000</b>	<b>\$210,000</b>	<b>\$305,000</b>

	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 503 INFORMATION TECHNOLOGY</b>											
<i>REVENUES:</i>											
M&O Revenue	1,337,482	1,381,651	1,952,033	2,104,333	2,104,333	2,273,546	2,278,852	2,347,200	2,417,600	2,490,100	2,564,800
Misc/Interest/Other	2,826	215	-	-	-	-	-	-	-	-	-
6-Year IT Strategic Plan/Revenues to be Allocated	-	-	-	-	-	-	-	22,000	10,000	-	90,000
<b>Total Operating Revenues</b>	<b>\$ 1,340,308</b>	<b>\$ 1,381,866</b>	<b>\$ 1,952,033</b>	<b>\$ 2,104,333</b>	<b>\$ 2,104,333</b>	<b>\$ 2,273,546</b>	<b>\$ 2,278,852</b>	<b>\$ 2,369,200</b>	<b>\$ 2,427,600</b>	<b>\$ 2,490,100</b>	<b>\$ 2,654,800</b>
<i>EXPENDITURES:</i>											
Personnel	524,535	583,361	601,193	657,693	657,693	770,961	788,267	811,900	836,300	861,400	887,200
Supplies	60,796	49,704	179,520	179,520	179,520	179,520	179,520	184,900	190,400	196,100	202,000
Services & Charges	754,976	748,801	1,171,320	1,267,120	1,267,120	1,323,065	1,311,065	1,350,400	1,390,900	1,432,600	1,475,600
6-Year IT Strategic Plan/IS Expenses to be Allocated	-	-	-	-	-	-	-	22,000	10,000	-	90,000
<b>Total Operating Expenditures</b>	<b>\$1,340,308</b>	<b>\$1,381,866</b>	<b>\$1,952,033</b>	<b>\$2,104,333</b>	<b>\$2,104,333</b>	<b>\$2,273,546</b>	<b>\$2,278,852</b>	<b>\$2,369,200</b>	<b>\$2,427,600</b>	<b>\$2,490,100</b>	<b>\$2,654,800</b>
<b>Operating Revenue Over/(Under) Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>OTHER FINANCING SOURCES:</i>											
Replacement Reserve Collection	66,845	-	66,756	66,756	66,756	66,844	66,844	66,844	66,844	66,844	66,844
Capital Contrib & Other 1-Time /6-Year Strategic Plan	305,350	344,580	158,750	628,093	628,093	600,100	672,000	516,000	711,000	295,000	630,000
Transfer In From Fund 501 Fleet & Equipment	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$372,195</b>	<b>\$344,580</b>	<b>\$225,506</b>	<b>\$694,849</b>	<b>\$694,849</b>	<b>\$666,944</b>	<b>\$738,844</b>	<b>\$582,844</b>	<b>\$777,844</b>	<b>\$361,844</b>	<b>\$696,844</b>
<i>OTHER FINANCING USES:</i>											
One-Time/Capital	305,350	344,580	158,750	628,093	628,093	603,600	672,000	516,000	711,000	295,000	610,000
<b>Total Other Financing Uses</b>	<b>\$305,350</b>	<b>\$344,580</b>	<b>\$158,750</b>	<b>\$628,093</b>	<b>\$628,093</b>	<b>\$603,600</b>	<b>\$672,000</b>	<b>\$516,000</b>	<b>\$711,000</b>	<b>\$295,000</b>	<b>\$610,000</b>
<b>Total Revenues</b>	<b>\$1,712,503</b>	<b>\$1,726,446</b>	<b>\$2,177,539</b>	<b>\$2,799,182</b>	<b>\$2,799,182</b>	<b>\$2,940,490</b>	<b>\$3,017,696</b>	<b>\$2,952,044</b>	<b>\$3,205,444</b>	<b>\$2,851,944</b>	<b>\$3,351,644</b>
<b>Total Expenditures</b>	<b>\$1,645,658</b>	<b>\$1,726,446</b>	<b>\$2,110,783</b>	<b>\$2,732,426</b>	<b>\$2,732,426</b>	<b>\$2,877,146</b>	<b>\$2,950,852</b>	<b>\$2,885,200</b>	<b>\$3,138,600</b>	<b>\$2,785,100</b>	<b>\$3,264,800</b>
<b>Beginning Fund Balance:</b>	<b>\$138,678</b>	<b>\$205,523</b>	<b>\$205,522</b>	<b>\$205,522</b>	<b>\$205,522</b>	<b>\$272,278</b>	<b>\$335,622</b>	<b>\$402,466</b>	<b>\$469,310</b>	<b>\$536,154</b>	<b>\$602,998</b>
<b>Ending Fund Balance:</b>	<b>\$205,523</b>	<b>\$205,523</b>	<b>\$272,278</b>	<b>\$272,278</b>	<b>\$272,278</b>	<b>\$335,622</b>	<b>\$402,466</b>	<b>\$469,310</b>	<b>\$536,154</b>	<b>\$602,998</b>	<b>\$689,842</b>

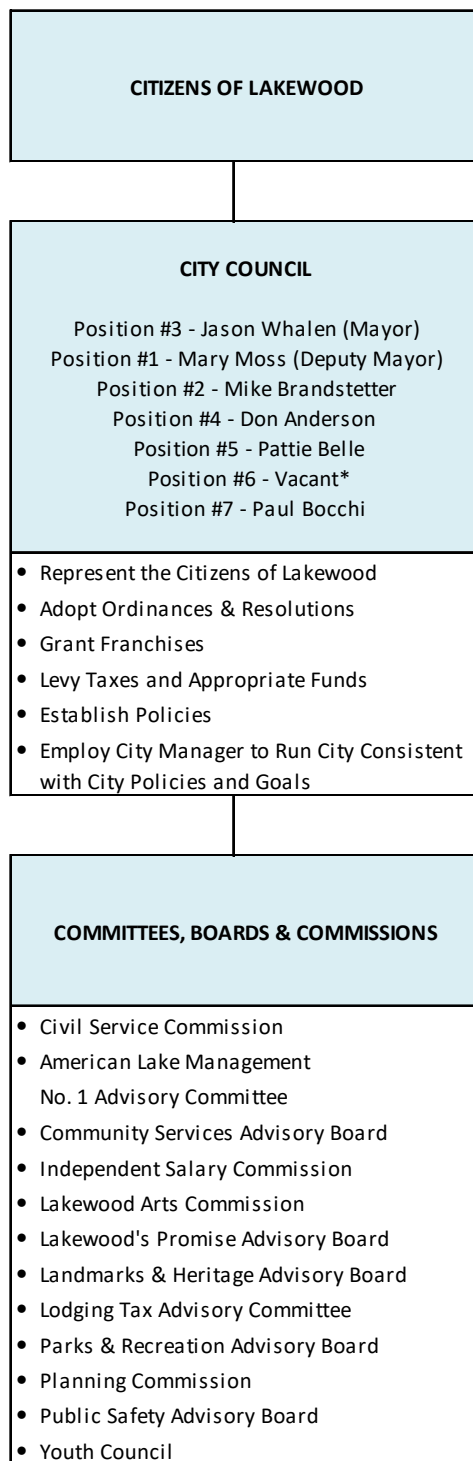
	2020 Annual Actual	2021 Annual Actual	2022 Original	2022 Current Revised	2022 YND Est	2023 Adopted	2024 Adopted	2025 Projected	2026 Projected	2027 Projected	2028 Projected
<b>FUND 504 RISK MANAGEMENT</b>											
<i>REVENUES:</i>											
M&O Revenue	1,289,027	1,273,297	1,396,480	1,502,450	1,502,450	2,048,830	2,050,120	2,111,600	2,174,900	2,240,100	2,307,300
AWC Retro Refund	128,938	117,286	-	112,495	112,495	-	-	-	-	-	-
Insurance Proceeds/3rd Party Recoveries	371,383	215,508	200,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
<b>Total Revenues</b>	<b>\$1,789,348</b>	<b>\$1,606,091</b>	<b>\$1,596,480</b>	<b>\$2,014,945</b>	<b>\$2,014,945</b>	<b>\$2,448,830</b>	<b>\$2,450,120</b>	<b>\$2,511,600</b>	<b>\$2,574,900</b>	<b>\$2,640,100</b>	<b>\$2,707,300</b>
<i>EXPENDITURES:</i>											
Safety Program	2,474	2,754	3,980	3,980	3,980	3,980	3,980	4,100	4,200	4,300	4,400
AWC Retro Program	37,356	33,945	37,500	37,500	37,500	77,450	78,740	81,100	83,500	86,000	88,600
WCIA Assessment	1,438,931	1,364,838	1,355,000	1,477,365	1,477,365	1,967,400	1,967,400	2,026,400	2,087,200	2,149,800	2,214,300
Claims/Judgments & Settlements	245,735	204,554	200,000	496,100	496,100	400,000	400,000	400,000	400,000	400,000	400,000
<b>Total Expenditures</b>	<b>\$1,724,497</b>	<b>\$1,606,091</b>	<b>\$1,596,480</b>	<b>\$2,014,945</b>	<b>\$2,014,945</b>	<b>\$2,448,830</b>	<b>\$2,450,120</b>	<b>\$2,511,600</b>	<b>\$2,574,900</b>	<b>\$2,640,100</b>	<b>\$2,707,300</b>
<i>OTHER FINANCING SOURCES:</i>											
Capital Contribution/1-Time M&O	-	-	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Sources</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<i>OTHER FINANCING USES:</i>											
One-Time/Capital	-	-	-	-	-	-	-	-	-	-	-
Transfer To Fund 501 Fleet & Equipment	64,851	-	-	-	-	-	-	-	-	-	-
<b>Total Other Financing Uses</b>	<b>\$64,851</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Revenues</b>	<b>\$1,789,348</b>	<b>\$1,606,091</b>	<b>\$1,596,480</b>	<b>\$2,014,945</b>	<b>\$2,014,945</b>	<b>\$2,448,830</b>	<b>\$2,450,120</b>	<b>\$2,511,600</b>	<b>\$2,574,900</b>	<b>\$2,640,100</b>	<b>\$2,707,300</b>
<b>Total Expenditures</b>	<b>\$1,789,348</b>	<b>\$1,606,091</b>	<b>\$1,596,480</b>	<b>\$2,014,945</b>	<b>\$2,014,945</b>	<b>\$2,448,830</b>	<b>\$2,450,120</b>	<b>\$2,511,600</b>	<b>\$2,574,900</b>	<b>\$2,640,100</b>	<b>\$2,707,300</b>
<b>Beginning Fund Balance:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Ending Fund Balance:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>



# OPERATING BUDGET

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*\*Councilmember Linda Farmer resigned effective 12/28/2022 to become elected Pierce County Auditor.*

## CITY COUNCIL

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

#### Economic Development

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

#### Dependable Infrastructure

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

#### Public Safety

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

#### Fiscal Responsibility

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

#### Transparency

- 5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.
- 5.2 Advocate for Lakewood at all levels of government.
- 5.3 Strengthen connection and engagement with stakeholders, partners, and communities.

#### Robust Economy

- 6.1 Continue to improve the quality of life for all residents, businesses, and visitors.
- 6.2 Continue to build and support an inclusive and equitable community that embraces, celebrates, and enhances diversity.
- 6.3 Provide a range of amenities and events that attract residents, businesses, and visitors.

## CITY COUNCIL

### Department Functions by Criteria

#### Legally Mandated

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

## CITY COUNCIL

### 2021/2022 Accomplishments

- Implemented 2021-2024 City Council Goals and Strategic Plan.
- Adopted Comprehensive Plan amendments.
- Made significant infrastructure and park improvements throughout City.
- Continued to act in a leadership capacity at the federal, state, and regional level.
- Made strides in communication efforts and responsiveness.
- Improved overall financial condition of the City.
- Continued to engender a spirit of cooperation – legally, regionally, and nationally.
- Updated federal, state, and county legislative agendas/policy manuals.
- Made measurable strides in Public Safety, such as committing ARPA Funds to the City's first Body Worn Camera program.
- Increased public safety through infrastructure improvements, such as lighting and sidewalk improvements.
- Increased support for the Rental Housing Safety Program.
- Continued to improve visual presence of City to improve first impressions, such as gateway signs and traffic signal box art program.
- Continued to advocate for equitable distribution of adult family homes across the state.
- Continued to advocate for rail safety issues on the Point Defiance Bypass route.
- Continued to advocate for implementing equitable Pierce Transit – Bus Rapid Transit in the City, to include servicing JBLM.
- Created a Tree Advisory Committee to develop fair tree removal, mitigation, and maintenance code
- Adopted a new Energy and Climate Change chapter to the Comprehensive Plan to address key environmental issues in the City.
- Allocated \$7.2 million or 52% of the total ARPA funds (\$13.7 million) that the City will receive, through an equitable and transparent process to key community projects and programs. Funds have been allocated to address: homelessness; education; equity; and investments in housing. This includes the acquisition of a Comfort Inn, now called Aspen Court in partnership with Tacoma and Pierce County that is now being used as an emergency shelter, with the eventual goal of becoming permanent supportive housing. Funds were provided to Communities in Schools of Lakewood in support of the Warriors of Change program as well as funds to the Pierce County BIPOC (Black, Indigenous and People of Color) Business Accelerator Program, which helps BIPOC businesses with seed money, technical assistance, and other support services. ARPA funds are also going to Habitat for Humanity to build more low income housing in Lakewood, as well as the Boys and Girls Club and YMCA in support of child and teen programs, and TacomaProBono to provide pre-eviction legal representation to those at risk of being evicted from their homes.
- Affirmed the City's commitment to Diversity, Equity, and Inclusion through incorporation of DEI into the City Council Goals 2021-2024, as well as passing resolutions adopting the City-wide Statement on Equity and Land Acknowledgement.
- Established Juneteenth Holiday.

## CITY COUNCIL

### 2023/2024 Anticipated Key Accomplishments

- Adopt ordinances and regulations that align with the priorities identified in the City Council goals areas of Economic Development, Dependable Infrastructure, Public Safety, Fiscal Responsibility, Transparency, and Robust & Active Community.
- Provide general policy direction and ensure the City Manager is effectively managing the direction and resources of the City.
- Continue to strengthen the City's relationships and opportunities for collaboration with neighborhood groups, associations, JBLM, local schools and institutions, and advisory boards and committees.
- Continue to support creative criminal justice alternative diversion programs.
- Continue to take a proactive role in legislative advocacy, particularly in matters of public safety and housing.
- Update federal and state legislative agendas and engage with each respective delegation throughout this process.
- Continue to act in a leadership capacity at the regional, state, and federal level.
- Fully commit the remaining ARPA funds through an equitable and transparent process.
- In 2024, develop and adopt City Council Goals for 2025 to 2028.



## CITY COUNCIL

## Position Inventory

Position	Group	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted
				Original	Adjusted	Year-end		
Mayor	Elected	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Mayor	Elected	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Councilmember	Elected	5.00	5.00	5.00	5.00	5.00	5.00	5.00
	<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
<i>Chg from prior year (2023 &amp; 2024 compared to 2022 Original Budget)</i>		-	-	-	-	-	-	-

Position	FTE	2023			2024		
		Salary	Benefits	Total	Salary	Benefits	Total
Mayor	1.00	\$ 19,200	\$ 1,617	\$ 20,817	\$ 19,200	\$ 1,617	\$ 20,817
Deputy Mayor	1.00	18,000	1,484	19,484	18,000	1,484	19,484
Councilmember	1.00	16,800	1,418	18,218	16,800	1,418	18,218
Councilmember	1.00	16,800	1,420	18,220	16,800	1,420	18,220
Councilmember	1.00	16,800	1,393	18,193	16,800	1,393	18,193
Councilmember	1.00	16,800	1,420	18,220	16,800	1,420	18,220
Councilmember	1.00	16,800	1,420	18,220	16,800	1,420	18,220
<b>Total</b>	<b>7.00</b>	<b>\$ 121,200</b>	<b>\$ 10,172</b>	<b>\$ 131,372</b>	<b>\$ 121,200</b>	<b>\$ 10,172</b>	<b>\$ 131,372</b>

**CITY COUNCIL****Performance Measures**

Performance Measures	Target	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
# of City Council retreats	2 times per year	1	1	2	1	1
# of City Council sponsored/supported events	20 per year	3	11	21	5	33

MLK Jr. Virtual Ceremony  
 APCC Asia Pacific New Year Celebration  
 Reel Life 96 Film Event  
 Spring Community Clean Up Event  
 Parks Appreciation Day  
 United Way 100 Years Event  
 Law Enforcement Memorial Ceremony  
 Youth Fishing Event  
 Youth Summit  
 Dancing in the Streets Event  
 Arlington Project  
 Paddle Row and Canoe Day  
 Buffalo Soldiers Museum Grand Opening  
 Summer Nights at the Pavilion  
 SummerFEST  
 Truck and Tractor Day  
 Farmers Market  
 Reverse Christmas Parade

## CITY COUNCIL

### Purpose & Description

The City Council is the seven-member legislative branch of city government elected by and representing the people of Lakewood. Councilmembers elect both the Mayor and Deputy Mayor. The City Council is the policy determining body of the City and exercises all legislative powers authorized under the State Constitution which are not specifically denied by State law, including adoption of ordinances, levying of taxes, appropriation of funds, and establishment of compensation levels for City employees. The City Council is very active on regional boards and committees, serving in a number of leadership roles supporting the City's efforts.

The City Council adopts goals and strategies in accordance with their vision and goals for the community. The City Council goals are implemented by the appointed City Manager who serves as the Chief Executive Officer and oversees the daily operations of the City. The City Council appoints volunteers to serve on the City's advisory boards, commissions, and committees, who in turn make recommendations to the City Council for their review.

The Lakewood City Council regular meetings are held the first and third Monday of each month. City Council study sessions are held on the second and fourth Monday of each month at 7:00 p.m. Public comments are welcome at the beginning of each regular meeting. The Council has a total of 12 working committees, boards, and commissions:

- American Lake Management District No. 1 Advisory Committee
- Civil Service Commission
- Community Services Advisory Board
- Lakewood Arts Commission
- Lakewood's Promise Advisory Board
- Landmarks and Heritage Advisory Board
- Lodging Tax Advisory Committee
- Parks and Recreation Advisory Board
- Planning Commission
- Public Safety Advisory Committee
- Salary Commission
- Youth Council
- Tree Advisory Committee

### Goals/Objectives

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

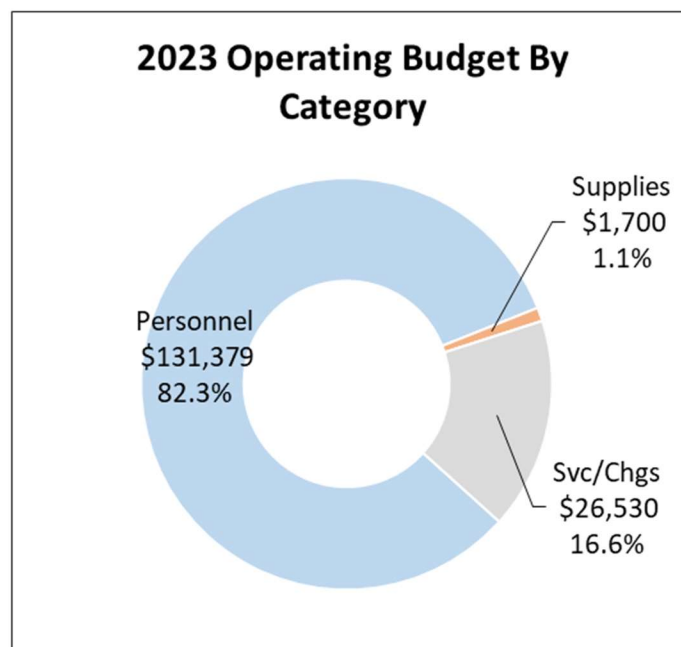
## CITY COUNCIL

## Financial Information

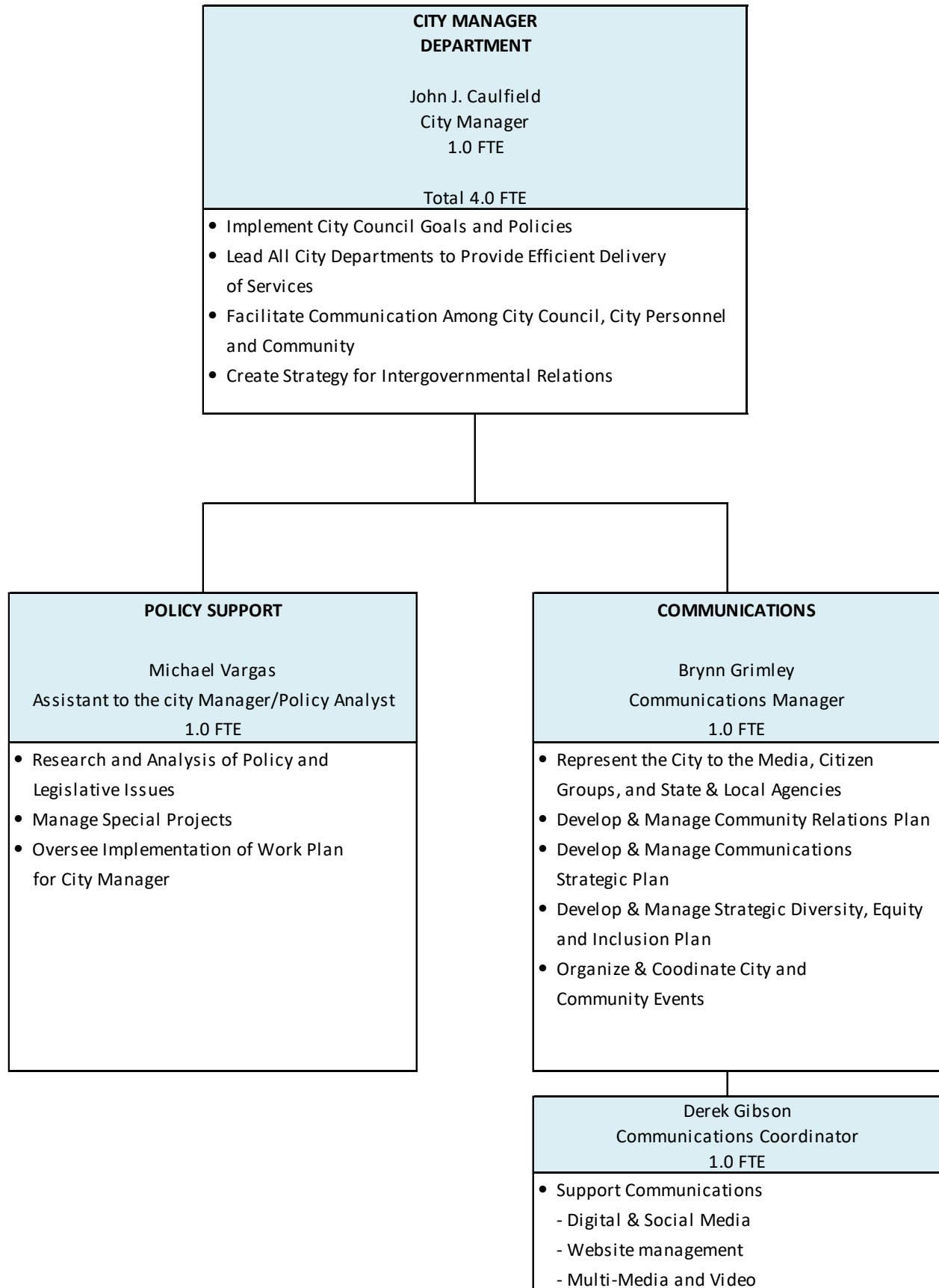
The adopted operating budget totals \$160K in 2023 and \$160K in 2024. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Travel & Training – the increase is due to AWC annual conference costs for two attendees.
- Other Services & Charges – the increase is due to adding Youth Council Summit. The success from the 2022 event is expected to drive a larger, more detailed event. Funds will be used for space rental, transportation, supplies and professional services.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	General Government	\$ 134,101	\$ 132,143	\$ 148,304	\$ 148,304	\$ 148,304	\$ 159,609	\$ 159,609	\$ 11,305	7.6%
	<b>Total Revenues</b>	<b>\$ 134,101</b>	<b>\$ 132,143</b>	<b>\$ 148,304</b>	<b>\$ 148,304</b>	<b>\$ 148,304</b>	<b>\$ 159,609</b>	<b>\$ 159,609</b>	<b>\$ 11,305</b>	<b>7.6%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	121,200	118,400	121,200	121,200	121,200	121,200	121,200	-	0.0%
21.xxx	Benefits	10,083	9,852	10,179	10,179	10,179	10,179	10,179	-	0.0%
31.xxx	Other Supplies	242	248	1,700	1,700	1,700	1,700	1,700	-	0.0%
41.xxx	Professional Services	-	-	1,600	1,600	1,600	1,600	1,600	-	0.0%
43.xxx	Travel & Training	2,363	2,015	8,990	8,990	8,990	10,295	10,295	1,305	14.5%
49.003	Membership Dues	175	-	-	-	-	-	-	-	n/a
49.xxx	Other Services & Charges	38	1,628	4,635	4,635	4,635	14,635	14,635	10,000	215.7%
	<b>Subtotal Operating Exp</b>	<b>\$ 134,101</b>	<b>\$ 132,143</b>	<b>\$ 148,304</b>	<b>\$ 148,304</b>	<b>\$ 148,304</b>	<b>\$ 159,609</b>	<b>\$ 159,609</b>	<b>\$ 11,305</b>	<b>7.6%</b>
	<b>Total Expenditures</b>	<b>\$ 134,101</b>	<b>\$ 132,143</b>	<b>\$ 148,304</b>	<b>\$ 148,304</b>	<b>\$ 148,304</b>	<b>\$ 159,609</b>	<b>\$ 159,609</b>	<b>\$ 11,305</b>	<b>7.6%</b>



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# City Manager

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

### Economic Development

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

### Dependable Infrastructure

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

### Public Safety

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

### Fiscal Responsibility

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

### Transparency

- 5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.
- 5.2 Advocate for Lakewood at all levels of government.
- 5.3 Strengthen connection and engagement with stakeholders, partners, and communities.

### Robust & Active Community

- 6.1 Continue to improve the quality of life for all residents, businesses, and visitors.
- 6.2 Continue to build and support an inclusive and equitable community that embraces, celebrates, and enhances diversity.
- 6.3 Provide a range of amenities and events that attract residents, businesses, and visitors.



## CITY MANAGER

### Department Functions by Criteria

#### Legally Mandated

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

#### Important

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

#### Discretionary

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

## CITY MANAGER

### 2021/2022 Accomplishments

- Implemented 2021-2024 City Council goals and Objectives.
- Developed and implemented federal, state, and county legislative agendas / policy manuals.
- Organized and facilitated four City Council retreats.
- Maintained small wireless franchise agreements and master license agreements with New Cingular Wireless, LLC (AT&T).
- Continued to maintain the City's new website.
- Effectively responded to coronavirus pandemic developments and continued to maintain the transition to a significant portion of staff remote working.
- Published citywide Lakewood Connections magazine that included advertising opportunities for local businesses.
- Completed Capital Improvement Project (CIP) financing strategy (parks, transportation, facilities).
- Developed initial draft of the City's Communications Strategic Plan.
- Maintained accessible City online services, website, and social media platforms.
- Increased social media engagement.
- Organized and held Spring and Fall community clean-up events.
- Facilitated development of regional Emergency Management Team, including table top and live exercises.
- Negotiated Public Defender contracts.
- Secured \$68,000 from the Washington State Office of Public Defense to continue to fund critical support services for the City's public defenders.
- Maintained online Community Dashboard.
- Administered 2022 National Community Survey and performed results analysis with an Equity focus.
- Continued to work with the Pierce County Library System to facilitate the construction of two new libraries to replace the old ones in Downtown and Tillicum neighborhoods.
- Partnered with Pierce County and the City of Tacoma to provide funds Low Income Housing Institute (LIHI) to complete the purchase of the Comfort Inn for use a homelessness shelter.
- Continued to work with Pierce Transit to implement Bus Rapid Transit in Lakewood.
- Facilitated the affirmation of the City's commitment to Diversity, Equity, and Inclusion, both through community-partnerships, such as with the Clover Park School District, and through independent proclamations, such as the City's official Commitment Statement to Diversity, Equity, and Inclusion, and the City's Land Acknowledgement.
- Facilitated the City's participation in the Pierce County Solid and Hazardous Waste Management Plan.
- Managed the City Hall Redesign Study to optimize departmental operations at City Hall.
- Continued to develop relationship with Nisqually Indian Tribe in key policy areas and to improve Fort Steilacoom Park.

## CITY MANAGER

### 2023/2024 Anticipated Key Projects

- Complete a City Strategic Plan update for 2023-2024.
- Ensure the successful implementation of projects and policies that align with the priorities identified in the City Council Goals and Strategic Plan for 2021-2024.
- Provide oversight of the City's budget with a focus on communication, accuracy, transparency and full disclosure.
- Maintain the work plan and ensure that departments are meeting identified timelines and standards.
- Implement *Build Your Better Here* campaign for the City and other connected campaigns.
- Maintain City's web platform and Lakewood Community Dashboard.
- Establish economic objectives and support a broad and diversified economy within the City.
- Serve in a leadership capacity in federal, regional, and local affairs.
- Develop and advocate City's federal, state, and county legislative agendas / policy manuals.
- Continue to work with the Pierce County Library System to identify options for new libraries in the Downtown and Tillicum neighborhoods.
- Facilitate government transparency and effectiveness through enhancements to the City's website, social media, public outreach, and community satisfaction survey; continue to promote advancements and achievements in Lakewood.
- Provide leadership that advances the City's diversity, equity, inclusion and engagement strategies.
- Develop and implement a DEI Strategic Plan.
- Develop and implement the Communications Strategic Plan.
- Update the Performance Management System, including revamping the Community Dashboard.
- Evaluate the public defender system.
- Revisit the Sounder Station Maintenance Agreement with Sound Transit.
- Continue the relationship with Nisqually Indian Tribe in key policy areas and to improve Fort Steilacoom Park.

## CITY MANAGER

### Service / Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Diversity, Equity & Inclusion (DEI)	<p>Replace Diversity, Equity &amp; Inclusion Coordinator 0.50 FTE with contracted services for the development the City's DEI Strategic Plan and other DEI efforts.</p> <p>The \$50,000/year, 1-time funded in each year of 2023 and 2024 is offset by estimated position costs of \$57,000 and \$59,000, respectively.</p> <p>Service delivery analysis to be performed in 2023/2024 for the 2025/2026 budget to determine future need and delivery method.</p>	-	-	\$ 50,000	\$ -	\$ -	\$ 50,000
Communications Coordinator Position	<p>Position to assist the Communications Manager with planning, organizing and executing citywide communications and public relations within the city's Communications division. This includes expanding the city's digital media presence, including producing high-quality multi-media projects like videos and other emerging marketing techniques to promote events and the work of the city. Also includes assisting with the advancement of the city's social media presence, and website management. Work in this position involves the use of independent judgment, along with regular collaboration with the Communications Manager and department directors to make recommendations on communication/marketing strategies to advance city priorities.</p> <p>The communication needs of the city have grown in recent years as the city has established itself as a leader in the South Sound with its multitude of events, programs, services and projects. A second communications position is necessary to keep up with this growth, as well as continue to elevate the city's position as a leader in Pierce County as a great place to live and raise a family or open/operate a business.</p>	1.00	-	\$ -	\$ 115,534	\$ -	\$ 119,298
	Supplies, Equipment & Other Costs (laptop, monitor, cell phone, software)	-	-	\$ 2,100	\$ 720	\$ -	\$ 720
Subscriptions	Canva: Online design and publishing tool that allows for multiple users to design digital content for the web and social media.	-	-	\$ -	\$ 300	\$ -	\$ 300
	Social Sprout: A comprehensive social media management tool that allows multiple users to collaborate, compose and schedule posts to multiple social media channels in one place. This tool also provides analytics and reporting tools that uncover key insights and track performance measures which will help us continue to improve the city's messaging and increase the total number of people we reach.	-	-	\$ -	\$ 3,500	\$ -	\$ 3,500
	Seattle Times Digital Subscription: News subscription to stay up on media coverage of the South Sound, including City of Lakewood, and other matters of interest or relevance to the City and its operations.	-	-	\$ -	\$ 100	\$ -	\$ 100
	Adobe Creative Cloud All Apps with 100GB: Photo and video editing software, as well as advanced digital design software to assist with photo editing, video production and content production for print mailers, including Connections Magazine.	-	-	\$ -	\$ 660	\$ -	\$ 660

## CITY MANAGER

### Service / Program Changes (continued)

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Digital Equipment	Camera Equipment and Maintenance	-	-	\$ -	\$ 350	\$ -	\$ 350
	Axis Gimble: Purchase of a cell phone axis gimble and camera axis gimble which are both tools to help with stabilization of video production and will help improve the production quality of videos shot.	-	-	\$ -	\$ 800	\$ -	\$ -
Professional Services	Photography and videography services for special projects to promote city priorities, events and other public outreach necessary to communicate with Lakewood residents	-	-	\$ -	\$ 12,000	\$ -	\$ 12,000
Connections Magazine	Add 4th Edition of Connections Magazine, including costs for mailing.	-	-	\$ -	\$ 16,315	\$ -	\$ 15,565
Advertisements	Special Events Advertising	-	-	\$ -	\$ 10,000	\$ -	\$ 10,000
Build Your Better Campaign	Program in support of the City's Build Your Better Campaign (BYBC). Costs specific to NEARcation as follows: \$54,000 low/\$90,000 mid/\$126,000 high level	-	-	\$ 54,000	\$ -	\$ 54,000	
City Survey	National Citizen Survey	-	-	\$ 20,000	\$ -	\$ -	
<b>Total</b>		<b>1.00</b>	<b>-</b>	<b>\$ 52,100</b>	<b>\$ 160,279</b>	<b>\$ -</b>	<b>\$ 212,493</b>

## CITY MANAGER

### Position Inventory

Position	Group	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted
				Adopted	Adjusted	Year-end		
City Manager	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Communications Manager	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Policy Analyst	Non-Rep	1.00	-	-	-	-	-	-
Assistant to City Manager/Policy Analyst	Non-Rep		1.00	1.00	1.00	1.00	1.00	1.00
Diversity, Equity & Inclusion Coordinator *	Non-Rep	-	0.50	0.50	0.50	-	-	-
Communications Coordinator	AFSCME	-	-	-	-	-	1.00	1.00
		<b>3.00</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>
Chg from prior year (2023 & 2024 compared to 2022 Original Budget)		-	0.50	-	-	(0.50)	0.50	-

\* Function to be provided under contracted services (\$50,000 per year, 1-time funded).

Service delivery analysis to be performed in 2023/2024 for the 2025/2026 budget to determine future need and delivery method.

Position	FTE	2023			2024		
		Salary	Benefits	Total	Salary	Benefits	Total
City Manager	1.00	\$ 202,650	\$ 71,631	\$ 274,281	\$ 202,650	\$ 73,321	\$ 275,971
Communications Manager	1.00	104,904	42,701	147,605	110,160	44,715	154,875
Assistant to CM/Policy Analyst	1.00	79,800	31,098	110,898	83,784	32,581	116,365
Communications Coordinator	1.00	77,800	27,734	105,534	80,200	29,098	109,298
<b>Total</b>	<b>4.00</b>	<b>\$ 465,154</b>	<b>\$ 173,164</b>	<b>\$ 638,318</b>	<b>\$ 476,794</b>	<b>\$ 179,715</b>	<b>\$ 656,509</b>

## CITY MANAGER

### Performance Measures

Performance Measures	Target	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
Average # of items on study session agenda	< 6 items	3	4	5	5	4
# of presentations of the State of the City	10	2	2	6	6	11
# of new followers: City Twiter	180	105	168	2710	198	219
# of new followers: LPD Twitter	180	472	829	8809	550	969
# of new likes: City FB	180	306	578	10907	3612	1160
# of new likes: LPD FB	180	115	208	18248	n/a	2402
# of new likes: Parks FB	180	n/a	n/a	n/a	n/a	179
# of new likes: Senior Center FB	180	10	32	523	n/a	67
# of posts: City Instragram	180	23	58	49	n/a	145
# of multimedia items prduced - video	12	7	7	7	n/a	23



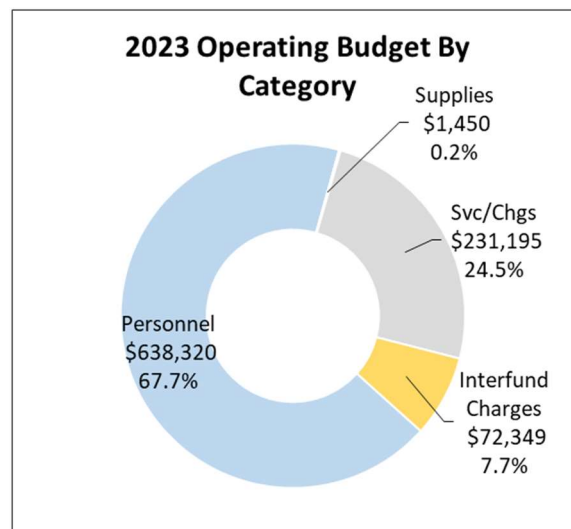
## CITY MANAGER

### Purpose & Description

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

### Goals/Objectives

- Execute the City's goals and objectives by appropriately placing authority, assigning accountability, and monitoring performance.
- Protect and enhance the City's financial health and stability while maintaining essential public services in a cost effective manner.
- Generate economic development throughout the community.
- Develop and implement effective communication and outreach with the community.
- Lead and advance the City's diversity, equity, inclusion and engagement strategies.



## CITY MANAGER

### Financial Information

The adopted operating budget totals \$943K in 2023 and \$967K in 2024. The 2023 adopted budget is a 15.7% or \$128K increase from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – added Communications Coordinator 1.0 FTE offset by the elimination of the Diversity, Equity & Inclusion Manager. Other changes include step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement and selection of medical coverage plans.
- Professional Services – added photography and video services for special projects to promote city priorities, events and other public outreach. Travel & Training – reduced discretionary spending per City Manager directive due to uncertainty of financial impact of COVID-19 pandemic.
- Communications – added postage for Connections Magazine (previously accounted for in Non-Departmental).
- Travel & Training – increased 2 attendee costs for ICMA, WCMA and AWC annual conferences.
- Other Services & Charges – added city-wide special events advertisements, online communications subscriptions, and printing/contract costs for Connections Magazine 4<sup>th</sup> edition.
- Internal Service M&O Charges – added WCIA assessment increase.

The changes in the capital & 1-time funded programs are as follows:

2022 programs include:

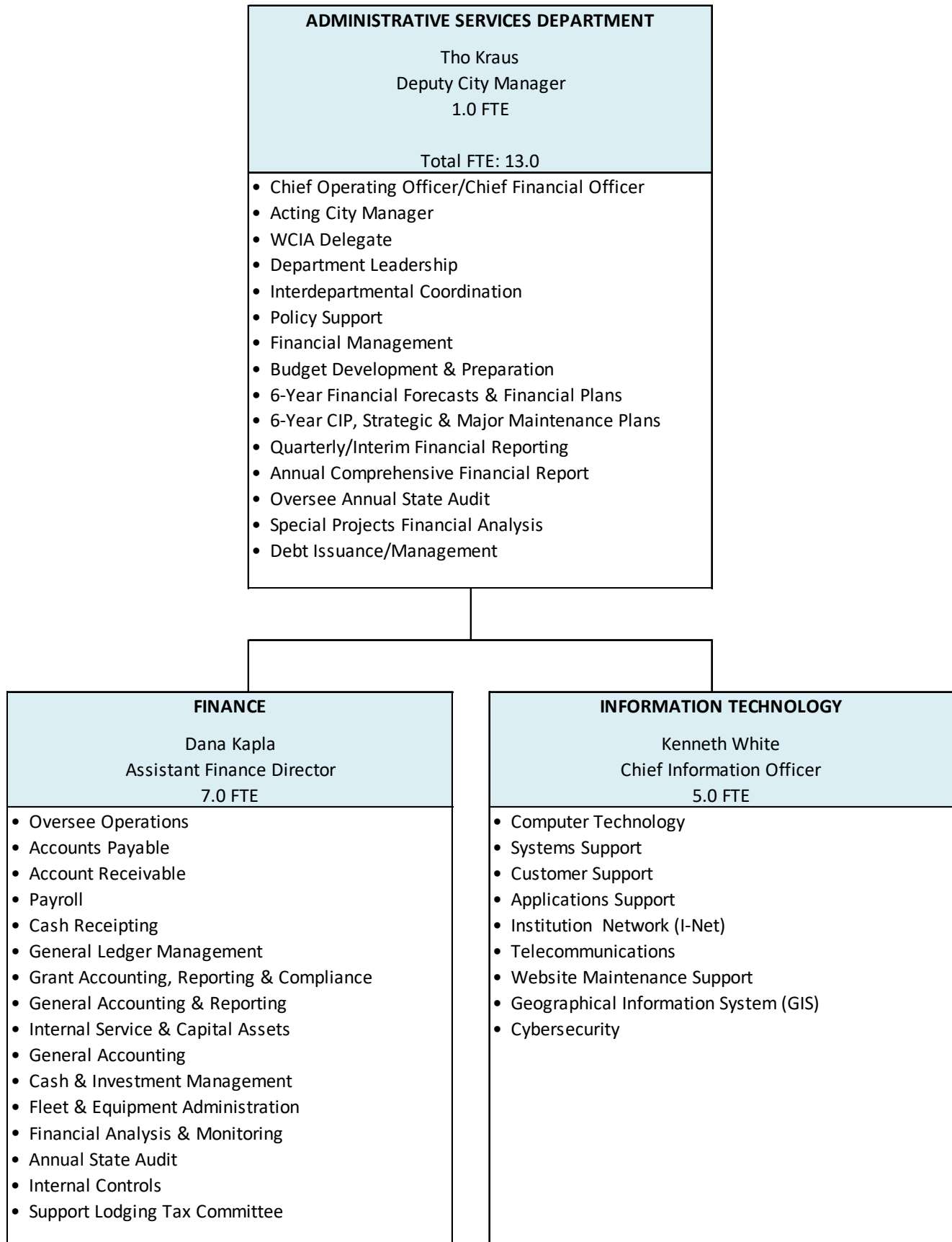
- Communications Strategic Plan consultant, communication intern for strategic community engagement, and camera equipment.

2023/2024 programs include:

- Contracted services for diversity, equity and inclusion, Build Your Better Campaign, and National Citizens Survey.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	General Government	638,027	650,540	788,067	926,307	926,307	1,071,236	1,073,679	144,929	15.6%
	<b>Total Revenues</b>	<b>\$ 638,027</b>	<b>\$ 650,540</b>	<b>\$ 788,067</b>	<b>\$ 926,307</b>	<b>\$ 926,307</b>	<b>\$ 1,071,236</b>	<b>\$ 1,073,679</b>	<b>\$ 144,929</b>	<b>15.6%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	339,724	318,867	426,864	426,864	426,864	465,154	476,794	38,290	9.0%
21.xxx	Benefits	105,938	100,975	146,113	159,004	159,004	173,166	179,718	14,162	8.9%
31.xxx	Other Supplies	40	325	500	500	500	300	300	(200)	-40.0%
35.xxx	Small Tools/Minor Equipment	-	1,160	-	-	-	1,150	350	1,150	n/a
41.xxx	Professional Services	114,427	122,009	113,650	121,825	121,825	131,825	137,815	10,000	8.2%
42.xxx	Communications	-	-	-	-	-	21,000	21,000	21,000	n/a
43.xxx	Travel & Training	827	937	10,985	10,985	10,985	14,500	14,500	3,515	32.0%
49.003	Membership Dues	1,900	2,098	2,735	2,735	2,735	2,725	2,725	(10)	-0.4%
49.xxx	Other Services & Charges	25,215	16,387	27,000	29,332	29,332	61,145	61,145	31,813	108.5%
9x.xxx	IS Charges - M&O	45,936	54,608	56,167	61,236	61,236	69,784	69,933	8,548	14.0%
9x.xxx	IS Charges - Reserves	2,356	882	2,048	2,562	2,562	2,565	2,565	3	0.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 636,362</b>	<b>\$ 618,248</b>	<b>\$ 786,062</b>	<b>\$ 815,043</b>	<b>\$ 815,043</b>	<b>\$ 943,314</b>	<b>\$ 966,845</b>	<b>\$ 128,271</b>	<b>15.7%</b>
Capital & 1-Time Funded:										
	Personnel Costs	-	-	-	25,000	25,000	-	-	(25,000)	-100.0%
	Supplies	-	8,125	-	8,375	8,375	-	-	(8,375)	-100.0%
	Services & Charges	-	17,364	-	35,000	35,000	124,000	104,000	89,000	254.3%
	IS Charges - M&O & Capital	1,665	6,803	2,005	42,889	42,889	3,922	2,834	(38,967)	-90.9%
	<b>Subtotal One-time Exp</b>	<b>\$ 1,665</b>	<b>\$ 32,292</b>	<b>\$ 2,005</b>	<b>\$ 111,264</b>	<b>\$ 111,264</b>	<b>\$ 127,922</b>	<b>\$ 106,834</b>	<b>\$ 16,658</b>	<b>15.0%</b>
	<b>Total Expenditures</b>	<b>\$ 638,027</b>	<b>\$ 650,540</b>	<b>\$ 788,067</b>	<b>\$ 926,307</b>	<b>\$ 926,307</b>	<b>\$ 1,071,236</b>	<b>\$ 1,073,679</b>	<b>\$ 144,929</b>	<b>15.6%</b>

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## ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

### Primary Alignment with City Council Goals / Strategic Plan Objectives and strategies

#### Economic Development

1.5 Promote and facilitate sustainable economic development.

- C. Continue to leverage and improve City assets, e.g. location, access, lakes, parks, civic engagement to opportunities, transit options, cultural amenities, activity hubs, and local utilities.

#### Dependable Infrastructure

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

- A. Identify future transportation and determine advantageous and sustainable funding strategies.  
Update the comprehensive plan and six-year TIP when necessary.
- E. Implement innovative technology solutions to enhance accessibility, operations, and City services.

#### Public Safety

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

- A. Enhance law enforcement services through ongoing training and new technologies.
- C. Develop, practice, and implement emergency management plans.

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

- E. Identify and implement new technologies and innovative programs that enhance municipal court services for the community and contract jurisdictions.

#### Fiscal Responsibility:

4.1 Provide efficient and effective municipal services.

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

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

- A. Maintain and strategically use reserves in case of economic fluctuations, emergency needs, and to take advantage of emerging opportunities.
- B. Develop balanced biennial budgets consistent with adopted financial policies.
- C. Diversify revenue base and explore innovative funding sources.

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

- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.
- B. Seek and promote diverse advisory groups.
- D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when advantageous.
- E. Continue to enhance cyber security measures to protect City systems.

#### Transparency

5.2 Advocate for Lakewood at all levels of government.

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

5.3 Strengthen connection and engagement with stakeholder, partners and communities.

- C. Support access to information on workforce development, healthcare, and local services.

**ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW****Department Functions by Criteria**Legally Mandated

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

Important

- Account Receivable
- Fleet and Equipment Administration
- 6-Year Financial Forecast
- 6-Year Information Technology Strategic Plan
- ACFR Preparation and Submittal to GFOA for Excellence in Financial Reporting Award
- Budget Document Preparation for Submittal to GFOA for Distinguished Budget Award
- Cash and Investment Management
- General Ledger Management
- Financial Analysis and Monitoring
- Capital and Fixed Assets Accounting
- Grant Accounting
- Training and Development

Discretionary

- Quarterly Financial Report (Level of Reporting Detail)
- Budget Document (Level of Reporting Detail)
- PAFR (Popular Annual Financial Report) Preparation and Submittal to GFOA Popular Annual Financial Reporting Program
- ACFR (Annual Comprehensive Financial Report) Preparation and submittal to GFOA for Excellence in Financial Reporting Award Program

## ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

### 2021/2022 Accomplishments

- Earned GFOA's 2022 Triple Crown designation for receiving awards for the all three programs (one of 317 governments received this designation)
  - GFOA Distinguished Budget Presentation Award for the 2021/2022 Biennial Budget Document.
  - GFOA Certificate of Excellence in Financial Reporting Award for FY2020 ACFR.
  - GFOA Award for the FY2020 PAFR (Popular Annual Financial Reporting).
- Successfully monitored & reviewed new GASB Statements for accounting & reporting, implemented as appropriate.
- Prepared and submitted the Fiscal Year 2021 ACFR and PAFR to the GFOA Award Programs.
- Deputy City Manager continued role as Budget Reviewer/Grader for GFOA's Budget Award program.
- Achieved clean audit for fiscal year 2021 annual state audit.
- Implemented new BARS (Budgeting and Accounting Reporting System) account numbers as prescribed by SAO.
- Further streamlined the budget development process for greater efficiency and effectiveness, minimizing impact of budget preparation for departments.
- Updated and presented the 6-year financial forecast.
- Successfully prepared the 2023/2024 biennial budget under COVID-19 uncertainty.
- Complied with SEC (Security Exchange Commission) continuing debt disclosure.
- Supported to CED+ project as it relates to information technology and financial processes. Improved processes and reporting within the system for greater transparency and processes to ensure accuracy and accounting of data transfer to City's general ledger and provided support the interlocal agreement.
- Enhancing quarterly financial reports to provide informative financial information in the spirit of full disclosure and financial transparency. Developed detailed reporting for internal service funds, SSMCP, ARPA, farmers market program, development services cost recovery, historical sales tax by sector, and city tree fund.
- Maintained the emergency operations manual for the finance section of the City's emergency operations program.
- Promoted, oriented and trained new and existing employees within Finance and Human Resources.
- Cross-trained for broader coverage and greater efficiency and effectiveness.
- Monitored and updated Grant Policy in compliance with the Uniform Grant Guidance.
- Redeemed LID Bonds as funds are available resulting in interest savings and earlier than scheduled maturity.
- Issued LID Bonds 1109 for roadway improvements in support of and funded by private development.
- Successfully implemented three collective bargaining agreements, including retroactive payments for the largest represented group, within one month of contract execution.
- Prepared the ordinance establishing the American Rescue Plan Act Fund.
- Created financial system and process for tracking and monitoring ARPA grants and provide assistance to departments in grant process, allocation and reimbursements to meet federal and state audit requirements.
- Developed Fort Steilacoom Park H-Barn Complex Restoration and Renovation Project Financial Proposal
- Developed North Clear Zone Financial Schedule for Tactical Tailor Purchase and implemented funding mechanism to close the temporary project shortfall.
- Developed/updated funding options for transportation and parks capital projects.
- Prepared Transportation Benefit District Bond Ordinance to secure \$11.6M in support of transportation capital.
- Prepared Surface Water Management Revenue Bond Ordinance to secure \$4.0M in support of SWM capital projects.
- Prepared the ordinance establishing the Economic Development Opportunity and funding source.
- Updated the Capital Facilities Plan (6-Year Capital Plan) in coordination with PRCS and PWE.
- Updated the 6-Year Property Management Information Technology Strategic Plan in coordination with PRCS and IT.

## ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

### 2021/2022 Accomplishments (continued)

- Prepared detailed budget adjustments to provide full disclosure and transparency.
- Support Diversity, Equity & Inclusion function, including onboarding and participation in training sessions.
- Served in stakeholder capacity for City Hall reconfiguration study.
- Served as point of contact and provided materials for DRS (Department of Retirement System) audit (started in 2020, in progress).
- Participated successful agency grant audit for Office of Justice Programs, Bureau of Justice Assistance and Health Choice Authority in role of grant accountant.
- Calculated service credits for each employee since employment inception for conversion to PERS (Public Employees Retirement System).
- Issued W-2s two weeks in advance of due date.
- Implemented of document management system for Municipal Court and in progress for Legal/HR and Finance.
- Upgraded all VMWare remote access solutions providing enhanced capability for all public works staff allowing greater access to graphic intense applications such as AutoCAD and Bluebeam.
- Installed of additional Stonefly backup / storage solutions enhancing existing disaster recovery processes.
- Implemented two new enterprise storage solutions increasing existing footprint for increased growth.
- Replaced first responder radio repeater and restored communication at Police Station lower level.
- Purchased and installed additional storage capacity for increased usage of in-car video and to handle the new body worn cameras (BWC) program.
- Installed and configured new body worn camera server with high speed connectivity to newly installed storage solutions.
- Upgraded existing universal power solution at City Hall to include batteries and control systems.
- Installed new server solution(s) along with storage increasing the city's ability to replicate data to new offsite disaster recover co-location to be located in Hillsboro, Oregon.
- Replaced legacy Cisco VPN solutions with new Fortinet VPN device.
- Upgraded existing servers and applications throughout the years.
- Upgraded and migrated of Microsoft Exchange server.
- Upgraded and migrated of the City's email archiving solution, Veritas Enterprise Vault ®.
- Provided security training to all staff in the form of automated solutions from KnowBe4®
- Provided enhanced training to Legal Department staff to increase their knowledge and ability to use the City's Enterprise Vault for public records requests search.
- Expanded the city's security camera solution with additional cameras at Ft. Steilacoom Park.
- Updated the city's Renal Housing Safety Program solution providing enhanced features and ease of management for administrative staff.
- Streamlined enterprise backup systems to ensure accurate complete backups
- Replaced laptops, desktops & mobile devices throughout the city.
- Upgraded existing phone system to include expansion of services providing soft phone capabilities for remote staff.
- Migrated existing enterprise antivirus to new Palo Alto cloud-based solution.
- Replaced legacy server systems with new hardware
- Implemented new robust solutions providing real-time access for remote staff enhancing productivity.
- Installed new remote connectivity tools providing technology staff with greater access to remote hardware.
- Updated CAD System in coordination with SS911.



**ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW****2023/2024 Anticipated Key Projects**

- Prepare and submit the Fiscal Year 2022 and 2023 ACFR to the GFOA Award Program.
- Prepare and submit the FY2022 and FY2023 PAFR to the GFOA Award Program.
- Prepare and submit the 2023/2024 biennial budget document to the GFOA Award Program.
- Update the 6-year financial forecast.
- Serve as Budget Reviewer/Grader for GFOA's Budget Award program (Deputy City Manager).
- Enhance interim financial reports to provide the leadership with informative financials in the spirit of full disclosure and financial transparency.
- Evaluate and update the finance section of the City's emergency operations program.
- Provide leadership role in the implementation of a city-wide document management and paperless system.
- Implement new collective bargaining agreements.
- Support to new systems implementation as it relates to finance and accounting.
- Finalize audits of outstanding phone service provider to ensure compliance with taxability and recovery of potential tax loss.
- Issue Transportation Benefit District bonds in support of transportation capital projects.
- Review opportunities for early redemption of bonds.
- Review SAO BARS and implement accounting and reporting changes as appropriate.
- Implement GASB statements taking effect in 2023 and 2024 and early implementation of future requirements as appropriate.
- Evaluate/issue RFP for fleet maintenance service.
- Evaluate/issue RFP for banking services as appropriate.
- Monitor 2 CFR 200 Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards and update policies as required per regulations.
- Support, provide guidance and assistance in the City's Diversity, Equity and Inclusion function. Support future library fiscal analysis.
- Update servers across enterprise to latest operating systems.
- Expand existing wireless Infrastructure to include both office and public use areas.
- Replace computers that have met their lifecycle.
- Replace legacy copiers & printers with current technology.
- Expand video surveillance systems to include additional cameras in public areas.
- Replace existing server hardware solutions with modern systems.
- Replace legacy storage solutions with modern robust enterprise systems.
- Update and expand existing storage solutions to provide additional storage capacity
- Continue to expand city's Cyber-Security solutions across enterprise.
- Enhance & expand Cyber-security awareness training program.
- Replace existing Municipal Court audio & video system with modern robust solution (project delayed due to pandemic shortage of modern chips).
- Evaluate options/logistics as it relates to the city's network infrastructure

**ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW****Service/ Program Changes**

Service/ Program	Description & Justification, and Operational Impact	Change		2023		2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Annual State Audit	Increase cost of services due to rising SAO rates as well as expanded single audit scope for federal grants.	-	-	-	6,500	-	6,500
Merchant/Bank Fees	Increase cost due to increased acceptance of credit cards.	-	-	-	25,500	-	25,500
Public Defender	Transfer budget from Municipal Court to Non-Departmental and increase cost.  GR 42 and the independence of Public Defense services. This rule prohibits judges and judicial staff from drafting, awarding, renewing, and terminating public defense contracts, and from recommending compensation and will go into effect on Jan. 1, 2023.	-	-	-	601,500	-	613,500
Postage	Transfer program specific costs for Connections Magazine mailing to Communications.	-	-	-	(15,000)	-	(15,000)
Membership Fees	Increase membership fees for AWC and PSRC.	-	-	-	6,388	-	6,388
	<b>Total - General Fund (Finance &amp; Non-Departmental)</b>	-	-	\$ -	<b>\$ 624,888</b>	\$ -	<b>\$ 636,888</b>

**ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW****Service/ Program Changes**

Service/ Program	Description & Justification, and Operational Impact	Change		2023		2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Police Vehicle Replacements  2023 = 17 Vehicles 2024 = 14 Vehicles  * Retain 10 vehicles through 12/31/2024 as secondary use for police officer overhire program and additional pool vehicles.  Replace with 2023 Ford Interceptor Hybrid SUVs (via state bid, estimated cost of \$44,000 per vehicle plus \$26,400 for emergency equipment build. Estimated cost includes sales tax  Any proceeds received from sale of vehicles will be applied to towards purchase and/ or returned to General Fund.  Each new vehicle set up with new vehicle mounted in-car video system.	* Replace Vehicle #40081 2015 Ford Interceptor	-	-	\$ 70,400	\$ -	\$ -	-
	* Replace Vehicle #40261 2015 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #40291 2014 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #40411 2014 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #40970 2014 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #40980 2014 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #40990 2014 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #41000 2014 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #41010 2014 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #41140 2014 Ford Interceptor	-	-	70,400	-	-	-
	Replace Vehicle #40191 2015 Ford Interceptor	-	-	-	-	-	-
	Replace Vehicle #40201 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40211 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40221 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40231 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40251 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40271 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40331 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40341 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40381 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40391 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40401 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40451 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40531 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40810 2012 Chevy Impala	-	-	70,400	-	70,400	-
	Replace Vehicle #40820 2012 Chevy Impala	-	-	70,400	-	-	-
	Replace Vehicle #40950 2014 Chevy Tahoe (K9)	-	-	70,400	-	-	-
	Replace Vehicle #41060 2012 Chevy Tahoe	-	-	70,400	-	-	-
	Replace Vehicle #41070 2012 Chevy Tahoe (K9)	-	-	70,400	-	-	-
	Replace Vehicle #41080 2013 Ford Interceptor	-	-	70,400	-	-	-
	Replace Vehicle #40780 2011 Ford Crown Victoria	-	-	70,400	-	-	-
	Accumulated Replacement Reserves	-	-	(335,900)	-	(644,000)	-
	Vehicle Mounted In-Car Video System For Vehicle Replacements (Qty 17 in 2023 and Qty 14 in 2024)	-	-	340,000	-	280,000	-
<b>Total</b>		-	-	<b>\$ 1,200,900</b>	<b>\$ -</b>	<b>\$ 621,600</b>	<b>\$ -</b>

**ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW****Service/ Program Changes (continued)**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Replace PWE Inspector Truck	Replace 42630 (2006 Chevy Silverado) with a new Ford Ranger.	-	-	\$ 48,000	\$ -	\$ -	\$ -
Replace Salt Spreader	Replace the 2009 gas powered stainless steel salt spreader #42960 with a new electric poly spreader. This is the last one in the fleet to replace.	-	-	\$ 7,500	\$ -	\$ -	\$ -
Replace Plow	Replace the 2009 Boss plow #42930 with a Salt Dogg Plow. This is our oldest plow and is not like the rest of the fleet so it is not interchangeable with all of the other plows in the fleet.	-	-	\$ 8,000	\$ -	\$ -	\$ -
Replace 2008 F250	Replace Vehicle #42330. This truck was originally purchased as a used vehicle to support the street landscape program. It meets the criteria for replacement. The new vehicle would also be equipped with the hands free phone to comply with laws that weren't in place in 2008.	-	-	\$ 65,000	\$ -	\$ -	\$ -
Replace 2008 F250	Replace Vehicle #42280. This truck was purchased to support the Parks maintenance program and is primarily used for trash and towing purposes. It meets the criteria for replacement. The new vehicle would also be equipped with the hands free phone to comply with laws that weren't in place in 2008.	-	-	\$ -	\$ -	\$ 65,000	\$ -
Replace Deere Gator	Replace Deere Gator #42780. The current 2009 equipment as it is worn out. This is used 7 days a week to perform maintenance at Ft. Steilacoom Park.	-	-	\$ -	\$ -	\$ 14,000	\$ -
Replace 2006 Turf Painter	This is obsolete and parts are very difficult to get. There are two options, first would be to replace it with like equipment. The second is to replace it with a GPS guided paint robot. Going this route would save a lot of staff time, for instance, it would eliminate doing field layout which for a soccer field takes two staff up to 2 hours per field (we do up to 11 fields of various sizes). It then takes one staff person about a day to paint them all out and then we have to maintain the paint each week for 3 months. With the GPS unit, you place it at your starting corner and tell it to go, and it paints the whole field without supervision so staff could do other work in the vicinity. Cost: Standard option \$12,000 OR a GPS option \$35,000 (unmanned unit)	-	-	\$ 35,000	\$ -	\$ -	\$ -
Replace Large Area Mower Trailer	Replace trailer #43001 that was purchased in 2006.	-	-	\$ 7,000	\$ -	\$ -	\$ -
Replace Equipment Trailer	Equipment trailer #43011 - replace the over wheel deck trailer with a much more stable car type trailer.	-	-	\$ -	\$ -	\$ 7,000	\$ -
	Less Accumulated Replacement Reserves			\$ (64,520)	\$ -	\$ (42,000)	\$ -

**ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW****Service/ Program Changes (continued)**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
New Tommy Lift	Purchase of new Tommy Lift to be permanently installed on an exhisting vehicle. There have been several injuries amongst Maintenance staff that are a result of lifting heavy objects (parks, street ROW items, signs, etc). This lift would help reduce on the job injuries. The City attempted to apply to L&I for this equipment to support staff.	-	1	\$ 4,500	\$ -	\$ -	\$ -
New John Deere Gator	Special events and recreation programming has increased over the years at various city locations and a gator is needed to support those events. The Gator is used at all events to move people, equipment, supplies from here to there. Events at Fort Steilacoom Park are particularly difficult as we need to cover hundreds of acres in a short period of time. When not in use at city events, the gator will be used by maintenance staff at various sites to support operations.	-	1	\$ 14,000	\$ -	\$ -	\$ -
New Grader Attachment	Instead of replacing the Grader, it would be more cost effective to purchase an attachment for the skid steer. This equipment is used to maintain shoulders and allies throughout the city.	-	1	\$ -	\$ -	\$ 20,000	\$ -
<b>Total - Vehicle &amp; Equipment</b>		-	3	\$ 124,480	\$ -	\$ 64,000	\$ -

**ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW****Service/ Program Changes (continued)**

Service/ Program	Description & Justification, and Operational Impact	Change		2023		2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
IT Strategic Plan	Wireless Access Point (WI-FI)	-	-	20,000	-	-	-
	Expand Video Surveillance	-	-	-	-	50,000	-
	Server/Hardware upgrades	-	-	-	-	6,000	-
	Computer Replacement Program	-	-	100,000	-	100,000	-
	SAN (Storage Area Network) Implementation	-	-	-	-	35,000	-
	Cybersecurity	-	-	-	-	50,000	-
	Copier Replacement	-	-	35,000	-	-	-
Audio/Video Redaction	Public records redaction software for public records.	-	-	-	15,000	-	15,000
Document Redaction	Public records redaction software for documents.	-	-	-	8,825	-	8,825
Communications Equipment	Laptop, Monitor, Supplies for New Communications Coordinator	-	-	2,100	-	-	-
AXON Body Worn Cameras	Payments #3 and #4 of 5 total.	-	-	381,000	-	381,000	-
AXON Interview Room	Interview Room and Transcription Services (4 Year Plan)	-	-	50,000	-	50,000	-
PD Celebrite System	Device and computer adaptor for hooking into cell phones.	-	-	8,000	-	-	-
	Stand-alone off system cold computer for operations.	-	-	4,000	-	-	-
	Annual Licensing Fee	-	-	-	9,900	-	9,900
PWE Cell/Cloud Storage	Cell/Cloud storage services for traffic signal controllers.	-	-	-	10,000	-	10,000
PWE Street Saver GIS Software	Purchase of software to for integration into the City's GIS platform.	-	-	3,500	-	-	-
<b>Total - Information Technology</b>		-	-	<b>\$ 603,600</b>	<b>\$ 43,725</b>	<b>\$ 672,000</b>	<b>\$ 43,725</b>

**ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW****Position Inventory**

Position	Group	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted
				Original	Adjusted	Year-end		
Deputy City Manager	Non-Rep	-	1.00	-	1.00	1.00	1.00	1.00
Assistant City Manager/Chief Financial Officer	Non-Rep	1.00	-	1.00	-	-	-	-
Chief Information Officer	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	Non-Rep	-	-	-	-	1.00	1.00	1.00
Finance Supervisor	Non-Rep	2.00	2.00	2.00	2.00	1.00	1.00	1.00
IT Administrator	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Analyst	AFSCME	2.00	2.00	2.00	2.00	2.00	2.00	2.00
GIS Analyst	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
IT Analyst	AFSCME	-	-	-	1.00	1.00	1.00	1.00
IT Specialist	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Finance Technician	AFSCME	-	1.00	-	-	1.00	1.00	1.00
Finance Technician	AFSCME	3.00	2.00	3.00	3.00	2.00	2.00	2.00
<b>Total</b>		<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
<i>Chg from prior year (2023 &amp; 2024 compared to 2022 Original Budget)</i>		-	-	-	1.00	1.00	1.00	-

Position	FTE	2023			2024		
		Salary	Benefits	Total	Salary	Benefits	Total
Deputy City Manager	1.00	\$ 190,080	\$ 66,357	\$ 256,437	\$ 199,584	\$ 68,921	\$ 268,505
Assistant Finance Director	1.00	119,352	44,948	164,300	125,304	46,907	172,211
Finance Supervisor	1.00	105,000	42,839	147,839	110,256	44,889	155,145
Finance Analyst	1.00	91,148	30,850	121,998	92,977	31,763	124,740
Finance Analyst	1.00	95,844	45,179	141,023	97,770	46,665	144,435
Finance Technician	1.00	86,625	44,632	131,257	88,359	46,303	134,662
Finance Technician	1.00	84,240	40,248	124,488	84,240	41,282	125,522
Finance Technician	1.00	84,240	26,870	111,110	84,240	27,335	111,575
<b>Total - General Fund</b>	<b>8.00</b>	<b>\$ 856,529</b>	<b>\$ 341,922</b>	<b>\$ 1,198,451</b>	<b>\$ 882,730</b>	<b>\$ 354,065</b>	<b>\$ 1,236,795</b>
Chief Information Officer	1.00	146,928	59,996	206,924	154,272	62,489	216,761
Information Technology Administrator	1.00	118,056	55,449	173,505	118,056	56,908	174,964
Geographical Information Systems Analyst	1.00	102,720	48,993	151,713	102,720	50,096	152,816
Information Technology Analyst	1.00	82,959	38,791	121,750	84,615	40,190	124,805
Information Technology Specialist	1.00	87,264	29,804	117,068	88,359	30,561	118,920
<b>Total - Internal Service Fund</b>	<b>5.00</b>	<b>\$ 537,927</b>	<b>\$ 233,033</b>	<b>\$ 770,960</b>	<b>\$ 548,022</b>	<b>\$ 240,245</b>	<b>\$ 788,267</b>
<b>Total</b>	<b>13.00</b>	<b>\$ 1,394,456</b>	<b>\$ 574,955</b>	<b>\$ 1,969,411</b>	<b>\$ 1,430,752</b>	<b>\$ 594,310</b>	<b>\$ 2,025,062</b>

## ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

### Performance Measures

Performance Measures	Target	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
% of accounts receivable aged balances over 60 days versus annual billing	5%	7.34%	8.22%	0.17%	0.07%	1.54%
GFOA Award Received for Current Year CAFR	Yes	Pending	Pending	Yes	Yes	Yes
GFOA Award Received for Biennium's Budget Document	Yes	n/a	n/a	Yes	Yes	Yes
Clean Audit for Prior Fiscal Year <sup>(2)</sup>	Yes	Yes	Yes	Yes	Yes	Yes
Bond Rating Per Standard & Poor's <sup>(3)</sup>	AA	AA	AA	AA	AA	AA

Informational Measures	Historic Average	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
# of invoices paid annually	n/a	1857	3714	7221	7160	8350
% of invoices paid within 30 days of invoice date <sup>(1)</sup>	95%	88.7%	88.40%	89.25%	89.18%	89.83%

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

(2) The audit finding was related to financial audit of 1998 assets.

(3) Bond rating upgraded June 2018.

Performance Measures	Target	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
Overall Phish-Phone Percentage (Cyber Phishing)	< 29%	16%	20%	5%	19%	n/a

Informational Measures	Historic Average	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
# of users served	n/a	233	225	259	223	259
# of personal computers maintained	n/a	492	501	492	444	428
# of applications maintained	n/a	140	140	140	139	139
# of servers maintained (LAN/WAN)	n/a	81	81	81	82	83
# of Cell Phones maintained	n/a	238	238	205	205	229
# of ShoreTel phones operated and maintained	n/a	290	290	290	290	290
% of IT system up-time during normal business hours	100%	99%	99%	100%	100%	99%
% of communications up-time during normal business hours	100%	100%	100%	100%	100%	100%
Number of help desk requests received	n/a	351	691	1601	1466	1885
Help desk requests resolved: Total requests resolved	n/a	602	961	1478	1311	1759



## ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

### Purpose & Description

The Administrative Services Department is comprised of the two divisions: Finance and Information Technology.

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

The department supports the following committee/commission:

- Lodging Tax Advisory Committee
- Independent Salary Commission

### Goals/Objectives

- Provide transparent and accountable financial services to the City by exercising sound financial leadership, planning and guidance, recommending, establishing and maintaining sound fiscal policies and practices.
- Enhance the efficiency and effectiveness of City operations by providing varied professional expertise and guidance.
- Deliver consistent, high quality service and support to internal and external customers.
- Create an environment of mutual respect and partnership with City departments.

**ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW****Financial Information**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
501	Fleet & Equipment	\$ 1,619,458	\$ 1,579,610	\$ 755,720	\$ 1,719,861	\$ 1,719,861	\$ 2,898,946	\$ 2,479,927	1,179,085	68.6%
503	Information Technology	1,712,503	1,726,446	2,177,539	2,799,182	2,799,182	2,940,490	3,017,696	141,308	5.0%
104	Hotel/Motel Lodging Tax	875,004	1,241,939	1,000,000	1,000,000	1,225,000	1,125,000	1,125,000	125,000	12.5%
001	Grants	2,877,860	5,847	-	-	-	-	-	-	n/a
001	General Governmental	3,852,722	6,657,335	4,083,667	6,092,501	6,095,725	7,121,117	6,586,489	1,028,616	16.9%
	<b>Total Revenues</b>	<b>\$ 9,318,089</b>	<b>\$ 9,631,567</b>	<b>\$ 7,261,206</b>	<b>\$ 9,891,683</b>	<b>\$ 10,119,907</b>	<b>\$ 11,186,607</b>	<b>\$ 10,729,185</b>	<b>\$ 1,294,924</b>	<b>13.1%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	1,077,317	1,170,859	1,152,932	1,254,497	1,254,497	1,394,456	1,430,752	139,959	11.2%
21.xxx	Benefits	406,853	439,062	482,418	504,834	504,834	574,955	594,310	70,121	13.9%
31.xxx	Other Supplies	71,991	39,084	129,500	129,500	129,500	129,575	129,575	75	0.1%
32.xxx	Fuel	255,476	323,367	424,150	424,150	424,150	459,150	459,150	35,000	8.3%
35.xxx	Small Tools/Minor Equip	14,363	45,298	67,000	67,000	67,000	67,000	67,000	-	0.0%
41.xxx	Professional Services	223,350	162,342	191,860	280,660	280,660	913,660	925,660	633,000	225.5%
42.xxx	Communications	363,741	340,753	368,425	374,925	374,925	360,645	360,645	(14,280)	-3.8%
43.xxx	Travel & Training	1,063	1,570	12,500	12,500	12,500	13,005	13,005	505	4.0%
45.xxx	Operating Rentals/Leases	24,008	25,109	3,000	3,000	3,000	3,000	3,000	-	0.0%
48.xxx	Repairs & Maintenance	729,721	668,993	1,115,790	1,116,290	1,116,290	1,181,515	1,169,515	65,225	5.8%
49.003	Membership Dues	65,419	66,980	67,565	69,817	69,817	76,355	76,355	6,538	9.4%
49.xxx	Other Services & Charges	459,111	542,236	806,820	787,320	787,320	1,132,290	1,131,715	344,970	43.8%
597.xx	Interfund Transfers	1,782,501	1,832,452	1,873,112	1,980,126	1,983,349	2,353,639	2,384,328	373,513	18.9%
9x.xxx	IS Charges - M&O	119,329	124,379	140,802	152,984	152,984	173,717	174,093	20,733	13.6%
9x.xxx	IS Charges - Reserves	6,260	2,351	5,452	6,823	6,823	6,830	6,830	7	0.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 5,600,503</b>	<b>\$ 5,784,835</b>	<b>\$ 6,841,326</b>	<b>\$ 7,164,425</b>	<b>\$ 7,167,649</b>	<b>\$ 8,839,792</b>	<b>\$ 8,925,933</b>	<b>\$ 1,675,367</b>	<b>23.4%</b>
Capital & 1-Time Funded:										
	Personnel Costs	248,452	3,022	-	-	-	-	-	-	n/a
	Supplies	303,158	65,955	138,750	326,136	326,136	533,100	531,000	206,964	63.5%
	Services & Charges	2,308,450	236,606	-	158,957	158,957	3,500	50,000	(155,457)	-97.8%
	Interfund Transfers	1,014,676	3,498,547	745,465	2,621,406	2,621,406	2,476,344	1,858,526	(145,062)	-5.5%
	Capital	813,165	629,903	272,000	703,563	703,563	1,792,800	1,462,600	1,089,237	154.8%
	IS Charges - M&O & Capit	3,055	10,137	4,629	20,116	20,116	4,246	6,602	(15,870)	-78.9%
	<b>Subtotal One-time Exp</b>	<b>\$ 4,690,956</b>	<b>\$ 4,444,170</b>	<b>\$ 1,160,844</b>	<b>\$ 3,830,178</b>	<b>\$ 3,830,178</b>	<b>\$ 4,809,990</b>	<b>\$ 3,908,728</b>	<b>\$ 979,812</b>	<b>25.6%</b>
	<b>Total Expenditures</b>	<b>\$ 10,291,459</b>	<b>\$ 10,229,005</b>	<b>\$ 8,002,170</b>	<b>\$ 10,994,603</b>	<b>\$ 10,997,827</b>	<b>\$ 13,649,782</b>	<b>\$ 12,834,661</b>	<b>\$ 2,655,179</b>	<b>24.1%</b>

**ADMINISTRATIVE SERVICES FINANCE****Purpose/Description**

The purpose of the Finance Division is to provide accurate financial information from which educated judgments can be made on the financial health of the City and decisions can be made by management regarding City operations. The division's responsibilities include: accounts payable; accounts receivable; payroll; cash and investment management; financial forecasting; budget preparation; internal control monitoring; audit coordination; financial reporting which includes quarterly, year-end and Annual Comprehensive Financial Report; non-departmental/centralized services; fleet and equipment administration; and general accounting services including capital projects, capital assets and grants.

**Goal/Objective**

- Provide timely, accurate, user-friendly and transparent financial information and services.
- Ensure compliance with purchasing laws and regulations.
- Ensure proper internal control in city operations to safeguard city resources.
- Maintain reliability and integrity of City's financial data and processes.
- Stay abreast of new developments in accounting and finance.

## ADMINISTRATIVE SERVICES FINANCE

### Financial Information

The adopted operating budget totals \$1.55M in 2023 and \$1.59M in 2024. This is an increase of 10.7% or \$150K from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages/Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget.
- Professional Services – the increase is due to merchant service fees as customers utilize credit cards for payment and increase in cost of required annual audit by the Washington State Auditor's Office.
- Internal Service M&O Charges – the main increase is due to added WCIA assessment increase and information technology projects.

The changes in the capital & 1-time funded programs are as follows:

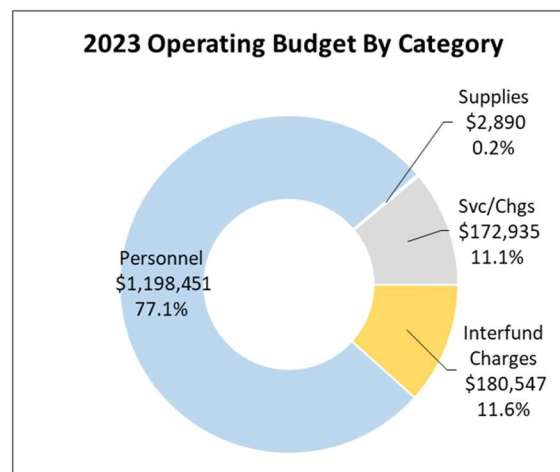
2022 programs include:

- Internal service charges primarily for information technology projects.

2023 programs include:

- Internal service charges primarily for information technology projects.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	General Government	1,268,403	1,289,165	1,328,165	1,424,685	1,424,686	1,559,069	1,599,570	134,384	9.4%
	<b>Total Revenues</b>	<b>\$ 1,268,403</b>	<b>\$ 1,289,165</b>	<b>\$ 1,328,165</b>	<b>\$ 1,424,685</b>	<b>\$ 1,424,686</b>	<b>\$ 1,559,069</b>	<b>\$ 1,599,570</b>	<b>\$ 134,384</b>	<b>9.4%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	711,363	758,609	742,268	787,333	787,333	856,529	882,730	69,196	8.8%
21.xxx	Benefits	248,272	267,950	291,889	314,305	314,305	341,922	354,065	27,617	8.8%
31.xxx	Other Supplies	2,324	2,460	2,815	2,815	2,815	2,890	2,890	75	2.7%
41.xxx	Professional Services	175,361	117,579	131,520	131,520	131,520	163,020	163,020	31,500	24.0%
43.xxx	Travel & Training	270	1,570	6,200	6,200	6,200	6,705	6,705	505	8.1%
49.003	Membership Dues	1,505	1,565	1,370	1,370	1,370	1,520	1,520	150	10.9%
49.xxx	Other Services & Charges	665	2,565	1,220	1,220	1,220	1,690	1,115	470	38.5%
9x.xxx	IS Charges - M&O	119,329	124,379	140,802	152,984	152,984	173,717	174,093	20,733	13.6%
9x.xxx	IS Charges - Reserves	6,260	2,351	5,452	6,823	6,823	6,830	6,830	7	0.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 1,265,348</b>	<b>\$ 1,279,028</b>	<b>\$ 1,323,536</b>	<b>\$ 1,404,569</b>	<b>\$ 1,404,570</b>	<b>\$ 1,554,823</b>	<b>\$ 1,592,968</b>	<b>\$ 150,254</b>	<b>10.7%</b>
Capital & 1-Time Funded:										
	IS Charges - M&O & Capital	3,055	10,137	4,629	20,116	20,116	4,246	6,602	(15,870)	-78.9%
	<b>Subtotal One-time Exp</b>	<b>\$ 3,055</b>	<b>\$ 10,137</b>	<b>\$ 4,629</b>	<b>\$ 20,116</b>	<b>\$ 20,116</b>	<b>\$ 4,246</b>	<b>\$ 6,602</b>	<b>\$ (15,870)</b>	<b>-78.9%</b>
	<b>Total Expenditures</b>	<b>\$ 1,268,403</b>	<b>\$ 1,289,165</b>	<b>\$ 1,328,165</b>	<b>\$ 1,424,685</b>	<b>\$ 1,424,686</b>	<b>\$ 1,559,069</b>	<b>\$ 1,599,570</b>	<b>\$ 134,384</b>	<b>9.4%</b>



**ADMINISTRATIVE SERVICES NON-DEPARTMENTAL****Purpose/Description**

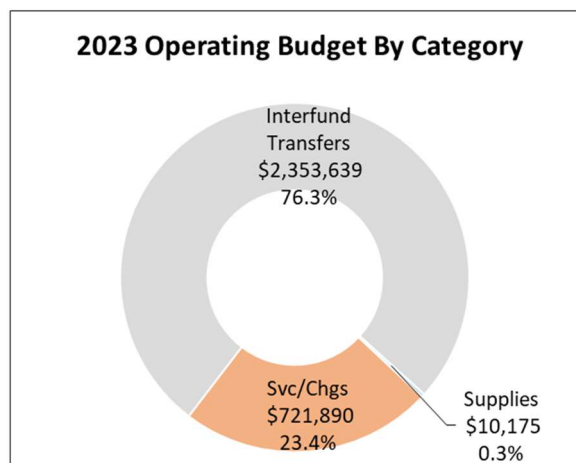
The purpose of the Non-Departmental section is to account for expenditures that are not specifically related to one department such as city-wide postage and bulk mail, paper and coffee and water supplies, and membership dues.

**Financial Information**

The adopted operating budget (excluding interfund transfers) totals \$732K in 2023 and \$744K in 2024. This is an increase of \$4.25% or \$593K from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Professional Services – transferred Public Defender budget from Municipal Court and added increased costs.
- Communications – transferred program specific postage cost for Connections Magazine to Communications.
- Membership Dues – this increase is due to increased costs related to Association of Washington Cities (AWC) and Puget Sound Regional Council (PSRC).

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Grants/Donations/Contributions	2,877,860	5,847	-	-	-	-	-	-	n/a
	General Government	2,584,319	5,368,170	2,755,502	4,667,816	4,671,039	5,562,048	4,986,919	894,232	19.2%
	<b>Total Revenues</b>	<b>\$ 5,462,179</b>	<b>\$ 5,374,017</b>	<b>\$ 2,755,502</b>	<b>\$ 4,667,816</b>	<b>\$ 4,671,039</b>	<b>\$ 5,562,048</b>	<b>\$ 4,986,919</b>	<b>\$ 894,232</b>	<b>19.2%</b>
Operating Expenditure:										
31.xxx	Other Supplies	4,336	5,135	10,175	10,175	10,175	10,175	10,175	-	0.0%
41.xxx	Professional Services	250	250	-	-	-	601,500	613,500	601,500	n/a
42.xxx	Communications	38,312	46,913	57,425	57,425	57,425	42,425	42,425	(15,000)	-26.1%
45.xxx	Operating Rentals/Leases	-	1,453	3,000	3,000	3,000	3,000	3,000	-	0.0%
49.003	Membership Dues	63,914	65,415	65,995	68,247	68,247	74,635	74,635	6,388	9.4%
49.xxx	Other Services & Charges	422	554	330	330	330	330	330	-	0.0%
597.xx	Interfund Transfers	1,462,408	1,764,403	1,873,112	1,907,233	1,910,456	2,353,639	2,384,328	446,406	23.4%
	<b>Subtotal Operating Exp</b>	<b>\$ 1,569,642</b>	<b>\$ 1,884,123</b>	<b>\$ 2,010,037</b>	<b>\$ 2,046,410</b>	<b>\$ 2,049,633</b>	<b>\$ 3,085,704</b>	<b>\$ 3,128,393</b>	<b>\$ 1,039,294</b>	<b>50.8%</b>
Capital & 1-Time Funded:										
	Personnel Costs	248,452	3,022	-	-	-	-	-	-	n/a
	Supplies	169,766	136	-	-	-	-	-	-	n/a
	Services & Charges	2,294,676	2,689	-	-	-	-	-	-	n/a
	Interfund Transfers	1,014,676	3,484,047	745,465	2,621,406	2,621,406	2,476,344	1,858,526	(145,062)	-5.5%
	Capital	164,967	-	-	-	-	-	-	-	n/a
	<b>Subtotal One-time Exp</b>	<b>\$ 3,892,537</b>	<b>\$ 3,489,894</b>	<b>\$ 745,465</b>	<b>\$ 2,621,406</b>	<b>\$ 2,621,406</b>	<b>\$ 2,476,344</b>	<b>\$ 1,858,526</b>	<b>\$ (145,062)</b>	<b>-5.5%</b>
	<b>Total Expenditures</b>	<b>\$ 5,462,179</b>	<b>\$ 5,374,017</b>	<b>\$ 2,755,502</b>	<b>\$ 4,667,816</b>	<b>\$ 4,671,039</b>	<b>\$ 5,562,048</b>	<b>\$ 4,986,919</b>	<b>\$ 894,232</b>	<b>19.2%</b>



## ADMINISTRATIVE SERVICES HOTEL/MOTEL LODGING TAX

### Purpose/Description

The lodging tax, also referred to as the hotel-motel tax is a consumer tax on lodging charges for periods of less than 30 consecutive days for hotels, motels, rooming houses, private campgrounds, RV parks and similar facilities. The guiding principle for the use of lodging taxes is that they must be used for activities, operations and expenditures designed to increase tourism. Specifically, lodging taxes can be used for: tourism marketing; marketing and operations of special events and tourism-related facilities owned or operated by a municipality or a public facilities district; or operations of tourism-related facilities owned or operated by nonprofit organizations (RCW 67.28.1816). As of July 1, 2013, capital expenditures for tourism-related facilities owned by nonprofit organizations are no longer permitted expenditures of lodging tax funds.

The Lodging Tax Advisory Committee (LTAC) receives all applications for lodging tax revenue and recommends a list of candidates and funding levels to the City Council for final determination. The committee must have at least five members, appointed by the City Council. The committee membership must include at least two representatives of businesses that are required to collect the lodging tax, at least two people who are involved in activities that are authorized to be funded by this tax, and one elected city official who serves as chairperson of the committee. The number of committee members from organizations representing hotels and motels and the number of organizations involved in activities that can be funded must equal. In addition to reviewing applications for the use of lodging tax, the committee reviews and comments on any proposals to impose a new lodging tax, raise the rate of an existing tax, repeal an exemption from the lodging tax, or change the use of the tax proceeds.

All entities receiving lodging tax funds must provide information to their respective local government on the use of the funds. This includes local governments that directly use lodging tax funds for municipal purposes. Local governments are then, in turn, report this information annually to the Joint Legislative Audit and Review Committee (JLARC).

### Financial Information

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Lodging Tax	\$ 867,311	\$1,239,821	\$1,000,000	\$1,000,000	\$1,225,000	\$1,125,000	\$1,125,000	\$ 125,000	12.5%
	Interest Earnings	7,693	2,118	-	-	-	-	-	-	n/a
	<b>Total Revenues</b>	<b>\$ 875,004</b>	<b>\$ 1,241,939</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,225,000</b>	<b>\$ 1,125,000</b>	<b>\$ 1,125,000</b>	<b>\$ 125,000</b>	<b>12.5%</b>
31.xxx	Other Supplies	7,177	14,993	-	-	-	-	-	-	n/a
49.xxx	Other Services & Charges	449,338	512,496	800,000	780,500	780,500	1,125,000	1,125,000	344,500	44.1%
597.xx	Interfund Transfers	320,093	68,049	-	72,893	72,893	-	-	(72,893)	-100.0%
	<b>Total Expenditures</b>	<b>\$ 776,608</b>	<b>\$ 595,538</b>	<b>\$ 800,000</b>	<b>\$ 853,393</b>	<b>\$ 853,393</b>	<b>\$ 1,125,000</b>	<b>\$ 1,125,000</b>	<b>\$ 271,607</b>	<b>31.8%</b>
	Beginning Balance	\$ 1,560,637	\$ 1,659,033	\$ 1,375,103	\$ 2,305,435	\$ 2,305,435	\$ 2,677,042	\$ 2,677,042		
	Ending Balance	\$ 1,659,033	\$ 2,305,434	\$ 1,575,103	\$ 2,452,042	\$ 2,677,042	\$ 2,677,042	\$ 2,677,042		

## ADMINISTRATIVE SERVICES FLEET & EQUIPMENT

### Purpose/Description

The purpose of the Fleet & Equipment Fund is to account for all costs associated with operating, maintaining the City's vehicles and motorized equipment. Fleet and equipment user charges are allocated to the operating funds based on usage.

### Goals/Objectives

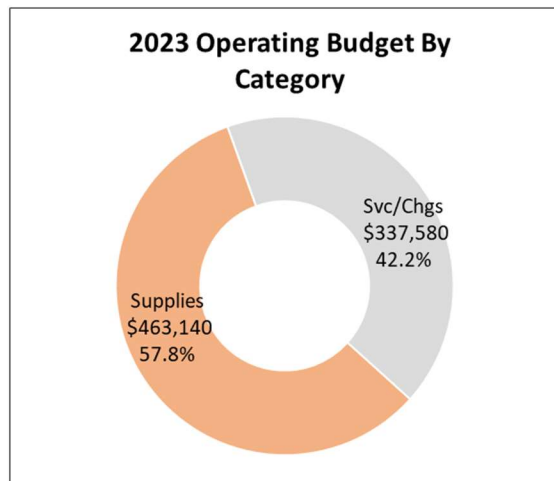
- Ensure safe, available, and reliable vehicles and equipment

### Financial Information

The adopted operating budget totals \$801K in 2023 and \$801K in 2024. This is an increase of 6.0% or \$45K.

- Fuel – increase is due to anticipated higher fuel prices.
- Repairs & maintenance – increase for higher cost of maintenance. Costs will decrease with replacement, however, older vehicles will see increased costs.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	M&O Revenue	\$ 617,408	\$ 609,767	\$ 740,720	\$ 740,720	\$ 740,720	\$ 800,720	\$ 800,720	\$ 60,000	8.1%
	Interest/Other	19,472	3,932	15,000	15,000	15,000	-	-	(15,000)	-100.0%
	Reserves	-	835,636	-	843,891	843,891	852,806	993,607	8,915	1.1%
	Contributed Capital	25,807	99,695	-	120,250	120,250	1,245,420	685,600	1,125,170	935.7%
	Proceeds from Sale of Assets	11,716	30,580	-	-	-	-	-	-	n/a
	Interfund Loan Repayment	880,204	-	-	-	-	-	-	-	n/a
	Insurance Proceeds	64,851	-	-	-	-	-	-	-	n/a
	<b>Total Revenues</b>	<b>\$ 1,619,458</b>	<b>\$ 1,579,610</b>	<b>\$ 755,720</b>	<b>\$ 1,719,861</b>	<b>\$ 1,719,861</b>	<b>\$ 2,898,946</b>	<b>\$ 2,479,927</b>	<b>\$ 1,179,085</b>	<b>68.6%</b>
Operating Expenditure:										
31.xxx	Other Supplies	11,720	12,089	3,990	3,990	3,990	3,990	3,990	-	0.0%
32.xxx	Fuel	255,476	323,367	424,150	424,150	424,150	459,150	459,150	35,000	8.3%
41.xxx	Professional Services	516	352	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	380,884	308,472	327,580	327,580	327,580	337,580	337,580	10,000	3.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 648,597</b>	<b>\$ 644,280</b>	<b>\$ 755,720</b>	<b>\$ 755,720</b>	<b>\$ 755,720</b>	<b>\$ 800,720</b>	<b>\$ 800,720</b>	<b>\$ 45,000</b>	<b>6.0%</b>
Capital & 1-Time Funded:										
	Interfund Transfers	-	14,500	-	-	-	-	-	-	n/a
	Capital	490,005	585,059	252,000	560,563	560,563	1,725,800	1,371,600	1,165,237	207.9%
	<b>Subtotal One-time Exp</b>	<b>\$ 490,005</b>	<b>\$ 599,559</b>	<b>\$ 252,000</b>	<b>\$ 560,563</b>	<b>\$ 560,563</b>	<b>\$ 1,725,800</b>	<b>\$ 1,371,600</b>	<b>\$ 1,165,237</b>	<b>207.9%</b>
	<b>Total Expenditures</b>	<b>\$ 1,138,602</b>	<b>\$ 1,243,839</b>	<b>\$ 1,007,720</b>	<b>\$ 1,316,283</b>	<b>\$ 1,316,283</b>	<b>\$ 2,526,520</b>	<b>\$ 2,172,320</b>	<b>\$ 1,210,237</b>	<b>91.9%</b>
	Beginning Balance	\$ 3,780,451	\$ 4,261,308	\$ 3,456,779	\$ 4,597,080	\$ 4,597,080	\$ 5,000,658	\$ 5,373,084		
	Ending Balance	\$ 4,261,307	\$ 4,597,079	\$ 3,204,779	\$ 5,000,658	\$ 5,000,658	\$ 5,373,084	\$ 5,680,691		



**ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY****Purpose/Description**

The Information Technology Division provides: information systems services; technical services that support and enhance the city's information systems and covers all data, hardware, and software which includes applications, operating systems, special systems, networks, employee training, equipment acquisition, database administration, programming and all other items related to the City's computing needs; communications services including technical services, support, maintenance and enhancements for the City's telephone system, cellular and other mobile devices, and building wire cable, wireless and other communications-related needs; and internet and intranet web services including developing and maintaining the City's web, FTP (File Transfer Protocol) and VPN (Virtual Private Network) services, providing training for employees, monitoring system security, and developing interfaces. The division also provides geographical information services which include developing and maintaining the city's spatial database, producing maps, analyzing data, generating reports, providing employee training, and developing user-friendly interfaces for employee and public to the city's GIS (Geographical Information System).

**Goals/Objectives**

- Support City goals and department objectives through automation.
- Provide excellent customer service, employee support, and training.
- Understand departments' business processes and needs.
- Streamline City operations through integration and systems automation.
- Keep informed of technology trends, enhancements, and capabilities.
- Seek new technology and apply where it is cost effective.
- Provide stable and reliable information technology infrastructure.
- Provide up-to-date hardware and software tools for employees.
- Improve access to City services and information through the web and other online systems.



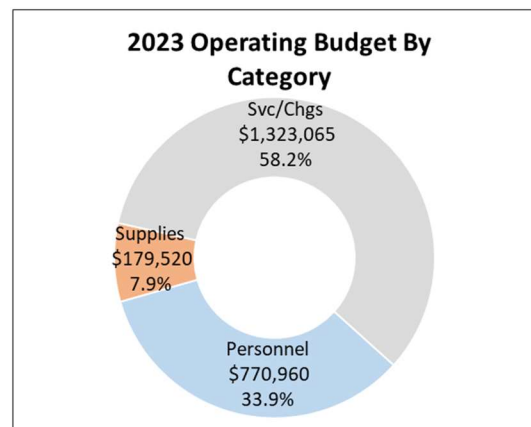
## ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY

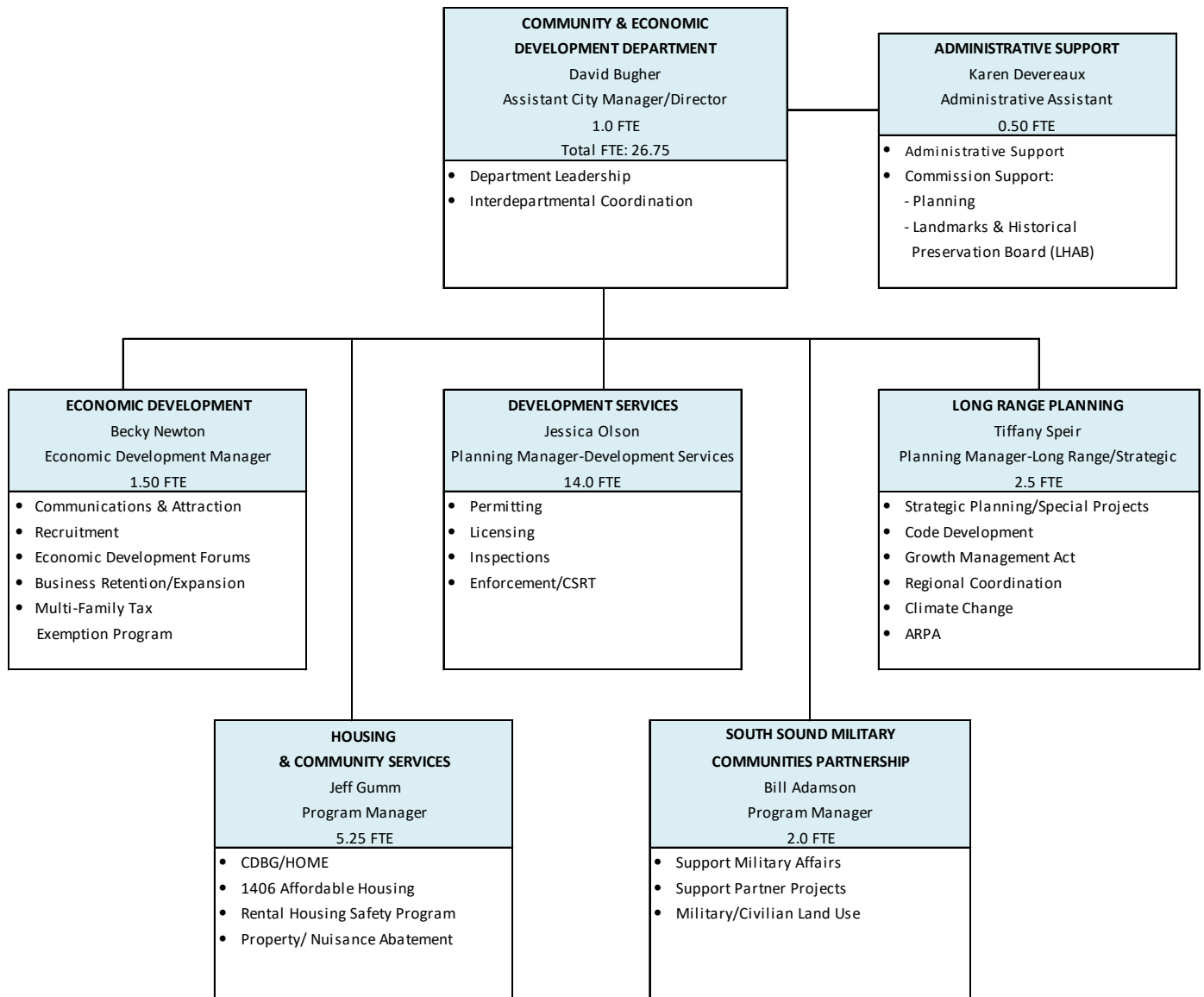
### Financial Information

The adopted operating budget totals \$2.27M in 2023 and \$2.29M in 2024. This is an increase of 8.0% or \$169K from the 2022 adjusted operating budget. Highlights of the 2023 adopted operating budget compared to the 2022 adjusted operating budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget.
- Repairs & Maintenance – added audio/video and document redaction software for public records, annual licenses for Cellebrite system, and cell/cloud services for traffic signal controllers.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	M&O Revenue	\$1,337,482	\$1,381,651	\$1,952,033	\$2,104,333	\$2,104,333	\$2,273,546	\$2,278,852	\$ 169,213	8.0%
	Interest/Other	2,826	215	-	-	-	-	-	-	n/a
	IT Reserves	66,845	-	66,756	66,756	66,756	66,844	66,844	88	0.1%
	Contributed Capital	305,350	344,580	158,750	628,093	628,093	600,100	672,000	(27,993)	-4.5%
	<b>Total Revenues</b>	<b>\$ 1,712,503</b>	<b>\$ 1,726,446</b>	<b>\$ 2,177,539</b>	<b>\$ 2,799,182</b>	<b>\$ 2,799,182</b>	<b>\$ 2,940,490</b>	<b>\$ 3,017,696</b>	<b>\$ 141,308</b>	<b>5.0%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	365,955	412,250	410,664	467,164	467,164	537,927	548,022	70,763	15.1%
21.xxx	Benefits	158,581	171,112	190,529	190,529	190,529	233,033	240,245	42,504	22.3%
31.xxx	Other Supplies	46,434	4,406	112,520	112,520	112,520	112,520	112,520	-	0.0%
35.xxx	Small Tools/Minor Equipment	14,363	45,298	67,000	67,000	67,000	67,000	67,000	-	0.0%
41.xxx	Professional Services	47,223	44,162	60,340	149,140	149,140	149,140	149,140	-	0.0%
42.xxx	Communications	325,429	293,840	311,000	317,500	317,500	318,220	318,220	720	0.2%
43.xxx	Travel & Training	793	-	6,300	6,300	6,300	6,300	6,300	-	0.0%
45.xxx	Operating Rentals/Leases	24,008	23,656	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	348,837	360,522	788,210	788,710	788,710	843,935	831,935	55,225	7.0%
49.003	Membership Dues	-	-	200	200	200	200	200	-	0.0%
49.xxx	Other Services & Charges	8,687	26,622	5,270	5,270	5,270	5,270	5,270	-	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$ 1,340,308</b>	<b>\$ 1,381,866</b>	<b>\$ 1,952,033</b>	<b>\$ 2,104,333</b>	<b>\$ 2,104,333</b>	<b>\$ 2,273,545</b>	<b>\$ 2,278,852</b>	<b>\$ 169,212</b>	<b>8.0%</b>
Capital & 1-Time Funded:										
	Supplies	133,392	65,819	138,750	326,136	326,136	533,100	531,000	206,964	63.5%
	Services & Charges	13,774	233,917	-	158,957	158,957	3,500	50,000	(155,457)	-97.8%
	Capital	158,193	44,844	20,000	143,000	143,000	67,000	91,000		
	<b>Subtotal One-time Exp</b>	<b>\$ 305,359</b>	<b>\$ 344,580</b>	<b>\$ 158,750</b>	<b>\$ 628,093</b>	<b>\$ 628,093</b>	<b>\$ 603,600</b>	<b>\$ 672,000</b>	<b>\$ (24,493)</b>	<b>-3.9%</b>
	<b>Total Expenditures</b>	<b>\$ 1,645,667</b>	<b>\$ 1,726,446</b>	<b>\$ 2,110,783</b>	<b>\$ 2,732,426</b>	<b>\$ 2,732,426</b>	<b>\$ 2,877,145</b>	<b>\$ 2,950,852</b>	<b>\$ 144,719</b>	<b>5.3%</b>
	Beginning Balance	\$ 138,678	\$ 205,523	\$ 205,522	\$ 205,522	\$ 272,278	\$ 272,278	\$ 335,622		
	Ending Balance	\$ 205,514	\$ 205,523	\$ 272,278	\$ 272,278	\$ 339,034	\$ 335,623	\$ 402,466		





\* Total 6.25 FTE Limited-Term Positions End Date 12/31/2024:

1.0 FTE Permit Technician

1.0 FTE Associate Planner

1.0 FTE Neighborhood Coordinator

1.0 FTE Program Coordinator - Housing/RHSP/Abatement

1.0 FTE Program Coordinator - ARPA/Economic Development Coordinator (0.50 FTE ARPA / 0.50 FTE General Fund)

1.0 FTE Program Assistant - RHSP

0.25 FTE Program Coordinator CDBG (0.25 FTE CDBG / 0.50 FTE General Fund Human Services / 0.25 Lakewood's Promise )

Development Services function in 2023/2024 falls under Community Development and includes Associate Civil Engineer 1.0 FTE accounted for as follows:

0.50 FTE in Fund 101 Streets Engineering Services

0.50 FTE in Fund 401 Surface Water Management Engineering Services

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

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

#### Economic Development

- 1.1 Align economic goals and resources across departments.
  - A. Implement and continue to adjust the City's comprehensive economic development strategy to attract and preserve family and high wage jobs.
  - B. Review and develop prudent business incentives that enhance economic development.
  - C. Direct growth through sound planning. Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
  - A. Implement catalyst projects that promote private investment, i.e., the Downtown Plan, Woodbrook Business Park, and "Lakewood Landing," and the Sounder Station District.
  - B. Improve underutilized commercial land, e.g., the WSDOT facility, revise of zoning regulations where appropriate, minimize nonconforming uses, and perform an analysis on Western State Hospital impact and possibilities.
  - C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
  - A. Improve and expand programs and policies to increase homeownership, diversify housing stock, and preserve existing housing to meet community needs.
  - B. Continue to support youth and senior programming and expand community events.
  - C. Support and preserve historical, cultural, and environmental places of significance.
- 1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.
  - A. Be a leader in local economic development, regional transportation and planning policies.
  - B. Continue partnership with JBLM and Camp Murray to improve connectivity, land use development, and transportation.
  - C. Expand partnerships with the Chamber of Commerce, neighborhood groups and associations, and other civic groups.
  - D. Develop an educated workforce through collaboration with local educational institutions to leverage collective resources and to enhance K-12 and higher education opportunities.
- 1.5 Promote and facilitate sustainable economic development.
  - A. Focus resources on business creation, retention, and expansion.
  - B. Promote an entrepreneurial environment, encourage a balance of manufacturing, commercial, and retail businesses.
  - C. Continue to leverage and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

#### Dependable Infrastructure:

- 2.3 Advance infrastructure projects that enhance the City's identity and diversity.
  - B. Showcase art, culture, and history to enhance Lakewood's sense of place.

#### Public Safety:

- 3.3 Provide resources to support the health, welfare, and safety of the community.
  - A. Increase proactive abatement, code enforcement, and housing safety programs.
- 3.4 Expand community outreach and educational programs.
  - D. Continue innovative approaches to address mental health and reduce homelessness.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

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

#### Fiscal Responsibility:

- 4.1 Provide efficient and effective municipal services.
  - A. Invest resources in core functions based on priorities.
  - B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
  - C. Monitor, refine, and respond to performance measures.
- 4.3 Make smart investments in people, places, and resources.
  - A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.
  - D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when advantageous.

#### Transparency:

- 5.1 Dynamically promote a positive image of Lakewood.
  - C. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.
- 5.2 Advocate for Lakewood at all levels of government.
  - A. Continue to serve in a leadership capacity in national, regional, and local affairs.
  - C. Improve awareness of JBLM's and Camp Murray's direct and indirect economic impacts on the city, region, county, and state.
- 5.3 Strengthen connection with stakeholders, partners, and communities.
  - A. Expand meaningful, two-way communication opportunities with community stakeholders and regional partner. Focus on inclusive engagement by conducting concentrated outreach to help engage hard-to-reach and vulnerable populations.
  - B. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
  - C. Support access to information on workforce development, healthcare, and local services.
  - D. Strengthen relationship with local school districts, colleges, and other public entities.

#### Robust Economy

- 6.1 Continue to improve the quality of life for all residents, businesses, and visitors.
  - A. Continue to partner with community-based organizations to support vulnerable residents and improve self-sufficiency.
- 6.3 Provide a diversity of amenities and events that attract residents, businesses, and visitors.
  - A. Celebrate, value and support the cultural diversity of the community through partnerships, public art, events and programs.
  - C. Strengthen community connections and support civic engagement.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

### Department Functions by Criteria

#### Legally Mandated:

- Comprehensive Plan, and by extension, the following items:
  - Zoning;
  - Subarea plan;
  - Capital improvement planning;
  - Participation in the Growth Management Coordinating Committee;
  - Participation in the Pierce County Regional Council;
  - Pierce County-Wide Planning Policies.
- State Environmental Policy Act (SEPA).
- Shoreline Management.
- Critical Areas regulations.
- International Building Codes.
- Washington State Energy Code.

#### Important:

- Maintaining partnerships with surrounding cities, Pierce County, JBLM, other federal and state agencies, and Tribal Nations.
- Maintaining and improving relationships with the business community.
- Working with neighborhood associations.
- Improving permit counter client service relationships.

#### Discretionary:

- International property maintenance regulations.
- Dangerous building abatement program.
- Community Development Block Grant (CDBG) program.
- HOME.
- Neighborhood Stabilization Program.
- Section 108 Program.
- South Sound Military Communities Partnership (SSMCP).
- Business licensing.
- Implementation of the Joint Land Use Study.
- Automated, web-based permitting systems.
- Rental Housing Safety Program (RHSP).
- Job creation/workforce development.
- Developer forums.
- Business retention/expansion interviews.
- Publication of economic newsletters and/or indicator reports.
- Creating marketing, promotion and image plans.
- Tracking developer leads and inquiries.
- Permit facilitation.

## COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

### 2021/2022 Accomplishments

#### Business Licensing

- Number of business licenses endorsed/ approved in 2021: 7,234.
- Number of business licenses endorsed/approved as of June 30, 2022: 2,438.

#### Development Services

- City Council Resolution 2021-15: Establishing an ad hoc tree committee.
- City Council Resolution 2021-13: Revised fee schedule.
- Ordinance 000: Amending the city's tree preservation code.
- 225 planning permits issued in 2021.
- 127 planning permits received and in process as of June 30, 2022; estimate 125 permits in total for the remainder of 2022. If the city adopts revised tree preservation regulations, the number of tree permits will increase.
- 1565 building permits issued in 2021.
- 940 building permits received from January 1- June 30, 2022.
- One public agency master plan, Western State Hospital, scheduled for hearing and consideration in 2022.
- Completed work on a new software permitting system which went live in January 2022. This new system took two years to implement and is based on Pierce County PALS.
- Issued all planning permits electronically in 2021 and 2022.
- In May, 2022, halted contract planning services and hired a third associate planner.
- In 2021, conducted three hearing examiner hearings; in 2022, as of June 30, 2022, conducted four hearing examiner hearings.
- Completed a development services cost-recovery update in 2022.
- In 2021, 64-new single-family permits were issued. Average new home price, \$417,504.
- In 2022, it is estimated that 73 new single-family permits will be issued. Average new home price is \$514,801 or 18.9% above 2021 levels.
- In 2021, there were 24 plats in process with a total of 116 lots.
- As of the end of second quarter 2022, there are 24 plats in process with a total of 58 lots.
- Issued 1,593 building permits in 2021; 2,000 in 2022 (estimated).
- Issued 90+ percent of building permits electronically in 2021 and 2022.
- Issued 19 and 81 stop work orders and unsafe building notices permits for 2021 and 2022, respectively. Numbers for 2022 are through June 30, 2022. (Difference in numbers reflect a full inspection staff, better training and record keeping.)
- Reviewed and issued 35 site development permits annually.
- Reviewed and issued 180 right-of-way permits annually.
- Coordinated 7 street vacation permits annually.
- Reviewed and issued 37 oversize load permits annually.
- Reviewed and commented on approximately 850 land use and building permits annually.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

### 2021/2022 Accomplishments (continued)

#### Economic Development

- Business Retention and Expansion
  - Completed 106 business retention and expansion visits in 2021 with follow up assistance; 49 visits conducted as of June 30, 2022.
  - Conducted one government contracting and two business forums, and two targeted business workshops on tax law, and workforce retention and attraction.
  - Produced three Business Showcases annually.
- Business Recruitment & Attraction
  - In 2021, there were 732 new businesses that located to Lakewood.
  - On average, the economic development division assists more than 300 businesses in site selection and/or permit assistance through to certificate of occupancy, including several national tenants.
- Developed Build Your Better Here and Nearcation.com in coordination with the communications department.
- Prepared draft economic development strategic plan.
- Engaged directly with 20 major regional mixed use developers for Downtown District development.
- Under the City's MFTE program, for 2021 and 2022, three projects totaling 71 units were approved. All three projects were located in the city's subarea plan areas.
- Lakewood Neighborhood Fulfillment Center (NFC), on Pacific Highway SW.
  - SCLP I Lakewood LLC acquired four parcels, 10901, 11011 TO 10915, 11013, and 11021 Pacific Highway SW.
  - Land use determination approved allowing an NFC as a primary use in the Lakewood Station District Subarea Plan.

#### Long Range Planning

- Ordinance 764: Establishing an "Economic Development Opportunity Fund."
- Ordinance 759: In coordination with the City Manager and Administrative Services, adopt ARPA allocation policies and priorities, creation of ARPA allocation categories, and approval of initial expenditures.
- Ordinance 758: Adoption of annual development regulations amendments.
- Ordinance 756: Adoption of the 2021 City of Lakewood comprehensive plan & land use & development docket; includes new climate change chapter to the comprehensive plan.
- Ordinance 753: Adoption of amendments to the City's public nuisance code.
- Ordinances 751 and 752: Adoption of Lakewood Station District planned action ordinance and the Lakewood station District Subareas Plan.
- Ordinance 000: Adoption of the 2022 City of Lakewood comprehensive plan & land use & development docket.
- City Council Resolution 2022-XX: Approving a three-year climate change work plan.
- City Council Resolution 2022-01: Approving a voluntary inclusionary housing project with four extremely-low income units.
- City Council Resolution 2021-14: Approving the 2022 comprehensive plan docket.
- City Council Resolution 2021-10: Authorizing interlocal agreement to establish regional coalition known as the South Sound Housing Affordability Partners.
- City Council Resolution 2021-02: Amending the Comprehensive Plan docket to include four Habitat for Humanity parcels.
- City Council Resolution 2022-XX: Approving a voluntary inclusionary housing project with four extremely-low income units.
- Performed close-out procedures for two Washington State Department grants, Lakewood Station District Subarea Plan, Development Code and Planned Action; new Energy and Climate Change chapter for the City's Comprehensive Plan.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

### 2021/2022 Accomplishments (continued)

#### Community Services – CDBG & HOME

- City Council Resolution 2021-07: Adopting the FY 2021 consolidated annual action plan; amends FY 2017, 2019 and 2020 plans.
- City Council Resolution 2021-03: Amending the FY 2019 annual action plan.
- City Council Resolution 2022-XX: Amending the Lakewood-Tacoma HOME 2021-2022 Annual Action Plan (HOME-ARP).
- Created and submitted Lakewood's Consolidated Annual Performance Evaluation Report for 2019 and 2020.
- Managing the City's Section 108 program (Curbside Loan and the Tacoma Housing Authority).
- For 2021 and 2022, City issued \$613,405 in mortgage/rental assistance and assisted 187 households, to include 452 individuals.
- Processed 18 CDBG/HOME home repair and sewer loan program applications in 2020 and 2021. Processed 7 CDBG/HOME applications in 2022 to date.
- Processed 3 SHB 1406 home repair applications in 2021.

#### RHSP (Rental Housing Safety Program):

- For 2021, 11,468 rental units were registered, and 228 initial property inspections were performed by city and private inspectors.
- For 2022 (June 30, 2022), 11,131 rental units were registered, and 47 initial property inspections were performed by city and private inspectors.
- Performed upgrade to rental housing software.

#### Dangerous Building Abatements/Unsafe Buildings

- In 2021, completed 12 dangerous building abatements and three public nuisance actions.
- For 2022 (June 30, 2022), completed five dangerous building abatements and one public nuisance action; currently, 15 dangerous building abatements and five public nuisances pending.

#### South Sound Military Communities Partnership

- Conducted four Elected Officials' meetings, two per year.
- Conducted one SSMCP retreat.
- Continue efforts to participate & advocate in state level legislative advocacy activities.
  - I-5 Mounts Road to Tumwater and the Nisqually River Project;
  - Defense Community Compatibility Account (DCCA);
  - Occupational licensing improvements for service members and their spouses.
- Continue efforts to inform & educate stakeholders on military impacts across the South Puget Sound.
- Using a combination of federal, state, and local funding sources, purchased the Tactical Tailor property.
- Developing new strategies and additional funding sources for future NCZ land acquisitions.
- Updated the JBLM Growth Coordination Plan.
- Performed pre-2022 OLDCC grant management (climate change & housing study 2.0).



## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

### 2023/2024 Anticipated Key Projects

#### Business Licensing

- Issue business licenses timely as they are received from the state's BLS (Business License System).
- Monitor liquor license applications.
- Revoke business license for businesses engaged in illegal activity or when high levels of serious police calls for service persist.

#### Development Services

- Review applications for construction and land use projects, assesses fees, assure proper tracking of each application and issues permits.
- Provide zoning and land use review, and manage public notification for construction projects.
- Monitor progress on the implementation of Lakewood CED+. Where appropriate, work with Pierce County to adjust software.
- In conjunction with DSHS, implement the Western State Hospital Master Plan once approved. This master plan represents a 5-year construction program.
- Initiate a revised regulatory program for tree preservation based on the anticipated adoption of a revised tree preservation code.
- Develop a new system to track unsafe buildings and stop work orders.
- Administer building safety codes through plan review, inspections, and enforcement of dangerous building regulations.
- Monitor the backflow prevention interlocal agreement with the Lakewood Water District.
- Monitor the fire plan review interlocal agreement with the West Pierce Fire & Rescue District.
- Review and issue site development permits annually.
- Review and issue right-of-way permits annually.
- Coordinate street vacation permits annually.
- Review and issue oversize load permits annually.
- Review and comment on land use and building permits.

#### Economic Development

- 100 BRE visits per year.
- Produce quarterly and annual BRE (Business Retention Expansion) report.
- Provide business assistance for retention and expansion.
- Conduct 3 business events or forums per year.
- Survey businesses 2 times per year (one for annual BRE report, and one mid-year).
- Produce bi-annual economic indicators report.
- Publish business resource manual, and update annually.
- Evaluate feasibility for maker space and/or business incubator.
- Update contaminated sites report annually.
- Update underutilized property map.
- Develop opportunity fund to support expansion and job growth of Lakewood businesses.
- Work with Tactical Tailor on retention and relocation.
- Produce quarterly newsletter.
- Produce quarterly editorial content for news and social media.
- Produce bi-annual economic development brochure.
- Remain active on LinkedIn for recruitment and business connections.
- Research and report on incentives for business attraction.
- Work with KITE Realty on Downtown Park and mixed use development.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

### 2023/2024 Anticipated Key Projects (continued)

#### Economic Development (continued)

- Direct targeted outreach to residential developers, and retailers.
- Work with Communications Manager on tourism and recruitment websites.
- Prepare annual MFTE report to Department of Commerce.
- Act as ombudsperson to developers and facilitate redevelopment efforts.
- Consider actions and policies to incentivize development.
- Work with Pierce County Library Systems on Lakewood Library and potential Tillicum branch.
- Target outreach to minority owned, women owned, and veteran owned businesses.
- Update rental housing report.
- Direct focus on economic development efforts.
- Serve on Boards and Commissions (Travel Tacoma, EDCPC, TPA, MIC, South Sound Alliance, WEDA).
- Serve as Lakewood Chamber Ambassador.
- Participate in regional economic development collaborations (EDB, Pierce County).
- Speak and present on Lakewood economic development.

#### Long Range Planning

- Amend the City's Comprehensive Plan and related development regulations in accordance with the mandated 2024 Comprehensive Plan Update. This is a 3-year process which was started in 2022.
- Draft and coordinate adoption of the 2022 and 2023 Comprehensive Plan amendment dockets.
- Adopt annual development code amendments, usually associated with changes in state law.
- Support regional planning efforts by participating on the Growth Management Coordinating Committee (GMCC) and the PSRC's Regional Staff Committee and track Pierce County Regional Council (PCRC) and Puget Sound Regional Council (PSRC) board meetings.
- In consultation with the City Manager, monitor the City's ARPA program.
- Work with outside agencies and internal City departments to promote middle missing housing opportunities.
- Initiate climate change implementation measures, and prepare biennial reports.
- Coordinate long range planning with future economic development efforts.
- Monitor the South Sound Housing Affordability Partnership; supports housing projects which benefit Lakewood.

#### CDBG & HOME

- Facilitate the development and implementation of the Five Year 2020-2024 Consolidated Plan and associated Annual Action Plan.
- Prepare the FY 2021 and 2022 Consolidated Annual Performance Evaluation Reports for CDBG and HOME Programs.
- Monitor the Section 108 loan program.
- Monitor Habitat for Humanity redevelopment projects in the Tillicum neighborhood.
- Perform 8-15 housing rehabilitations & major home repair projects in 2022 and 2023, respectively.
- Monitor CDBG sub-recipient agreements.
- Perform project management for street lighting and sidewalk improvement projects.
- Manage/monitor the City's HOME multifamily & homeownership opportunities housing affordability fund.
- Implement HOME-funded Tenant-Based Rental Assistance Program. Anticipate assisting up to 100 individuals.
- Develop a Capital Facilities Plan for LASA (Living Assistance Support Alliance) in coordination with LASA's Executive Director.
- Assist LASA with funding and construction of a new laundry facility.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEPARTMENT OVERVIEW**

### 2023/2024 Anticipated Key Projects (continued)

#### **RHSP (Rental Housing Safety Program):**

- Begin enforcement on properties not registered or inspected in 2018/19/20 as noncompliant units. As necessary, perform tenant rental housing relocation.
- Focus on timely rental unit registration and property compliance.
- Continue “code triggered” rental housing inspections.
- Provide information to the City Council and the general public on the RHSP: review milestones; lessons learned; program costs; increased housing quality; and improved housing preservation.
- Monitor rental registration fees in comparison with program costs.

#### **Dangerous Building Abatements/Nuisances/Unsafe Buildings**

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

#### **South Sound Military Communities Partnership**

- Conduct four Elected Officials’ meetings, two per year.
- Conduct one SSMCP retreat.
- Lead efforts to participate & advocate in state level legislative advocacy activities.
- Facilitate efforts to inform & educate stakeholders on military impacts across the South Puget Sound.
- Align grant funds, and local match, with assistance from JBLM (Joint Base Lewis McChord), Pierce County, and Washington State, to initiate another round of NCZ (North Clear Zone) land acquisitions.
- Support development of and access to, on and off-base new housing study, authorized by OLDCC (Office of Local Defense Communities Cooperation).
- Advocate for occupational licensure portability.
- Pursue funding for I-5 Corridor Improvements:
  - Includes the I-5 Mounts Road to Tumwater project, a multi-year transportation mega-project;
  - Includes congestion relief on State Routes 507 and 510, and construction of new roundabouts.
- Measure and communicate the economic benefits of JBLM to the region; update JBLM regional economic impact analyses report.
- Support improvements to family and child care provider communications & connections.
- Support Behavior Health Care initiatives that expand services.
- Pursue other land use compatibility initiatives besides NCZ acquisition.
  - Conduct regular meetings with NCZ property owners.
  - Enforce the City’s nonconforming use standards for NCZ properties.
  - Enforce the City’s lighting and development standards for NCZ properties.
  - Issue conditional business licenses that restrict density and intensity for permitted NCZ use-types based on the JBLM 2015 ACUIZ Report.
  - Enter into an ILA with the Parkland Water District that includes terms which would restrict water usage for new development based on the JBLM 2015 AICUZ (Air Installation Compatible Use Zone) Report.
- Address military family food insecurity as an element of financial readiness/literacy.
- Pursue funding and conduct a Military Installation Resilience (climate change) study.

## COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

### Service/ Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Tree Preservation Code	<p>Add 1.0 FTE Associate Planner, to administer tree permits in the event the city council adopts a revised tree preservation code.</p> <p>This is a limited term position with an end date of 12/31/2024.</p> <p>Add on-call arborist (\$35,000/year) in accordance with tree preservation code requirement.</p> <p>Offset by Tree Preservation Revenue.</p>	1.00	-	\$ 150,000	\$ -	\$ 150,000	\$ -
Advertising/Public Notices	Increase advertising/public notices from \$4,000 to \$8,000 per year.	-	-	\$ -	\$ 4,000	\$ -	\$ 4,000
Oak Tree Mitigation Planning	Oak tree mitigation planning for neighborhoods with extensive amounts of Oregon white oaks.	-	-	\$ 35,000	\$ -	\$ -	\$ -
Hearing Examiner	Hearing examiner costs have increased. This increase is being requested given the lack of available land, coupled with increased development pressure. The end result has been an increase in the frequency of appeals and re-considerations that have been filed in 2021 and 2022.	-	-	\$ 10,000	\$ -	\$ 10,000	\$ -
Neighborhood Program Coordinator 1.0 FTE	<p>Long Range Planning. This position serves as the liaison for neighborhood revitalization, focused on improving the safety and quality of life in neighborhoods Citywide. Purpose is to improve neighborhoods and address local community challenges. Responsible for organizing a system of neighborhoods by establishing both physical and social places. Works closely with other planning staff on neighborhood planning and revitalization efforts. Uses the Washington Environmental Health Disparities Map Program to help shape City priorities, and funding decisions.</p> <p>This is a limited term position with end date of 12/31/2024.</p>	1.00	-	\$ 112,000	\$ -	\$ 117,600	\$ -
SSHA <sup>3</sup> P (South Sound Housing Affordability Partnership)	Add City's contribution to SSHA3P operations funding. The interlocal agreement is entered into by and between the Cities and Towns of Auburn, Edgewood, Fife, Fircrest, Gig Harbor, Lakewood, Milton, Puyallup, Steilacoom, Sumner, Tacoma, and University Place, Pierce County (each municipal corporations and political subdivisions of the State of Washington), and the Puyallup Tribe of Indians. This joint undertaking is known as the South Sound Affordability Partners ("SSHA3P)". The common goal amongst the parties is to ensure the availability of housing that meets the needs of residents and workers at all income levels in Pierce County, including but not limited to families, veterans and seniors and eliminate housing inequities for all races, ethnicities and other vulnerable or marginalized communities and geographic locations in Pierce County.	-	-	\$ 20,700	\$ -	\$ 21,425	\$ -
<b>Total</b>		<b>2.00</b>	<b>-</b>	<b>\$ 177,700</b>	<b>\$ 4,000</b>	<b>\$ 149,025</b>	<b>\$ 4,000</b>

## COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

### Position Inventory

Position	Group	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted
				Original	Adjusted	Year-end		
Assistant City Manager/Comm & Economic Dev Director	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planning Manager - Current Planning	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planning Manager - Long Range/Strategic Planning	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Economic Development Manager	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Official	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Manager - Housing	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Manager - SSCMP	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Plans Examiner	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Associate Planner *	AFSCME	2.00	2.00	2.00	3.00	3.00	4.00	4.00
Program Coordinator - Housing/RHSP/Abatement *	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Coordinator - SSMCP	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Program Coordinator - CDBG *	AFSCME	1.00	1.00	1.00	1.25	1.25	1.25	1.25
Program Coordinator - ARPA/Economic Dev Coordinator *	AFSCME	-	1.00	-	1.00	1.00	1.00	1.00
Program Coordinator - Neighborhood	AFSCME	-	-	-	-	-	1.00	1.00
Building Inspector	AFSCME	2.00	3.00	3.00	3.00	3.00	3.00	3.00
Program Assistant - RHSP *	AFSCME	1.00	1.00	-	1.00	1.00	1.00	1.00
Permit Coordinator	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	AFSCME	1.50	0.50	1.50	0.50	0.50	0.50	0.50
Permit Technician *	AFSCME	2.00	2.00	2.00	3.00	3.00	3.00	3.00
Office Assistant	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Total</b>		<b>21.50</b>	<b>22.50</b>	<b>21.50</b>	<b>24.75</b>	<b>24.75</b>	<b>26.75</b>	<b>26.75</b>
Chg from prior year (2023 & 2024 compared to 2022 Original Budget)		-	1.00	(1.00)	3.25	3.25	5.25	5.25

\* Total 6.25 FTE Limited-Term Positions End Date 12/31/2024:

1.0 FTE Permit Technician

1.0 FTE Associate Planner/Tree Preservation Code

1.0 FTE Neighborhood Coordinator

1.0 FTE Program Coordinator - Housing/RHSP/Abatement

1.0 FTE Program Coordinator - ARPA/Economic Development Coordinator (0.50 FTE ARPA / 0.50 FTE General Fund)

1.0 FTE Program Assistant - RHSP

0.25 FTE Program Coordinator CDBG (0.25 FTE CDBG / 0.50 FTE General Fund Human Services / 0.25 Lakewood's Promise )

Development Services function in 2023/2024 falls under Community Development and includes Associate Civil Engineer 1.0 FTE accounted for as follows:

0.50 FTE in Fund 101 Streets Engineering Services

0.50 FTE in Fund 401 Surface Water Management Engineering Services

## COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

### Position Inventory (continued)

Position	FTE	2023			2024		
		Salary	Benefits	Total	Salary	Benefits	Total
Assistant City Manager/Comm & Economic Dev Director	1.00	\$ 178,920	\$ 54,999	\$ 233,919	\$ 187,872	\$ 57,126	\$ 244,998
Planning Manager - Current Planning	1.00	135,500	53,906	189,406	142,275	68,373	210,648
Planning Manager - Long Range/Strategic	1.00	135,500	38,780	174,280	142,275	40,494	182,769
Economic Development Manager	1.00	123,120	45,927	169,047	129,264	48,126	177,390
Building Official	1.00	129,048	54,430	183,478	135,480	56,969	192,449
Plans Examiner	1.00	82,200	40,277	122,477	82,200	41,411	123,611
Program Coordinator - ARPA/Economic Development *	0.50	40,284	14,350	54,634	40,284	14,617	54,901
Program Coordinator - Neighborhood*	1.00	80,000	32,000	112,000	84,000	33,600	117,600
Building Inspector	1.00	87,480	31,779	119,259	89,214	32,701	121,915
Building Inspector	1.00	83,516	28,435	111,951	85,205	29,298	114,503
Building Inspector	1.00	77,472	39,436	116,908	79,032	40,849	119,881
Associate Planner	1.00	88,728	35,860	124,588	90,498	37,028	127,526
Associate Planner	1.00	85,212	48,641	133,853	86,908	50,355	137,263
Associate Planner	1.00	88,152	46,728	134,880	89,906	48,495	138,401
Associate Planner*	1.00	80,000	35,000	115,000	80,000	35,000	115,000
Permit Coordinator	1.00	87,672	39,029	126,700	87,672	40,018	127,690
Administrative Assistant	0.50	7,939	3,853	11,792	7,939	3,946	11,885
Permit Technician	1.00	69,480	45,522	115,002	70,872	47,266	118,138
Permit Technician	1.00	75,216	27,546	102,762	76,908	28,356	105,264
Permit Technician *	1.00	68,802	12,831	81,633	70,105	13,069	83,174
Office Assistant	1.00	60,026	11,285	71,311	61,153	11,491	72,644
<b>Total - General Fund</b>	<b>20.00</b>	<b>1,864,267</b>	<b>740,613</b>	<b>2,604,880</b>	<b>1,919,062</b>	<b>778,589</b>	<b>2,697,651</b>
Program Coordinator - RHSP	0.70	84,940	37,034	121,974	89,192	38,764	127,956
Program Coordinator - RHSP *	1.00	84,858	27,037	111,895	86,568	27,875	114,443
Program Assistant - RHSP *	1.00	75,278	27,609	102,887	76,779	28,454	105,233
<b>Total - Property Abatement/RHSP/1406 Funds</b>	<b>2.70</b>	<b>245,076</b>	<b>91,680</b>	<b>336,756</b>	<b>252,539</b>	<b>95,093</b>	<b>347,632</b>
Program Manager - Housing Division	0.30	36,403	15,872	52,275	38,225	16,614	54,839
Program Coordinator - CDBG	1.00	98,688	32,440	131,128	98,688	32,976	131,664
Program Coordinator - CDBG *	0.25	21,818	4,652	26,470	22,237	4,740	26,977
<b>Total - CDBG Fund</b>	<b>1.55</b>	<b>156,909</b>	<b>52,964</b>	<b>209,873</b>	<b>159,150</b>	<b>54,330</b>	<b>213,480</b>
Program Manager - SSMCP/OEA	1.00	127,344	29,183	156,527	133,560	30,535	164,095
Program Coordinator - SSMCP/OEA	1.00	85,240	16,319	101,559	86,864	16,625	103,489
<b>Total - SSMCP Fund</b>	<b>2.00</b>	<b>212,584</b>	<b>45,503</b>	<b>258,087</b>	<b>220,424</b>	<b>47,160</b>	<b>267,584</b>
Program Coordinator - ARPA/Economic Development	0.50	40,284	14,350	54,634	40,284	14,617	54,901
<b>Total - ARPA Fund</b>	<b>0.50</b>	<b>40,284</b>	<b>14,350</b>	<b>54,634</b>	<b>40,284</b>	<b>14,617</b>	<b>54,901</b>
<b>Total</b>	<b>26.75</b>	<b>\$ 2,519,120</b>	<b>\$ 945,109</b>	<b>\$ 3,464,229</b>	<b>\$ 2,591,459</b>	<b>\$ 989,789</b>	<b>\$ 3,581,248</b>

\* Total 6.25 FTE Limited-Term Positions End Date 12/31/2024:

1.0 FTE Permit Technician

1.0 FTE Associate Planner/Tree Preservation Code

1.0 FTE Neighborhood Coordinator

1.0 FTE Program Coordinator - Housing/RHSP/Abatement

1.0 FTE Program Coordinator - ARPA/Economic Development Coordinator (0.50 FTE ARPA / 0.50 FTE General Fund)

1.0 FTE Program Assistant - RHSP

0.25 FTE Program Coordinator CDBG (0.25 FTE CDBG / 0.50 FTE General Fund Human Services / 0.25 Lakewood's Promise )

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0.50 FTE in Fund 101 Streets Engineering Services

0.50 FTE in Fund 401 Surface Water Management Engineering Services

## COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

### Performance Measures

Performance Measures	Target	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
<b>CDBG</b>						
# of owner-occupied units rehabilitated	12	0	6	7	11	4
# of new affordable housing units constructed	9	0	Boat St not started	0	0	5
# persons assisted with emergency HOME tenant-based rental assistance	100	program closed	program closed	108	n/a	n/a
# persons assisted with emergency CDBG-CV assistance payments for rental and mortgage assistance	150	47	70	394	n/a	n/a
# persons with access to affordable housing through fair housing activities	40	4- EADR/ 47- TBRA	70- TBRA	0	15	7
<b>Nuisances and Abatements</b>						
#of dangerous building abatements completed annually	30	3	3	16	14	5
<b>RHSP</b>						
# rental properties inspected annually	913	76	200	254	283	232
# rental units inspected annually	2,451	131	210	394	735	787
<b>Economic Development</b>						
# of participant attending forums, focus groups, or special events	500	175	175	153	35	230

Informational Measures	Historic Average	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
<b>Measure- CDBG</b>						
# of persons with new or improved access to public facility or infrastructure	5,115	0	5,345	0	875	5,115
# units assisted that are occupied by the elderly	12	3	6	28	5	4
\$ program income received (CDBG & NSP)	\$180,894	\$22,023	\$36,846	\$270,294	\$171,163	\$101,225
<b>Measure - Nuisances and Abatements**</b>						
#of dangerous building abatements pending	65	14	14	78	75	41
#of public nuisances completed annually	3	1	2	5	14	3
#of public nuisances pending	10	3	5	16	7	6
<b>Measure- RHSP</b>						
# rental properties registered	3,732	1,633	3,456	1,921	2,499	198
# rental units registered	13,915	8,811	20,157	11,629	13,902	1,116
<b>Measure- Economic Development</b>						
\$ investment created through economic dev efforts	\$320,000,000	\$52,607,246	\$242,988,016	\$470,001,046	\$488,375,205	\$303,316,305
# of business retention/expansion of interviews conducted	80	21	44	106	127	101
# of new market rate, owner-occupied housing units constructed annually	40	13	18	89	25	48
# of projects where permit assistance was provided	40	18	36	60	37	48
# of special projects completed	50	11	28	64	46	71
# of economic development inquiries received	200	89	160	277	266	636
# of new companies located in Lakewood	20	166	358	732	755	553
# of new development projects assisted	30	8	19	32	38	32
<b>Measure- Building Permit</b>						
# of permits issued	tbd	486	959	tbd	1,769	1,716
# of plan reviews performed	tbd	158	379	tbd	875	1,057
# of inspections performed	tbd	1,304	2,692	tbd	5,443	7,174

## COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

### Performance Measures (continued)

Informational Measures	Historic Average	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
<b>Measure- Long Range Planning</b>						
Annual Comprehensive Plan & Development Regulation Amendments (setting docket, drafting city-initiated amendments, SEPA review of city-initiated amendments and privately-initiated amendments)	n/a	In process	Completed	Completed for 2021	Completed for 2020	In-process
Annual Development Regulation Amendments	n/a	Not started	Not started	Not started	Completed for 2020	Not started
Annual Shoreline Restoration Plan and Master Program Review	n/a	In-process	Completed	Completed for 2021	Completed for 2020	Completed
Biennial Review of Downtown Subarea Plan (even years)	n/a	In-process	In-process	n/a	Completed for 2020	In-process
Biennial Review of Lakewood Station District Subarea Plan (odd years)	n/a	In-process	In-process	Subarea Plan app'd in 2021; next review 2023	n/a	Not started
American Rescue Plan Act (ARPA) Program - Distribute Funds, Quarterly Reports to Treasury, Quarterly Reports to City Council, Technical Assistance to Subrecipients	n/a	In-process	In-process	In-process	In-process	In-process
Statutory Periodic Review of Comprehensive Plan per GMA (every 8 years/every 10 years)	n/a	In-process	In-process	Not started in 2021	Not started in 2020	In-process
Participation on Countywide and Regional Planning Bodies (GMCC, PSRC Regional Staff Committee, SSHAP Staff Working Group, TLP Continuum of Care, Other Appointed Positions)	n/a	Ongoing	Ongoing	Continual	Continual	Continual
Reporting to City Council re Projects and Programs	n/a	Ongoing	Ongoing	Continual	Continual	Continual
Monthly Lakewood Planning Commission Meetings	n/a	Y(6)		20-24	20-24	20-24
Buildable Lands Report - Development and Tracking	n/a	Completed	Completed	Completed for 2021	In-process for 2020	In-process 2019
City Population and Employment Growth Targets - Development and Tracking	n/a	In-process	In-process	In-process	In-process for 2020	In-process
Dicennial Census Data Development and Tracking	n/a	Ongoing	Ongoing	In-process/ nearing completion	In-process for 2020	In-process for 2019
Special Projects as Directed by City Manager	n/a	Ongoing (2 projects)	Ongoing (2 projects)	2 projects in-process	2 projects in-process	2 projects in-process
Special Projects as Directed by CED Director	n/a	Ongoing ( 3 projects)	Ongoing (3 projects)	n/a	3 projects completed for 2020	1 project in-process

### Permit Activity by Current Planning

		Q1				Q2					Total Permits at Year End		
Permit Type- Current Planning	Target # of Days to first review	Total Permits	Average Days	% w/in Target?	# Outside Target	Target # of Days	Total Permits	Average Days	% w/in Target?	# Outside Target	2021	2020	2019
Zoning Certification	30	10	27.00	80%	2	30	16	22	88%	2	43	28	38
Conditional use	120	0	n/a	n/a	n/a	120	0	n/a	n/a	n/a	1	4	4
Design Review	120	6	11.00	100%	0	120	4	26.25	1	0	19	10	12
Preliminary plat	120	0	n/a	n/a	n/a	120	0	n/a	n/a	n/a	0	0	0
Sign permit	90	2	14	100%	0	90	4	26.5	100%	0	62	55	51
SEPA Environmental	20	14	9.00	100%	0	20	12	8	1	0	20	13	9
Building Permit	90	4	22	100%	0	90	3	27.67	100%	0	393	346	335
Shoreline permit	20	149	20.5	100%	0	20	215	21	100%	0	21	27	19



## COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

### Performance Measures (continued)

Permit Type	Target # of Days	Total Permits	Average Days	% w/in Target?	# Outside Target	Target # of Days	Total Permits	Average Days	% w/in Target?	# Outside Target
Commercial Building Permits	30	44	14	93%	1	30	43	12	93%	3
New commercial buildings *	30	0	0.0	0%	0	30	2	14	100%	0
New multi-family *	30	1	0.0	0%	0	30	0	0	0%	0
Residential Building Permits	30	159	13	92%	1	30	93	1	100%	0
New Single Family Homes	30	5	19	92%	1	30	50	22	100%	0
Mechanical	30	180	14	100%	0	30	232	1	100%	0
Plumbing	30	48	12.0	100%	0	30	71	1	100%	0
Accessory Dwelling Unit	30	0	0	0%	0	30	2	1	100	0

\*Historical data is not available for the days to first review.

## COMMUNITY & ECONOMIC DEVELOPMENT DEPARTMENT OVERVIEW

### Purpose & Description

The Community and Economic Development Department's mission is to create a better community for Lakewood residents, visitors, businesses and workforce. With the help of the community, the department strives to enhance the character of Lakewood, conserve neighborhoods, promote economic development, and ensure the safety of the build environment. The department plays a key role in shaping the future of urban development in Lakewood. The department develops policies in the Comprehensive Plan, and reviews new construction through zoning, shoreline, environmental, and subdivision regulation, building permits, business licensing, and community design guidelines. Under the direction of the Assistant City Manager/Community and Economic Development Director, who is appointed by and is responsible to the City Manager, the Department serves Lakewood residents and businesses directly at the permit counter, and indirectly by guiding the City's urban form from concept to construction. The sections within the department include long range planning, economic development, current planning, business licensing, building and safety, rental housing safety program, dangerous building abatement, Community Development Block Grant (CDBG)/HOME, and the South Sound Military & Communities Partnership (SSMCP).

### Goals/Objectives

- Strengthen human services and social well-being and economic health of the community by administering and monitoring grants as a CDBG direct-entitlement city.
- Pursue initiatives that grow the economic engine of the City.
- Ensure that planning efforts and regulatory environment provide for a balance between protection of the environment and neighborhoods and accommodating new development to house a growing population and jobs.

### Department Summary – General Fund

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Permit & Development Fees	2,252,765	2,066,139	1,772,600	1,914,825	1,952,000	1,952,000	1,952,000	37,175	1.9%
	Grants/Donations/Mitigation	-	-	-	-	-	150,000	150,000	150,000	n/a
	General Government	228,848	582,360	907,615	1,558,854	1,449,729	1,572,328	1,645,534	13,474	0.9%
	<b>Total Revenues</b>	<b>\$ 2,481,613</b>	<b>\$ 2,648,499</b>	<b>\$ 2,680,215</b>	<b>\$ 3,473,679</b>	<b>\$ 3,401,729</b>	<b>\$ 3,674,328</b>	<b>\$ 3,747,534</b>	<b>\$ 200,649</b>	<b>5.8%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	1,001,542	1,133,347	1,353,449	1,462,620	1,462,620	1,595,181	1,644,672	132,561	9.1%
11.011	Temporary Help	3,470	138	-	-	-	-	-	-	n/a
11.002/4	Overtime	6,246	22,751	-	-	-	-	-	-	n/a
21.xxx	Benefits	378,805	444,446	564,141	605,015	605,014	646,431	682,304	41,416	6.8%
31.xxx	Other Supplies	3,606	1,511	3,655	3,655	3,655	3,655	3,655	-	0.0%
35.xxx	Small Tools/Minor Equipment	187	2,497	1,600	1,600	1,600	1,600	1,600	-	0.0%
41.xxx	Professional Services	489,426	458,846	303,600	303,600	303,600	303,600	303,600	-	0.0%
43.xxx	Travel & Training	2,099	4,532	13,555	13,555	13,555	13,705	13,705	150	1.1%
49.003	Membership Dues	2,373	4,228	3,475	4,735	4,735	4,735	4,735	-	0.0%
49.xxx	Other Services & Charges	11,815	20,371	13,495	13,495	13,495	13,495	13,495	-	0.0%
9x.xxx	IS Charges - M&O	275,883	336,394	397,778	475,474	475,475	582,138	583,457	106,664	22.4%
9x.xxx	IS Charges - Reserves	12,585	10,000	11,671	21,671	21,671	21,688	21,688	17	0.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 2,188,039</b>	<b>\$ 2,439,061</b>	<b>\$ 2,666,419</b>	<b>\$ 2,905,420</b>	<b>\$ 2,905,420</b>	<b>\$ 3,186,228</b>	<b>\$ 3,272,911</b>	<b>\$ 280,808</b>	<b>9.7%</b>
Capital & 1-Time Funded:										
	Personnel Costs	4,159	-	-	212,950	141,000	363,267	370,675	150,317	70.6%
	Supplies	-	-	-	4,055	4,055	-	-	(4,055)	-100.0%
	Services & Charges	281,608	188,794	-	243,212	243,212	100,700	66,425	(142,512)	-58.6%
	Capital	-	-	-	56,496	56,496	-	-	(56,496)	-100.0%
	IS Charges - M&O & Capital	7,807	20,644	13,796	51,546	51,546	24,133	37,523	(27,413)	-53.2%
	<b>Subtotal One-time Exp</b>	<b>\$ 293,574</b>	<b>\$ 209,438</b>	<b>\$ 13,796</b>	<b>\$ 568,259</b>	<b>\$ 496,309</b>	<b>\$ 488,100</b>	<b>\$ 474,623</b>	<b>\$ (80,159)</b>	<b>-14.1%</b>
	<b>Total Expenditures</b>	<b>\$ 2,481,613</b>	<b>\$ 2,648,499</b>	<b>\$ 2,680,215</b>	<b>\$ 3,473,679</b>	<b>\$ 3,401,729</b>	<b>\$ 3,674,328</b>	<b>\$ 3,747,534</b>	<b>\$ 200,649</b>	<b>5.8%</b>

## COMMUNITY & ECONOMIC DEVELOPMENT **DEVELOPMENT SERVICES**

### Purpose/Description

The Development Services Division: reviews and administers all land-use applications and related development permits for compliance with federal, state, and City regulations; provides support and recommendations to the Site Plan Review Committee and Hearings Examiner and facilitates pre-submission conferences; assists applicants in the development process while safeguarding the public's interest in maintaining Lakewood's quality of life; manages construction permitting and building inspections in an efficient manner which achieves building safety and verifies compliance with all applicable requirements at any level; provides timely construction inspections to ensure compliance with approved plans; ensure that development services and inspections performed by different agencies are coordinated and effective; and provides updated training to enable staff to make accurate determinations based on latest code standards; and supports the Planning Commission, the Landmarks & Heritage Advisory Board, and the City's Hearing Examiner.

With strong emphasis in the City's economic development policies, this division closely monitors the relationship between development permits and economic growth. The division also closely monitors related ordinances for enforcement of environmental quality, wetland, and tree regulations. The division frequently participates in strategic implementation plans at the direction of the Council for specific planning projects. Implementation of strategic plans frequently leads to additional site design review standards.

### Goal/Objective

- Process land use permit applications in a timely fashion.
- Administer the City's business licensing program.
- Respond to public inquiries regarding development applications & land use regulation.
- Ensure new development is consistent with Comprehensive Plan & does not have adverse impacts on the community.
- Work individually with major developments in the City to resolve issues emerging as development progresses.
- Manage the Division to link cost recovery to the cost of providing service while ensuring continuity of services.
- Maintain permitting software.
- Manage construction permitting and building inspections in an efficient manner which achieves building safety and verifies compliance with all applicable requirements at any level.
- Provide timely construction inspections to ensure compliance with approved plans.
- Ensure that development services and inspections performed by different agencies are coordinated and effective.
- Provide updated training to enable staff to make accurate determinations based on latest code standards.
- Conduct administrative dangerous building abatement hearings as required.
- Coordinate dangerous building abatements and other enforcement actions with CSRT.
- Establish internal administrative construction permitting policies.

## COMMUNITY & ECONOMIC DEVELOPMENT **DEVELOPMENT SERVICES**

### Financial Information

The adopted operating budget totals \$2.66M in 2023 and \$2.7M in 2024. This is an increase of 11.6% or \$278K from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget
- Internal Service M&O Charges – increase in WCIA risk assessment and information technology.

The changes in the capital and 1-time funded programs are as follows:

2022 programs include:

- Limited-term Associate Planner 1.0 FTE, Hearing Examiner costs and City Tree Fund.

2023/2024 programs include:

- Oak tree mitigation planning; 1.0 FTE Associate Planner limited-term position through 12/31/2024 and on-call arborist in accordance with tree preservation code, which is offset by Tree Preservation mitigation revenue; tree mitigation planning, hearing examiner for appeals and and internal service charges for information technology projects.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Permit & Development Fees	\$1,982,433	\$1,818,202	\$1,559,888	\$1,685,046	\$1,717,760	\$1,717,760	\$1,717,760	32,714	1.9%
	Grants/Donations/Mitigation	-	-	-	-	-	150,000	150,000	150,000	n/a
	General Government	(112,481)	242,899	644,383	939,428	906,713	1,091,571	1,138,253	152,144	16.2%
	<b>Total Revenues</b>	<b>\$ 1,869,952</b>	<b>\$ 2,061,101</b>	<b>\$ 2,204,271</b>	<b>\$ 2,624,474</b>	<b>\$ 2,624,473</b>	<b>\$ 2,959,331</b>	<b>\$ 3,006,013</b>	<b>\$ 334,858</b>	<b>12.8%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	822,978	907,053	1,099,174	1,187,746	1,187,746	1,330,424	1,366,996	142,678	12.0%
11.002/4	Overtime	6,227	22,565	-	-	-	-	-	-	n/a
21.xxx	Benefits	316,560	369,660	476,614	509,809	509,808	558,990	590,880	49,181	9.6%
31.xxx	Other Supplies	3,380	1,380	2,600	2,600	2,600	2,600	2,600	-	0.0%
35.xxx	Small Tools/Minor Equipment	187	2,497	1,500	1,500	1,500	1,500	1,500	-	0.0%
41.xxx	Professional Services	469,426	438,846	277,000	277,000	277,000	277,000	277,000	-	0.0%
43.xxx	Travel & Training	560	1,228	7,750	7,750	7,750	7,750	7,750	-	0.0%
49.003	Membership Dues	735	1,117	2,975	2,975	2,975	2,975	2,975	-	0.0%
49.xxx	Other Services & Charges	10,410	18,491	10,900	10,900	10,900	10,900	10,900	-	0.0%
9x.xxx	IS Charges - M&O	211,822	265,844	306,735	368,493	368,493	454,458	455,485	85,965	23.3%
9x.xxx	IS Charges - Reserves	9,439	7,949	8,937	16,886	16,886	16,899	16,899	14	0.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 1,851,724</b>	<b>\$ 2,036,629</b>	<b>\$ 2,194,185</b>	<b>\$ 2,385,659</b>	<b>\$ 2,385,658</b>	<b>\$ 2,663,496</b>	<b>\$ 2,732,985</b>	<b>\$ 277,838</b>	<b>11.6%</b>
Capital & 1-Time Funded:										
	Personnel Costs	4,159	-	-	141,000	141,000	196,634	198,174	55,634	39.5%
	Supplies	-	-	-	1,225	1,225	-	-	(1,225)	-100.0%
	Services & Charges	7,949	8,896	-	-	-	80,000	45,000	80,000	n/a
	Capital	-	-	-	56,496	56,496	-	-	(56,496)	-100.0%
	IS Charges - M&O & Capital	6,120	15,576	10,086	40,094	40,094	19,201	29,854	(20,893)	-52.1%
	<b>Subtotal One-time Exp</b>	<b>\$ 18,228</b>	<b>\$ 24,472</b>	<b>\$ 10,086</b>	<b>\$ 238,815</b>	<b>\$ 238,815</b>	<b>\$ 295,835</b>	<b>\$ 273,028</b>	<b>\$ 57,020</b>	<b>23.9%</b>
	<b>Total Expenditures</b>	<b>\$ 1,869,952</b>	<b>\$ 2,061,101</b>	<b>\$ 2,204,271</b>	<b>\$ 2,624,474</b>	<b>\$ 2,624,473</b>	<b>\$ 2,959,331</b>	<b>\$ 3,006,013</b>	<b>\$ 334,858</b>	<b>12.8%</b>

## COMMUNITY & ECONOMIC DEVELOPMENT **LONG RANGE PLANNING**

### Purpose/Description

The Long Range Planning Division administers long-range planning within Lakewood, including the comprehensive plan and subarea plans throughout the city. Long-range planning services include:

- Creating and maintaining long-range plans and regulations to carry out those plans for both the entire city and smaller portions such as individual neighborhoods.
- Revising the current land use and development regulations.
- Conducting policy studies and research.
- Tracking and analysis of relevant pending legislation and case law.
- Coordinating with other agencies such as the South Sound Military Communities Partnership, Puget Sound Regional Council, the Pierce County Growth Management Coordination Committee, Sound Transit, Pierce Transit, the Clover Park School District, local community and technical colleges, Pierce County, Joint Base Lewis McChord, state agencies, etc.
- Tracking census/demographic/population information.
- Providing public information and outreach.
- Coordinating annexations.

### Goal/Objective

- Annually/review update the City's Comprehensive Plan as necessary.
- Update and/or study revised development regulations through Council actions, suggestions by staff, or in response to new laws, or case law (Planned unit development, low-impact development regulations, telecommunications, and amending the structure and organization of Title 18A).
- Update the 6-year capital facilities plan
- Track new housing construction, housing demolitions, and mobile home park closures.
- Prepare annual multi-family tax credit report.
- Develop a subarea plan for the City's Central Business District.

## COMMUNITY & ECONOMIC DEVELOPMENT LONG RANGE PLANNING

### Financial Information

The adopted operating budget totals \$285K in 2023 and \$294K in 2024. This is an increase of 1.0% or \$2.7K from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages/Benefits – alignment of position cost and associated benefits.
- Internal Service M&O Charges – increase in WCIA assessment and internal service charges for information technology.

The changes in the capital and 1-time funded programs are as follows:

2022 programs include:

- Sustainability Coordinator, Sustainability Office Assistant, tree preservation code, comprehensive plan amendment and contributions to Pierce County South Sound Housing Affordability Partnership.

2023/2024 programs include:

- Neighborhood Program Coordinator 1.0 FTE, limited-term position through 12/31/2024.
- SSHAP (South Sound Affordable Housing) Contribution.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Permit & Development Fees	270,332	247,937	212,712	229,779	234,240	234,240	234,240	4,461	1.9%
	General Government	43,056	(19,602)	44,871	265,986	189,575	187,715	204,906	(78,271)	-29.4%
	<b>Total Revenues</b>	<b>\$ 313,388</b>	<b>\$ 228,335</b>	<b>\$ 257,583</b>	<b>\$ 495,765</b>	<b>\$ 423,815</b>	<b>\$ 421,955</b>	<b>\$ 439,146</b>	<b>\$ (73,810)</b>	<b>-14.9%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	111,091	108,773	139,147	149,472	149,472	141,637	148,412	(7,835)	-5.2%
11.002/4	Overtime	19	186	-	-	-	-	-	-	n/a
21.xxx	Benefits	34,870	34,669	44,886	49,088	49,088	41,512	43,296	(7,576)	-15.4%
31.xxx	Other Supplies	31	-	50	50	50	50	50	-	0.0%
35.xxx	Small Tools/Minor Equipment	-	-	100	100	100	100	100	-	0.0%
43.xxx	Travel & Training	190	3,191	1,930	1,930	1,930	2,080	2,080	150	7.8%
49.003	Membership Dues	-	1,878	-	-	-	-	-	-	n/a
49.xxx	Other Services & Charges	397	442	500	500	500	500	500	-	0.0%
9x.xxx	IS Charges - M&O	47,223	53,126	66,099	78,053	78,053	96,030	96,253	17,977	23.0%
9x.xxx	IS Charges - Reserves	2,326	1,538	2,048	3,586	3,586	3,589	3,589	3	0.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 196,148</b>	<b>\$ 203,805</b>	<b>\$ 254,760</b>	<b>\$ 282,779</b>	<b>\$ 282,779</b>	<b>\$ 285,498</b>	<b>\$ 294,280</b>	<b>\$ 2,719</b>	<b>1.0%</b>
Capital & 1-Time Funded:										
	Personnel Costs	-	-	-	71,950	-	112,000	117,600	40,050	55.7%
	Supplies	-	-	-	2,830	2,830	-	-	(2,830)	-100.0%
	Services & Charges	115,975	20,729	-	129,577	129,577	20,700	21,425	(108,877)	-84.0%
	IS Charges - M&O & Capital	1,265	3,801	2,823	8,629	8,629	3,757	5,841	(4,872)	-56.5%
	<b>Subtotal One-time Exp</b>	<b>\$ 117,240</b>	<b>\$ 24,530</b>	<b>\$ 2,823</b>	<b>\$ 212,986</b>	<b>\$ 141,036</b>	<b>\$ 136,457</b>	<b>\$ 144,866</b>	<b>\$ (76,529)</b>	<b>-35.9%</b>
	<b>Total Expenditures</b>	<b>\$ 313,388</b>	<b>\$ 228,335</b>	<b>\$ 257,583</b>	<b>\$ 495,765</b>	<b>\$ 423,815</b>	<b>\$ 421,955</b>	<b>\$ 439,146</b>	<b>\$ (73,810)</b>	<b>-14.9%</b>

**COMMUNITY & ECONOMIC DEVELOPMENT ECONOMIC DEVELOPMENT****Purpose & Description**

The Economic Development Division improves the economic well-being of Lakewood through efforts that increase job creation, job retention, tax base enhancements and quality of life.

**Goals/Objectives**

- Identify underutilized & underdeveloped properties-create specific, directed plans for targeted investment areas & corridors.
- Conduct business expansion/retention interviews, and perform follow-up assignments as necessary.
- Implement capital and transit improvements to support the local economy.
- Increase the number of jobs that go to Lakewood citizens by coordinating economic development efforts with employment placement.
- Increase the availability of middle-market housing stock; Seek investors & developers to build more market-rate housing.
- Promote policies, programs, and services that support a diverse local economy providing a range of goods and services, that support existing local businesses and that, encourage new, independent business ventures.
- Create marketing, promotion and image plans (primary lead: joint assignment between the City's Communications Manager and Economic Development)
- Conduct developer forums and/or focus group discussions.
- Track developer leads and inquiries.
- Act as ombudsman/permit facilitator to new and relocating projects.
- Publish at least three economic newsletters and/or indicator reports per year.

## COMMUNITY & ECONOMIC DEVELOPMENT **ECONOMIC DEVELOPMENT**

### Financial Information

The adopted operating budget totals \$237K in 2023 and \$246K in 2024. This is an increase of 0.1% or under \$1K from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages/Benefits – alignment of position cost and associated benefits.
- Internal Service Charges – increase in WCIA assessment.

The changes in the capital and 1-time funded programs are as follows:

2022 programs include:

- Build Your Better campaign, economic development strategy, future library feasibility study and WSDOT relocation.

2023/2024 programs include:

- Program Coordinator-Economic Development Coordinator 0.50 FTE, limited-term position through 12/31/2024.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	General Government	298,273	359,063	218,361	353,440	353,441	293,042	302,375	(60,398)	-17.1%
	<b>Total Revenues</b>	<b>\$ 298,273</b>	<b>\$ 359,063</b>	<b>\$ 218,361</b>	<b>\$ 353,440</b>	<b>\$ 353,441</b>	<b>\$ 293,042</b>	<b>\$ 302,375</b>	<b>\$ (60,398)</b>	<b>-17.1%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	67,473	117,521	115,128	125,402	125,402	123,120	129,264	(2,282)	-1.8%
11.011	Temporary Help	3,470	138	-	-	-	-	-	-	n/a
21.xxx	Benefits	27,375	40,117	42,641	46,118	46,118	45,929	48,128	(189)	-0.4%
31.xxx	Other Supplies	195	131	1,005	1,005	1,005	1,005	1,005	-	0.0%
41.xxx	Professional Services	20,000	20,000	26,600	26,600	26,600	26,600	26,600	-	0.0%
43.xxx	Travel & Training	1,349	113	3,875	3,875	3,875	3,875	3,875	-	0.0%
49.003	Membership Dues	1,638	1,233	500	1,760	1,760	1,760	1,760	-	0.0%
49.xxx	Other Services & Charges	1,009	1,437	2,095	2,095	2,095	2,095	2,095	-	0.0%
9x.xxx	IS Charges - M&O	16,838	17,424	24,944	28,929	28,929	31,650	31,719	2,721	9.4%
9x.xxx	IS Charges - Reserves	820	513	686	1,199	1,199	1,200	1,200	1	0.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 140,167</b>	<b>\$ 198,627</b>	<b>\$ 217,474</b>	<b>\$ 236,982</b>	<b>\$ 236,983</b>	<b>\$ 237,234</b>	<b>\$ 245,646</b>	<b>\$ 252</b>	<b>0.1%</b>
Capital & 1-Time Funded:										
	Personnel Costs	-	-	-	-	-	54,633	54,901	54,633	n/a
	Services & Charges	157,684	159,169	-	113,635	113,635	-	-	(113,635)	-100.0%
	IS Charges - M&O & Capital	422	1,267	887	2,823	2,823	1,175	1,828	(1,648)	-58.4%
	<b>Subtotal One-time Exp</b>	<b>\$ 158,106</b>	<b>\$ 160,436</b>	<b>\$ 887</b>	<b>\$ 116,458</b>	<b>\$ 116,458</b>	<b>\$ 55,808</b>	<b>\$ 56,729</b>	<b>\$ (60,650)</b>	<b>-52.1%</b>
	<b>Total Expenditures</b>	<b>\$ 298,273</b>	<b>\$ 359,063</b>	<b>\$ 218,361</b>	<b>\$ 353,440</b>	<b>\$ 353,441</b>	<b>\$ 293,042</b>	<b>\$ 302,375</b>	<b>\$ (60,398)</b>	<b>-17.1%</b>



## COMMUNITY & ECONOMIC DEVELOPMENT HOUSING AND COMMUNITY SERVICES

### Purpose & Description

The Community Services Division includes Abatement Program, Rental Housing Safety Program (RHSP), 1406 Affordable Housing Program, Community Development Block Grant (CDBG) and Neighborhood Stabilization Program (NSP). CDBG funds are federal grants received under the CDBG provision authorized by Title I of the Housing and Community Development Act of 1974. Included in this entitlement are the CDBG, HOME Investment Partnerships Program (HOME), National Stabilization Program (NSP), and the Section 108 Loan Fund. Based on the City's Consolidated Plan submitted to the U.S. Department of Housing and Urban Development (HUD), annual direct grants can be used by Lakewood to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low-and moderate-income persons.

### Goals/Objectives

- Administer the projects and programs listed in the City's Consolidated Annual Action Plan.
- Facilitate the development and implementation of two Section 108 loan program.
- Manage/monitor the City's abatement and housing revolving fund programs.
- Work with Habitat for Humanity to develop a homeownership program in the Lake City Neighborhood.
- In cooperation with the City of Tacoma, prepare a new five-year Consolidated Plan and corresponding Annual Action Plans.
- Target infrastructure improvements in low income neighborhoods where roadway, sidewalk, and lighting improvements are deficient.
- Monitor construction progress of LASA/THA Prairie Oaks client services center and homeless housing project.
- Administer the Rental Housing Safety Program.
- Administer 1406 Affordable Housing Program.

**COMMUNITY & ECONOMIC DEVELOPMENT HOUSING AND COMMUNITY SERVICES: FUND 105****Financial Information**

This fund includes property abatement, rental housing safety program and 1406 affordable housing programs. Only new allocations are accounted for in the adopted 2023/2024 budget. Remaining balances from 2022 will be rolled over into 2023.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	RHSP Program Fees	179,398	162,967	175,000	182,910	182,910	200,000	200,000	17,090	9.3%
	Abatement Charges	59,134	93,741	45,000	45,000	45,000	65,000	74,000	20,000	44.4%
	Abatement Interest	13,401	44,768	6,500	6,500	6,500	8,300	10,185	1,800	27.7%
	1406 Affordable Housing	72,316	109,042	98,000	98,000	98,000	98,000	98,000	-	0.0%
	General Government	85,000	184,287	85,000	585,000	585,000	85,000	85,000	(500,000)	-85.5%
	<b>Total Revenues</b>	<b>\$ 409,249</b>	<b>\$ 594,805</b>	<b>\$ 409,500</b>	<b>\$ 917,410</b>	<b>\$ 917,410</b>	<b>\$ 456,300</b>	<b>\$ 467,185</b>	<b>\$ (461,110)</b>	<b>-50.3%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	182,302	199,236	153,676	153,676	153,676	245,076	252,539	91,400	59.5%
21.xxx	Benefits	67,254	69,870	97,631	97,631	97,631	91,677	95,095	(5,954)	-6.1%
31.xxx	Other Supplies	1,329	1,058	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equipment	-	532	-	-	-	-	-	-	n/a
41.xxx	Professional Services	60,735	314,212	134,178	1,234,246	1,234,246	98,000	98,000	(1,136,246)	-92.1%
42.xxx	Communications	689	855	-	-	-	-	-	-	n/a
49.003	Membership Dues	-	-	-	300	300	300	300	-	0.0%
9x.xxx	IS Charges - M&O	-	17,836	2,850	60,014	60,014	-	-	(60,014)	-100.0%
9x.xxx	IS Charges - Reserves	44,345	-	21,165	21,165	21,165	21,250	21,250	85	0.4%
	<b>Total Expenditures</b>	<b>\$ 356,654</b>	<b>\$ 603,599</b>	<b>\$ 409,500</b>	<b>\$ 1,567,032</b>	<b>\$ 1,567,032</b>	<b>\$ 456,300</b>	<b>\$ 467,185</b>	<b>\$ (1,110,732)</b>	<b>-70.9%</b>
	Beginning Balance	\$ 605,817	\$ 658,412	\$ -	\$ 649,618	\$ 649,622	\$ -	\$ -		
	Ending Balance	\$ 658,412	\$ 649,618	\$ -	\$ -	\$ -	\$ -	\$ -		

## COMMUNITY & ECONOMIC DEVELOPMENT HOUSING AND COMMUNITY SERVICES: FUND 190

### Financial Information

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

The adopted budget totals \$554K in 2023 and \$550K in 2024. This is a decrease of 88.5% or \$4.25M from the 2022 adjusted budget. The 2022 adjusted budget includes carry forward funds whereas the 2023 includes new funds. Unspent 2022 funds will roll over to 2023. The \$1.5M in the 2022 budgeted ending fund balance is restricted ending fund balance and is available for loan programs that are not accounted for as either revenues or expenditures per accounting standards. HOME funds are funded annually through the Lakewood and Tacoma HOME Consortium. The Consortium reimburses expenditures for the City of Lakewood's projects/programs, which include Housing Rehabilitation, Affordable Housing and Down Payment Loans to the City of Lakewood. The notes on these loans are held and tracked by the Lakewood and Tacoma HOME Consortium and are not accounted for in this fund. Home Funds will be added as part of the 2023 carry forward budget adjustment.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Interest/Miscellaneous	\$ 3,427	\$ 5,667	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
	Grants/Donations/Contributions	385,342	925,565	595,000	3,287,587	3,287,587	553,819	550,000	(2,733,768)	-83.2%
	<b>Total Revenues</b>	<b>\$ 388,769</b>	<b>\$ 931,232</b>	<b>\$ 595,000</b>	<b>\$ 3,287,587</b>	<b>\$ 3,287,587</b>	<b>\$ 553,819</b>	<b>\$ 550,000</b>	<b>\$ (2,733,768)</b>	<b>-83.2%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	132,226	203,058	115,850	250,282	250,282	156,909	159,150	(93,373)	-37.3%
11.002/4	Overtime	1,985	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	46,202	64,920	42,640	82,462	82,462	52,964	54,330	(29,498)	-35.8%
31.xxx	Other Supplies	590	1,721	-	-	-	-	-	-	n/a
32.xxx	Fuel	-	78	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equipment	-	2,231	-	-	-	-	-	-	n/a
41.xxx	Professional Services	172,608	500,788	436,510	2,502,937	989,442	343,946	336,520	(2,158,991)	-86.3%
42.xxx	Communications	9	-	-	-	-	-	-	-	n/a
43.xxx	Travel & Training	-	545	-	-	-	-	-	-	n/a
49.xxx	Other Services & Charges	752	2,943	-	-	-	-	-	-	n/a
597.xx	Interfund Transfers	8,056	23,177	-	1,808,662	1,808,662	-	-	(1,808,662)	-100.0%
6x.xxx	Capital	-	-	-	156,739	156,739	-	-	(156,739)	-100.0%
7/8.xxx	Debt Service	47,841	-	-	-	-	-	-	-	n/a
	<b>Subtotal Operating Exp</b>	<b>\$ 410,269</b>	<b>\$ 799,461</b>	<b>\$ 595,000</b>	<b>\$ 4,801,082</b>	<b>\$ 3,287,587</b>	<b>\$ 553,819</b>	<b>\$ 550,000</b>	<b>\$ (4,247,263)</b>	<b>-88.5%</b>
	<b>Total Expenditures</b>	<b>\$ 410,269</b>	<b>\$ 799,461</b>	<b>\$ 595,000</b>	<b>\$ 4,801,082</b>	<b>\$ 3,287,587</b>	<b>\$ 553,819</b>	<b>\$ 550,000</b>	<b>\$ (4,247,263)</b>	<b>-88.5%</b>
	Beginning Balance	\$ 1,403,224	\$ 1,381,724	\$ -	\$ 1,513,495	\$ 1,513,495	\$ -	\$ -		
	Ending Balance	\$ 1,381,724	\$ 1,513,495	\$ -	\$ -	\$ 1,513,495	\$ -	\$ -		

## COMMUNITY & ECONOMIC DEVELOPMENT HOUSING AND COMMUNITY SERVICES: FUND 191

### Financial Information

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

Only new allocations are accounted for in the adopted 2023/2024 budget. Remaining balances from 2022 will be rolled over into 2023.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Grants/Donations/Contributions	\$ 101,246	\$ 46,093	\$ -	\$ 42,000	\$ 42,000	\$ -	\$ -	(42,000)	-100.0%
	Abatement Charges	-	-	37,000	-	-	25,000	40,000	25,000	n/a
	Abatement Interest	12,257	6,090	5,000	-	-	3,000	5,500	3,000	n/a
	<b>Total Revenues</b>	<b>\$ 113,503</b>	<b>\$ 52,183</b>	<b>\$ 42,000</b>	<b>\$ 42,000</b>	<b>\$ 42,000</b>	<b>\$ 28,000</b>	<b>\$ 45,500</b>	<b>\$ (14,000)</b>	<b>-33.3%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	460	3,849	-	-	-	-	-	-	n/a
11.011	Temporary Help	-	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	300	1,260	-	-	-	-	-	-	n/a
41.xxx	Professional Services	-	4,032	42,000	296,676	296,676	28,000	45,500	(268,676)	-90.6%
42.xxx	Communications	62	123	-	-	-	-	-	-	n/a
6x.xxx	Capital	-	43,357	-	-	-	-	-	-	n/a
	<b>Subtotal Operating Exp</b>	<b>\$ 822</b>	<b>\$ 52,620</b>	<b>\$ 42,000</b>	<b>\$ 296,676</b>	<b>\$ 296,676</b>	<b>\$ 28,000</b>	<b>\$ 45,500</b>	<b>\$ (268,676)</b>	<b>-90.6%</b>
	<b>Total Expenditures</b>	<b>\$ 822</b>	<b>\$ 52,620</b>	<b>\$ 42,000</b>	<b>\$ 296,676</b>	<b>\$ 296,676</b>	<b>\$ 28,000</b>	<b>\$ 45,500</b>	<b>\$ (268,676)</b>	<b>-90.6%</b>
	Beginning Balance	\$ 142,433	\$ 255,115	\$ -	\$ 254,676	\$ 254,676	\$ -	\$ -		
	Ending Balance	\$ 255,114	\$ 254,678	\$ -	\$ -	\$ -	\$ -	\$ -		

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

The City of Lakewood serves as the fiscal agent for SSMCP (South Sound Military Communities Partnership). SSMCP works to address issues that affect military and civilian communities around Joint Base Lewis-McChord (JBLM) and to foster outcomes that are mutually beneficial for the South Sound region. One of the SSMCP's primary assignments is studying how to increase safety in the area known as the "McChord Field North Clear Zone" near JBLM.

SSMCP has identified five main objectives for the North Clear Zone Project:

- 1) Ensure public and air safety;
- 2) Bring use of the North Clear Zone into Federal Aviation Administration & Department of Defense regulatory compliance;
- 3) Preserve JBLM "Mission Assurance";
- 4) Maintain full operational capacity and capability; and
- 5) Implement the 2015 JBLM Joint Land Use Study (JLUS).

**Goals/Objectives**

- Implement 2015 JBLM Joint Land Use Study.
- Develop a path to resolve McChord Airfield North Clear Zone (NCZ) Encroachment.
- Monitor & support transportation improvement efforts in the JBLM Corridor.
- Conduct periodic JBLM Needs & Preferences Survey, circulate results.
- Engage with subject matter experts and community partners to update and address SSMCP priorities
- Develop an SSMCP business plan.
- Educate leaders and advocate at state and federal levels.
- Enhance and expand regional SSMCP membership, participation and collaboration.
- Seek additional mid and long term funding for SSMCP's staffing and operationally/review update the City's Comprehensive Plan as necessary.
- Support active duty, veteran & military family workforce development, healthcare, & social services.

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

### Financial Information

The adopted 2023 and 2024 budget is based on current year estimates. The budgets will be revised following the SSMCP's Executive Leadership Team approval, which is expected to occur in late 2022. The budget includes personnel costs for 2.0 FTEs (Program Manager and Program Coordinator); SSMCP events, lobbyist, travel & training and membership dues.

Obj Code	Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
		Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
	Grants/Donations/Contributions	\$461,015	\$531,351	\$ -	\$ 9,021,842	\$ 9,021,842	\$ -	\$ -	(9,021,842)	-100.0%
	Partner Participation	236,500	254,800	227,500	227,500	227,500	311,125	311,125	83,625	36.8%
	<b>Total Revenues</b>	<b>\$ 697,515</b>	<b>\$ 786,151</b>	<b>\$ 227,500</b>	<b>\$ 9,249,342</b>	<b>\$ 9,249,342</b>	<b>\$ 311,125</b>	<b>\$ 311,125</b>	<b>\$ (8,938,217)</b>	<b>-96.6%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	131,253	162,707	161,104	161,104	161,104	212,584	220,424	51,480	32.0%
21.xxx	Benefits	32,774	37,691	66,396	83,695	83,695	45,503	47,160	(38,192)	-45.6%
31.xxx	Other Supplies	1,255	2,119	-	-	-	2,300	2,300	2,300	n/a
41.xxx	Professional Services	103,556	35,009	-	15,000	15,000	40,950	40,950	25,950	173.0%
43.xxx	Travel & Training	1,600	1,493	-	-	-	3,540	3,540	3,540	n/a
49.003	Membership Dues	500	1,500	-	-	-	1,500	1,500	1,500	n/a
49.xxx	Other Services & Charges	977	-	-	-	-	-	-	-	n/a
	<b>Subtotal Operating Exp</b>	<b>\$ 271,915</b>	<b>\$ 240,519</b>	<b>\$ 227,500</b>	<b>\$ 259,799</b>	<b>\$ 259,799</b>	<b>\$ 306,377</b>	<b>\$ 315,874</b>	<b>\$ 46,578</b>	<b>17.9%</b>
Capital & 1-Time Funded:										
	Personnel Costs	32,027	-	-	-	-	-	-	-	n/a
	Services & Charges	407,054	504,793	-	139,907	139,907	-	-	(139,907)	-100.0%
	Capital	21,935	26,558	-	8,113,802	8,113,802	-	-	(8,113,802)	-100.0%
	<b>Subtotal One-time Exp</b>	<b>\$ 461,016</b>	<b>\$ 531,351</b>	<b>\$ -</b>	<b>\$ 8,253,709</b>	<b>\$ 8,253,709</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (8,253,709)</b>	<b>-100.0%</b>
	<b>Total Expenditures</b>	<b>\$ 732,931</b>	<b>\$ 771,870</b>	<b>\$ 227,500</b>	<b>\$ 8,513,508</b>	<b>\$ 8,513,508</b>	<b>\$ 306,377</b>	<b>\$ 315,874</b>	<b>\$ (8,207,131)</b>	<b>-96.4%</b>
	Beginning Balance	\$ 53,431	\$ 18,018	\$ -	\$ 32,299	\$ 32,299	\$ -	\$ 4,748		
	Ending Balance	\$ 18,018	\$ 32,299	\$ -	\$ 768,133	\$ 768,133	\$ 4,748	\$ -		

## COMMUNITY & ECONOMIC DEVELOPMENT ARPA (AMERICAN RESCUE PLAN ACT)

### Financial Information

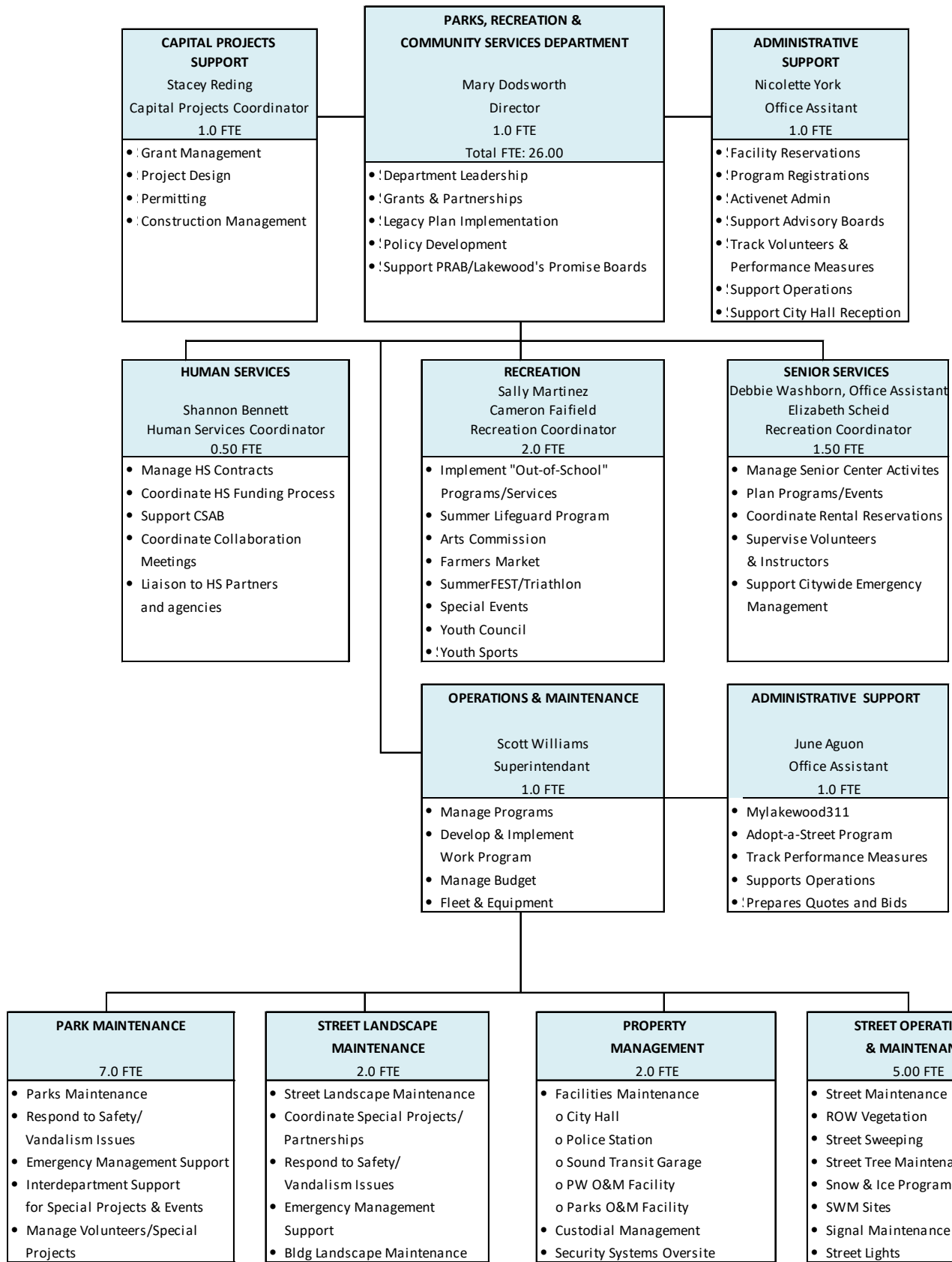
The **American Rescue Plan Act (ARPA) Fund** was established for the purpose of segregating revenues received through and expenditures eligible under the American Rescue Plan Act of 2021. The ARPA Fund consists of monies allocated to the City under ARPA and distributed to the City in 2021 and 2022. Funds are used only for eligible purposes as permitted by ARPA and the U.S. Department of Treasury. ARPA funds received totaling \$13.77M is deposited as unearned revenue in the balance sheet and recorded as revenue as expenditures are incurred. Funds must be obligated by 12/31/2024 and spent by 12/31/2026. The entire program funds are budgeted in the year the City Council approved (or anticipates) even though 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 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 the General Fund) at a later date.

Positions that are ARPA funded in 2023/2024 and are included in the total \$13.7M funds received in 2021/2022 are:

- 0.50 FTE Program Coordinator – ARPA (the other 0.50 FTE of this position is for Economic Development and funded within the General Fund)
- 1.0 FTE Associate City Attorney (ARPA Body Cameras)
- 1.0 FTE Public Records & Legal Specialist (ARPA Body Cameras)

The balance of ARPA funds at the end of 2022 will be carried forward into 2023 and subsequently into 2024, consistent with the process described above.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Interest/Miscellaneous	\$ -	\$ 1,209	\$ -	\$ -	\$ 18,000	\$ -	\$ -	\$ -	n/a
	Grants/Donations/Contributions	-	1,298,065	-	5,922,926	12,468,171	-	-	(5,922,926)	-100.0%
	<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 1,299,275</b>	<b>\$ -</b>	<b>\$ 5,922,926</b>	<b>\$ 12,486,171</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (5,922,926)</b>	<b>-100.0%</b>
Capital & 1-Time Funded:										
	Personnel Costs	-	67,054	-	1,620,595	1,620,595	-	-	(1,620,595)	-100.0%
	Supplies	-	-	-	-	-	-	-	-	n/a
	Services & Charges	-	1,134,177	-	3,215,931	9,759,967	-	-	(3,215,931)	-100.0%
	Interfund Transfers	-	-	-	-	-	-	-	-	n/a
	Capital	-	98,044	-	1,086,400	1,086,400	-	-	(1,086,400)	-100.0%
	IS Charges - M&O & Capital	-	-	-	-	-	-	-	-	n/a
	<b>Subtotal One-time Exp</b>	<b>\$ -</b>	<b>\$ 1,299,275</b>	<b>\$ -</b>	<b>\$ 5,922,926</b>	<b>\$ 12,466,962</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (5,922,926)</b>	<b>-100.0%</b>
	<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 1,299,275</b>	<b>\$ -</b>	<b>\$ 5,922,926</b>	<b>\$ 12,466,962</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (5,922,926)</b>	<b>-100.0%</b>
	Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,209	\$ -		
	Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ 19,209	\$ 19,209	\$ -		



Does not include Human Services Coordinator 0.25 FTE funded by Lakewood's Promise Human Services allocation.



## PARKS, RECREATION & COMMUNITY SERVICES **DEPARTMENT OVERVIEW**

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

#### Economic Development

- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
  - C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.
- 1.3 Enhance and diversify housing stock and improve multi-generational community assets.
  - B. Continue to support youth and senior programming and expand community events.
  - C. Support and preserve historical, cultural, and environmental places of significance.
- 1.5 Promote and facilitate sustainable economic development.
  - C. Continue to leverage and improve City assets, e.g., location, access, lakes, parks, civic engagement opportunities, transit options, and cultural amenities.

#### Dependable Infrastructure

- 2.1 Implement capital infrastructure projects to improve transportation, park, and utility systems.
  - D. Provide quality and diverse park and recreation system making strategic additions when prudent.
  - E. Implement innovative technology solutions to enhance accessibility, operations, and City services.
  - F. Partner with community members and stakeholders to identify and implement infrastructure solutions.
- 2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
  - A. Maintain infrastructure using best management practices to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.
- 2.3 Advance infrastructure projects that enhance the City's identity and diversity.
  - A. Enhance and upgrade street amenities, public right-of-way, and wayfinding signage.
  - B. Showcase art, culture, and history to enhance sense of place.
- 2.4 Increase connectivity and accessibility.
  - A. Leverage multimodal infrastructure and technologies to improve access and with neighboring communities.
  - B. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas.

#### Public Safety

- 3.3 Provide resources to support the health, welfare, and safety of the community.
  - B. Encourage neighborhood association initiatives.
- 3.4 Expand community outreach and educational programs.
  - B. Continue to improve communication efforts with multicultural communities to bridge gaps and increase trust.

#### Fiscal Responsibility

- 4.1 Provide efficient and effective municipal services.
  - A. Invest resources in core functions based on priorities.
  - B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
  - C. Monitor, refine, and respond to performance measures.
- 4.2 Evaluate revenues and expenditures and respond to changing service needs.
  - C. Diversify revenue base and explore innovating funding sources.
- 4.3 Make smart investments in people, places, and resources.
  - A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.

#### Transparency

- 5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.
  - C. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.
- 5.3 Strengthen connection with stakeholders, partners, and communities.
  - C. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
  - D. Support access to information on workforce development, healthcare, and local services.
  - E. Strengthen relationship with local school districts, colleges, and other public entities.

## PARKS, RECREATION & COMMUNITY SERVICES **DEPARTMENT OVERVIEW**

### Department Functions by Criteria

#### Legally Mandated:

- Maintain City Infrastructure (streets, signs, parks, open spaces and public buildings). This extends the life of City resources and investments.

#### Important:

- Fund various agencies and leverage community resources to provide services and a safety net for our most vulnerable citizens.
- Maintain City Infrastructure (streets, signs, parks, open spaces and public buildings) so they are clean, safe and functional for citizens, visitors and staff. Reduces crime and makes a good first impression of City.
- Preserve and enhance our natural resources and develop stewardship programs to sustain our community investments.
- Generate revenue in various ways (fees, taxes, sponsorships, partnerships, grants and donations) to offset program costs and expand ability to provide opportunities to our citizens and visitors.

#### Discretionary:

- Various recreation programs, services and special events.

## PARKS, RECREATION & COMMUNITY SERVICES **DEPARTMENT OVERVIEW**

### 2021/2022 Accomplishments

- Supported Council vision, mission and goals by strategically accomplishing City work efficiently and effectively with City resources, partnerships and a creative and flexible approach to work.
- Responded to ever changing COVID phases, new requirements and initiatives related to use of parks, facilities, and community spaces to included signage, permitting requirements, safety plans, event planning and program modifications and increased cleaning standards.
- Received millions of dollars in grants from local organizations and county, state and federal programs to offset summer recreation program costs and city park capital development.
- Prepared Human Services Collective Impact Report, conducted community needs survey, focus groups and assessments and coordinated with City Depts. to address affordable housing and homelessness prevention services. Hosted virtual monthly Collaboration meetings to support and network with our local human service providers.
- Managed 24 human services contracts along with supporting the Lakewood CHOICE program to address Council strategies. Updated application, rating criteria and scoring materials to prepare for 2023 grant program.
- Developed grant program implementation criteria and processes to utilize city allocated ARPA funds. Managed grant contracts for compliance.
- Facilitated 2022 Youth Summit for 120 Clover Park School District students grades 7-12. Summit included 2 keynote speakers, 13 breakout sessions, 35 vendors and service providers at the resource fair and engaging activities.
- Expanded City sponsored special events to include SummerFEST, summer concert series, MLK event, truck and tractor day, REEL Life Film Festival, Holiday Parade and tree lighting & citywide street festival events on Motor Ave.
- Continued to expand and grow the farmers market to include updated logo, marketing materials, new sponsors and partners, and developed an economic impact report. Moved the market to Fort Steilacoom Park, significantly increased the number of vendors and saw huge increases in participation and vendor receipts each year.
- Celebrated the City's 25th anniversary and provided year round presentations, activities and events with a citywide celebration in September, 2021.
- Installed two public art pieces in the Colonial Plaza / Motor Ave area. Expanded program to light and enhance the open space / trees in the right of way near the new artwork.
- Updated the Park Amenity Condition Assessment (PACA) program that was created as part of the Lakewood Legacy Plan. The Legacy Plan is a strategic document used to make decisions, align park, recreation, and open space opportunities with the needs of the community while establishing a framework for long-term park, programming, facility development and capital project decision making and implementation.
- Developed a cooperative use agreement between the City and Clover Park School District.
- Joined Pierce County, local cities and Metro Parks Tacoma to provide specialized recreation programs & services.
- Added artistic wraps to 17 signal boxes and coordinated two murals (one at American Lake and one with the CPSD)
- Supported five City boards and commissions to include the Parks and Recreation Advisory Board, Arts Commission, Youth Council, Community Services Advisory Board and Lakewood's Promise Advisory Board.

## PARKS, RECREATION & COMMUNITY SERVICES **DEPARTMENT OVERVIEW**

### 2021/2022 Accomplishments (continued)

- Received \$21,000 from Pierce County Community Connections Senior Center Grant program to implement programs and services to support older adults and offset city expenses and a Pierce County Senior Center grant to help develop virtual programs and assist with Senior Center programs while meeting COVID guidelines.
- During Covid we lost use of the Lakewood Community Center but the city continued providing services to our older adults. Social programs, virtual programs, community walks, phone tree resource and referral support and drive through events were provided.
- Created new use zones at Fort Steilacoom Park to better define reservation areas, manage multiple groups using the park at the same time and generate additional revenue to offset operations.
- Improved efficiency and communication with citizens by encouraging paperless systems, updated forms, reservation materials and processes using fillable forms and other web based options.
- Updated and managed Adopt-a-Street and Adopt a Park programs to include new maps, coordinated monthly and annual projects and volunteer recruitment and tracking. Added graffiti removal to Adopt-a-street tasks.
- Cross trained maintenance and operations staff to provide more efficient support for maintaining city streets, parks, facilities and resources. Developed work programs and tracking systems to expand street maintenance, management and pavement programs to include vegetation management, crack sealing, striping, alley and shoulder work along with pothole response and street sign management.
- Responded to over 2,000 MyLakewood 311 reports within established timelines. Illegal dumping along city streets continues to be the main reported issue. Developed contract with Pierce County to maintain City signal program.
- Completed facility improvement projects to include parking lot enhancements, City Hall and Police Station server room upgrades, new security system at Front Street Shop, lightbulb recycling program, converting LED lights at city facilities, elevator at Sound Transit station, cameras at various locations and improvements to caretaker's house at Fort Steilacoom Park. Completed an Investment Grade Audit for City Hall which will layout the next 3 years of capital improvements to meet the State Clean Buildings Legislation.
- Completed large and small park capital improvement programs to include:
  - Completed phase one of the Chambers Creek Canyon trail program to include improvements at the Phillips Road gate, trail head and bridge connecting Lakewood to UP.
  - Replaced the playground at Oakbrook Park and worked with neighbors to add park amenities.
  - Park improvements at Springbrook Park to include pump track, walking trails, garden updates and a dog park.
  - Repainted/striped all park parking lots.
  - Replaced toddler playground with All Abilities play area at Fort Steilacoom Park.
  - Completed a Master Site Plan Update for Wards Lake Park and working on final design and permitting to implement Dog Park, walking trail, bridge, pump track, oak tree restoration and other site improvements.
  - Installed five Gateway Signs at the intersections of Farwest & Steilacoom Blvd, Military Rd & 112th, and 74th and Lakewood Drive and two near Tillicum (Berkley and Thorne Lane) WSDOT exits.
  - Completed park entry improvements, installed utilities, paved Angle Lane and roadways throughout Fort Steilacoom Park; created/paved two parking lots, trailheads, added signage and a plaza and restroom structure.
  - Completed the Pavilion in the Park at Fort Steilacoom Park and added restrooms and a warming kitchen.
  - Partnered with Pierce County on the Seeley Lake habitat area master plan and trailhead / trail improvements
  - Installed new play equipment and a picnic shelter at American Lake Park. Final Design and permitting will occur in 2022 for 2023 master plan implementation.
  - Installed a Service Club Recognition sign near of Lakewood Drive and Bridgeport Way.
  - Added ADA access, finger docks, fishing pier, playground, restroom and site improvements at Harry Todd Park.

## PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

### 2023/2024 Anticipated Key Projects

- Look at all programs and services through an equity lens to ensure everyone has access to a comprehensive system of quality park, recreation and community service opportunities. Create low/no cost family friendly events.
- Public Art Policy and Public Art Program to include utility box wraps, murals and community programming.
- Safe and structured *out of school* programs and opportunities for youth to include after school and summer programming.
- 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.
- Reestablish and develop senior services for our older adults.
- Monitor Human Services funded contracts and initiatives to address affordable housing, homelessness prevention and other Council strategies which support Lakewood's most vulnerable residents. Facilitate regular collaboration meetings and develop partnerships to expand community support programs.
- Support five City boards and commissions to include the Parks and Recreation Advisory Board, Arts Commission, Youth Council, Community Services Advisory Board and Lakewood's Promise Advisory Board.
- Develop and implement annual youth summit to engage teens in community issues and gather information for future collaborations and programs.
- Continue to expand and grow the farmers market. Find new sponsors and partners to offset costs and increase the number of participants each season.
- Increase participation and accessibility at our City sponsored programs and events by finding partners and sponsors to make them no or low cost and creating new outreach methods to our underserved citizens.
- Respond to 311 requests for services and meet identified timelines and outcomes.
- Support Partners for Parks and other organizations who are supporting the restoration of the H-Barn at Fort Steilacoom Park.
- Work with Pierce College to complete boundary line adjustment at Fort Steilacoom Park.
- Implement City Park Capital Improvement Projects to include: Wards Lake Park phase 1 and 2, American Lake Park, Fort Steilacoom Park Turf Fields, Pierce College Home Field, Oakbrook Park, Harry Todd Park and Primley Park. Install new park signs at all city parks. Implement street end update report priorities. Complete Edgewater Park and Camp Murray Boat Launch master plans.
- Implement facility management projects to include city Hall LED light conversions, fuel station removal at FSP and installation at Front St shop, paint City Hall exterior beams, and City Hall remodeling as needed to support changes in use or staffing.
- Update maintenance management systems and plans to identify needs and available resources to determine levels of service for various park sites.
- Complete street ends analysis.
- Complete park sign program.

## PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

### Service/Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
SummerFest Drone Show	The City introduced a drone show as a finale to SummerFEST. The drone show was a more environmentally friendly option to fireworks. By utilizing over 100 drones, viewers were able to see visions of SummerFEST in the sky to include the City and SummerFEST logos, a helicopter, symbols for international unity, and other Lakewood features. The show was a huge success and the request is continue funding this program in 2023 and 2024. Future years will be evaluated.	-	-	\$ 30,000	\$ -	\$ 30,000	\$ -
Pierce County Specialized Services	Increase budget by \$5,000 for a total of \$20,000. This program is designed to serve household members with cognitive and developmental disabilities.	-	-	\$ -	\$ 5,000	\$ -	\$ 5,000
Youth Summit	Program funds were not previously budgeted. The success from the 2022 event will drive a larger, more detailed event. Funds will be used for space rental, transportation, supplies and professional services. Budget is under City Council.	-	-	\$ -	\$ 10,000	\$ -	\$ 10,000
1% Human Services	Increase General Fund Contribution to Human Services Program.	-	-	\$ -	\$ 45,000	\$ -	\$ 50,000
Maintenance Worker 1.0 FTE	Add Maintenance Worker 1.0 FTE to support street landscape and general parks maintenance.	1.00	-	\$ 103,438	\$ -	\$ 106,126	\$ -
Limited-term position through 12/31/2024.	<p>The City has added nine gateway signs and almost 100,000 square feet of ROW maintenance in recent years. PWE is adding roundabouts and traffic islands and planting areas along Washington Blvd, Northgate and Veterans Drive. The number of real sites to maintain has increased from 55 sites to over 80 locations. It is anticipated that PWE will continue to make ROW improvements which in turn will continue to grow the street landscape portfolio. The staffing level for this program was increased by .25 FTE in 2022 but had not been increased since the program started in 2011. Additional resources are needed to maintain these new ROW improved areas.</p> <p>Park reservations, park use and the number of shelter rentals and special events has grown over the last several years and the number of people using parks sites has increased. Even with a pandemic, we found that increases in use of parks, restrooms, ball fields use, weekend rentals, etc.. requires additional support. Waterfront areas are especially impacted in the summertime where staff must visit the sites to clean restrooms, empty trash and clean up from park use several times a day. Additional resources are needed to keep the parks safe, clean and ready for park visitors.</p>						
Sewer	Sewer Charges – Parks is adding Hand-wash stations at various park sites in 2022-23. Anticipate an increase in sewer fees to support this new use.	-	-	\$ -	\$ 4,100	\$ -	\$ 4,100
New Small Equipment	Purchase of new line trimmers, chain saws, back pack blowers, hedge bars, etc. We are proposing to switch over from gas powered equipment to electric equipment when we can as it wears out and where we see an efficiency benefit. Legislation was introduced in 2022 to require this to occur in the near future. It was not approved but we anticipate it coming back in the 2023 Legislative session to reduce the effects climate change. Increasing this budget item will support this program and help Lakewood lead the way in doing this as there is legislative agendas that support moving this way to reduce commercial CO2 emissions.	-	-	\$ 15,000	\$ -	\$ 15,000	\$ -
DOE Work Crew	Contracted services for Department of Ecology work crew program. This program provides support in local parks, supplementing capital improvements and work programs. In 2022, the work crew removed invasive plants, thinned heavy vegetation to open up sightlines, created trails and other outdoor work that the City is not able to manage. Program includes four weeks of crew time. DOE provides the van, equipment and supervision of 5 person teams.	-	-	\$ 25,000	\$ -	\$ 25,000	\$ -
<b>Total - General Fund</b>		<b>1.00</b>	<b>-</b>	<b>\$ 173,438</b>	<b>\$ 64,100</b>	<b>\$ 176,126</b>	<b>\$ 69,100</b>

**PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW****Service/Program Changes (continued)**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Replace Traffic Signal Controllers	<p>The City uses 63 signal controllers of which 60 are at various stages in their life cycle. Three of the controllers were replaced recently with the same controllers that Pierce County uses and are working successfully as stand-alone units. With the shift to Pierce County maintenance on our traffic signal systems, it is recommended that all controllers be replaced with the same units the County utilizes for their systems. It is not feasible to operate two different controller systems and a number of existing controllers are at the end of their life. The City's controllers are not used by any other jurisdiction in Pierce County which requires additional training, parts inventory, and decreases responsiveness by the County's staff.</p> <p>Cost is \$610,000 to purchase and install controllers and software necessary to operate and program them. Annual ongoing cost is \$10,000 which is less than the current annual cost of \$15,000 resulting in an annual savings of \$5,000.</p> <p>The replacement of the 60 traffic signal controllers is expected to be completed within one year.</p>	-	-	\$ 610,000	\$ (5,000)	\$ -	\$ (5,000)
Street Lights Repair Program	Increase for repairs and supplies based on a higher level of service expectation and account for greater number of lights and photo cells.	-	-	\$ -	\$ 70,000	\$ -	\$ 70,000
Signal Repairs	Transfer funding from Parks to PWE authority. Increase maintenance funding available from \$16,500 to \$50,000 annually. Historically, signal repairs have been conducted by internal staff and funded through the Parks Department. With the shift to outside forces for maintenance, PWE has taken on the responsibility of ensuring the adequate supply of materials for repairs. With Pierce County conducting signal maintenance services, we are seeing requests for new parts and materials to replace items that have reached their service life.	-	-	\$ -	\$ 33,500	\$ -	\$ 33,500
Sign Maintenance	Increase the sign maintenance budget – With the new PWE projects that have recently been completed and with the JBLM connector project to be completed in 2023, they are adding over 500 new signs to the inventory for the City to maintain. Unfortunately what we are already seeing with the roundabouts, the signs get hit with regular frequency. This means that when damage happens, new posts and signs are needed, and the occasional new base will need to be installed. The current budget of \$38,000 is increased to \$48,000.	-	-	\$ -	\$ 10,000	\$ -	\$ 10,000

**PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW****Service/Program Changes (continued)**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Water	Increased Water consumption and system expenses – We have added four water meters, four double check systems and 51 new zones of irrigation on the JBLM North access project improvement areas. Veterans Drive has 2 new meters and 2 new double checks and 26 new zones of irrigation. With recent and soon to be completed PWE ROW projects (Onyx Drive, Kendrick, American Lake Park, Veterans and 123rd street), there have been additional water meters, double check valve assemblies, and irrigation systems included in these transportation project improvements. Lakewood Water District has raised their rates each year for the last three years which has a financial impact system wide. Additionally, water meter monthly fees and the annual double check inspections are done by Lakewood Water. Costs will increase in 2023. Current budget of \$17,000 is increased to \$28,000.	-	-	\$ -	\$ 11,000	\$ -	\$ 11,000
Electricity	Increase streetlighting by \$85,000 (from \$332,460 to \$417,460) to account for 104 street lights added in 2022 and 175 anticipated in 2023 and electrical rate increases.	-	-	\$ -	\$ 85,000	\$ -	\$ 85,000
Tree Replacement	There are 40 ornamental street trees that O&M has identified as missing, dead, or damaged that need to be replaced. This proposal would be to contract out the entirety of the replacement program to a private contractor. Also supports city's new climate change initiatives.	-	-	\$ 32,000	\$ -	\$ -	\$ -
Homeless Camp Clean-Up	Funds for homeless camp clean up including DOE Work Crew. The City has contracted for services for the Department of Ecology work crew program. This program has provided support in local parks, supplemental capital improvements and work programs. In 2022 the team worked on removing invasive plants, thinning heavy vegetation to open up sightlines, created trails and other outdoor work that City employees were not able to manage. Program includes 4 weeks of crew time. DOE provides the van, equipment and supervision for 5 person team (\$25K).	-	-	\$ 50,000	\$ -	\$ 50,000	\$ -
<b>Total - Street O&amp;M</b>		-	-	<b>\$ 692,000</b>	<b>\$ 204,500</b>	<b>\$ 50,000</b>	<b>\$ 204,500</b>



## PARKS, RECREATION & COMMUNITY SERVICES **DEPARTMENT OVERVIEW**

### Service/Program Changes (continued)

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Signal Wrap Boxes (Public Art Fund)	<p>Add signal box art at 10 new locations. This includes single and double boxes at various sites. Install a community mural in public location (downtown, park, historic structure).</p> <p>A successful Public Art Program engages, excites and involves the community in art. The Lakewood public art program showcases art that reflects the community in all its diversity and tells the communities stories. The City has been incorporating public art at city events, along city streets and in various publications for the past several years. The city researched best practices and conferred with other established municipal public art programs and in March, 2020 a comprehensive public art program was presented to Council with the intent of starting in 2022. The program included a detailed budget, goals, priorities, guidelines, and types of art to be implemented. In 2021 the City installed art on 4 signal boxes and created a mural at American Lake park and installed art at 10 locations in 2022 and cooperated with the CPSD on a mural. Public Art Programs have efficient and cost effective processes and have proven to increase tourism/visitors, decrease graffiti, and provide representation of cultural diversity, a strong sense of community engagement, beautification and a create a more desirable place to live, work and play.</p> <p>Signal and utility boxes: \$3,000 each includes design, production and installation x 10 = \$30,000</p> <p>Mural: 20x15 ft mural - artist and material fees = \$5,000</p>	-	-	\$ 35,000	\$ -	\$ 35,000	\$ -
<b>Total - Public Art Fund</b>		-	-	\$ 35,000	\$ -	\$ 35,000	\$ -

**PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW****Service/Program Changes (continued)**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Street Sweeping (SWM)	Increase funding to match existing contract from \$137,700 to \$275,000 per year.	-	-	\$ -	\$ 137,300	\$ -	\$ 137,300
Storm Water Pump Station Preventative Maintenance (SWM)	Additional stormwater pump station was identified on Seattle Avenue that is the City's responsibility. Additional funding is requested to cover annual maintenance of this second facility.	-	-	\$ -	\$ 1,960	\$ -	\$ 1,960
Annual Maintenance of Filter Systems (SWM)	Additional stormwater filter systems are being transferred to the City on an annual basis depending on degree of development activity. Additional funding is requested to cover annual maintenance of these facilities.	-	-	\$ -	\$ 20,000	\$ -	\$ 20,000
Stormwater Infrastructure Cleaning (SWM)	Increase current budget of \$347,000 to \$525,000 per year.	-	-	\$ -	\$ 178,000	\$ -	\$ 178,000
<b>Total - SWM O&amp;M</b>		-	-	\$ -	\$ 337,260	\$ -	\$ 337,260

**PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW****Service/Program Changes (continued)**

From an operational perspective, the following fleet and equipment requests are presented here and are budgeted and accounted for in the internal service fund.

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Replace PWE Inspector Truck	Replace 42630 (2006 Chevy Silverado) with a new Ford Ranger.	-	-	\$ 48,000	\$ -	\$ -	\$ -
Replace Salt Spreader	Replace the 2009 gas powered stainless steel salt spreader #42960 with a new electric poly spreader. This is the last one in the fleet to replace.	-	-	\$ 7,500	\$ -	\$ -	\$ -
Replace Plow	Replace the 2009 Boss plow #42930 with a Salt Dogg Plow. This is our oldest plow and is not like the rest of the fleet so it is not interchangeable with all of the other plows in the fleet.	-	-	\$ 8,000	\$ -	\$ -	\$ -
Replace 2008 F250	Replace Vehicle #42330. This truck was originally purchased as a used vehicle to support the street landscape program. It meets the criteria for replacement. The new vehicle would also be equipped with the hands free phone to comply with laws that weren't in place in 2008.	-	-	\$ 65,000	\$ -	\$ -	\$ -
Replace 2008 F250	Replace Vehicle #42280. This truck was purchased to support the Parks maintenance program and is primarily used for trash and towing purposes. It meets the criteria for replacement. The new vehicle would also be equipped with the hands free phone to comply with laws that weren't in place in 2008.	-	-	\$ -	\$ -	\$ 65,000	\$ -
Replace Deere Gator	Replace Deere Gator #42780. The current 2009 equipment as it is worn out. This is used 7 days a week to perform maintenance at Ft. Steilacoom Park.	-	-	\$ -	\$ -	\$ 14,000	\$ -
Replace 2006 Turf Painter	This is obsolete and parts are very difficult to get. There are two options, first would be to replace it with like equipment. The second is to replace it with a GPS guided paint robot. Going this route would save a lot of staff time, for instance, it would eliminate doing field layout which for a soccer field takes two staff up to 2 hours per field (we do up to 11 fields of various sizes). It then takes one staff person about a day to paint them all out and then we have to maintain the paint each week for 3 months. With the GPS unit, you place it at your starting corner and tell it to go, and it paints the whole field without supervision so staff could do other work in the vicinity. Cost: Standard option \$12,000 OR a GPS option \$35,000 (unmanned unit)	-	-	\$ 35,000	\$ -	\$ -	\$ -
Replace Large Area Mower Trailer	Replace trailer #43001 that was purchased in 2006.	-	-	\$ 7,000	\$ -	\$ -	\$ -
Replace Equipment Trailer	Equipment trailer #43011 - replace the over wheel deck trailer with a much more stable car type trailer.	-	-	\$ -	\$ -	\$ 7,000	\$ -
	Less Accumulated Replacement Reserves			\$ (64,520)	\$ -	\$ (42,000)	\$ -

**PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW****Service/Program Changes (continued)**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
New Tommy Lift	Purchase of new Tommy Lift to be permanently installed on an exhisting vehicle. There have been several injuries amongst Maintenance staff that are a result of lifting heavy objects (parks, street ROW items, signs, etc). This lift would help reduce on the job injuries. The City attempted to apply to L&I for this equipment to support staff.	-	1	\$ 4,500	\$ -	\$ -	\$ -
New John Deere Gator	Special events and recreation programming has increased over the years at various city locations and a gator is needed to support those events. The Gator is used at all events to move people, equipment, supplies from here to there. Events at Fort Steilacoom Park are particularly difficult as we need to cover hundreds of acres in a short period of time. When not in use at city events, the gator will be used by maintenance staff at various sites to support operations.	-	1	\$ 14,000	\$ -	\$ -	\$ -
New Grader Attachment	Instead of replacing the Grader, it would be more cost effective to purchase an attachment for the skid steer. This equipment is used to maintain shoulders and allies throughout the city.	-	1	\$ -	\$ -	\$ 20,000	\$ -
<b>Total - Vehicle &amp; Equipment</b>		-	3	\$ 124,480	\$ -	\$ 64,000	\$ -

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Electricity - Police Station	Increase electricity from \$80,150 to \$110,000.	-	-	\$ -	\$ 29,850	\$ -	\$ 29,850
Landscape Maintenance - Police Station	Establish budget not previously appropriated. Department had been using various line item savings.	-	-	\$ -	\$ 18,000	\$ -	\$ 18,000
<b>Total - Property Management</b>		-	-	\$ -	\$ 47,850	\$ -	\$ 47,850

## PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

### Capital Projects & Property Management

Parks Capital Projects		2023	2024
301.0016	Park Equipment Replacement	20,000	20,000
301.0017	Park Playground Resurfacing	15,000	15,000
301.0018	Project Support	175,000	180,000
301.0028	Oakbrook Park	100,000	-
301.0019	Edgewater Park	75,000	-
301.0020	Wards Lake - Phase 2 & 3	75,000	1,775,000
301.0034	Park Sign Replacement Program	120,000	-
301.0038	Playground Replacement	110,000	125,000
301.0048	Nisqually Partnership Project	50,000	200,000
301.0049	Harry Todd Pickleball Courts	150,000	550,000
301.0050	Fort Steilacoom Park Pavilion Acoustics	50,000	-
301.0053	Fort Steilacoom Park ADA & Overflow Parking	25,000	250,000
<b>Total</b>		<b>\$ 965,000</b>	<b>\$ 3,115,000</b>

See Capital Budget Section for project details.

Property Management Capital & Major Maintenance		2023	2024
<b>City Hall</b>		<b>\$280,000</b>	<b>\$130,000</b>
502.0021	Boiler and Chiller/Fan Replacement	\$ 230,000	\$ 130,000
502.0022	City Hall Plaza Improvements	\$ 50,000	\$ -
<b>Police Station</b>		<b>\$ 90,000</b>	<b>\$ 50,000</b>
502.0017	Parking Lot Gate Repair and Replacement	\$ 40,000	\$ -
502.0038	Investment Grade Audit	\$ -	\$ 50,000
502.0039	Impound Yard Fencing Security	\$ 50,000	\$ -
<b>O&amp;M Facility at Front Street</b>		<b>\$170,000</b>	<b>\$ -</b>
502.0026	Fuel Tank Replacement & Paving of Washdown Station & Perimeter	\$ 170,000	\$ -
<b>General City Buildings &amp; Facilities</b>		<b>\$ 5,000</b>	<b>\$ 5,000</b>
502.0002	Parking Lot Improvement Program	\$ 5,000	\$ 5,000
<b>Total</b>		<b>\$ 545,000</b>	<b>\$ 185,000</b>

See Capital Budget section for project details.

### Position Inventory

Position	Group	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted
				Original	Adjusted	Year-end		
Parks, Rec, & Comm Svcs Director	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Operations Superintendent	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Capital Projects Coordinator *	AFSCME	-	-	-	1.00	1.00	1.00	1.00
Human Services Coordinator **	AFSCME	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Recreation Coordinator	AFSCME	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Lead Maintenance Worker	AFSCME	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Maintenance Worker **	AFSCME	11.50	11.50	11.50	14.00	14.00	15.00	15.00
Office Assistant	AFSCME	2.50	2.50	2.50	2.50	2.50	2.50	2.50
Maintenance Assistant	AFSCME	0.75	1.50	1.50	-	-	-	-
<b>Total</b>		<b>22.25</b>	<b>23.00</b>	<b>23.00</b>	<b>25.00</b>	<b>25.00</b>	<b>26.00</b>	<b>26.00</b>
Chg from prior year (2023 & 2024 compared to 2022 Original Budget)		-	0.75	-	2.00	2.00	3.00	-

\* Capital Projects Coordinator was temporary position prior to 2022, limited-term position with end date 12/31/2024.

\*\* Human Services Coordinator 1.0 FTE does not include 0.25 FTE funded by Lakewood's Promise Human Services Allocation.

0.50 FTE General Fund Human Services

0.25 FTE General Fund Lakewood's Promise Human Services Contract

0.25 FTE CDBG Fund

\*\*\* New Maintenance Worker 1.0 FTE is a limited term position with end date 12/31/2024.

## PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

### Position Inventory (continued)

Position	FTE	2023			2024		
		Salary	Benefits	Total	Salary	Benefits	Total
Parks, Rec, & Comm Svcs Director	0.80	\$ 130,963	\$ 42,116	\$ 173,079	\$ 137,510	\$ 43,723	\$ 181,234
Operations Superintendent	0.40	47,654	22,470	70,124	50,045	23,403	73,448
Human Services Coordinator **	0.50	41,836	11,103	52,939	42,674	11,280	53,954
Recreation Coordinator	1.00	78,252	25,802	104,054	79,824	26,538	106,362
Recreation Coordinator	1.00	87,672	49,282	136,954	87,672	50,740	138,412
Recreation Coordinator	1.00	87,672	40,998	128,670	87,672	42,032	129,704
Lead Maintenance Worker	0.75	65,754	30,654	96,408	65,754	31,417	97,171
Maintenance Worker	1.00	64,824	37,187	102,011	66,124	38,320	104,444
Maintenance Worker	1.00	76,728	38,552	115,280	78,262	39,131	117,393
Maintenance Worker	1.00	71,651	26,578	98,229	73,070	27,247	100,317
Maintenance Worker	1.00	72,300	28,551	100,851	73,752	29,333	103,085
Maintenance Worker	1.00	66,144	30,506	96,650	66,749	31,351	98,100
Maintenance Worker	1.00	71,474	47,559	119,033	72,890	49,331	122,221
Maintenance Worker	1.00	66,144	36,218	102,362	66,749	37,124	103,873
Maintenance Worker ***	1.00	66,034	37,404	103,438	67,354	38,772	106,126
Office Assistant	0.50	30,288	12,472	42,760	30,288	12,667	42,955
Office Assistant	1.00	61,689	43,820	105,509	62,924	45,439	108,363
<b>Total - General Fund</b>	<b>14.95</b>	<b>1,187,080</b>	<b>561,272</b>	<b>1,748,352</b>	<b>1,209,313</b>	<b>577,849</b>	<b>1,787,162</b>
Operations Superintendent	0.40	47,654	22,470	70,124	50,045	23,405	73,449
Lead Maintenance Worker	1.00	87,672	50,581	138,253	87,672	51,714	139,386
Maintenance Worker	1.00	66,034	37,404	103,438	67,354	38,772	106,126
Maintenance Worker	1.00	66,034	37,404	103,438	67,354	38,772	106,126
Maintenance Worker	1.00	73,752	47,711	121,463	75,228	49,146	124,374
Maintenance Worker	1.00	66,034	37,404	103,438	67,354	38,772	106,126
Office Assistant	0.50	34,584	13,142	47,726	34,584	13,372	47,956
<b>Total - Street Fund (O&amp;M)</b>	<b>5.90</b>	<b>441,764</b>	<b>246,117</b>	<b>687,881</b>	<b>449,591</b>	<b>253,952</b>	<b>703,542</b>
Maintenance Worker	1.00	68,088	37,768	105,856	69,456	39,145	108,601
Office Assistant	0.50	34,584	13,143	47,727	34,584	13,373	47,957
<b>Total - SWM Fund (O&amp;M)</b>	<b>1.50</b>	<b>102,672</b>	<b>50,911</b>	<b>153,583</b>	<b>104,040</b>	<b>52,518</b>	<b>156,558</b>
Parks, Rec, & Comm Svcs Director	0.20	32,741	10,529	43,270	34,378	10,931	45,308
Capital Projects Coordinator *	1.00	87,216	44,158	131,374	88,944	45,746	134,690
<b>Total - CIP Fund</b>	<b>1.20</b>	<b>119,957</b>	<b>54,687</b>	<b>174,644</b>	<b>123,322</b>	<b>56,677</b>	<b>179,998</b>
Operations Superintendent	0.20	23,827	11,235	35,062	25,022	11,702	36,725
Lead Maintenance Worker	0.25	21,918	10,216	32,134	21,918	10,471	32,389
Maintenance Worker	1.00	72,300	28,623	100,923	73,752	29,487	103,239
Maintenance Worker	1.00	81,046	19,248	100,294	81,046	19,277	100,323
<b>Total - Property Management Fund</b>	<b>2.45</b>	<b>199,091</b>	<b>69,323</b>	<b>268,414</b>	<b>201,738</b>	<b>70,937</b>	<b>272,676</b>
<b>Total</b>	<b>26.00</b>	<b>\$ 2,050,564</b>	<b>\$ 982,309</b>	<b>\$ 3,032,873</b>	<b>\$2,088,004</b>	<b>\$ 1,011,933</b>	<b>\$ 3,099,937</b>

\* Capital Projects Coordinator was temporary position prior to 2022, limited-term position with end date 12/31/2024.

\*\* Human Services Coordinator 1.0 FTE does not include 0.25 FTE funded by Lakewood's Promise Human Services Allocation.

0.50 FTE General Fund Human Services

0.25 FTE General Fund Lakewood's Promise Human Services Contract

0.25 FTE CDBG Fund

\*\*\* New Maintenance Worker 1.0 FTE is a limited term position with end date 12/31/2024.

## PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW

### Performance Measures

Performance Measures	Target	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
<b>Street Operations and Maintenance</b>						
% of completed MyLakewood311 requests	100%	95%	89%	97%	97%	98%
# of potholes responded to	<275	141	106	187	289	259

Informational Measures	Historic Average	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
<b>Admin</b>						
Cost Recovery % Target - 45% for parks and recreation services *	45 %	51%	50%	49%	44%	46%
<b>Human Services</b>						
Monthly average attendance at Lakewood Community Collaboration Meetings (duplicate participants)	40 each month	32	67	102	145	150
# of human services contracts Managed	22	22	22	26	26	24
<b>Recreation</b>						
\$ vendor sales generated from Farmers Market	\$140,000	na	\$211,000	\$520,000	\$56,000	\$372,500
# of partners at SummerFEST	50	50	200	n/a	20	95
\$ vendor fees generated from SummerFest	\$17,000	na	\$10,000	n/a	\$5,700	n/a
\$ sponsorship, grants and in-kind service	\$70,000	\$23,800	\$123,800	\$52,150	\$62,000	\$113,300
<b>Senior Center</b>						
# of unduplicated seniors served	1,400	513	774	687	1074	1692
\$ revenue generated from grants, fees, donations & in-kind support	\$80,000	\$5,856	\$14,037	\$26,514	\$46,607	\$78,566
# of volunteer hours	1,300	67	130.5	552	1192	2140
<b>Park Facilities</b>						
# of special use permits generated at park site (not FSP)	160	4	43	100	36	144
Boat Launch Revenue	\$50,000	\$9,388	\$23,016	\$61,932	\$60,869	\$51,716
# of returning customers	20	3	15	39	11	52
<b>Fort Steilacoom</b>						
# of acres of open space to maintain	500	500	500	500	500	500
# of special use permits for park use	230	10	132	313	66	241
# of returning customers	25	10	54	111	24	52
<b>Property Management</b>						
# of square feet of coverage per building maintenance employee	158,615	158,615	158,615	158,615	158,615	158,615
# of unscheduled system failures	0	8	13	26	12	44
# of service requests	400	51	157	547	356	689
<b>Street Operations and Maintenance</b>						
# of MyLakewood311 service requests regarding street maintenance	n/a	516	916	1943	1183	1824
# of reported downed signs	<400	83	137	326	385	385
# of traffic signal major equipment failures	<2	0	0	0	0	0
# of after hour call outs	<250	28	51	112	119	59

## PARKS, RECREATION & COMMUNITY SERVICES **DEPARTMENT OVERVIEW**

### Purpose & Description

Parks, Recreation and Community Services works to create a safe, vibrant and healthy community in Lakewood where people have access to a variety of resources and are inspired to be engaged, independent, and provide service to others. We preserve and maintain park lands, public buildings, streets, signs and signals, landscaped areas and open spaces to enhance the beauty and positive image of Lakewood as well as create safe places for people to visit. We establish partnerships to ensure that a comprehensive system of programs, facilities, and services are available to meet the recreation and human service needs of the Lakewood community. Parks, Recreation, and Community Services contributes to the vitality of Lakewood, encourages economic development, creates neighborhood identity and reduces crime and negative health issues with maintenance, operations and prevention programs that improve the quality of life for our citizens.

The department supports the following citizen advisory boards and committees:

- Arts Commission
- Community Services Advisory Board
- Lakewood's Promise Advisory Board
- Parks and Recreation Advisory Board
- Youth Council

### Goals/Objectives

- Manage and maintain public facilities and infrastructure so they are safe and accessible neighborhood assets
- Implement Capital Improvement Plans for parks and facilities to improve and maintain community assets
- Preserve, maintain, and acquire sufficient park land and open space areas to provide for our growing community needs
- Provide a continuum of recreation programs, facilities, and services that are affordable, accessible, equitable to entire community, and promote healthy lifestyles and positive alternatives for all ages and abilities.
- Utilize partnerships to provide and expand programs and services for people of all ages and abilities.
- Ensure continued support of human services through funding and partnerships so all residents of Lakewood have access to resources to meet their basic human needs.
- Provide a venue and opportunities for Lakewood Youth to communicate with Lakewood City Council.



## PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW DIVISION

### Financial Information – Department Summary

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
001	Park Sales Tax	\$ 671,080	\$ 789,461	\$ 670,030	\$ 750,000	\$ 765,000	\$ 751,000	\$ 764,000	1,000	0.1%
001	Program Revenue	160,130	223,947	376,000	436,495	376,495	368,000	368,000	(68,495)	-15.7%
001	Grants/Donations/Contributions	123,881	154,146	10,250	502,578	502,578	10,250	10,250	(492,328)	-98.0%
001/101	General Government	2,155,576	2,604,934	2,849,037	3,323,396	3,360,484	4,578,058	3,934,740	1,254,663	37.8%
101	Motor Vehicle Excise Tax	709,693	791,653	855,410	855,410	797,000	824,420	822,930	(30,990)	-3.6%
101	SWM Contribution	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
106	Public Art	5,000	15,402	15,000	135,224	135,224	15,000	15,000	(120,224)	-88.9%
106	General Fund	-	22,500	-	30,000	30,000	22,000	22,000	(8,000)	-26.7%
401	SWM Fees	694,304	889,556	965,501	965,501	965,501	1,298,729	1,301,706	333,228	34.5%
502	Internal Services Charges/Reserves	712,823	806,758	703,917	1,177,237	991,538	1,357,134	1,001,396	179,897	15.3%
	<b>Total Revenues &amp; Sources</b>	<b>\$ 5,247,486</b>	<b>\$ 6,313,358</b>	<b>\$ 6,460,145</b>	<b>\$ 8,190,841</b>	<b>\$ 7,938,820</b>	<b>\$ 9,239,591</b>	<b>\$ 8,255,022</b>	<b>\$ 1,048,751</b>	<b>12.8%</b>
General/Fund Expenditure Summary - Ongoing:										
001	Administration	341,371	419,838	323,442	412,571	412,571	389,324	397,772	(23,246)	-5.6%
001	Human Services	370,123	419,355	493,607	504,295	504,295	517,739	523,754	13,444	2.7%
001	Recreation	297,314	359,860	488,877	530,236	530,236	540,102	545,295	9,866	1.9%
001	Senior Services	180,324	153,114	247,197	262,737	196,102	267,464	268,694	4,727	1.8%
001	Maintenance	1,218,476	1,436,300	1,445,111	1,711,723	1,711,724	1,702,750	1,723,703	(8,973)	-0.5%
101	Street O&M	1,257,372	1,497,612	1,757,484	1,787,601	1,787,913	2,121,599	2,137,851	333,998	18.7%
	<b>Subtotal General/Street Fund Ongoing</b>	<b>\$ 3,664,981</b>	<b>\$ 4,286,078</b>	<b>\$ 4,755,718</b>	<b>\$ 5,209,163</b>	<b>\$ 5,142,841</b>	<b>\$ 5,538,978</b>	<b>\$ 5,597,070</b>	<b>\$ 329,816</b>	<b>6.3%</b>
General/Fund Expenditure Summary - 1-Time:										
001	Administration	\$ 4,278	\$ 32,271	\$ 3,748	\$ 91,467	\$ 91,467	\$ 3,421	5320	(88,046)	-96.3%
001	Human Services	109,147	128,140	-	206,833	206,833	-	-	(206,833)	-100.0%
001	Recreation	-	34,147	-	235,495	235,495	30,000	30,000	(205,495)	-87.3%
001	Maintenance	42,930	66,576	10,610	124,590	124,590	277,313	224,731	152,723	122.6%
101	Street O&M	14,024	31,929	5,651	15,331	15,331	697,016	57,799	681,685	4446.4%
	<b>Subtotal General/Street 1-Time</b>	<b>\$ 170,379</b>	<b>\$ 293,063</b>	<b>\$ 20,009</b>	<b>\$ 673,716</b>	<b>\$ 673,716</b>	<b>\$ 1,007,750</b>	<b>\$ 317,850</b>	<b>\$ 334,034</b>	<b>49.6%</b>
Public Art:										
106	Public Art	5,000	37,902	15,000	165,224	165,224	37,000	37,000	(128,224)	-77.6%
	<b>Subtotal Internal Service Ongoing</b>	<b>\$ 5,000</b>	<b>\$ 37,902</b>	<b>\$ 15,000</b>	<b>\$ 165,224</b>	<b>\$ 165,224</b>	<b>\$ 37,000</b>	<b>\$ 37,000</b>	<b>\$ (128,224)</b>	<b>-77.6%</b>
Surface Water Management:										
401	SWM O&M - Ongoing	623,702	889,556	965,501	965,501	965,501	1,298,729	1,301,706	333,228	34.5%
401	SWM O&M - 1-Time	70,602	-	-	-	-	-	-	-	n/a
	<b>Subtotal Internal Service Ongoing</b>	<b>\$ 694,304</b>	<b>\$ 889,556</b>	<b>\$ 965,501</b>	<b>\$ 965,501</b>	<b>\$ 965,501</b>	<b>\$ 1,298,729</b>	<b>\$ 1,301,706</b>	<b>\$ 333,228</b>	<b>34.5%</b>
Internal Service:										
502	Property Management - Ongoing	704,889	770,154	698,917	748,917	748,917	812,134	816,396	63,217	8.4%
502	Property Management - 1-Time	7,934	36,604	5,000	428,320	242,621	545,000	185,000	116,680	27.2%
	<b>Subtotal Internal Service 1-Time</b>	<b>\$ 712,823</b>	<b>\$ 806,758</b>	<b>\$ 703,917</b>	<b>\$ 1,177,237</b>	<b>\$ 991,538</b>	<b>\$ 1,357,134</b>	<b>\$ 1,001,396</b>	<b>\$ 179,897</b>	<b>15.3%</b>
	<b>Total Expenditures &amp; Uses</b>	<b>\$ 5,247,487</b>	<b>\$ 6,313,358</b>	<b>\$ 6,460,145</b>	<b>\$ 8,190,841</b>	<b>\$ 7,938,820</b>	<b>\$ 9,239,591</b>	<b>\$ 8,255,022</b>	<b>\$ 1,048,751</b>	<b>12.8%</b>

**PARKS, RECREATION & COMMUNITY SERVICES DEPARTMENT OVERVIEW****Financial Information – General/Street Fund**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Parks Sales Tax	\$ 671,080	\$ 789,461	\$ 670,030	\$ 750,000	\$ 765,000	\$ 751,000	\$ 764,000	1,000	0.1%
	Parks Program Revenue	160,130	223,947	376,000	436,495	376,495	368,000	368,000	(68,495)	-15.7%
	Motor Vehicle Excise Tax	\$ 709,693	\$ 791,653	\$ 855,410	\$ 855,410	\$ 797,000	\$ 824,420	\$ 822,930	(30,990)	-3.6%
	SWM Contribution (Transfer)	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
	Grants/Donations/Contributions	123,881	154,146	10,250	502,578	502,578	10,250	10,250	(492,328)	-98.0%
	General Government	2,155,576	2,604,934	2,849,037	3,323,396	3,360,484	4,578,058	3,934,740	1,254,663	37.8%
	<b>Total Revenues</b>	<b>\$ 3,835,360</b>	<b>\$ 4,579,141</b>	<b>\$ 4,775,727</b>	<b>\$ 5,882,879</b>	<b>\$ 5,816,557</b>	<b>\$ 6,546,728</b>	<b>\$ 5,914,920</b>	<b>\$ 663,850</b>	<b>11.3%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	1,293,975	1,391,729	1,321,066	1,591,619	1,591,618	1,562,840	1,591,548	(28,779)	-1.8%
11.011	Temporary Help	33,507	40,568	220,600	116,610	116,610	116,610	116,610	-	0.0%
11.002/4	Overtime	22,681	39,957	30,500	30,500	30,500	30,500	30,500	-	0.0%
11.005	On Call Pay	28,225	26,642	35,420	35,420	35,420	18,600	18,600	(16,820)	-47.5%
21.xxx	Benefits	638,791	673,997	702,176	727,583	727,895	769,954	793,032	42,371	5.8%
31.030	Maintenance Supplies	52,531	41,666	124,000	124,000	124,000	144,000	144,000	20,000	16.1%
31.xxx	Other Supplies	107,264	181,336	184,490	194,490	194,490	209,490	209,490	15,000	7.7%
35.xxx	Small Tools/Minor Equipment	10,411	27,749	38,750	38,750	38,750	72,250	72,250	33,500	86.5%
41.xxx	Professional Services	495,065	626,682	750,980	765,980	765,980	810,980	815,980	45,000	5.9%
43.xxx	Travel & Training	1,580	4,824	6,490	6,490	6,490	6,490	6,490	-	0.0%
45.xxx	Operating Rentals/Leases	64,931	700	72,635	72,635	6,000	72,635	72,635	-	0.0%
47.xxx	Utilities	485,343	568,045	552,860	552,860	552,860	657,960	657,960	105,100	19.0%
48.xxx	Repairs & Maintenance	31,270	22,505	51,795	51,795	51,795	101,795	101,795	50,000	96.5%
49.003	Membership Dues	3,112	3,442	1,800	1,800	1,800	1,800	1,800	-	0.0%
49.xxx	Other Services & Charges	62,194	70,316	89,960	89,960	89,960	91,130	91,130	1,170	1.3%
9x.xxx	IS Charges - M&O	318,681	362,699	558,735	589,708	589,710	652,965	654,270	63,257	10.7%
9x.xxx	IS Charges - Reserves	15,421	203,222	13,461	218,963	218,963	218,979	218,980	17	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$ 3,664,981</b>	<b>\$ 4,286,078</b>	<b>\$ 4,755,718</b>	<b>\$ 5,209,163</b>	<b>\$ 5,142,841</b>	<b>\$ 5,538,978</b>	<b>\$ 5,597,070</b>	<b>\$ 329,816</b>	<b>6.3%</b>
Capital & 1-Time Funded:										
	Personnel Costs	9,820	7,446	-	62,000	62,000	103,438	106,126	41,438	66.8%
	Supplies	2,093	27,556	-	36,000	36,000	15,000	15,000	(21,000)	-58.3%
	Services & Charges	107,765	207,039	-	464,328	464,328	747,000	105,000	282,672	60.9%
	Capital	5,663	-	-	-	-	-	-	-	n/a
	IS Charges - M&O & Capital	45,038	51,022	20,009	111,388	111,388	142,312	91,724	30,924	27.8%
	<b>Subtotal One-time Exp</b>	<b>\$ 170,379</b>	<b>\$ 293,063</b>	<b>\$ 20,009</b>	<b>\$ 673,716</b>	<b>\$ 673,716</b>	<b>\$ 1,007,750</b>	<b>\$ 317,850</b>	<b>\$ 334,034</b>	<b>49.6%</b>
	<b>Total Expenditures</b>	<b>\$ 3,835,360</b>	<b>\$ 4,579,141</b>	<b>\$ 4,775,727</b>	<b>\$ 5,882,879</b>	<b>\$ 5,816,557</b>	<b>\$ 6,546,728</b>	<b>\$ 5,914,920</b>	<b>\$ 663,850</b>	<b>11.3%</b>

## PARKS, RECREATION & COMMUNITY SERVICES ADMINISTRATION

### Purpose & Description

The PRCS Administration manages five City advisory boards, supervises department personnel, actively seeks and manages grants and sponsorships, develops CIP and long-term planning documents and develops diverse partnerships to offset cost of park and recreation programs, services, events, projects, and structures.

### Goals/Objectives

- Develop a variety of programs to enhance the First Impressions Program
  - Implement gateway improvement program
  - Install public art, murals, banners, signs and beautification projects throughout the community
  - Continue recognizing local businesses who are making a good First Impressions in order to encourage private investment into beautification projects citywide.
- Utilize technology to improve access to parks, facilities and programs
  - Update Activenet to support registrations and reservations
  - Look for alternate ways to improve citizen access to programs and services and communication with the City such as mylakewood311, developing form fillable and web-based options for easier access to programs, services and information, create documents in various languages, and create promotional materials and expand marketing options to reach all members of our community.
- Create opportunities for the community to partner with the City to provide programs, services and capital improvements
  - Seek grants and donations to offset capital improvements
  - Utilize partners and volunteers to expand current operations
  - Adopt a Street and Adopt a Park programs
- Reserve City facilities to manage use by multiple groups as well as reduce negative impacts to site and park visitors.
  - All Parks, Fort Steilacoom Park, picnic shelters, American Lake Boat Launch, Pavilion in the Park, City Hall Plaza, Motor Avenue and other public locations.
- Manage City capital improvement programs to enhance, expand or rehabilitate city resources.

## PARKS, RECREATION & COMMUNITY SERVICES ADMINISTRATION

### Financial Information

The adopted operating budget totals \$389K in 2023 and \$398K in 2024. The 2023 adopted budget is a 5.6% or \$23K decrease from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the decrease is due primarily to allocating 20% of PRCS Director to capital projects.
- Internal Service M&O Charges – the increase is due primarily to WCIA assessment.

Capital & 1-time funded programs are as follows:

2022 programs include:

- Street ends studies and internal service charges for information technology projects.

2023/2024 programs include:

- Internal service charges for information technology projects.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Parks Sales Tax	122,958	154,319	93,256	113,871	116,148	112,963	116,821	(908)	-0.8%
	General Government	222,691	297,790	233,934	390,167	387,890	279,782	286,271	(110,384)	-28.3%
	<b>Total Revenues</b>	<b>\$ 345,649</b>	<b>\$ 452,109</b>	<b>\$ 327,190</b>	<b>\$ 504,038</b>	<b>\$ 504,038</b>	<b>\$ 392,745</b>	<b>\$ 403,092</b>	<b>\$ (111,292)</b>	<b>-22.1%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	138,416	152,202	154,488	154,488	154,488	130,963	137,510	(23,525)	-15.2%
21.xxx	Benefits	47,019	52,098	53,740	58,405	58,405	42,117	43,725	(16,288)	-27.9%
31.xxx	Other Supplies	27	75	50	50	50	50	50	-	0.0%
43.xxx	Travel & Training	-	105	600	600	600	600	600	-	0.0%
49.003	Membership Dues	1,750	1,750	1,250	1,250	1,250	1,250	1,250	-	0.0%
49.xxx	Other Services & Charges	4,577	3,034	5,000	5,000	5,000	5,000	5,000	-	0.0%
9x.xxx	IS Charges - M&O	144,938	137,882	104,223	114,245	114,246	130,807	131,100	16,562	14.5%
9x.xxx	IS Charges - Reserves	4,645	72,693	4,091	78,532	78,532	78,537	78,537	5	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$ 341,371</b>	<b>\$ 419,838</b>	<b>\$ 323,442</b>	<b>\$ 412,571</b>	<b>\$ 412,571</b>	<b>\$ 389,324</b>	<b>\$ 397,772</b>	<b>\$ (23,246)</b>	<b>-5.6%</b>
Capital & 1-Time Funded:										
	Supplies		11,299						-	n/a
	Services & Charges	1,987	10,977	-	70,000	70,000	-	-	(70,000)	-100.0%
	IS Charges - M&O & Capital	2,291	9,995	3,748	21,467	21,467	3,421	5,320	(18,046)	-84.1%
	<b>Subtotal One-time Exp</b>	<b>\$ 4,278</b>	<b>\$ 32,271</b>	<b>\$ 3,748</b>	<b>\$ 91,467</b>	<b>\$ 91,467</b>	<b>\$ 3,421</b>	<b>\$ 5,320</b>	<b>\$ (88,046)</b>	<b>-96.3%</b>
	<b>Total Expenditures</b>	<b>\$ 345,649</b>	<b>\$ 452,109</b>	<b>\$ 327,190</b>	<b>\$ 504,038</b>	<b>\$ 504,038</b>	<b>\$ 392,745</b>	<b>\$ 403,092</b>	<b>\$ (111,292)</b>	<b>-22.1%</b>

**PARKS, RECREATION & COMMUNITY SERVICES HUMAN SERVICES****Purpose/Description**

The Human Services Division facilitates the planning and distribution of grants from the City's general fund and other funding sources for human services in order to create conditions that enable people in need to access resources, find stabilization services, emotional supports and access to health services which foster healthy and functional individuals and families where children thrive and achieve their full potential.

**Goals/Objectives**

- Ensure the City's Human Services Funds are effectively and efficiently managed
  - Assess community needs and administer a grant allocations process to address identified needs
  - Develop contract performance measures and monitor contracting agencies' performance.
  - Provide annual reports to show progress and collective community impact.
- Support a city-wide human services delivery system that is collaborative and responsive to the needs of low-income Lakewood residents
  - Organize regular Community Collaboration meetings on relevant topics to increase awareness and knowledge of emerging issues and create opportunities to collectively respond to community needs.
  - Actively participate in countywide health and human services system planning efforts and community coalitions so the City of Lakewood has a voice in regional issues.
  - Manage City Council approved initiatives, new grants or funded programs to support our more vulnerable citizens (CHOICE, ARPA programs and homeless prevention initiatives).
- Support Lakewood's Promise
  - Implement the Lakewood's Promise strategic initiatives to include youth mental health and work force development.
  - Develop partnerships to ensure community support is working collaboratively so that all children have the opportunity to reach their full potential.
  - Provide data and reports to show community effort and progress on the coordinated efforts of community service providers in helping youth have access to the five promises and other collaborative efforts.

## PARKS, RECREATION & COMMUNITY SERVICES **HUMAN SERVICES**

### Financial Information

The adopted operating budget totals \$518K in 2023 and \$524K in 2024. The 2023 adopted budget is a 2.7% or \$13K increase from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the decrease is due primarily to excluding 0.25 FTE for Lakewood's Promise Human Services allocation and will be added back as part of the carry forward budget adjustment as appropriate.
- Professional Services – the increase is for the 1% General Fund allocation to Human Services programs.

Capital & 1-time funded programs are as follows:

2022 programs include:

- Lakewood's Choice grant. The available balance will be added as part of the carry forward budget adjustment.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Grants/Donations/Contributions	98,792	131,516	-	206,833	206,833	-	-	(206,833)	-100.0%
	General Government	380,478	415,979	493,607	504,295	504,295	517,739	523,754	13,444	2.7%
	<b>Total Revenues</b>	<b>\$ 479,270</b>	<b>\$ 547,495</b>	<b>\$ 493,607</b>	<b>\$ 711,128</b>	<b>\$ 711,128</b>	<b>\$ 517,739</b>	<b>\$ 523,754</b>	<b>\$ (193,389)</b>	<b>-27.2%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	30,132	36,914	49,152	59,840	59,840	41,836	42,674	(18,004)	-30.1%
21.xxx	Benefits	14,711	15,437	25,825	25,825	25,825	11,103	11,280	(14,722)	-57.0%
31.xxx	Other Supplies	212	1,224	500	500	500	500	500	-	0.0%
41.xxx	Professional Services	307,626	347,561	393,000	393,000	393,000	438,000	443,000	45,000	11.5%
43.xxx	Travel & Training	-	-	520	520	520	520	520	-	0.0%
49.003	Membership Dues	-	-	200	200	200	200	200	-	0.0%
49.xxx	Other Services & Charges	17,441	18,219	24,410	24,410	24,410	25,580	25,580	1,170	4.8%
	<b>Subtotal Operating Exp</b>	<b>\$ 370,123</b>	<b>\$ 419,355</b>	<b>\$ 493,607</b>	<b>\$ 504,295</b>	<b>\$ 504,295</b>	<b>\$ 517,739</b>	<b>\$ 523,754</b>	<b>\$ 13,444</b>	<b>2.7%</b>
Capital & 1-Time Funded:										
	Personnel Costs	9,820	7,446	-	-	-	-	-	-	n/a
	Services & Charges	99,327	120,694	-	206,833	206,833	-	-	(206,833)	-100.0%
	<b>Subtotal One-time Exp</b>	<b>\$ 109,147</b>	<b>\$ 128,140</b>	<b>\$ -</b>	<b>\$ 206,833</b>	<b>\$ 206,833</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (206,833)</b>	<b>-100.0%</b>
	<b>Total Expenditures</b>	<b>\$ 479,270</b>	<b>\$ 547,495</b>	<b>\$ 493,607</b>	<b>\$ 711,128</b>	<b>\$ 711,128</b>	<b>\$ 517,739</b>	<b>\$ 523,754</b>	<b>\$ (193,389)</b>	<b>-27.2%</b>

**PARKS, RECREATION & COMMUNITY SERVICES RECREATION****Purpose/Description**

The Recreation Division utilizes partnerships and creative marketing efforts to provide safe, healthy, accessible and inclusive programs and services for all ages, abilities, cultures and socio economic backgrounds. We focus on creating school-based and community programs during non-school hours to provide positive alternatives for youth. We also provide low cost and specialty recreation programs for the community and provide year round large and small seasonal special events, activities and opportunities to bring the community together.

**Goal/Objectives**

- Provide 6-8 week low cost summer camp programs for youth. Utilize partnerships and other inkind support to offset costs.
- Partner to provide swim lessons or other activities during the summer season at our waterfront parks to help youth be safer around local waters and to create a fun environment.
- Manage a 12 week Farmers Market and various night markets at the Colonial Plaza to bring visitors to the Central Business District, generate economic activity and create access to healthy options for our residents.
- Develop new partnerships to expand opportunities for the community to meet, gather, learn and play at minimal cost to the general fund.
- Retain sponsors for major City events to support cost recovery efforts.
- Seek grants and other opportunities to expand community programs and events.
- Implement public art policy and projects to beautify neighborhoods, provide public art in underserved areas and inspire residents.

## PARKS, RECREATION & COMMUNITY SERVICES **RECREATION**

### Financial Information

The adopted operating budget totals \$540K in 2023 and \$545K in 2024. The 2023 adopted budget is 1.9% or \$9.9K increase from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget.
- Professional Service – increased for Pierce County specialized services for special after-school and summer programs.

Capital & 1-time funded programs are as follows:

2022 programs include:

- Summer Experiences & Enrichment for Kids (SEEK) and No Child Left Inside grants.

2023/2024 programs include:

- SummerFEST drone show.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Parks Sales Tax	107,089	132,273	140,955	146,346	149,273	156,713	160,146	10,367	7.1%
	Parks Program Revenue	48,225	90,436	177,000	237,495	237,495	156,000	156,000	(81,495)	(0)
	Grants/Donations/Contributions	-	-	-	235,495	235,495	-	-	(235,495)	(1)
	General Government	142,000	171,298	170,922	146,395	143,468	257,389	259,149	110,994	1
	<b>Total Revenues</b>	<b>\$297,314</b>	<b>\$394,007</b>	<b>\$488,877</b>	<b>\$765,731</b>	<b>\$765,731</b>	<b>\$570,102</b>	<b>\$575,295</b>	<b>\$ (195,629)</b>	<b>-25.5%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	152,425	169,710	168,045	189,329	189,329	196,769	198,958	7,440	3.9%
11.011	Temporary Help	26,100	14,126	116,610	116,610	116,610	116,610	116,610	-	0.0%
11.002/4	Overtime	224	1,105	1,000	1,000	1,000	1,000	1,000	-	0.0%
21.xxx	Benefits	80,876	85,287	94,492	99,567	99,567	96,993	99,997	(2,574)	-2.6%
31.xxx	Other Supplies	8,474	21,342	36,530	36,530	36,530	36,530	36,530	-	0.0%
41.xxx	Professional Services	23,817	55,513	45,280	60,280	60,280	65,280	65,280	5,000	8.3%
43.xxx	Travel & Training	35	669	1,370	1,370	1,370	1,370	1,370	-	0.0%
45.xxx	Operating Rentals/Leases	-	273	-	-	-	-	-	-	n/a
49.003	Membership Dues	1,174	1,599	350	350	350	350	350	-	0.0%
49.xxx	Other Services & Charges	4,189	10,234	25,200	25,200	25,200	25,200	25,200	-	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$297,314</b>	<b>\$359,860</b>	<b>\$488,877</b>	<b>\$530,236</b>	<b>\$530,236</b>	<b>\$540,102</b>	<b>\$545,295</b>	<b>\$ 9,866</b>	<b>1.9%</b>
Capital & 1-Time Funded:										
	Personnel Costs	-	-	-	62,000	62,000	-	-	(62,000)	-100.0%
	Supplies	-	-	-	36,000	36,000	-	-	(36,000)	-100.0%
	Services & Charges	-	34,147	-	137,495	137,495	30,000	30,000	(107,495)	-78.2%
	<b>Subtotal One-time Exp</b>	<b>\$ -</b>	<b>\$ 34,147</b>	<b>\$ -</b>	<b>\$235,495</b>	<b>\$235,495</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ (205,495)</b>	<b>-87.3%</b>
	<b>Total Expenditures</b>	<b>\$297,314</b>	<b>\$394,007</b>	<b>\$488,877</b>	<b>\$765,731</b>	<b>\$765,731</b>	<b>\$570,102</b>	<b>\$575,295</b>	<b>\$ (195,629)</b>	<b>-25.5%</b>



**PARKS, RECREATION & COMMUNITY SERVICES SENIOR SERVICES****Purpose/Description**

The Senior Services Division manages daily operations at the Lakewood Senior Activity Center. Our goal is to offer health & fitness programs, art & computer classes, special events, and lifelong learning opportunities to encourage older adults to maintain or increase their independence and to promote good health, build strong minds and social connections which helps avoid loneliness and isolation. We provide opportunities for older adults to give back to the community through volunteerism.

**Goal/Objectives**

- Provide comprehensive senior services/programs five days a week at the Lakewood Senior Activity Center or other locations as available.
- Rebuild program operations and participation after a two year reduction in services due to pandemic. Return participation to pre pandemic rates in 2023 and increase number of unduplicated participants by 5% in 2024.
- Implement new marketing techniques and programs to encourage new participants, partners and sponsors.

## PARKS, RECREATION & COMMUNITY SERVICES **SENIOR SERVICES**

### Financial Information

The adopted operating budget totals \$267K in 2023 and \$269K in 2024. The 2023 adopted budget is 1.8% or \$4.7K increase from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Parks Sales Tax	\$ 64,951	\$ 56,280	\$ 71,273	\$ 72,516	\$ 73,966	\$ 77,605	\$ 78,912	5,089	7.0%
	Parks Program Revenue	30,802	1,631	60,000	60,000	-	61,000	61,000	1,000	1.7%
	Grants/Donations/Contributions	25,089	22,630	10,250	10,250	10,250	10,250	10,250	-	0.0%
	General Government	59,482	72,573	105,674	119,971	111,886	118,609	118,532	(1,362)	-1.1%
	<b>Total Revenues</b>	<b>\$ 180,324</b>	<b>\$ 153,114</b>	<b>\$ 247,197</b>	<b>\$ 262,737</b>	<b>\$ 196,102</b>	<b>\$ 267,464</b>	<b>\$ 268,694</b>	<b>\$ 4,727</b>	<b>1.8%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	75,632	105,696	102,072	117,612	117,612	117,960	117,960	348	0.3%
11.002/4	Overtime	-	546	-	-	-	-	-	-	n/a
21.xxx	Benefits	35,794	46,010	49,090	49,090	49,090	53,469	54,699	4,379	8.9%
31.xxx	Other Supplies	513	349	4,000	4,000	4,000	4,000	4,000	-	0.0%
35.xxx	Small Tools/Minor Equipment	-	513	-	-	-	-	-	-	n/a
41.xxx	Professional Services	4,035	-	25,000	25,000	25,000	25,000	25,000	-	0.0%
43.xxx	Travel & Training	20	-	400	400	400	400	400	-	0.0%
45.xxx	Operating Rentals/Leases	64,220	-	66,635	66,635	-	66,635	66,635	-	0.0%
49.003	Membership Dues	110	-	-	-	-	-	-	-	n/a
	<b>Subtotal Operating Exp</b>	<b>\$ 180,324</b>	<b>\$ 153,114</b>	<b>\$ 247,197</b>	<b>\$ 262,737</b>	<b>\$ 196,102</b>	<b>\$ 267,464</b>	<b>\$ 268,694</b>	<b>\$ 4,727</b>	<b>1.8%</b>
	<b>Total Expenditures</b>	<b>\$ 180,324</b>	<b>\$ 153,114</b>	<b>\$ 247,197</b>	<b>\$ 262,737</b>	<b>\$ 196,102</b>	<b>\$ 267,464</b>	<b>\$ 268,694</b>	<b>\$ 4,727</b>	<b>1.8%</b>

## PARKS, RECREATION & COMMUNITY SERVICES **PARKS MAINTENANCE**

### Purpose/Description

Parks Maintenance is responsible for the maintenance of parks facilities, Fort Steilacoom Park and street landscape maintenance.

Parks facilities maintenance includes all City park sites. The level of service for each site varies based on size and use of each property. Our motto is Safe, Clean, and Green. This is accomplished by well-trained and dedicated personnel whose goal is to provide the citizens of Lakewood with neighborhood and community parks that are well-maintained community assets. Everyone is welcome in parks! Parks contribute to the vitality of Lakewood, create neighborhood identity and improve the quality of life for our citizens.

Fort Steilacoom Park is the City's largest park site. Many people visit this park each year to utilize the passive and active areas, discover historic sites, host special events, play in the off-leash area and walk or run along the many paved and nature trails. Fort Steilacoom Park contributes to the vitality of Lakewood, generating economic impact and improving the quality of life for our citizens.

Street landscape maintenance includes maintenance at all City buildings and various City properties along City rights-of-way. First impressions matter and our gateways, entrances, and high traffic roadways create an impression of Lakewood to citizens, potential new business owners, and guests.

### Goal/Objectives

- Provide daily, seasonal, and annual maintenance at City-managed park sites.
- Utilize standard operating procedures and best practices to ensure a safe and healthy environment.
- Remove graffiti and repair damage/vandalism within 24 hours of identifying/reporting.
- Develop a beautification program to enhance the first impression visitors have of our community.
- Utilize a variety of in house and contracted services and skills to maximize use of City resources.
- Update maintenance management plan to identify needs and available resources to determine levels of service for various park sites.
- Manage and maintain the park and infrastructure so they are safe and accessible to park visitors year round.
- Provide daily, seasonal, and annual maintenance at all City-managed park sites.
- Utilize the special use permit process to manage the site and protect the park and park experience during special events and tournaments.
- Partner with various groups to support park operations. Supervise and support volunteer groups who provide one-time and year-round support.
- Utilize a variety of in house and contracted services and skills to maximize use of City resources when maintaining city streets, signs and signals.
- Track responses to citizen requests through the myLakewood311 application.
- Manage and maintain the city landscape areas so they create a positive visual impact.
- Provide daily, seasonal, and annual maintenance at City-managed sites and along certain right of way areas.
- Reduce water needed at sites by effectively managing irrigation systems.
- Repair damage within 48 hours of reporting issues.
- Develop a beautification program to enhance the first impression visitors have of our community.
- Track increases to current program based on recent street improvements to determine level of service needs.

## PARKS, RECREATION & COMMUNITY SERVICES **PARKS MAINTENANCE**

### Financial Information

The adopted operating budget totals \$1.7M in 2023 and \$1.72M in 2024. The 2023 adopted budget is a .05% or \$8.9K decrease from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2023 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget. Additionally, vacant positions are budgeted at the lower end of the pay range.
- Other Supplies – increase in of volunteer graffiti removal supplies and other operating supplies.
- Utilities – increase in sewer charges for the new handwashing stations at various parks.
- Internal Service M&O Charges – increase is primarily for WCIA assessment.

Capital & 1-time funded programs are as follows:

2022 programs include:

- Fort Steilacoom Park Cemetery grant and internal service charges primarily for information technology projects, fleet and equipment, and graffiti equipment.

2023/2024 programs include:

- 1.0 FTE Maintenance Worker limited-term position through 12/31/2024, new electric powered maintenance equipment, Department of Ecology work crew program, internal service charges for IT projects and fleet & equipment.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Parks Sales Tax	\$ 376,082	\$ 446,589	\$ 364,546	\$ 417,267	\$ 425,613	\$ 403,719	\$ 408,121	\$ (13,548)	-3.2%
	Parks Program Revenue	81,103	131,880	139,000	139,000	139,000	151,000	151,000	12,000	8.6%
	SWM Contribution (Transfer)	15,000	15,000	15,000	15,000	15,000	15,000	15,000	-	0.0%
	Grants/Donations/Contributions	-	-	-	50,000	50,000	-	-	(50,000)	-100.0%
	General Government	789,221	909,407	937,175	1,215,046	1,206,701	1,410,344	1,374,313	195,298	16.1%
	<b>Total Revenues</b>	<b>\$1,261,406</b>	<b>\$1,502,876</b>	<b>\$1,455,721</b>	<b>\$1,836,313</b>	<b>\$1,836,314</b>	<b>\$1,980,063</b>	<b>\$1,948,434</b>	<b>\$ 143,750</b>	<b>7.8%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	569,252	557,523	504,619	689,459	689,459	633,548	644,856	(55,911)	-8.1%
11.011	Temporary Help	7,407	23,778	65,790	-	-	-	-	-	n/a
11.002/4	Overtime	3,868	19,740	14,900	14,900	14,900	14,900	14,900	-	0.0%
11.005	On Call Pay	3,884	13,666	4,100	4,100	4,100	4,100	4,100	-	0.0%
21.xxx	Benefits	278,388	275,525	286,513	302,180	302,180	320,155	329,377	17,975	5.9%
31.030	Maintenance Supplies	16,366	6,322	31,000	31,000	31,000	31,000	31,000	-	0.0%
31.xxx	Other Supplies	40,037	87,594	52,060	62,060	62,060	65,060	65,060	3,000	4.8%
35.xxx	Small Tools/Minor Equipment	957	3,955	8,500	8,500	8,500	8,500	8,500	-	0.0%
41.xxx	Professional Services	48,974	63,020	48,000	48,000	48,000	48,000	48,000	-	0.0%
43.xxx	Travel & Training	1,045	2,863	1,600	1,600	1,600	1,600	1,600	-	0.0%
45.xxx	Operating Rentals/Leases	711	427	2,500	2,500	2,500	2,500	2,500	-	0.0%
47.xxx	Utilities	59,762	105,124	125,200	125,200	125,200	129,300	129,300	4,100	3.3%
48.xxx	Repairs & Maintenance	15,862	10,698	33,500	33,500	33,500	33,500	33,500	-	0.0%
49.xxx	Other Services & Charges	35,966	38,337	35,350	35,350	35,350	35,350	35,350	-	0.0%
9x.xxx	IS Charges - M&O	129,003	121,718	225,519	238,854	238,855	260,710	261,133	21,856	9.2%
9x.xxx	IS Charges - Reserves	6,994	106,010	5,960	114,520	114,520	114,527	114,527	7	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$1,218,476</b>	<b>\$1,436,300</b>	<b>\$1,445,111</b>	<b>\$1,711,723</b>	<b>\$1,711,724</b>	<b>\$1,702,750</b>	<b>\$1,723,703</b>	<b>\$ (8,973)</b>	<b>-0.5%</b>
Capital & 1-Time Funded:										
	Personnel Costs	-	-	-	-	-	103,438	106,126	103,438	n/a
	Supplies	2,093	926	-	-	-	15,000	15,000	15,000	n/a
	Services & Charges	-	41,221	-	50,000	50,000	25,000	25,000	(25,000)	-50.0%
	IS Charges - M&O & Capital	40,837	24,429	10,610	74,590	74,590	133,875	78,605	59,285	79.5%
	<b>Subtotal One-time Exp</b>	<b>\$ 42,930</b>	<b>\$ 66,576</b>	<b>\$ 10,610</b>	<b>\$ 124,590</b>	<b>\$ 124,590</b>	<b>\$ 277,313</b>	<b>\$ 224,731</b>	<b>\$ 152,723</b>	<b>122.6%</b>
	<b>Total Expenditures</b>	<b>\$1,261,406</b>	<b>\$1,502,876</b>	<b>\$1,455,721</b>	<b>\$1,836,313</b>	<b>\$1,836,314</b>	<b>\$1,980,063</b>	<b>\$1,948,434</b>	<b>\$ 143,750</b>	<b>7.8%</b>

## PARKS, RECREATION & COMMUNITY SERVICES **STREET OPERATIONS & MAINTENANCE**

### Purpose/Description

The Street Operations & Maintenance division provides routine maintenance on streets, sidewalks, and signs. This division also conducts adverse weather operations on city streets and properties. Annual work program includes pothole repair and patching; clean-up of items left in the ROW, pavement markings; signal repairs, vegetation management and the street sign management and replacement program.

### Goals/Objectives

- Manage and maintain site distance issues and support safe driving on Lakewood streets.
- Work with City engineers to maintain overall pavement rating to a minimum level of 70 via conducting appropriate level of pavement maintenance and preservation as outlined in the pavement management system and plan
- Update inventory and develop standard operating procedures for sign maintenance program.
- Update public works standards and street operations and maintenance work program based on available city resources
- Utilize a variety of in house and contracted services and skills to maximize use of City resources when maintaining city streets, signs and signals.
- Track responses to citizen requests through the myLakewood311 application

### Financial Information

The adopted operating budget totals \$2.12M in 2023 and \$2.14 in 2024. The 2023 adopted budget is an 18.7% or \$334K increase from the 2022 adopted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget.
- On Call Pay – decreased with shift from in-house services to contracted services with Pierce County.
- Maintenance Supplies – increase in street light repair materials.
- Other Supplies – increase in sign maintenance program.
- Small Tools & Minor Equipment – increase in signal repairs.
- Professional services – decrease in annual maintenance due to replacing traffic signal controls.
- Utilities – increase in due to water and electricity charges.
- Repairs & Maintenance – increase for street light repairs.
- Internal Service M&O Charges – increase for WCIA Assessment, including claims for repairs offset by insurance proceeds and property management.

Capital & 1-time funded programs are as follows:

2022 programs include:

- Internal service charges primarily for technology projects and property management.

2023/2024 programs include:

- Homeless encampment clean up, tree replacement program, and replacement of traffic signal.

**PARKS, RECREATION & COMMUNITY SERVICES STREET OPERATIONS & MAINTENANCE****Financial Information (continued)**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Motor Vehicle Excise Tax	\$ 709,693	\$ 791,653	\$ 855,410	\$ 855,410	\$ 797,000	\$ 824,420	\$ 822,930	(30,990)	-3.6%
	General Government	561,703	737,888	907,725	947,522	1,006,244	1,994,195	1,372,720	1,046,673	110.5%
	<b>Total Revenues</b>	<b>\$ 1,271,396</b>	<b>\$ 1,529,541</b>	<b>\$ 1,763,135</b>	<b>\$ 1,802,932</b>	<b>\$ 1,803,244</b>	<b>\$ 2,818,615</b>	<b>\$ 2,195,650</b>	<b>\$ 1,015,683</b>	<b>56.3%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	328,118	369,684	342,690	380,890	380,890	441,764	449,590	60,874	16.0%
11.011	Temporary Help	-	2,664	38,200	-	-	-	-	-	n/a
11.002/4	Overtime	18,589	18,565	14,600	14,600	14,600	14,600	14,600	-	0.0%
11.005	On Call Pay	24,341	12,976	31,320	31,320	31,320	14,500	14,500	(16,820)	-53.7%
21.xxx	Benefits	182,003	199,640	192,516	192,516	192,828	246,117	253,954	53,601	27.8%
31.030	Maintenance Supplies	36,165	35,344	93,000	93,000	93,000	113,000	113,000	20,000	21.5%
31.xxx	Other Supplies	58,001	70,752	91,350	91,350	91,350	103,350	103,350	12,000	13.1%
35.xxx	Small Tools/Minor Equipment	9,455	23,281	30,250	30,250	30,250	63,750	63,750	33,500	110.7%
41.xxx	Professional Services	110,613	160,588	239,700	239,700	239,700	234,700	234,700	(5,000)	-2.1%
43.xxx	Travel & Training	480	1,186	2,000	2,000	2,000	2,000	2,000	-	0.0%
45.xxx	Operating Rentals/Leases	-	-	3,500	3,500	3,500	3,500	3,500	-	0.0%
47.xxx	Utilities	425,581	462,921	427,660	427,660	427,660	528,660	528,660	101,000	23.6%
48.xxx	Repairs & Maintenance	15,407	11,807	18,295	18,295	18,295	68,295	68,295	50,000	273.3%
49.003	Membership Dues	78	93	-	-	-	-	-	-	n/a
49.xxx	Other Services & Charges	20	491	-	-	-	-	-	-	n/a
9x.xxx	IS Charges - M&O	44,741	103,100	228,993	236,609	236,609	261,448	262,037	24,839	10.5%
9x.xxx	IS Charges - Reserves	3,782	24,519	3,410	25,911	25,911	25,915	25,915	4	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$ 1,257,372</b>	<b>\$ 1,497,612</b>	<b>\$ 1,757,484</b>	<b>\$ 1,787,601</b>	<b>\$ 1,787,913</b>	<b>\$ 2,121,599</b>	<b>\$ 2,137,851</b>	<b>\$ 333,998</b>	<b>18.7%</b>
Capital & 1-Time Funded:										
	Supplies	-	15,331	-	-	-	-	-	-	n/a
	Services & Charges	6,451	-	-	-	-	692,000	50,000	692,000	n/a
	Capital	5,663	-	-	-	-	-	-	-	n/a
	IS Charges - M&O & Capital	1,910	16,598	5,651	15,331	15,331	5,016	7,799	(10,315)	-67.3%
	<b>Subtotal One-time Exp</b>	<b>\$ 14,024</b>	<b>\$ 31,929</b>	<b>\$ 5,651</b>	<b>\$ 15,331</b>	<b>\$ 15,331</b>	<b>\$ 697,016</b>	<b>\$ 57,799</b>	<b>\$ 681,685</b>	<b>4446.4%</b>
	<b>Total Expenditures</b>	<b>\$ 1,271,396</b>	<b>\$ 1,529,541</b>	<b>\$ 1,763,135</b>	<b>\$ 1,802,932</b>	<b>\$ 1,803,244</b>	<b>\$ 2,818,615</b>	<b>\$ 2,195,650</b>	<b>\$ 1,015,683</b>	<b>56.3%</b>

**PARKS, RECREATION & COMMUNITY SERVICES SWM OPERATIONS & MAINTENANCE****Purpose/Description**

The Stormwater Operations & Maintenance division provides routine maintenance on storm drainage infrastructure to preserve and maintain City assets and to support requirements of the City's NPDES Phase II Permit. This division also supports flooding and adverse weather clean up on city streets and properties. Annual work programs include ditch and pond cleaning, street sweeping, storm drainage repairs; vault inspections, vault filter replacement and cleaning and vectoring of storm catch basins.

**Goals/Objectives**

- Manage and maintain stormwater systems so they function properly.
- Assure contractors and staff are meeting NPDES Phase II Permit requirements
- Update Stormwater operations and maintenance work program based on available City resources.
- Utilize a variety of in-house staff and contracted services and skills to maximize use of City resources to maintain stormwater systems.
- Track responses to citizen requests for services regarding stormwater systems through the City's Lakewood311 application.

## PARKS, RECREATION & COMMUNITY SERVICES SWM OPERATIONS & MAINTENANCE

### Financial Information

The adopted operating budget totals \$1.30M in 2023 and \$1.30M in 2024. The 2023 adopted budget is a 34.5% or \$333K increase from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – change is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget.
- On Call Pay – not needed.
- Repairs & Maintenance - increased street sweeping contracts, stormwater pump-station prevention maintenance, and stormwater infrastructure cleaning costs.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	SWM Charges for Services & Fees	\$ 694,304	\$ 889,556	\$ 965,501	\$ 965,501	\$ 965,501	\$ 961,069	\$ 964,046	\$ (4,432)	-0.5%
	<b>Total Revenues</b>	<b>\$ 694,304</b>	<b>\$ 889,556</b>	<b>\$ 965,501</b>	<b>\$ 965,501</b>	<b>\$ 965,501</b>	<b>\$ 961,069</b>	<b>\$ 964,046</b>	<b>\$ (4,432)</b>	<b>-0.5%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	30,501	32,098	98,760	98,760	98,760	102,672	104,040	3,912	4.0%
11.002/4	Overtime	-	-	4,000	4,000	4,000	4,000	4,000	-	0.0%
11.005	On Call Pay	-	-	5,000	5,000	5,000	-	-	(5,000)	-100.0%
21.xxx	Benefits	10,063	10,596	54,256	54,256	54,256	50,912	52,521	(3,344)	-6.2%
31.030	Maintenance Supplies	30,625	7,948	19,600	19,600	19,600	19,600	19,600	-	0.0%
31.xxx	Other Supplies	43,105	-	5,500	5,500	5,500	5,500	5,500	-	0.0%
35.xxx	Small Tools/Minor Equipment	-	-	2,000	2,000	2,000	2,000	2,000	-	0.0%
41.xxx	Professional Services	7,602	11,635	18,845	18,845	18,845	18,845	18,845	-	0.0%
43.xxx	Travel & Training	-	235	-	-	-	-	-	-	n/a
45.xxx	Operating Rentals/Leases	1,201	367	7,500	7,500	7,500	7,500	7,500	-	0.0%
48.xxx	Repairs & Maintenance	497,785	826,677	747,540	747,540	747,540	1,085,200	1,085,200	337,660	45.2%
49.xxx	Other Services & Charges	2,820	-	2,500	2,500	2,500	2,500	2,500	-	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$ 623,702</b>	<b>\$ 889,556</b>	<b>\$ 965,501</b>	<b>\$ 965,501</b>	<b>\$ 965,501</b>	<b>\$ 1,298,729</b>	<b>\$ 1,301,706</b>	<b>\$ 333,228</b>	<b>34.5%</b>
Capital & 1-Time Funded:										
	Services & Charges	70,602	-	-	-	-	-	-	-	n/a
	<b>Subtotal One-time Exp</b>	<b>\$ 70,602</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>n/a</b>
	<b>Total Expenditures</b>	<b>\$ 694,304</b>	<b>\$ 889,556</b>	<b>\$ 965,501</b>	<b>\$ 965,501</b>	<b>\$ 965,501</b>	<b>\$ 1,298,729</b>	<b>\$ 1,301,706</b>	<b>\$ 333,228</b>	<b>34.5%</b>



**PARKS, RECREATION & COMMUNITY SERVICES PROPERTY MANAGEMENT****Purpose/Description**

The Property Management Division maintains and operates City Hall, the Police Station, the Sounder Station and city work sites so that they are safe, clean, efficient, and effective community resources.

**Goals/Objectives**

- Maintain City facilities so that they perform in the most efficient and effective manner practical.
- Utilize a variety of in-house and contracted services and skills to maximize use of City resources.
- Implement recycling and energy efficient programs and other best practices to reduce waste and operational costs.
- Develop a daily, seasonal and annual maintenance program to reduce reactive response to building needs.
- Track requests for service from city work order system to manage staff time, identify trends and other issues associated with building use and maintenance.
- Implement capital and major maintenance property management program as funded and as City resources are available.
- Utilize Investment Grade Audit recommendations to develop and implement capital improvements at city buildings to meet the State Clean Buildings Legislation.
- Manage city fleet program (except police vehicles) to ensure city vehicles and equipment are safe and operating efficiently.

## PARKS, RECREATION & COMMUNITY SERVICES **PROPERTY MANAGEMENT**

### Financial Information

The adopted operating budget totals \$812K in 2023 and \$817K in 2024. The 2023 adopted budget is an 8.4% or \$63K increase from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget.
- Utilities – increase in electricity.
- Repairs & Maintenance – increase in landscape maintenance.

The changes in the capital & 1-time funded programs are as follows:

2022 programs include:

- Internal service charges primarily for City Wide parking lot improvements, City Hall Exterior beam painting, Police Station firearms range equipment, City Hall facility space evaluation, Police parking lot improvements, caretaker house repairs, Front Street O&M new fuel tank & paving of Wash Down Station, security system repairs Front Street O&M shop, Police fuel system modernization.

2023/2024 programs include:

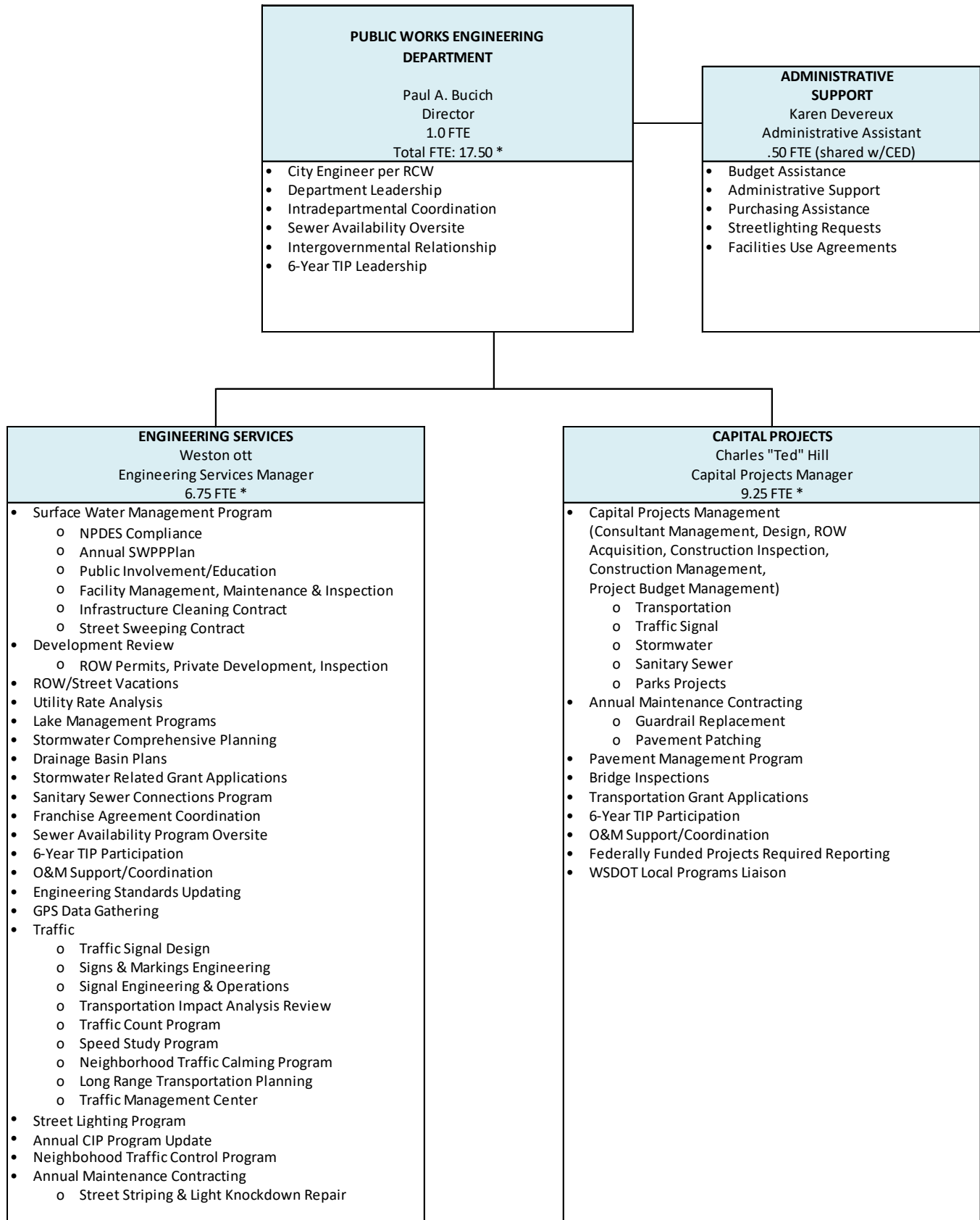
- Parking Lot Improvement Program, Police Station parking lot gate repair/replacement, City Hall boiler and chiller/fan replacement and City Hall Plaza improvements.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Interest/Miscellaneous	2,278	549	-	-	-	-	-	-	n/a
	Interfund Charges	710,545	806,209	703,917	1,177,237	991,538	1,357,134	1,001,396	179,897	15.3%
	<b>Total Revenues</b>	<b>\$ 712,823</b>	<b>\$ 806,758</b>	<b>\$ 703,917</b>	<b>\$ 1,177,237</b>	<b>\$ 991,538</b>	<b>\$ 1,357,134</b>	<b>\$ 1,001,396</b>	<b>\$ 179,897</b>	<b>15.3%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	150,109	141,908	146,508	196,508	196,508	199,091	201,738	2,583	1.3%
11.002/4	Overtime	73	779	-	-	-	-	-	-	n/a
21.xxx	Benefits	52,142	44,220	56,539	56,539	56,539	69,323	70,938	12,784	22.6%
31.xxx	Other Supplies	36,237	47,684	60,360	60,360	60,360	60,360	60,360	-	0.0%
32.xxx	Fuel	-	2,867	4,200	4,200	4,200	4,200	4,200	-	0.0%
35.xxx	Small Tools/Minor Equipment	263	2,981	1,950	1,950	1,950	1,950	1,950	-	0.0%
41.xxx	Professional Services	69,228	92,413	36,500	36,500	36,500	36,500	36,500	-	0.0%
43.xxx	Travel & Training	-	670	-	-	-	-	-	-	n/a
47.xxx	Utilities	222,541	230,274	230,420	230,420	230,420	266,270	266,270	35,850	15.6%
48.xxx	Repairs & Maintenance	166,941	198,430	155,830	155,830	155,830	167,830	167,830	12,000	7.7%
49.xxx	Other Services & Charges	7,355	7,928	6,610	6,610	6,610	6,610	6,610	-	0.0%
9x.xxx	<b>Internal Service Charges - Reserves</b>	<b>\$ 704,889</b>	<b>\$ 770,154</b>	<b>\$ 698,917</b>	<b>\$ 748,917</b>	<b>\$ 748,917</b>	<b>\$ 812,134</b>	<b>\$ 816,396</b>	<b>\$ 63,217</b>	<b>8.4%</b>
Capital & 1-Time Funded:										
	Supplies		9,822		38,142	38,142		-	(38,142)	-100.0%
	Services & Charges	7,934	14,924	-	140,178	140,178	-	-	(140,178)	-100.0%
	Capital	-	11,858	5,000	250,000	64,301	545,000	185,000	295,000	118.0%
	<b>Subtotal One-time Exp</b>	<b>\$ 7,934</b>	<b>\$ 36,604</b>	<b>\$ 5,000</b>	<b>\$ 428,320</b>	<b>\$ 242,621</b>	<b>\$ 545,000</b>	<b>\$ 185,000</b>	<b>\$ 116,680</b>	<b>27.2%</b>
	<b>Total Expenditures</b>	<b>\$ 712,823</b>	<b>\$ 806,758</b>	<b>\$ 703,917</b>	<b>\$ 1,177,237</b>	<b>\$ 991,538</b>	<b>\$ 1,357,134</b>	<b>\$ 1,001,396</b>	<b>\$ 179,897</b>	<b>15.3%</b>
	Beginning Balance (Reserves)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Ending Balance (Reserves)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		

**PARKS, RECREATION & COMMUNITY SERVICES PUBLIC ART FUND****Financial Information**

The adopted budget totals \$37K in 2023 and \$37K in 2024 and includes funding of \$2K for Arts Commission Program and \$35K for traffic signal box art wrap. The source of funds is revenues from the fees charged for the rental of the McGavick Center by the City is estimated to provide \$15K annually along with General Fund contribution of \$22K.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Interest/Misc/Facility Rentals	(2,278)	124	15,000	15,000	15,000	15,000	15,000	-	0.0%
	General Government	-	22,500	-	30,000	30,000	22,000	22,000	(8,000)	-26.7%
	<b>Total Revenues</b>	<b>\$ (2,278)</b>	<b>\$ 22,624</b>	<b>\$ 15,000</b>	<b>\$ 45,000</b>	<b>\$ 45,000</b>	<b>\$ 37,000</b>	<b>\$ 37,000</b>	<b>\$ (8,000)</b>	<b>-17.8%</b>
31.xxx	Other Supplies	-	-	2,000	4,626	4,626	2,000	2,000	(2,626)	-56.8%
41.xxx	Professional Services	5,000	37,902	13,000	160,598	160,598	35,000	35,000	(125,598)	-78.2%
	<b>Total Expenditures</b>	<b>\$ 5,000</b>	<b>\$ 37,902</b>	<b>\$ 15,000</b>	<b>\$ 165,224</b>	<b>\$ 165,224</b>	<b>\$ 37,000</b>	<b>\$ 37,000</b>	<b>\$ (128,224)</b>	<b>-77.6%</b>
	Beginning Balance	\$ 142,778	\$ 135,500	\$ -	\$ 120,223	\$ 120,223	\$ -	\$ -		
	Ending Balance	\$ 135,500	\$ 120,223	\$ -	\$ -	\$ -	\$ -	\$ -		



Development Services function in 2023/2024 falls under Community Development and includes Associate Civil Engineer 1.0 FTE accounted for as follows:  
 0.50 FTE in Fund 101 Streets Engineering Services  
 0.50 FTE in Fund 401 Surface Water Management Engineering Services

## PUBLIC WORKS DEPARTMENT OVERVIEW

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

#### Economic Development:

- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
  - C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.

#### Dependable Infrastructure

- 2.1 Implement capital infrastructure projects to improve transportation, park, utility systems.
  - A. Identify future transportation and determine advantageous and sustainable funding strategies. Update the comprehensive plan and six-year TIP when necessary.
  - B. Expand neighborhood infrastructure improvements to increase accessibility and connectivity to roadways, parks, public spaces, and public buildings.
  - C. Provide quality and diverse park and recreation system making strategic additions when prudent.
  - D. Implement innovative technology solutions to enhance accessibility, operations, and City services.
  - E. Partner with community members and stakeholders to identify and implement infrastructure solutions.
- 2.2 Invest in preventative maintenance of facilities, parks, and streets to protect City assets.
  - A. Maintain infrastructure using best management practices to ensure it is reliable, safe, aesthetically pleasing, cost effective, and improves municipal services.
- 2.3 Advance infrastructure projects that enhance the City's identity and diversity.
  - A. Enhance and upgrade street amenities, public right-of-way, and wayfaring signage.
  - B. Showcase art, culture, and history to enhance sense of place.
- 2.4 Increase connectivity and accessibility.
  - A. Leverage multimodal infrastructure and technologies to improve accessibility in the City and with neighboring communities.
  - B. Implement "complete streets" and non-motorized transportation projects that enable safe access for all users, and increases connectivity between neighborhoods, parks, and commercial areas. Update the Non-Motorized Transportation Plan.
  - C. Proactively pursue transportation safety solutions, including rail safety improvements.

#### Public Safety

- 3.1 Improve community safety and reduce crime through data driven processes.
  - B. Promote crime prevention through environmental design (CPTED) principals.

#### Fiscal Responsibility

- 4.1 Provide efficient and effective municipal services.
  - A. Invest resources in core functions based on priorities.
  - B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
  - C. Monitor, refine, and respond to performance measures.
- 4.2 Make smart investments in people, places, and resources.
  - A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.

#### Transparency

- 5.1 Dynamically promote a positive image of Lakewood.
  - A. Enhance city's image through positive mixed media campaigns and spotlights, planning tools, land use codes, code enforcement, and infrastructure improvements.
- 5.2 Advocate for Lakewood at all levels of government.
  - D. Advocate for increased public infrastructure funding for streets, non-motorized pathways, and parks and public spaces.

## PUBLIC WORKS DEPARTMENT OVERVIEW

### Department Functions by Criteria

#### Legally Mandated

- Public Works Engineering Director serves as City Engineer per RCW.
- Comply with the City's stormwater NPDES permit requirements.
- Update the City's 6 Yr. Transportation Improvement Plan annually.
- Perform safety inspections of all of the City's bridges on a biannual basis.
- Perform a safety inspection on the Lake Steilacoom Dam every 5 years.
- Perform a pavement condition evaluation on all of the City's streets & roads on even numbered years.
- Ensure SWM revenue is expensed only on SWM related activities and/or infrastructure.
- Spend Motor Vehicle Fuel tax revenue only on transportation related activities and/or infrastructure.

#### Important

- Certified agency to administer DOT (Department of Transportation) and FHWA (Federal Highway Administration) programs.
- Right-of-way acquisition.
- Emergency Management Planning and participation at local, regional, and statewide level.

#### Discretionary

- Much of what the Department does relates to providing and maintaining basic services in terms of transportation (vehicular, bicyclist and pedestrian) and surface water management to the citizens and businesses of the City. Within these areas of focus there are standards which dictate the minimum level of service the City is to provide, however there is much which is discretionary.

## PUBLIC WORKS DEPARTMENT OVERVIEW

### 2021/2022 Accomplishments

#### Development Review

- Implemented CED+ for development and ROW permits.

#### Capital Design and Rights-of-Way (ROW) Acquisition Projects:

- Completed design of Phase I and Phase II of JBLM North Access Improvement Project
- Completed design for new signal and sidewalks at 100<sup>th</sup> St SW and Lakewood Drive
- Completed design of 111<sup>th</sup> and 112<sup>th</sup> Street improvements
- Completed design of STW overlay project SR512 to 108<sup>th</sup> St SW
- Completed design and ROW acquisition of Steilacoom Blvd, Weller to Custer overlay and sidewalks
- Completed design for street light projects, 2021 and 2022.
- Completed design for new sidewalk along Phillips Road, Agate to Onyx.
- Completed design for new sidewalk on 59<sup>th</sup> Ave SW between 100<sup>th</sup> St SW and Bridgeport Way SW.
- Completed design for Maple Street Sewer Extension
- Completed design for STW Overlay; SR512 to 108<sup>th</sup>
- Completed design for South Tacoma Way; 88<sup>th</sup> to City Limits
- Started design for 84<sup>th</sup> & Pine Intersection and sidewalk project (Ped/Bicycle Safety)
- Started design for Angle lane and Elwood Sidewalk/trail project (Complete Street)
- Started design for Farwest Sidewalk project (SRTS)
- Started design for Ardmore/Whitman/93<sup>rd</sup> roadway design and intersection project
- Started design for 112<sup>th</sup> Sidewalk project (SRTS)
- Started design for Union Ave roadway project
- Started design for Custer Road; BPW to 75<sup>th</sup> roadway project
- Started design for 100<sup>th</sup> Street: Lakeview to STW roadway project
- Started design for Rose Road and Forest Road Sewer Extension
- Started design for Hipkins roadway project

#### Overlay Projects:

- 108<sup>th</sup> Street – Bridgeport Way to Pacific Highway construction complete.
- Custer Road – Steilacoom Blvd. to John Dower Road construction completed
- South Tacoma Way – SR512 to 108<sup>th</sup>, construction completed

#### Chip Seal:

- Completed the 7th and 8th year of the street chip seal program.

#### Pavement Patching:

- Completed design and construction for pavement patching throughout City within allocated funding.

#### Sidewalk Improvements:

- Veterans Drive – Gravelly Lake Drive to American Lake Park- Construction Completed.
- Lakewood Drive SW sidewalks – Construction completed.
- 111/112<sup>th</sup> from Bridgeport to Kendrick St SW construction completed.
- Phillips Road SW, Agate to Onyx, construction completed
- 59<sup>th</sup> Ave SW, 100<sup>th</sup> St SW to Bridgeport Way SW, construction completed
- Steilacoom Boulevard (Weller to Phillips Rd) Safe Routes to School Project construction completed.

#### Street Improvements:

- Gravelly Lake Drive – Washington Blvd to Nyanza.
- Steilacoom Boulevard/88<sup>th</sup> (Weller to Custer Road).

#### Traffic Systems and Intersection Improvements:

- Lakewood Drive/100<sup>th</sup> Traffic Signal Replacement Construction completed.

## PUBLIC WORKS DEPARTMENT OVERVIEW

### 2021/2022 Accomplishments

#### Parks Projects:

- American Lake Park Overflow Parking Lot completed

#### Street Light Projects:

- 2021 Street Lights installed

#### Stormwater Projects:

- Outfall Feasibility Project and Outfall Retrofit Project.
- American Lake Eurasian Watermilfoil Control Project.
- Waughop Lake Alum Treatment Project.
- Clover Creek Flood Alternatives Study
- Foster Storm repairs completed
- 104<sup>th</sup> St S drainage system reconstructed.

#### Sewer:

- Constructed Maple Street Sewer Extension Project.

#### Pavement Markings

- Restriped roadways, replaced lost RPMs (road pavement markers) and refreshed crosswalk markings.

#### Stormwater:

- Participated in a variety of education and outreach event: Stormwater calendars with Beachwood Elementary.
- Completed 220 stormwater compliance business inspections over the two-year period.
- Dumpster summit participation
- Conducted Illicit Discharge training for City Parks Maintenance and Streets O&M staff.
- Investigated approx. 20 illicit discharges annually.
- Conducted a third party review of the volunteer lake monitoring data.
- Reviewed and revised Stormwater Pollution Prevention Plans for City facilities.

#### Traffic Signal Operations and Maintenance:

- PWE took over the operations and maintenance of all City traffic signals.
- Negotiated on-going maintenance contract with Pierce County Signals
- Pilot project switching traffic signal controllers to a common controller with Pierce County

#### Street Light Operations and Maintenance:

- PWE took over full operations and maintenance of all City owned street lights
- Yearly street light outage inventory

#### PWE School Zone Light Operations and Maintenance:

- PWE continued to maintain and operate 17 school zone locations (34 lights).
- Repairs to the school zones lights

#### PWE Surface Water Roadway Operations and Maintenance:

- Administration of the roadway street sweeping contract: 4,270 miles swept.
- Administration of the catch basin and pipe cleaning contract: 3,242 catch basins cleaned; 1,752 lineal feet of pipe cleaned.
- 1,538 tons of roadway catch basin cleaning and roadway sweeping material removed.



## PUBLIC WORKS DEPARTMENT OVERVIEW

### 2023/2024 Anticipated Key projects

#### Capital Design and Rights-of-Way (ROW) Acquisition Projects

- Steilacoom Boulevard – Weller to Farwest Drive – ROW Acquisition.
- South Tacoma Way, 88<sup>th</sup> to 80<sup>th</sup> – Design.
- Union Avenue Design (30%) and ROW identification
- Custer between Bridgeport and 75<sup>th</sup>, 30% design and ROW identification
- Custer between Bridgeport and 88<sup>th</sup>, 30% design and ROW identification
- 100<sup>th</sup> Street between Lakeview Ave and South Tacoma Way, 30% design and ROW identification
- Idlewild between 104<sup>th</sup> and 112<sup>th</sup>, Design 112<sup>th</sup> between Idlewild and Interlaaken, Design

#### Overlay Projects

- 108<sup>th</sup> Street – Bridgeport Way to Pacific Highway (construction).

#### Chip Seal

- Complete the 9th and 10th year of the street chip seal program.

#### Pavement Patching

- Complete design and construction for pavement patching throughout City within allocated funding.

#### Safe Routes to Schools

- 112<sup>th</sup> between Gravelly Lake Drive and Highland Ave, Design and Construction
- Farwest Drive, between Steilacoom Blvd and Lakes High School, Design and Construction

#### Traffic Systems and Intersection Improvements

- 84<sup>th</sup> and Pine signal installation, Design and Construction.

#### Street Light Projects:

- 2022, 2023, and 2024 Street Lights installed

#### Stormwater

- Design and construct 2023 Water Quality Improvement Project.
- Design and construct 2023 Drainage Pipe Repair Project.

#### Sewer

- Design Rose Rd. & Forest Rd. Sewer Extension Project.

#### Pavement Markings

- Restripe roadways, replace lost RPMs (road pavement markers) and refresh crosswalk markings.

#### Stormwater

- Participate in a variety of education and outreach events:
  - Children's Water Festival
  - Stormwater calendars with two elementary schools on JBLM
  - Stormwater booth at the WA State Fair in Puyallup
  - Scoop the Poop outreach during Fort Steilacoom Park Dog-A-Thon
- Complete 500 stormwater compliance business inspections over the two-year period.
- Participate on mobile businesses inspection committee.
- Conduct Illicit Discharge training for City Parks Maintenance and Streets O&M staff.
- Investigate approx. 20 illicit discharges annually.
- Review and revise Stormwater Pollution Prevention Plans for City facilities.
- Develop and implement a Stormwater Planning program in accordance with our state-issued stormwater permit.
- Develop and implement a Public Education and Outreach behavior change campaign in accordance with our state-issued stormwater permit.

**PUBLIC WORKS DEPARTMENT OVERVIEW****Service Program Changes**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
RAISE Grant Consultant	Add \$50,000 for consultant contract to assist the City in developing materials for the RAISE (Rebuilding American Infrastructure with Sustainability and Equity) Transportation Discretionary Grant Program. The RAISE program provides a unique opportunity for the DOT to invest in road, rail, transit and port projects that promise to achieve national objectives. Previously known as BUILD (Better Utilizing Investments to Leverage Development and TIGER (Transportation Investment Generating Economic Recovery) Discretionary Grants, Congress has dedicated nearly \$9.9 billion for 13 rounds of National Infrastructure Investments to fund projects that have a significant local or regional impact. Development of the materials for a grant this size requires assistance and expertise beyond the norm to prepare a competitive grant application.	-	-	\$ 50,000	\$ -	\$ -	\$ -
Replace School Zone Lights  (Annual ongoing cell/cloud based services is accounted for in the Information Technology Internal Service Fund)	Purchase and installation of 34 new school zone lights and associated materials (poles, boxex, etc.) Estimated amount is \$190,000 which includes hardware, posts, annual fee for cell/cloud based services, electrical installation services. Annually, there will be a \$10,000 expenditure for the cell/cloud based services and the first year cost is included in the budget request of \$190,000.  The City owns and operates 34 school zone lights. These lights are reaching their service life and are requiring expensive and time consuming repairs. The lights require a staff member to access via ladder to program and an outside electrical services provider to repair. Replacing all 34 units with modern systems serviced via Bluetooth connectivity from the ground or cloud based services will provide greater safety to staff, little reliance on outside services to repair for a period of time, and enhanced responsiveness to the School District's changes schedules and needs.	-	-	\$ 180,000	\$ 10,000	\$ -	\$ 10,000
Streetsaver Software Upgrade for GIS Compatibility  (Accounted for in the Information Technology Internal Service Fund)	Purchase of Streetsaver software upgrade for integration into the City's GIS platform. The City uses a proprietary software to evaluate existing roadway conditions (PCI). Adding on the functionality of GIS compatability will improve the City's ability to manage the visual representation of the data and reflect the roadways conditions to others.	-	-	\$ 3,500	\$ -	\$ -	\$ -
<b>Total</b>		-	-	<b>\$ 233,500</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>

**PUBLIC WORKS DEPARTMENT OVERVIEW****Capital Projects****Transportation Capital**

Transportation Capital Projects		2023	2024
1	Personnel, Engineering & Professional Services	\$ 647,000	\$ 679,000
2	Street Lights: New LED Streetlight	180,000	180,000
3	Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000
4	Minor Capital & Major Maintenance	260,000	260,000
5	Chip Seal Program - Local Access Roads	360,000	360,000
74	Streets: South Tacoma Way - 88th to 80th St	4,083,000	-
76 TBD	Streets: Nyanza Road SW	-	450,000
83 TBD	Streets: Hipkins Road – 104th to Steilacoom Blvd	3,276,000	-
98	Pedestrian Crossing Signal: 84th St at Pine St So Intersection	878,000	-
114	Street & Sidewalks: Clover Park HS - 112th Sidewalks: Gravelly Lk Dr SW to	654,000	-
131	Overlay & Sidewalk Fill-In: Custer Rd - Steilacoom to 500' West of	38,000	125,000
133	Street & Sidewalks: Steilacoom Blvd (87th to Weller) ROW Acquisition &	-	5,030,000
142 TBD	Streets: Ardmore Dr SW/Whitman/93rd	3,027,000	-
151	Roadway Restoration: Overlay S. Tacoma Way 96th to Steilacoom	55,000	946,000
158 TBD	Streets: Interlaaken; 112th to WA Blvd.	-	190,000
159 TBD	Streets: Idlewild Rd SW: Idlewild School to 112th SW	52,000	468,000
160 TBD	Streets: 112th St SW; Idlewild Rd SW to Interlaaken Dr SW	49,000	441,000
164	Streets: Sidewalk on Farwest Dr; 112th St to 91st St Ct SW	1,337,000	-
<b>Total</b>		<b>\$ 14,921,000</b>	<b>\$ 9,154,000</b>

See Capital Budget Section for project details.

**PUBLIC WORKS DEPARTMENT OVERVIEW****Capital Projects** (continued)**Sewer Capital**

<b>Sewer Capital Projects</b>		<b>2023</b>	<b>2024</b>
311.0002	Side Sewer CIPs	\$ 50,000	\$ 50,000
311.0006	Rose Rd. & Forest Rd. Sewer Extension	1,074,000	90,000
311.0007	Wadsworth, Silcox & Boat St. Sewer Extension	287,000	2,000,000
311.0008	Grant Ave. & Orchard St. Sewer Extension	-	40,000
311.0000	Program Administration	35,000	35,000
<b>Total</b>		<b>\$ 1,446,000</b>	<b>\$ 2,215,000</b>

*See Capital Budget Section for project details.*

**Surface Water Management Capital**

<b>SWM Capital Projects</b>		<b>2023</b>	<b>2024</b>
401.0018	Waughop Lake Treatment	\$ 250,000	\$ -
401.0024	Clover Creek Streambank Restoration Study	135,000	-
401.0025	2023 Drainage Pipe Repair Project	340,000	-
401.0026	2024 Drainage Pipe Repair Project	38,000	357,000
401.0027	2025 Drainage Pipe Repair Project	-	40,000
<b>Total</b>		<b>\$ 763,000</b>	<b>\$ 397,000</b>

*See Capital Budget Section for project details.*

**PUBLIC WORKS DEPARTMENT OVERVIEW****Department Position Inventory (continued)**

Position	Group	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted
				Adopted	Adjusted	Year-end		
Public Works Engineering Director	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Capital Projects Division Manager	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Services Division Manager	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Civil Engineer	AFSCME	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Associate Civil Engineer	AFSCME	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Assistant Civil Engineer	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Construction Inspector	AFSCME	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Construction Inspector	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Compliance Inspector	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Technician	AFSCME	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	AFSCME	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Total</b>		<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>
<i>Chg from prior year (2023 &amp; 2024 compared to 2022 Original Budget)</i>		-	-	-	-	-	-	-

Development Services function in 2023/2024 falls under Community Development and includes Associate Civil Engineer 1.0 FTE accounted for as follows:

0.50 FTE in Fund 101 Streets Engineering Services

0.50 FTE in Fund 401 Surface Water Management Engineering Services

**PUBLIC WORKS DEPARTMENT OVERVIEW****Department Position Inventory (continued)**

Position	FTE	2023			2024		
		Salary	Benefits	Total	Salary	Benefits	Total
Capital Projects Division Manager	0.20	\$ 25,934	\$ 11,719	\$ 37,654	\$ 27,235	\$ 12,271	\$ 39,507
Civil Engineer	0.25	25,548	10,955	36,503	25,548	11,238	36,786
Civil Engineer	0.25	31,920	14,673	46,593	31,920	14,960	46,880
Associate Civil Engineer	0.50	56,700	18,507	75,207	56,700	18,791	75,491
Associate Civil Engineer	0.50	54,645	20,834	75,479	55,838	21,491	77,328
Assistant Civil Engineer	0.50	47,904	10,993	58,897	48,828	11,204	60,031
Engineering Technician	0.20	15,789	5,509	21,298	16,105	5,663	21,768
<b>Total - Street (Engineering Services)</b>	<b>2.40</b>	<b>258,440</b>	<b>93,192</b>	<b>351,631</b>	<b>262,173</b>	<b>95,617</b>	<b>357,791</b>
Public Works Engineering Director	0.60	98,222	31,670	129,893	103,133	33,001	136,134
Capital Projects Division Manager	0.65	84,287	38,088	122,375	88,514	39,881	128,396
Civil Engineer	0.60	61,315	26,292	87,607	61,315	26,972	88,287
Civil Engineer	0.60	76,608	35,214	111,822	76,608	35,902	112,510
Associate Civil Engineer	0.50	56,700	18,509	75,209	56,700	18,792	75,492
Assistant Civil Engineer	0.50	48,966	26,505	75,471	49,948	27,451	77,399
Construction Inspector	0.50	46,500	16,374	62,874	46,500	16,587	63,087
Construction Inspector	0.50	41,564	17,876	59,440	42,394	18,489	60,883
Construction Inspector	0.75	69,750	29,520	99,270	69,750	30,370	100,120
Engineering Technician	0.40	31,578	11,018	42,596	32,210	11,325	43,536
Engineering Technician	1.00	91,224	41,543	132,767	91,224	42,562	133,786
Administrative Assistant	0.25	19,848	9,637	29,485	19,848	9,868	29,716
<b>Total - Transportation CIP</b>	<b>6.85</b>	<b>726,562</b>	<b>302,247</b>	<b>1,028,809</b>	<b>738,145</b>	<b>311,200</b>	<b>1,049,345</b>
Public Works Engineering Director	0.40	65,482	21,114	86,595	68,755	22,001	90,756
Engineering Services Division Manager	1.00	130,464	48,969	179,433	136,992	51,215	188,207
Capital Projects Division Manager	0.15	19,451	8,789	28,240	20,426	9,203	29,629
Civil Engineer	0.15	15,329	6,573	21,902	15,329	6,744	22,072
Civil Engineer	0.15	19,152	8,803	27,955	19,152	8,974	28,126
Civil Engineer	1.00	127,680	58,682	186,362	127,680	59,816	187,496
Civil Engineer	1.00	120,136	57,440	177,576	122,544	59,413	181,957
Associate Civil Engineer	0.50	48,966	26,507	75,473	49,948	27,452	77,400
Associate Civil Engineer	0.50	54,645	20,835	75,480	55,838	21,492	77,330
Assistant Civil Engineer	0.50	47,904	10,995	58,898	48,828	11,205	60,033
Construction Inspector	0.50	46,500	16,376	62,876	46,500	16,589	63,089
Construction Inspector	0.50	41,564	17,878	59,442	42,394	18,490	60,884
Construction Inspector	0.25	23,250	9,841	33,091	23,250	10,124	33,374
Compliance Inspector	1.00	94,872	38,786	133,658	94,872	36,620	131,492
Engineering Technician	0.40	31,578	11,018	42,596	32,210	11,325	43,536
Administrative Assistant	0.25	19,848	9,637	29,485	19,848	9,868	29,716
<b>Total - SWM (Engineering Services)</b>	<b>8.25</b>	<b>906,819</b>	<b>372,243</b>	<b>1,279,062</b>	<b>924,566</b>	<b>380,531</b>	<b>1,305,097</b>
<b>Total</b>	<b>17.50</b>	<b>\$ 1,891,821</b>	<b>\$ 767,682</b>	<b>\$ 2,659,503</b>	<b>\$ 1,924,884</b>	<b>\$ 787,349</b>	<b>\$ 2,712,233</b>

Development Services function in 2023/2024 falls under Community Development and includes Associate Civil Engineer 1.0 FTE accounted for as follows:

0.50 FTE in Fund 101 Streets Engineering Services

0.50 FTE in Fund 401 Surface Water Management Engineering Services

**PUBLIC WORKS DEPARTMENT OVERVIEW****Performance Measures**

		YTD		Previous Year Ends		
Performance Measures	Target	Q1	Q2	2021	2020	2019
SWM Operations & Maintenance						
# of City street curb miles swept	3,600	1,159	790.47	4270	4234	3776
# of catch basins cleaned or inspected	3,400	1,672	1061	3242	3269	4765
# of hours of storm drain pipe video inspections recorded	900	136	8.5	1267	442	709
# of linear feet of storm drain pipe cleaned	30,000	0	0	1752	21586	47452
# of tons of sweeping and vactor waste disposed of	2,000	391.5	324	1538	886	1381
# of gallons of sweeping and vactor liquid waste disposed of	100,000	0	67,200	122500	67260	103960
Engineering Services						
Average turnaround time for 1st review - Site Development Permits	30 days	40	40	30	30	29
Average turnaround time for Right of Way Permits	5 days	3	5	5	5	6
% of operational traffic signals	100%	100	100	n/a	n/a	n/a
% of time traffic signals are repaired within 30 days	100%	100	100	n/a	n/a	n/a
% of operational street lights	100%	98.5	98.7	n/a	n/a	n/a
% of time street lights are repaired within 30 days	100%	80	38.5	n/a	n/a	n/a

		YTD		Previous Year Ends		
Informational Measures	Historic Average	Q1	Q2	2021	2020	2019
Transportation Capital						
Annual transportation capital funds administered	n/a	\$1,811,426	\$2,815,375	\$11,953,635	\$17,430,575	\$6,950,749
Amount of transportation grant funds awarded	n/a	0	\$746,000	\$8,959,901	\$3,800,000	\$1,880,000
Engineering Services						
# of businesses/properties inspected for SWM compliance	400/yr	43	209	110	189	234
# of volunteer hours for water quality sampling	150/yr	32	0	165	100	200
# of traffic signals operated and maintained	69	66	66	68	69	69
# of City maintained street lights	2,555	2,555	2,637	2555	2372	2372

## PUBLIC WORKS DEPARTMENT OVERVIEW

### Purpose & Description

The Public Works Department is responsible for the City's streets and drainage infrastructure. This includes providing safe and efficient movement of vehicles, pedestrians, and bicyclists through effective asset management and implementation of capital improvements within the Rights of Way; supporting public health, safety, and welfare as it relates to sanitary sewer service & surface water management through effective planning, construction, and asset management; ensuring private development improvements or modifications to the transportation system, stormwater or sanitary sewer systems meet City standards. Programs include the following: street, traffic and storm engineering services; neighborhood traffic control program; traffic signal timing, coordination and synchronization; pavement management systems; street light repairs; signal maintenance; school zone lights, minor capital repairs, pavement markings, development review and right-of-way permitting and inspection; National Pollutant Discharge Elimination System (NPDES) Permit Compliance; street, stormwater and sewer capital improvement programs; and sewer connections and sewer availability.

### Goals/Objectives

- Maintain overall pavement rating to a minimum level of 70. Conduct pavement maintenance and preservation as outlined in the pavement management system and improve pavement management ratings through effective pavement preservation activities such as chip sealing programs.
- Update City standard plans and public works standards for the consistent development of City infrastructure.
- Identify future transportation upgrades from the Travel Demand Model (TDM) and update the Comprehensive Plan when necessary and annually update the 6-Year TIP.
- Implement the annual elements of the Transportation Capital Improvement Plan including pursuing grant funding for projects.
- Analyze and upgrade traffic signal timing and coordination in response to development, growth, and JBLM population changes to provide efficient travel through the City's major corridors.
- Evaluate City's top 20 accident locations & implement safety improvements and/or include project(s) in 6-Year TIP.
- Implement recommendations from the Non-Motorized Plan including completing high priority pedestrian bikeway improvements.
- Implement the City's Intelligent Transportation System (ITS) including: expanding the existing closed circuit television (CCTV) capability thereof along with its web-based traffic information system for providing real-time traffic information. Continue to replace the copper wire interconnection system with photo optic wire.
- Implement the annual capital elements of the Surface Water Management Program and Capital Facility Improvements and pursue any available grant funding for same.
- Manage a stormwater management program that meets the requirements of the NPDES Phase II permit
- Meet or exceed all state and federal stormwater requirements
- Pursue cost effective options for maintaining and operating the storm water infrastructure system.
- Implement the capital elements of the Sewer Availability fund.
- Oversee the connecting to the sanitary sewer system and the collecting of the sanitary sewer availability fee.



**PUBLIC WORKS CAPITAL PROJECTS DIVISION****Purpose/Description**

The Capital Projects Division provides professional engineering services for the City of Lakewood. This includes transportation, traffic signal, storm water, sanitary sewer, and parks projects. These projects provide safe and efficient movement of vehicles, pedestrians, and bicyclists through the City's street network via implementation of a comprehensive capital improvement program. The division prepares grants primarily for transportation projects for multiple funding agencies. The division conducts various technical duties including the pavement management system minor capital repairs, and oversees all of the City's 13 bridges. The division also develops the 6-Year Transportation Improvement plan and provides staff support and liaison for WSDOT funded projects.

**Goals/Objectives**

- Provide high quality professional engineering and construction administration services for the City's capital projects.
- Maintain an overall pavement condition rating level above 70. Analyze and recommend pavement maintenance and preservation projects based upon the pavement management system.
- Develop engineering documents to bid for construction services for minor capital projects related to transportation preservation. These include chip seal, pavement patching and other maintenance activities.
- Identify future transportation upgrades for the annually update 6-Year Transportation Improvement Program
- Implement the annual elements of the Transportation Capital Improvement Plan including pursuing grant funding for projects.
- Implement recommendations from the Non-Motorized Plan including completing high priority pedestrian bikeway improvements.
- Report and comply with all federally funded project requirements.
- Provide WSDOT Local Programs liaison.

**PUBLIC WORKS CAPITAL PROJECTS DIVISION****Financial Information**

The adopted operating budget totals \$731K in 2023 and \$749K in 2024. The 2023 adopted budget is a 9.4% or \$63K increase from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and placement of employees in eligible plans, and actual placement of positions compared to the adjusted budget.
- Temporary Help – decrease in Pavement Management System database maintenance, occurs in the odd number years.
- Small Tools/Minor Equipment – removed veridesks.
- Professional Services – decrease in traffic count consultant services.
- Internal Service M&O Charges – increase in WCIA assessment, information technology (school zone cloud/cell storage) and property management.

The changes in the capital and 1-time funded programs are as follows:

2022 programs include:

- Non-motorized plan updated and information technology programs.

2023/2024 programs include:

- RAISE grant consultant contract, GIS software, school zone light replacement, and information technology program.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Permit & Development Fees	147,236	189,474	152,500	152,500	152,000	157,000	157,000	4,500	3.0%
	Interest/Miscellaneous	319	3,247	-	-	1,000	1,000	1,000	1,000	n/a
	General Government	436,234	530,649	482,848	625,035	624,535	815,808	604,376	190,772	30.5%
	<b>Total Revenues</b>	<b>\$ 583,789</b>	<b>\$ 723,370</b>	<b>\$ 635,348</b>	<b>\$ 777,535</b>	<b>\$ 777,535</b>	<b>\$ 973,808</b>	<b>\$ 762,376</b>	<b>\$ 196,272</b>	<b>25.2%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	205,333	211,027	225,657	225,657	225,657	258,440	262,173	32,783	14.5%
11.011	Temporary Help	-	-	15,000	15,000	15,000	5,000	15,000	(10,000)	-66.7%
11.002/4	Overtime	136	1,606	1,500	1,500	1,500	1,500	1,500	-	0.0%
11.xxx	Other Pay (DUI Response/CTR)	1,781	-	3,300	3,300	3,300	3,300	3,300	-	0.0%
21.xxx	Benefits	78,012	78,583	86,690	86,690	86,690	93,192	95,617	6,502	7.5%
31.xxx	Other Supplies	1,388	1,909	6,400	6,400	6,400	6,050	6,350	(350)	-5.5%
35.xxx	Small Tools/Minor Equipment	-	677	3,250	3,250	3,250	2,550	2,550	(700)	-21.5%
41.xxx	Professional Services	16,866	21,395	27,200	27,200	27,200	17,200	17,200	(10,000)	-36.8%
43.xxx	Travel & Training	195	-	7,350	7,350	7,350	7,100	7,100	(250)	-3.4%
48.xxx	Repairs & Maintenance	-	121	-	-	-	-	-	-	n/a
49.003	Membership Dues	2,024	1,936	3,600	3,600	3,600	3,600	3,600	-	0.0%
49.xxx	Other Services & Charges	498	624	100	100	100	100	100	-	0.0%
9x.xxx	IS Charges - M&O	234,478	257,785	237,402	258,141	258,141	302,839	303,551	44,698	17.3%
9x.xxx	IS Charges - Reserves	9,596	24,519	8,096	30,597	30,597	30,608	30,608	11	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$ 550,307</b>	<b>\$ 600,183</b>	<b>\$ 625,545</b>	<b>\$ 668,785</b>	<b>\$ 668,785</b>	<b>\$ 731,479</b>	<b>\$ 748,649</b>	<b>\$ 62,693</b>	<b>9.4%</b>
Capital & 1-Time Funded:										
	Personnel Costs	28,708	6,307	-	75,139	75,139	180,000	-	104,861	139.6%
	Services & Charges	-	87,091	-	-	-	50,000	-	50,000	n/a
	IS Charges - M&O & Capital	4,774	29,789	9,803	33,611	33,611	12,329	13,727	(21,282)	-63.3%
	<b>Subtotal One-time Exp</b>	<b>\$ 33,482</b>	<b>\$ 123,187</b>	<b>\$ 9,803</b>	<b>\$ 108,750</b>	<b>\$ 108,750</b>	<b>\$ 242,329</b>	<b>\$ 13,727</b>	<b>\$ 133,579</b>	<b>122.8%</b>
	<b>Total Expenditures</b>	<b>\$ 583,789</b>	<b>\$ 723,370</b>	<b>\$ 635,348</b>	<b>\$ 777,535</b>	<b>\$ 777,535</b>	<b>\$ 973,808</b>	<b>\$ 762,376</b>	<b>\$ 196,272</b>	<b>25.2%</b>

## PUBLIC WORKS **ENGINEERING SERVICES**

### Purpose/Description

The Engineering Services Division supports public health, safety, and welfare as it relates to surface water management and sanitary sewer through effective planning, construction, and support of maintenance. The Division also supports review of private developments to ensure compliance with City stormwater and transportation standards.

### Goals/Objectives

- Assist with implementing the annual Capital Improvement Programs for Surface Water Management and Sanitary Sewer.
- Continue to implement a stormwater management program that meets the requirements of the NPDES Phase II stormwater permit.
- Meet or exceed all state and federal stormwater requirements.
- Provide support for properties in the Woodbrook and Tillicum neighborhoods that connect to sanitary sewer.
- Provide development review services for the Public Works Engineering Department.
- Provide support to the Operations & Maintenance division by managing the stormwater infrastructure cleaning and street sweeping vendor contracts.
- Maintain contract services for street light repairs.
- Manage the signal maintenance contract with Pierce County.
- Staff and support the American Lake, Lake Management District to effectively control aquatic weeds.

### Financial Information

The adopted operating budget totals \$2.88M in 2023 and \$2.88M in 2024. The 2023 adopted budget is a 5.5% or \$149K increase from the 2022 adjusted budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increase in healthcare premiums and placement of employees in eligible plans, and actual placement of positions compared to the adjusted budget.
- On-Call Pay – reduced per Collective Bargaining Agreement.
- Professional Services – the increase is due to an increase in the NPDES Permit Fee – WA State Department of Ecology.
- Other Services & Charges – the increases are due to an increase utility and B& O taxes on SWM fee revenues,
- Internal Service M&O Charges – the decrease is due to aligning cost allocation based on internal service fund expenditures.

Capital and 1-time funded programs are as follows:

2022 programs include:

- Inspection fee and engineering consultants, and internal service charges for property management and information technology projects.

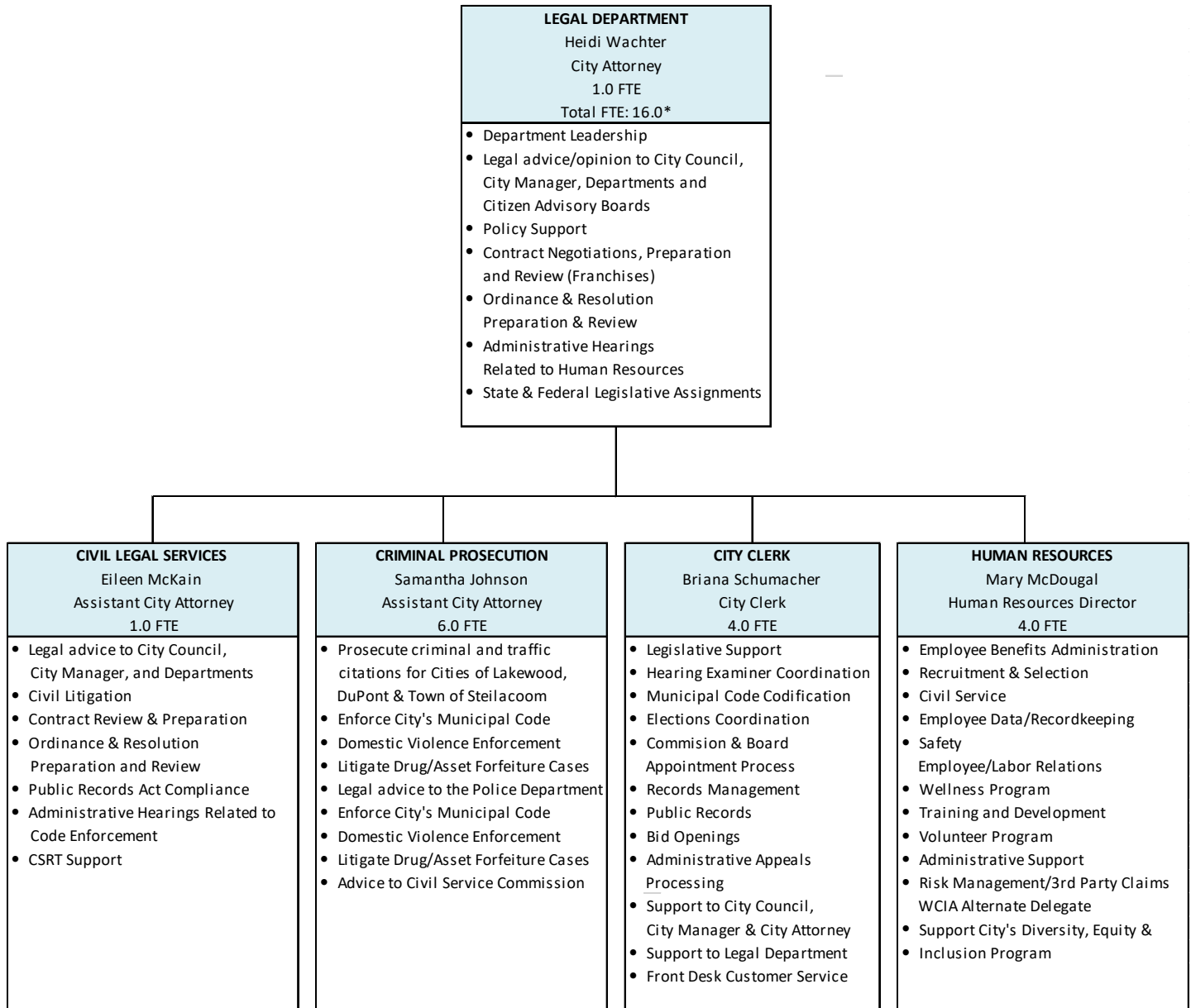
2023/2024 programs include:

- Internal service charges for property management and information technology projects.

**PUBLIC WORKS ENGINEERING SERVICES****Financial Information**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Permit & Development Fees	\$ 74,816	\$ 86,145	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.0%
	SWM Charges for Services & Fees	3,786,376	3,792,852	3,500,899	3,550,899	3,550,899	3,668,241	3,780,997	117,342	3.3%
	American Lake Mgmt District	32,337	32,659	33,476	33,476	34,887	33,640	33,839	164	0.5%
	Interest/Miscellaneous	22,701	6,283	15,600	15,600	15,600	18,500	18,500	2,900	18.6%
	Grants/Donations/Contributions	420,370	37,518	-	-	-	-	-	-	n/a
	Bond Proceeds	-	4,028,365	3,000,000	-	-	-	-	-	n/a
	Interfund Transfers	241,840	-	-	-	-	-	-	-	n/a
	<b>Total Revenues</b>	<b>\$ 4,578,440</b>	<b>\$ 7,983,822</b>	<b>\$ 6,599,975</b>	<b>\$ 3,649,975</b>	<b>\$ 3,651,386</b>	<b>\$ 3,770,381</b>	<b>\$ 3,883,336</b>	<b>\$ 120,406</b>	<b>3.3%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	518,834	559,952	802,155	802,155	802,155	906,819	924,566	104,664	13.0%
11.002/4	Overtime	1,326	1,055	2,500	2,500	2,500	2,500	2,500	-	0.0%
11.005	On Call Pay	57	-	2,500	2,500	2,500	-	-	(2,500)	-100.0%
21.xxx	Benefits	223,742	200,352	366,487	366,487	366,487	372,243	383,533	5,756	1.6%
31.xxx	Other Supplies	1,033	1,014	2,950	2,950	2,950	2,200	2,200	(750)	-25.4%
35.xxx	Small Tools/Minor Equipment	330	-	1,200	1,200	1,200	1,000	1,000	(200)	-16.7%
41.xxx	Professional Services	136,541	137,848	172,000	172,000	172,000	174,425	174,425	2,425	1.4%
43.xxx	Travel & Training	-	515	5,300	5,300	5,300	5,300	5,300	-	0.0%
47.xxx	Utilities	1,148	1,149	2,000	2,000	2,000	2,000	2,000	-	0.0%
49.003	Membership Dues	1,215	1,108	1,500	1,500	1,500	1,500	1,500	-	0.0%
49.xxx	Other Services & Charges	356,179	371,612	350,145	350,145	350,145	362,800	371,700	12,655	3.6%
597.xx	Interfund Transfers	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
7/8.xxx	Debt Service	-	-	501,000	501,000	501,000	500,995	500,995	(5)	0.0%
9x.xxx	IS Charges - M&O	180,990	180,992	196,790	210,113	210,113	237,376	237,840	27,263	13.0%
9x.xxx	IS Charges - Reserves	8,910	22,984	7,164	26,623	26,623	26,631	26,631	8	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$ 1,715,005</b>	<b>\$ 1,763,281</b>	<b>\$ 2,698,391</b>	<b>\$ 2,731,173</b>	<b>\$ 2,731,173</b>	<b>\$ 2,880,489</b>	<b>\$ 2,918,890</b>	<b>\$ 149,316</b>	<b>5.5%</b>
Capital & 1-Time Funded:										
	Personnel Costs	7,143	4,340	-	-	-	-	-	-	n/a
	Supplies	21	-	-	-	-	-	-	-	n/a
	Services & Charges	19,572	44,598	30,464	59,830	59,830	32,637	31,043	(27,193)	-45.5%
	Interfund Transfers	500,901	930,556	3,000,000	6,185,820	6,185,820	751,330	155,000	(5,434,490)	-87.9%
	Capital & Debt Issue Cost	817,419	72,116	900,000	1,234,056	1,234,056	763,000	397,000	(471,056)	-38.2%
	IS Charges - M&O & Capital	3,647	14,071	6,270	23,206	23,206	5,678	8,829	(17,528)	-75.5%
	<b>Subtotal One-time Exp</b>	<b>\$ 1,348,703</b>	<b>\$ 1,065,681</b>	<b>\$ 3,936,734</b>	<b>\$ 7,502,912</b>	<b>\$ 7,502,912</b>	<b>\$ 1,552,645</b>	<b>\$ 591,872</b>	<b>\$ (5,950,267)</b>	<b>-79.3%</b>
	<b>Total Expenditures</b>	<b>\$ 3,063,708</b>	<b>\$ 2,828,962</b>	<b>\$ 6,635,125</b>	<b>\$ 10,234,085</b>	<b>\$ 10,234,085</b>	<b>\$ 4,433,134</b>	<b>\$ 3,510,762</b>	<b>\$ (5,800,951)</b>	<b>-56.7%</b>

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\* Limited-term positions with end date of 12/31/2024:

1.0 Domestic Violence Office Assistant (0.50 FTE General Fund / 0.50 FTE Domestic Violence Grant)

1.0 FTE Associate City Attorney (ARPA Body Cameras)

1.0 FTE Public Records & Legal Specialist (ARPA Body Cameras)

## LEGAL SERVICES DEPARTMENT OVERVIEW

### Primary Alignment with City Council Goals / Strategic Plan Objectives and strategies

#### Economic Development:

- 1.1 Align economic goals and resources across departments.
  - C. Direct growth through sound planning. Update land use codes as necessary and continue to improve internal processes, including the implementation of new technologies.
- 1.2 Pursue infrastructure improvements vital to economic development and to bolster the City's competitiveness.
  - B. Improve underutilized commercial land, e.g., the WSDOT facility, revise of zoning regulations where appropriate, minimize nonconforming uses, and perform an analysis on Western State Hospital impact and possibilities.
  - C. Expand and improve utilities and community assets, such as sewers, libraries, parks, public spaces, etc.
- 1.4 Foster collaborative and advantageous partnerships with businesses, community members, non-profits, and regional partners.
  - A. Be a leader in local economic development, regional transportation and planning policies.

#### Public Safety:

- 3.3 Provide resources to support the health, welfare, and safety of the community.
  - A. Increase proactive abatement, code enforcement, and housing safety programs.
  - D. Take proactive role in legislative advocacy in matters which negatively impact public safety.

#### Fiscal Responsibility:

- 4.1 Provide efficient and effective municipal services.
  - A. Invest resources in core functions based on priorities.
  - B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
  - C. Monitor, refine, and respond to performance measures.
- 4.3 Make smart investments in people, places, and resources.
  - A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.

#### Transparency:

- 5.1 Enhance communications with residents, businesses, and community stakeholders about City issues, projects, and services.
  - D. Continuously enhance online and digital services.
- 5.2 Advocate for Lakewood at all levels of government.
  - A. Continue to serve in a leadership capacity in national, regional, and local affairs.

## LEGAL SERVICES **DEPARTMENT OVERVIEW**

### Department Functions by Criteria

#### Legally Mandated

Criminal Prosecution: Fairly and effectively prosecute all violations of criminal and traffic laws, including building and zoning code violations in the City of Lakewood as well as cities who contract with the City for prosecution services.

- Provide competent and cost-effective prosecution services to Lakewood and its clients.
- Provide timely discovery to opposing counsel.
- Domestic Violence community partnership.
- Provide timely responsive pleadings to motions and appeals.
- Employment Law Compliance
- Records Retention and Destruction

#### Important

Document Management: Capture, index, manage, retrieve and preserve the City's public records (paper and electronic) in accordance with records retention and preservation laws.

- Contracts and agreements.
- Public records retention, retrieval, archiving and disposition.
- Disclosure of public records.
- Legal notices.
- Bid processes.
- Essential Records – Agendas, minutes, ordinances, resolutions and motions.

Legislative: Prepare ordinances, resolutions and related documents needed to carry out City policies & City Council decisions.

- Employee and Labor Relations
- Classification and Compensation
- Benefits Administration
- Risk Management
- Wellness Program
- Volunteer Program
- Recruitment and Selection
- Training and Development
- Human Resources Information System/Recordkeeping
- Organizational Development

#### Discretionary

Legal Advice: Provide legal advice to the City Council, the City Manager and other City departments as well as various boards and commissions to ensure legally sound decisions in developing and carrying out City policies.

- Informal consulting.
- Formal legal opinions.
- Labor negotiations.
- Risk management.
- Drafting contracts and agreements.

City Clerk: Designated Public Records Officer and provides legislative and administrative support to the City Council.

- Municipal code codification.
- Agenda Preparation: Strategically and timely prepare an agenda for the City Council each week which includes legislation and other City Council action required of the City and which moves the City toward achievement of City Council priorities.

Civil Litigation: Initiate or defend lawsuits and succeed with any litigation which cannot otherwise be avoided.

- In-house litigation.
- Insurance defense coordination.
- Administrative appeals and hearings, forfeiture hearings and unemployment hearings.



**LEGAL SERVICES DEPARTMENT OVERVIEW****2021/2022 Accomplishments**

- Successful transition from contract prosecution to full time prosecution.
- Provided accurate and timely document review and preparation.
- Streamlined flow of operations throughout the department to improve efficiencies.
- Negotiated and implemented Lakewood Police Independent Guild (LPIG), Teamsters, and American Federation of State, County, and Municipal Employees (AFSCME) collective bargaining agreements.
- Developed and promoted educational programs and activities to improve employee health and wellness to earn the Association of Washington Cities (AWC) Well City Award to achieve 2% savings on medical insurance premiums.
- Awarded Washington Cities Insurance Authority (WCIA) risk mitigation grant for \$25,000 for Virtual Reality-based Police Officer Training Simulator for Lakewood Police Department, and staff development grant of \$500 for HR Analyst to attend Public Risk Management Association (PRIMA) Institute.
- Updated and distributed 9 personnel policies.
- Update and report quarterly on Workforce EEO utilization to identify under-represented categories.
- Coordinated virtual and in-person employee recognition events as allowed due to Covid-19 restrictions.
- Processed 183 new risk management claims and 84 new worker's compensation claims (through 6/27/2022).
- Generated 3 subrogation demands, and closed 103 claims (through 6/27/2022).
- Hired and on-boarded 39 regular and 17 temporary employees (thru 6/27/2022).
- Responded to 61 public records requests for human resources and/or risk management documents (through 6/27/2022).
- Coordinated quarterly safety committee meetings and required safety inspections, testing, and training.
- Established 21 Civil Service eligibility lists and hired 30 employees into Civil Service positions (thru 6/30/2022).
- Updated Civil Service rules regarding cancellation of eligibility and notices to eligibles.
- Updated telework policy and implemented telework agreements for employees in positions conducive to telework.
- Handled tracking, communication, reporting, and follow-up for 154 COVID cases (through 6/27/2022) including isolations, quarantines, and close contact exposures. Continued to update protocols as needed due to changing regulations and recommendations.
- Completed annual driver record reviews, coordinated monthly random drug/alcohol testing, ensured CDL medical cards and licenses are current.
- Completed OSHA 300, and online OSHA 300A.
- Reached out to diversity organizations with job postings and worked with hiring supervisors to incorporate diversity considerations in the selection and hiring processes.
- Updated non-represented job descriptions for consistency in language, requirements, and format.
- Developed and implemented comprehensive Fleet User's Manual, incorporating emergency management, safety, and risk management (joint project with Finance).
- Converted to Public Employees Retirement System (PERS)

**LEGAL SERVICES DEPARTMENT OVERVIEW****2023/2024 Anticipated Key projects**

- Support Federal, State, County Legislative agenda and priorities.
- Implement document management system to include workflow for routine processes including contracts, agenda packet, hiring process, performance evaluations and others as appropriate.
- Comply with the Public Records Act and Retention of Public Records in accordance with state law.
- Support of Economic Development, Public Safety Advisory Committee, and Community Safety Resource Team.
- Complete negotiations and implement Lakewood Police Independent Guild (LPIG) and Lakewood Police Management Guild (LPMG) collective bargaining agreements.
- Negotiate and implement Teamsters and AFSCME collective bargaining agreements.
- Review and update key human resources and risk management/safety policies.
- Provide training and development opportunities for staff to meet department operational and employee professional development needs.
- Meet requirements to achieve the AWC Well City Award, saving 2% on medical premiums.
- Review human resources processes, identify and implement improvements as needed.
- Seek grant opportunities related to city-wide staff development, wellness, and risk management.
- Take necessary steps to ensure the City's compliance with safety program training, testing, and inspection requirements, OSHA reporting, CDL program, and EEO plan and program reporting requirements.
- Actively manage risk and worker's compensation claims.
- Reach out to diversity organizations with all job postings and attend local diversity job fairs and other outreach opportunities.
- Complete all requirements to achieve and submitting application for AWC Work Safe Employer Award in 2023.
- Support the work of the 2023 Independent Salary Commission.

**LEGAL SERVICES DEPARTMENT OVERVIEW****Service/Program Changes**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
0.50 FTE Domestic Violence Office Assistant	<p>Add .5 FTE (General Fund) to bring the current .5 GTE (funded by STOP Grant) to 1 FTE DV OA. This position was at this level prior to Covid restrictions. Since that time, state law passed that requires the prosecutor increased contact with victims of domestic violence throughout the life of the case. The City has previously been able to coordinate victim support through partnership with agencies such as the Crystal Judson center and the YWCA. Those partnerships will continue, but we are required by state law to add, through the prosecution function, victim contact regarding case status and this represents an additional workload for the City.</p> <p>This is a limited term position with an end date of 12/31/2024.</p>	0.50	-	\$ 36,948	\$ -	\$ 36,963	\$ -
Outside Legal Counsel	Reduce budget from \$50,000 to \$30,000. Needs above this level for specific complex projects or other subject matters requiring outside expertise will be coordinated with departments and charged to the applicable project as appropriate.	-	-	\$ -	\$ (20,000)	\$ -	\$ (20,000)
Redaction Software for Video & Audio	<p>For Veritone redaction software for video and audio for 150 hours of readaction.</p> <p>This item is accounted for in the Information Technology Internal Service Fund.</p>	-	-	\$ -	\$ 15,000	\$ -	\$ 15,000
Redaction Software for Documents	<p>For Next Request Rapid Review and Retention.</p> <p>This item is accounted for in the Information Technology Internal Service Fund.</p>	-	-	\$ -	\$ 8,825	\$ -	\$ 8,825
Election Costs	To align budget with actual/anticipated cost increase.				\$ 25,000	\$ -	\$ 20,000
Employee Recognition Event	Increase allocation for Employee Recognition events from one per year to two. Request allocation of \$5,000 for each year of the 2023-2024 biennium.	-	-	\$ -	\$ 2,500		\$ 2,500

**LEGAL SERVICES DEPARTMENT OVERVIEW****Service/Program Changes (continued)**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Ready Rebound Program	Earlier in 2022, the Police Department began utilizing the services of Ready Rebound to provide a network-based system for the management of the treatment of orthopedic injuries. They handle both on and off the job injuries for covered employees and family members. Since April, they have managed 7 cases and report they have saved 45 days in wait time from all their interventions, and estimate \$23,143 in overtime savings resulting from fewer backfill OT shifts. While the cost savings might not be significant as not as many non-Police positions/shifts will likely be backfilled with OT, the feedback from those who have utilized the services has been very positive. The request is to expand the program in 2023 to cover approximately 18 PRCS, Facilities, and O&M Maintenance, 8 Recreation and Human Services, and 18 Public Works Engineering employees, and 6 CED employees who regularly work in the field for a total of 50 employees. 2023: 50 employees X \$229/year = \$11,450. 2024: 50 employees X \$234/year = \$11,750.	-	-	\$ -	\$ 11,450	\$ -	\$ 11,750
	This item is accounted for in the Risk Management Internal Service Fund.  Move Rebound Program from Police Department to Risk Management Internal Service Fund and add increased costs.	-	-	\$ -	\$ 33,000	\$ -	\$ 33,990
AWC Workers Comp Retro Program	Allocate \$33,000 in each year of the biennium to actual cost and current projections. This is a decrease of \$4,500 in each year of the biennium.  This item is accounted for in the Risk Management Internal Service Fund.	-	-	\$ -	\$ (4,500)	\$ -	\$ (4,500)
<b>Total</b>		<b>0.50</b>	<b>-</b>	<b>\$ 36,948</b>	<b>\$ 71,275</b>	<b>\$ 36,963</b>	<b>\$ 67,565</b>

**LEGAL SERVICES DEPARTMENT OVERVIEW****Position Inventory**

Position	Group	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted
				Original	Adjusted	Year-end		
City Attorney	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Director	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant City Attorney	Non-Rep	2.00	2.00	2.00	2.00	2.00	2.00	2.00
City Clerk	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Associate City Attorney	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Analyst	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Public Records & Legal Specialist	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Technician	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Office Assistant (Domestic Violence)*	AFSCME	-	-	-	-	-	0.50	0.50
Office Assistant	AFSCME	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>Total - General Fund</b>		<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.50</b>	<b>13.50</b>
Associate City Attorney (ARPA Body Cameras) *	Non-Rep	-	1.00	-	1.00	1.00	1.00	1.00
Public Records & Legal Specialist (ARPA Body Cameras)*	AFSCME	-	1.00	-	1.00	1.00	1.00	1.00
Office Assistant (Domestic Violence Grant)*	AFSCME	0.50	0.50	0.50	0.50	0.50	0.50	0.50
<b>Total - Grant Funds</b>		<b>0.50</b>	<b>2.50</b>	<b>0.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>	<b>2.50</b>
<b>Total</b>		<b>13.50</b>	<b>15.50</b>	<b>13.50</b>	<b>15.50</b>	<b>15.50</b>	<b>16.00</b>	<b>16.00</b>
<i>Chg from prior year (2023 &amp; 2024 compared to 2022 Original Budget)</i>		-	2.00	(2.00)	2.00	2.00	0.50	-

\* Limited-term positions with end date of 12/31/2024:

1.0 Domestic Violence Office Assistant (0.50 FTE General Fund / 0.50 FTE Domestic Violence Grant)

1.0 FTE Associate City Attorney (ARPA Body Cameras)

1.0 FTE Public Records & Legal Specialist (ARPA Body Cameras)

Position	FTE	2023			2024		
		Salary	Benefits	Total	Salary	Benefits	Total
City Attorney	1.00	\$ 175,536	\$ 64,136	\$ 239,672	\$ 184,320	\$ 66,591	\$ 250,911
Human Resources Director	1.00	152,856	52,405	205,261	160,488	54,319	214,807
Assistant City Attorney	1.00	127,896	56,171	184,067	134,280	58,853	193,133
Assistant City Attorney	1.00	125,448	52,362	177,810	131,736	54,855	186,591
City Clerk	1.00	97,248	50,187	147,435	102,120	52,286	154,406
Associate City Attorney	1.00	87,792	28,971	116,763	92,184	30,369	122,553
Human Resources Analyst	1.00	93,960	31,114	125,074	98,664	32,625	131,289
Human Resources Analyst	1.00	96,936	37,599	134,535	101,784	39,117	140,901
Public Records & Legal Specialist	1.00	69,108	29,741	98,849	70,500	30,789	101,289
Human Resources Technician	1.00	72,072	29,662	101,734	75,672	30,986	106,658
Office Assistant (DV)*	0.50	28,248	8,700	36,948	28,248	8,715	36,963
Office Assistant	1.00	69,168	26,968	96,136	69,168	27,519	96,687
Office Assistant	1.00	58,997	43,358	102,355	60,178	45,059	105,237
Office Assistant	1.00	56,613	21,988	78,601	57,744	22,646	80,390
<b>Total - General Fund</b>	<b>13.50</b>	<b>1,311,878</b>	<b>533,362</b>	<b>1,845,240</b>	<b>1,367,086</b>	<b>554,729</b>	<b>1,921,815</b>
Office Assistant (DV Grant)*	0.50	28,248	8,700	36,948	28,248	8,715	36,963
Associate City Attorney (ARPA Body Cameras)*	1.00	87,792	29,844	117,636	92,184	31,286	123,470
Public Records & Legal Specialist (ARPA Body Cameras)*	1.00	72,708	14,824	87,532	74,100	15,101	89,201
<b>Total - Grant Funds</b>	<b>2.50</b>	<b>188,748</b>	<b>53,367</b>	<b>242,115</b>	<b>194,532</b>	<b>55,102</b>	<b>249,634</b>
<b>Total</b>	<b>16.00</b>	<b>\$1,500,626</b>	<b>\$ 586,729</b>	<b>\$2,087,355</b>	<b>\$1,561,618</b>	<b>\$ 609,831</b>	<b>\$2,171,449</b>

\* Limited term position with end date of 12/31/2024.

**LEGAL SERVICES DEPARTMENT OVERVIEW****Performance Measures**

Performance Measures	YTD			Previous Year Ends		
	Target	Q1	Q2	2021	2020	2019
# of days on average to review/process a contract	3	2.49	2.57	2.78	2.12	1.8
Average days from incident to charging decision by Prosecutor	14	1	5	n/a	n/a	n/a
Average days from charging decision to filing complaint in Municipal Court	5	4.5	5	n/a	n/a	n/a

Informational Measures	YTD			Previous Year Ends		
	Historic Average	Q1	Q2	2021	2020	2019
# of criminal citation cases filed	n/a	620	812	1576	2274	3050
# of days on average for PRA response (Next Request)	30	34	23.7	34	21	24
# of days on average for PRA response (GovQA)	30	34	18.56	21.82	13.31	52.19

		YTD		Previous Years		
Informational Measures	Historic Average	Q1	Q2	2021	2020	2019
Human Resources						
Number of current (unexpired) Collective Bargaining Agreements as of EOQ	4	3	4	3.25	3.5	3.25
Voluntary Employee Turnover Rate (reported cumulatively each quarter)	<12%	2.40%	6.23%	7.79%	8.17%	7.97%
Number of recruitments in progress	n/a	21	46	31	10	40
Percentage of employees hired during the quarter last year and still employed	100%	100%	100%	88%	77.5%	93%
Average number of days to complete external recruitment (excluding Police Officers)	<45	42.6	43	41.25	58.00	36
Percentage of Applicants who are People of Color	40%	48%	46%	n/a	n/a	n/a
Percentage of new hires from underutilized EEO category	60%	50%	33%	n/a	n/a	n/a
Percentage of performance evaluations due during quarter completed	100%	47%	39%	31.25%	38%	43.75%
Risk Management						
Percentage of employees in compliance with quarterly mandatory training	100%	98%	96%	85.25%	91.25%	88.75%
Percentage Stay at Work applications of total medical releases to light duty	70%	0.00%	50%	33%	0	66%
Percentage workers comp developed claim expense of total annual premium cost = Loss Ratio% (reported cumulative YTD)	<70%	3.2%	27.3%	149%	7.3%	131%
Worker's Compensation Experience Factor	<1.0	0.8988	0.8988	0.8908	1.0137	101587

## LEGAL SERVICES DEPARTMENT OVERVIEW

### Purpose/Description

The Legal Services Department is comprised of: Civil Legal Services, Criminal Prosecution Services, City Clerk (includes Election Services) Human Resources and Risk Management.

### Goals/Objectives

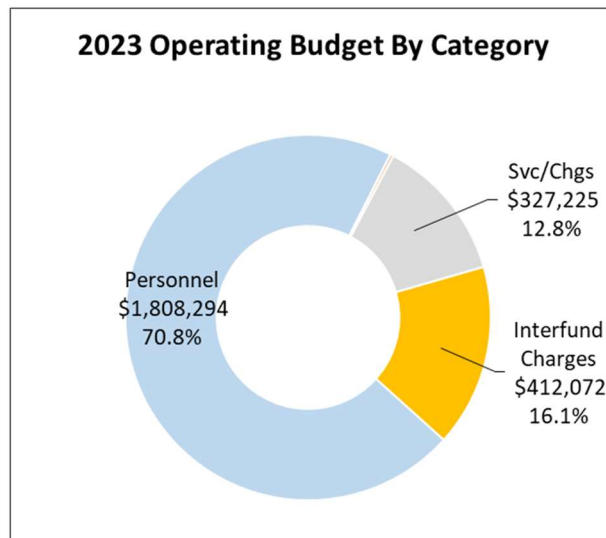
- Provide services consistent with the highest professional and ethical standards to the City, with the goal of protecting and advancing the City's interest in protecting and serving the citizens of Lakewood.

### Financial Summary - Department-Wide

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Proposed	2024 Proposed	23 Proposed - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
001	Grants/Donations/Contributions	\$ 30,313	\$ 26,983	\$ 30,313	\$ 30,313	\$ 30,313	\$ 30,300	\$ 30,300	(13)	0.0%
001	General Government	2,012,526	2,182,773	2,264,851	2,419,534	2,419,536	2,608,654	2,621,734	189,120	7.8%
504	Internal Service Charges	1,289,027	1,273,297	1,396,480	1,502,450	1,502,450	2,048,830	2,050,120	546,380	36.4%
504	AWC Retro Refund	128,938	117,286	-	112,495	112,495	-	-	(112,495)	-100.0%
504	Insurance/3rd Part Recoveries	371,383	215,508	200,000	400,000	400,000	400,000	400,000	-	0.0%
	<b>Total Revenues</b>	<b>\$ 3,832,186</b>	<b>\$ 3,815,847</b>	<b>\$ 3,891,644</b>	<b>\$ 4,464,792</b>	<b>\$ 4,464,794</b>	<b>\$ 5,087,784</b>	<b>\$ 5,102,154</b>	<b>\$ 622,992</b>	<b>14.0%</b>
General Fund Expenditure Summary - Ongoing:										
001	Civil Legal Services	956,930	977,929	1,069,919	1,126,411	1,126,412	1,016,935	1,043,611	(109,476)	-9.7%
001	Criminal Prosecution	164,818	214,387	232,432	248,568	248,568	262,412	270,470	13,844	5.6%
001	City Clerk	309,191	367,816	328,880	333,601	333,601	565,295	510,680	231,694	69.5%
001	Human Resources	575,206	601,053	652,555	670,943	670,944	710,194	737,457	39,251	5.9%
	<b>Subtotal General Fund Ongoing</b>	<b>\$ 2,006,145</b>	<b>\$ 2,161,184</b>	<b>\$ 2,283,786</b>	<b>\$ 2,379,523</b>	<b>\$ 2,379,525</b>	<b>\$ 2,554,836</b>	<b>\$ 2,562,218</b>	<b>\$ 175,313</b>	<b>7.4%</b>
General Fund Expenditure Summary 1-Time:										
001	Civil Legal Services	3,428	12,512	6,823	23,277	23,277	6,143	9,551	(17,134)	-73.6%
001	Criminal Prosecution	30,313	25,983	-	30,313	30,313	73,898	73,926	43,585	143.8%
001	City Clerk	561	3,009	1,479	3,415	3,415	1,302	2,024	(2,113)	-61.9%
001	Human Resources	2,392	7,068	3,076	13,319	13,319	2,775	4,315	(10,544)	-79.2%
	<b>Subtotal General Fund 1-Time</b>	<b>\$ 36,694</b>	<b>\$ 48,572</b>	<b>\$ 11,378</b>	<b>\$ 70,324</b>	<b>\$ 70,324</b>	<b>\$ 84,118</b>	<b>\$ 89,816</b>	<b>\$ 13,794</b>	<b>19.6%</b>
Internal Service Expenditure Summary Ongoing:										
504	Risk Management	1,724,496	1,606,091	1,596,480	2,014,945	2,014,945	2,448,830	2,450,120	433,885	21.5%
	<b>Subtotal Internal Service Ongoing</b>	<b>\$ 1,724,496</b>	<b>\$ 1,606,091</b>	<b>\$ 1,596,480</b>	<b>\$ 2,014,945</b>	<b>\$ 2,014,945</b>	<b>\$ 2,448,830</b>	<b>\$ 2,450,120</b>	<b>\$ 433,885</b>	<b>21.5%</b>
Internal Service Expenditure Summary 1-Time:										
504	Risk Management	64,851	-	-	-	-	-	-	-	n/a
	<b>Subtotal Internal Service 1-Time</b>	<b>\$ 64,851</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>n/a</b>
	<b>Total Expenditures</b>	<b>\$ 3,832,186</b>	<b>\$ 3,815,847</b>	<b>\$ 3,891,644</b>	<b>\$ 4,464,792</b>	<b>\$ 4,464,794</b>	<b>\$ 5,087,784</b>	<b>\$ 5,102,154</b>	<b>\$ 622,992</b>	<b>14.0%</b>

**LEGAL SERVICES DEPARTMENT OVERVIEW****Financial Summary – General Fund**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Grants/Donations/Contributions	30,313	26,983	30,313	30,313	30,313	30,300	30,300	(13)	0.0%
	General Government	2,012,526	2,182,773	2,264,851	2,419,534	2,419,536	2,608,654	2,621,734	189,120	7.8%
	<b>Total Revenues</b>	<b>\$ 2,042,839</b>	<b>\$ 2,209,756</b>	<b>\$ 2,295,164</b>	<b>\$ 2,449,847</b>	<b>\$ 2,449,849</b>	<b>\$ 2,638,954</b>	<b>\$ 2,652,034</b>	<b>\$ 189,107</b>	<b>7.7%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	1,081,395	1,157,575	1,218,806	1,254,862	1,254,863	1,283,632	1,353,250	28,770	2.3%
11.002/4	Overtime	-	24	-	-	-	-	-	-	n/a
21.xxx	Benefits	406,059	435,908	482,505	519,312	519,312	524,662	531,602	5,350	1.0%
31.xxx	Other Supplies	4,649	4,128	6,345	6,345	6,345	6,745	6,745	400	6.3%
35.xxx	Small Tools/Minor Equipment	32	-	500	500	500	500	500	-	0.0%
41.xxx	Professional Services	229,019	286,362	217,475	217,475	217,475	289,575	219,575	72,100	33.2%
43.xxx	Travel & Training	477	2,964	23,745	23,745	23,745	24,295	24,295	550	2.3%
49.003	Membership Dues	2,444	3,214	3,975	3,975	3,975	4,225	4,225	250	6.3%
49.xxx	Other Services & Charges	7,318	6,873	7,330	7,330	7,330	9,130	9,130	1,800	24.6%
9x.xxx	IS Charges - M&O	261,574	260,170	312,500	333,060	333,061	399,142	399,966	66,082	19.8%
9x.xxx	IS Charges - Reserves	13,178	3,967	10,605	12,919	12,919	12,930	12,930	12	0.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 2,006,145</b>	<b>\$ 2,161,184</b>	<b>\$ 2,283,786</b>	<b>\$ 2,379,523</b>	<b>\$ 2,379,525</b>	<b>\$ 2,554,836</b>	<b>\$ 2,562,218</b>	<b>\$ 175,313</b>	<b>7.4%</b>
Capital & 1-Time Funded:										
	Personnel Costs	30,313	25,983	-	30,313	30,313	73,898	73,926	43,585	143.8%
	Supplies	-	-	-	2,500	2,500	-	-	(2,500)	-100.0%
	Services & Charges	869	2,000	-	-	-	-	-	-	n/a
	IS Charges - M&O & Capital	5,512	20,589	11,378	37,511	37,511	10,220	15,890	(27,291)	-72.8%
	<b>Subtotal One-time Exp</b>	<b>\$ 36,694</b>	<b>\$ 48,572</b>	<b>\$ 11,378</b>	<b>\$ 70,324</b>	<b>\$ 70,324</b>	<b>\$ 84,118</b>	<b>\$ 89,816</b>	<b>\$ 13,794</b>	<b>19.6%</b>
	<b>Total Expenditures</b>	<b>\$ 2,042,839</b>	<b>\$ 2,209,756</b>	<b>\$ 2,295,164</b>	<b>\$ 2,449,847</b>	<b>\$ 2,449,849</b>	<b>\$ 2,638,954</b>	<b>\$ 2,652,034</b>	<b>\$ 189,107</b>	<b>7.7%</b>





**LEGAL SERVICES CIVIL LEGAL SERVICES****Purpose/Description**

The Civil Legal Services Division provides legal advice to the City Council, the City Manager and other City Departments as well as various Boards and Commissions to ensure legally sound decisions in developing and carrying out City policies; reviews ordinances, resolutions and related documents needed to carry out City policies; reviews and updates franchise agreements; and initiates or defends lawsuits directly or by coordinating with insurance defense counsel through Washington Cities Insurance Authority (WCIA). WCIA provides predefense services and legal training as a membership benefit. The Civil Legal Services division represents the City in all administrative proceedings such as code enforcement, drug forfeiture, nuisance, and abatement cases. These matters typically originate from the Community Safety Resource Team, Community and Economic Development, and Police Departments.

**Goal/Objectives**

- Provide timely and useful legal advice for routine departmental functions.
- Assist with high profile projects such as labor negotiations, major code revision, and application for new legal requirements.
- Process routine documents such as contracts, resolutions, and ordinances.

**LEGAL SERVICES CIVIL LEGAL SERVICES****Financial Summary**

The adopted operating budget totals \$1.02M in 2023 and \$1.04M in 2024. The 2023 adopted operating budget is a 9.7% or \$109K decrease from the 2022 adjusted budget. Highlights of the 2023 adopted operating budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change is due to position shifts between Civil Legal Services and City Clerk and step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget and alignment of assigned personnel.
- Professional Services – the reduction is due to the transfer of independent outside civil legal counsel fees. This will now be coordinated by the department or project requiring outside expertise.
- Internal service charges M&O - the increase is primarily for information technology projects.

The changes in the capital and 1-time funded programs are as follows:

2022 programs include:

- Legal settlements and internal service charges for information technology projects.

2023/2024 programs include:

- Internal service charges for property management and information technology projects.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	General Government	960,358	990,441	1,076,742	1,149,688	1,149,689	1,023,078	1,053,162	(126,610)	-11.0%
	<b>Total Revenues</b>	<b>\$ 960,358</b>	<b>\$ 990,441</b>	<b>\$ 1,076,742</b>	<b>\$ 1,149,688</b>	<b>\$ 1,149,689</b>	<b>\$ 1,023,078</b>	<b>\$ 1,053,162</b>	<b>\$ (126,610)</b>	<b>-11.0%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	515,265	532,986	557,510	582,765	582,765	500,705	518,446	(82,060)	-14.1%
21.xxx	Benefits	198,182	207,425	236,641	253,477	253,477	220,375	228,812	(33,102)	-13.1%
31.xxx	Other Supplies	36	56	245	245	245	245	245	-	0.0%
35.xxx	Small Tools/Minor Equipment	32	-	500	500	500	500	500	-	0.0%
41.xxx	Professional Services	73,370	63,005	67,625	67,625	67,625	47,625	47,625	(20,000)	-29.6%
43.xxx	Travel & Training	255	2,960	10,380	10,380	10,380	10,380	10,380	-	0.0%
49.003	Membership Dues	1,523	1,466	1,700	1,700	1,700	1,700	1,700	-	0.0%
49.xxx	Other Services & Charges	-	-	500	500	500	500	500	-	0.0%
9x.xxx	IS Charges - M&O	160,263	167,534	188,323	201,268	201,268	226,946	227,444	25,678	12.8%
9x.xxx	IS Charges - Reserves	8,003	2,498	6,495	7,952	7,952	7,959	7,959	7	0.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 956,930</b>	<b>\$ 977,929</b>	<b>\$ 1,069,919</b>	<b>\$ 1,126,411</b>	<b>\$ 1,126,412</b>	<b>\$ 1,016,935</b>	<b>\$ 1,043,611</b>	<b>\$ (109,476)</b>	<b>-9.7%</b>
Capital & 1-Time Funded:										
	Services & Charges	4	-	-	-	-	-	-	-	n/a
	IS Charges - M&O & Capital	3,424	12,512	6,823	23,277	23,277	6,143	9,551	(17,134)	-73.6%
	<b>Subtotal One-time Exp</b>	<b>\$ 3,428</b>	<b>\$ 12,512</b>	<b>\$ 6,823</b>	<b>\$ 23,277</b>	<b>\$ 23,277</b>	<b>\$ 6,143</b>	<b>\$ 9,551</b>	<b>\$ (17,134)</b>	<b>-73.6%</b>
	<b>Total Expenditures</b>	<b>\$ 960,358</b>	<b>\$ 990,441</b>	<b>\$ 1,076,742</b>	<b>\$ 1,149,688</b>	<b>\$ 1,149,689</b>	<b>\$ 1,023,078</b>	<b>\$ 1,053,162</b>	<b>\$ (126,610)</b>	<b>-11.0%</b>

**LEGAL SERVICES CRIMINAL PROSECUTION SERVICES****Purpose/Description**

The Criminal Prosecution Services Division prosecutes all violations of City criminal and traffic ordinances, including building and zoning code violations for the Cities of Lakewood, DuPont and the Town of Steilacoom. Prosecution services are provided by an in-house prosecution team.

**Goal/Objectives**

- Provide competent and cost-effective prosecution services to Lakewood and its clients.
- Make appropriate case load management recommendations.
- Provide timely discovery to opposing counsel and appropriate levels of support to contract or in-house counsel.
- Continue providing legal updates and any appropriate training to law enforcement officers.
- Continue to work with community partners to respond to the needs of domestic violence victims living within our community.
- Provide timely responsive pleadings in response to motions and appeals.

**LEGAL SERVICES CRIMINAL PROSECUTION SERVICES****Financial Summary**

The adopted operating budget totals \$262K in 2023 and \$270K in 2024. The 2023 adopted operating budget is a 5.6% or \$13K increase from the 2022 adjusted budget. Highlights of the 2023 adopted operating budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change is due to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget.
- Other Services & Charges – subscription for Teglands Court Rules for Prosecutors.

The changes in the capital and 1-time funded programs are as follows:

2022 programs include:

- Legal settlements and internal service charges for computer replacement, document management system, and computer hardware and software.

2023/2024 programs include:

- Increase current 0.50 FTE Domestic Violence Office Assistant to 1FTE for a limited term thru 12/31/2024.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Grants/Donations/Contributions	30,313	25,983	30,313	30,313	30,313	30,300	30,300	(13)	0.0%
	General Government	164,818	214,387	202,119	248,568	248,568	306,010	314,096	57,442	23.1%
	<b>Total Revenues</b>	<b>\$ 195,131</b>	<b>\$ 240,370</b>	<b>\$ 232,432</b>	<b>\$ 278,881</b>	<b>\$ 278,881</b>	<b>\$ 336,310</b>	<b>\$ 344,396</b>	<b>\$ 57,429</b>	<b>20.6%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	124,977	154,910	176,616	187,418	187,418	182,061	203,892	(5,357)	-2.9%
21.xxx	Benefits	39,155	53,056	51,616	56,950	56,950	74,351	60,578	17,401	30.6%
31.xxx	Other Supplies	97	35	100	100	100	100	100	-	0.0%
41.xxx	Professional Services	-	5,300	-	-	-	-	-	-	n/a
43.xxx	Travel & Training	330	-	3,150	3,150	3,150	3,150	3,150	-	0.0%
49.003	Membership Dues	259	1,086	950	950	950	950	950	-	0.0%
49.xxx	Other Services & Charges	-	-	-	-	-	1,800	1,800	1,800	n/a
	<b>Subtotal Operating Exp</b>	<b>\$ 164,818</b>	<b>\$ 214,387</b>	<b>\$ 232,432</b>	<b>\$ 248,568</b>	<b>\$ 248,568</b>	<b>\$ 262,412</b>	<b>\$ 270,470</b>	<b>\$ 13,844</b>	<b>5.6%</b>
Capital & 1-Time Funded:										
	Personnel Costs	30,313	25,983	-	30,313	30,313	73,898	73,926	43,585	143.8%
	<b>Subtotal One-time Exp</b>	<b>\$ 30,313</b>	<b>\$ 25,983</b>	<b>\$ -</b>	<b>\$ 30,313</b>	<b>\$ 30,313</b>	<b>\$ 73,898</b>	<b>\$ 73,926</b>	<b>\$ 43,585</b>	<b>143.8%</b>
	<b>Total Expenditures</b>	<b>\$ 195,131</b>	<b>\$ 240,370</b>	<b>\$ 232,432</b>	<b>\$ 278,881</b>	<b>\$ 278,881</b>	<b>\$ 336,310</b>	<b>\$ 344,396</b>	<b>\$ 57,429</b>	<b>20.6%</b>

**LEGAL SERVICES CITY CLERK****Purpose/Description**

The City Clerk Division is designated as the Public Records Officer and provides legislative and administrative support to the City Council; is responsible for all aspects of information management to include contracts, retention, disclosure of public records and disposition; and all aspects of administrative procedure, including public notice, bidding, administrative appeals, and administrative hearings, generally.

This division is also responsible for Election Services. This includes ensuring compliance with election requirements and is responsible for coordinating all City election procedures with the County Auditor. The elections services function provides information and inquiries relating to funning for municipal elections as well as the referendum and initiative process.

**Goal/Objectives**

- Implement automated City Council agenda work flow and document management system.
- Ensure smooth proceedings of the City Council public meeting.
- Ensure broad and fair citizen advisory commission/committee recruitment process.
- Improve access to public records through good records management and use of technology.
- Effectively coordinate hearing examiner process and ensure timely issuance of opinion.
- Provide timely and useful information relative to election laws as required by State statutes.
- Assist in the initiative and referendum process.

**LEGAL SERVICES CITY CLERK****Financial Summary**

The adopted operating budget totals \$565K in 2023 and \$511K in 2024. The 2023 adopted operating budget is a 69.5% or \$232K increase from the 2022 adjusted budget. Highlights of the 2023 adopted operating budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the change is due to position shifts between Civil Legal Services and City Clerk and step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget and alignment of assigned personnel.
- Professional Services – increased election/voter costs to align with actual/anticipated cost increase.
- Internal Service M&O Charges – the increase is due to aligning cost allocation based on internal service fund expenditures, and redaction software.

The changes in the capital and 1-time funded programs are as follows:

2022 programs include:

- Internal service charges for co-location disaster recovery servers, placement, document management system, and computer hardware and software.

2023/2024 programs include:

- Internal service charges for boiler and chiller/fan replacement and City Hall Plaza improvements.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	General Government	309,752	370,825	330,359	337,016	337,016	566,597	512,704	229,581	68.1%
	<b>Total Revenues</b>	<b>\$ 309,752</b>	<b>\$ 370,825</b>	<b>\$ 330,359</b>	<b>\$ 337,016</b>	<b>\$ 337,016</b>	<b>\$ 566,597</b>	<b>\$ 512,704</b>	<b>\$ 229,581</b>	<b>68.1%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	85,548	93,761	100,200	100,200	100,200	185,042	194,304	84,842	84.7%
21.xxx	Benefits	42,051	44,802	49,198	52,224	52,224	79,156	85,163	26,932	51.6%
31.xxx	Other Supplies	-	-	100	100	100	100	100	-	0.0%
41.xxx	Professional Services	142,677	205,170	123,000	123,000	123,000	213,000	143,000	90,000	73.2%
43.xxx	Travel & Training	(275)	-	3,815	3,815	3,815	3,815	3,815	-	0.0%
49.003	Membership Dues	20	20	375	375	375	375	375	-	0.0%
49.xxx	Other Services & Charges	7,318	6,477	6,250	6,250	6,250	6,250	6,250	-	0.0%
9x.xxx	IS Charges - M&O	29,917	17,292	44,561	46,085	46,085	76,004	76,120	29,919	64.9%
9x.xxx	IS Charges - Reserves	1,936	294	1,381	1,552	1,552	1,553	1,553	1	0.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 309,191</b>	<b>\$ 367,816</b>	<b>\$ 328,880</b>	<b>\$ 333,601</b>	<b>\$ 333,601</b>	<b>\$ 565,295</b>	<b>\$ 510,680</b>	<b>\$ 231,694</b>	<b>69.5%</b>
Capital & 1-Time Funded:										
	IS Charges - M&O & Capital	561	3,009	1,479	3,415	3,415	1,302	2,024	(2,113)	-61.9%
	<b>Subtotal One-time Exp</b>	<b>\$ 561</b>	<b>\$ 3,009</b>	<b>\$ 1,479</b>	<b>\$ 3,415</b>	<b>\$ 3,415</b>	<b>\$ 1,302</b>	<b>\$ 2,024</b>	<b>\$ (2,113)</b>	<b>-61.9%</b>
	<b>Total Expenditures</b>	<b>\$ 309,752</b>	<b>\$ 370,825</b>	<b>\$ 330,359</b>	<b>\$ 337,016</b>	<b>\$ 337,016</b>	<b>\$ 566,597</b>	<b>\$ 512,704</b>	<b>\$ 229,581</b>	<b>68.1%</b>

**LEGAL SERVICES HUMAN RESOURCES****Purpose/Description**

The Human Resources Division provides functional expertise, support, and risk management coordination support to management and employees so City departments can successfully deliver efficient and cost-effective government services to citizens. The purpose is to develop and administer fair and equitable human resources and risk management systems, which are in alignment with City goals, and objectives, balance the needs of employees and the City, and ensure compliance with applicable rules and regulations.

**Goals/Objectives**

- Attract and retain a highly qualified, diverse workforce.
- Foster amicable employee/labor relations.
- Promote employee safety, wellness and high productivity and performance.
- Ensure compliance with laws and regulations.
- Maintain consistency and fairness when implementing and administering policy decisions and direction.

**LEGAL SERVICES HUMAN RESOURCES****Financial Information**

The adopted operating budget totals \$710K in 2023 and \$737K in 2024. This is an increase of 5.9% or \$39K from the 2022 adjusted operating budget. Highlights of the 2023 adopted budget compared to the 2022 adjusted operating budget are as follows:

- Salaries & Wages / Benefits – the increase is due primarily to step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement, increases in healthcare premiums and actual placement of positions compared to the adjusted budget.
- Professional Services – the increase is mainly due to increase in employee recognition events and aligning professional services to actual costs.
- Internal Service M&O Charges – the increase is due to aligning cost allocation based on internal service fund expenditures, and redaction software.

The changes in the capital and 1-time funded programs are as follows:

2022 programs include:

- Employee and volunteer recognition events, and internal services charges for computer replacements and document management.

2023/2024 programs include:

- Internal service charges for boiler and chiller/fan replacement and City Hall Plaza improvements.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Grants/Donations/Contributions	-	1,000	-	-	-	-	-	-	n/a
	General Government	577,598	607,121	655,631	684,262	684,263	712,969	741,772	28,707	4.2%
	<b>Total Revenues</b>	<b>\$ 577,598</b>	<b>\$ 608,121</b>	<b>\$ 655,631</b>	<b>\$ 684,262</b>	<b>\$ 684,263</b>	<b>\$ 712,969</b>	<b>\$ 741,772</b>	<b>\$ 28,707</b>	<b>4.2%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	355,605	375,918	384,480	384,480	384,480	415,824	436,608	31,344	8.2%
11.002/4	Overtime	-	24	-	-	-	-	-	-	n/a
21.xxx	Benefits	126,672	130,625	145,050	156,661	156,661	150,780	157,049	(5,881)	-3.8%
31.xxx	Other Supplies	4,515	4,038	5,900	5,900	5,900	6,300	6,300	400	6.8%
41.xxx	Professional Services	12,972	12,887	26,850	26,850	26,850	28,950	28,950	2,100	7.8%
43.xxx	Travel & Training	167	4	6,400	6,400	6,400	6,950	6,950	550	8.6%
49.003	Membership Dues	642	642	950	950	950	1,200	1,200	250	26.3%
49.xxx	Other Services & Charges	-	396	580	580	580	580	580	-	0.0%
9x.xxx	IS Charges - M&O	71,394	75,344	79,616	85,708	85,708	96,192	96,402	10,484	12.2%
9x.xxx	IS Charges - Reserves	3,239	1,175	2,729	3,415	3,415	3,418	3,418	4	0.1%
	<b>Subtotal Operating Exp</b>	<b>\$ 575,206</b>	<b>\$ 601,053</b>	<b>\$ 652,555</b>	<b>\$ 670,943</b>	<b>\$ 670,944</b>	<b>\$ 710,194</b>	<b>\$ 737,457</b>	<b>\$ 39,251</b>	<b>5.9%</b>
Capital & 1-Time Funded:										
	Supplies	-	-	-	2,500	2,500	-	-	(2,500)	-100.0%
	Services & Charges	865	2,000	-	-	-	-	-	-	n/a
	IS Charges - M&O & Capital	1,527	5,068	3,076	10,819	10,819	2,775	4,315	(8,044)	-74.4%
	<b>Subtotal One-time Exp</b>	<b>\$ 2,392</b>	<b>\$ 7,068</b>	<b>\$ 3,076</b>	<b>\$ 13,319</b>	<b>\$ 13,319</b>	<b>\$ 2,775</b>	<b>\$ 4,315</b>	<b>\$ (10,544)</b>	<b>-79.2%</b>
	<b>Total Expenditures</b>	<b>\$ 577,598</b>	<b>\$ 608,121</b>	<b>\$ 655,631</b>	<b>\$ 684,262</b>	<b>\$ 684,263</b>	<b>\$ 712,969</b>	<b>\$ 741,772</b>	<b>\$ 28,707</b>	<b>4.2%</b>



**LEGAL SERVICES HUMAN RESOURCES: RISK MANAGEMENT****Purpose/Description**

The City of Lakewood is a member of the Washington Cities Insurance Authority (WCIA). WCIA was created for the purpose of providing a pooling mechanism for jointly purchasing insurance, jointly self-insuring and/or jointly contracting for risk management services.

Liability coverage is written on an occurrence basis, without deductibles. Coverage includes general, automobile, police, public officials' errors or omissions, stop gap, and employee benefits liability. Limits are \$4 million per occurrence self-insured layer, and \$16 million per occurrence in the re-insured excess layer. The excess layer is insured by the purchase of reinsurance and insurance and is subject to aggregate limits. Total limits are \$20 million per occurrence subject to aggregate sub-limits in the excess layers. The Board of Directors determines the limits and terms of coverage annually.

Insurance coverage for property, automobile physical damage, fidelity, inland marine, and boiler and machinery are purchased on a group basis. Various deductibles apply by type of coverage. Property insurance and auto physical damage are self-funded from the members' deductible to \$750,000, for all perils other than flood and earthquake, and insured above that amount by the purchase of insurance.

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

WCIA is fully funded by its members, who make annual assessments on a prospectively rated basis, as determined by an outside, independent actuary. The assessment covers loss, loss adjustment, and administrative expenses. As outlined in the inter-local agreement, WCIA retains the right to additionally assess the membership for any funding shortfall.

WCIA extends generous services to its members such as risk management education and comprehensive risk field services. These services combined with aggressive claims and litigation, allows the WCIA team to respond effectively to member needs. WCIA intentionally assumes the "working layer of losses: with limited reliance upon reinsurance for catastrophic losses. All of this makes for a complete pre- and post-loss management program.

**Goals/Objectives**

- Provide risk management coordination support to timely identify and address risks through WCIA services.
- Increase employee awareness of risk management best practices, policies, procedures and resources.

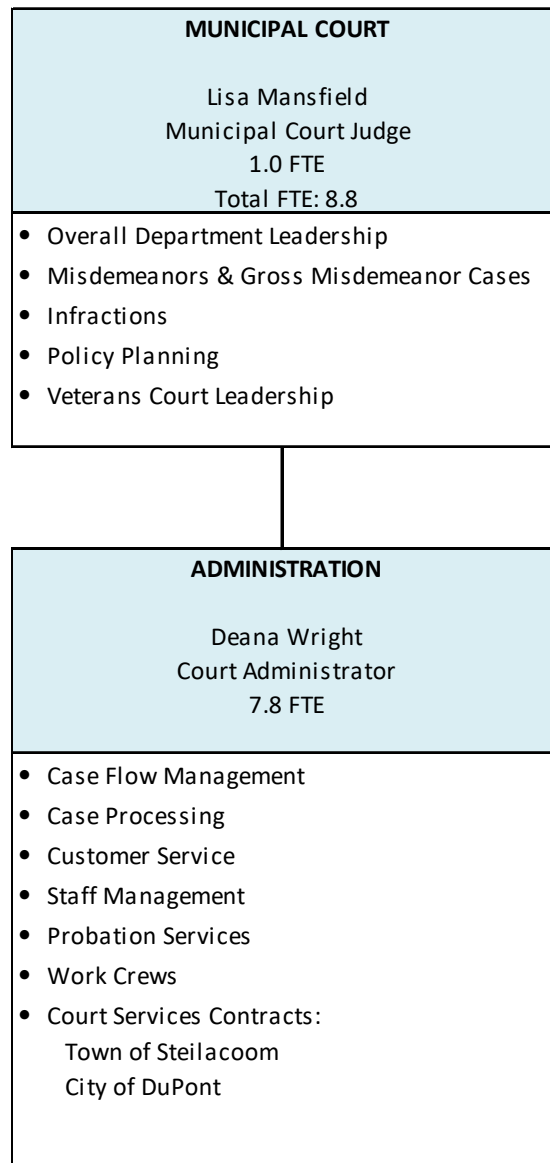
**LEGAL SERVICES HUMAN RESOURCES: RISK MANAGEMENT****Financial Information**

The adopted operating budget totals \$2.45M in 2023 and \$2.45M in 2024. This is an increase of 21.5% or \$433K from the 2022 adjusted operating budget. Highlights of the 2023 adopted operating budget compared to the 2022 adjusted operating budget are as follows:

- Professional Services – the increase is due to the shift of the Rebound Program from Police to Risk Management.
- Risk Assessment (WCIA) – the increase is due to increase in liability assessment.
- Repairs & Maintenance – the decrease is due to estimated repair claims paid by insurance recoveries.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Insurance Recovery	\$ 371,383	\$ 215,508	\$ 200,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	-	0.0%
	AWC Retro Refund	128,938	117,286	-	112,495	112,495	-	-	(112,495)	-100.0%
	Interfund Charges	1,289,027	1,273,297	1,396,480	1,502,450	1,502,450	2,048,830	2,050,120	546,380	36.4%
	<b>Total Revenues</b>	<b>\$ 1,789,347</b>	<b>\$ 1,606,091</b>	<b>\$ 1,596,480</b>	<b>\$ 2,014,945</b>	<b>\$ 2,014,945</b>	<b>\$ 2,448,830</b>	<b>\$ 2,450,120</b>	<b>\$ 433,885</b>	<b>21.5%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	8,480	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	2,174	-	-	-	-	-	-	-	n/a
31.xxx	Other Supplies	6,325	4,698	2,500	2,500	2,500	2,500	2,500	-	0.0%
41.xxx	Professional Services	37,960	34,420	38,150	38,150	38,150	78,100	79,390	39,950	104.7%
43.xxx	Travel & Training	-	-	300	300	300	300	300	-	0.0%
45.xxx	Operating Rentals/Leases	-	445	-	-	-	-	-	-	n/a
46.xxx	Insurance Assessments	1,438,931	1,364,838	1,355,000	1,477,365	1,477,365	1,967,400	1,967,400	490,035	33.2%
48.xxx	Repairs & Maintenance	230,626	201,690	200,530	496,630	496,630	400,530	400,530	(96,100)	-19.4%
	<b>Subtotal Operating Exp</b>	<b>\$ 1,724,496</b>	<b>\$ 1,606,091</b>	<b>\$ 1,596,480</b>	<b>\$ 2,014,945</b>	<b>\$ 2,014,945</b>	<b>\$ 2,448,830</b>	<b>\$ 2,450,120</b>	<b>\$ 433,885</b>	<b>21.5%</b>
Capital & 1-Time Funded:										
	Interfund Transfers	64,851	-	-	-	-	-	-	-	n/a
	<b>Subtotal One-time Exp</b>	<b>\$ 64,851</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>n/a</b>
	<b>Total Expenditures</b>	<b>\$ 1,789,347</b>	<b>\$ 1,606,091</b>	<b>\$ 1,596,480</b>	<b>\$ 2,014,945</b>	<b>\$ 2,014,945</b>	<b>\$ 2,448,830</b>	<b>\$ 2,450,120</b>	<b>\$ 433,885</b>	<b>21.5%</b>
	Beginning Balance (Reserves)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
	Ending Balance (Reserves)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		

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## MUNICIPAL COURT

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

#### Public Safety:

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

- C. Support creative criminal justice and alternative diversion programs.
- E. Identify and implement new technologies and innovative programs that enhance Municipal Court services for the community and contract jurisdictions.

#### Fiscal Responsibility:

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

- A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.
- B. Seek and promote diverse advisory groups.

#### Transparency:

5.2 Advocate for Lakewood at all levels of government.

- A. Continue to serve in a leadership capacity in national, regional, and local affairs.

5.3 Strengthen connection and engagement with stakeholders, partners, and communities.

- A. Expand meaningful, two-way communication opportunities and engagement opportunities with community stakeholders and regional partners.
- B. Support and collaboratively engage with neighborhood groups, civic associations, and non-profits.
- D. Strengthen relationship with local school districts, colleges, and other public entities.

#### Robust Community:

6.2 Continue to build and support an inclusive and equitable community that embraces, celebrates and enhances diversity.

- B. Enhance and expand communication and outreach efforts to eliminate barriers to full civic engagement and participation, creating a more inclusive, connected and active community.

**Department Functions by Criteria**Legally Mandated

- Adjudication of misdemeanor and gross misdemeanor offenses committed by adults. RCW 39.24.180.
- Compliance with GR 31.1 (Court's version of PRA).

Important

- Provide Veterans Treatment Court for eligible military veterans.
- Paperless System.
- Video hearings for inmates, thus avoiding transport costs.
- Alternative sentencing for non-violent offenders.
- Collections amnesty program.
- Streamlining of interpreters.
- Regular evaluation of staffing needs.
- Issuance of no-contact orders.
- Issuance of Firearm Surrender Orders.
- Issuance of arrest warrants.
- Jail sentences in appropriate cases.
- Bail in appropriate cases.
- Suspension of driver's licenses.
- Requirement of treatment when appropriate.
- Requirement of ignition interlock devices on motor vehicles when appropriate.
- Work crew sentences to improve public facilities and hold offenders accountable.
- Probation services for Lakewood and all contract jurisdictions.
- Photo Enforcement.
- Code Enforcement.

## MUNICIPAL COURT

### 2021/2022 Accomplishments

- Further enhanced electronic forms through via O-Court workflow system.
- Audited all criminal paper files 3500+.
- Audited civil infractions 800+.
- Scanned and created over 500 electronic files from paper files.
- Wrote off over \$2m in stale accounts deemed uncollectable over 10 years as authorized by state law.
- Audited over 9,000+ photo infractions over 10 years.
- Submitted and awarded \$450K from DOJ (Department of Justice) Grant for enhancement of Veterans Court.
- Attended National Drug Court Conference in Washington DC with Veteran Court team, funded by the DOJ grant.
- Cross-trained for broader coverage and greater efficiency.
- Successful Technical Assistance audit for DOJ grant.
- Remained open to the Public throughout the COVID Pandemic.
- Court Commissioned Officer Tyler Melville awarded 2022 Probation Officer of the Year by WA Misdemeanant Assoc.
- Judge Mansfield awarded DMCJA (District and Municipal Court Judges Association) 2022 Justice Mary Fairhurst Leadership Grant.
- Judge Mansfield published cover and feature articles regarding Access to Justice Issues and presented on the topic of Inclusion at the Spring DMCJA Conference.
- Implemented DMS (Document Management System) to realize fully paperless system.

## MUNICIPAL COURT

### 2023/2024 Anticipated Key projects

- Public Access to DMS for the public to obtain records and parties to file documents electronically.
- Expand Veterans Court per the DOJ grant, high risk offenders.
- Evaluate Community/Mental Health Court models.
- Implement virtual hearings via Zoom and stream on You Tube.
- Attend National Drug Court Conference in Nashville, TN with Veteran Court team, funded by the DOJ grant.
- Work with Administrative Office of the Courts to create partnerships with local schools to promote education about the Justice System.
- Promote education about Courts with an emphasis on Access to Justice Issues.



## MUNICIPAL COURT

### Position Inventory

Positions	Group	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted
				Original	Adjusted	Year-end		
Municipal Court Judge	Non-Rep	1.00	1.00	0.80	0.80	0.80	0.80	0.80
Court Administrator	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Compliance Officer	AFSCME	3.00	3.00	3.00	3.00	2.00	2.00	2.00
Lead Court Clerk	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Clerk	AFSCME	4.00	3.70	3.70	3.70	4.00	4.00	4.00
Office Assistant	AFSCME	0.50	-	-	-	-	-	-
<b>Total</b>		<b>10.50</b>	<b>9.70</b>	<b>9.50</b>	<b>9.50</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>
Chg from prior year (2023 & 2024 compared to 2022 Original Budget)		-	(0.80)	(0.20)	-	(0.70)	(0.70)	-

Position Title	FTE	2023			2024		
		Salary	Benefits	Total	Salary	Benefits	Total
Municipal Court Judge	0.80	\$ 146,232	\$ 55,527	\$ 201,759	\$ 153,552	\$ 57,869	\$ 211,421
Court Administrator	1.00	112,800	40,028	152,828	118,440	41,740	160,180
Lead Court Clerk	1.00	84,240	48,070	132,310	84,240	49,527	133,767
Court Compliance Officer	1.00	75,774	29,274	105,048	77,283	30,149	107,432
Court Compliance Officer	1.00	74,289	38,102	112,391	75,774	39,426	115,200
Court Clerk	1.00	69,168	31,818	100,986	69,168	32,620	101,788
Court Clerk	1.00	59,340	23,959	83,299	60,528	24,739	85,267
Court Clerk	1.00	69,168	45,459	114,627	69,168	46,917	116,085
Court Clerk	1.00	56,242	33,953	90,195	57,365	35,202	92,567
	<b>8.80</b>	<b>\$ 747,253</b>	<b>\$ 346,189</b>	<b>\$ 1,093,442</b>	<b>\$ 765,518</b>	<b>\$ 358,190</b>	<b>\$ 1,123,708</b>

### Performance Measures

Performance Measures	Target	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
# of community group road tours	8	3	6	15	6	16
Cost saved from reduced number of court transports	\$35,000	\$7,407	\$14,169	\$30,516	\$25,708	\$24,113
Number of Veteran's Court participants	18	4	7	29	26	33

Informational Measures	Historic Average	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
# of incidents with offenders involving risk management	-	0	0	0	0	0
# of work crew hours performed in lieu of jail	-	80	208	568	872	2344
Cost saved by using alternative sentencing	-	\$13,480	\$45,310	\$30,426	\$46,751	\$29,399
Number of Veteran's Court graduates	-	1	2	7	5	5

## MUNICIPAL COURT

### Purpose & Description

The Municipal Court is a court of limited jurisdiction that handles infractions, misdemeanors and gross misdemeanor offenses that occur in the City of Lakewood. The Municipal Court provides court services on a contract basis to Town of Steilacoom and the City of DuPont. Programs of the Municipal Court include: Veterans Treatment Court; Municipal Court community presentations; transportation of defendants to court for pending hearings; electronic home monitoring (EHM); community service work crew program; probation; and court hearings via video at Nisqually Corrections.

### Goals/Objectives

- Dispense fair, equitable justice to deter crime and to safeguard the community.
- Utilize a therapeutic court model such as Veterans Court in appropriate cases.
- Ensure compliance with laws set forth by the City, State and Constitution.
- Effectively monitor defendants to confirm compliance with court ordered conditions.
- Promote access to justice through partnerships, programming and education.
- Fiscal responsibility.

## MUNICIPAL COURT

### Financial Information

The adopted operating budget totals \$1.49M in 2023 and \$1.52M in 2024. The 2023 adopted budget is a 30% or \$640K decrease from the 2022 adjusted budget. Highlights of the 2023 adopted operating budget compared to the 2022 adjusted budget are as follows:

- Salaries & Wages / Benefits – the decrease is due primarily to eliminating a Code Compliance Officer (1 FTE) and reclassifying a 0.70 FTE limited-term Court Clerk to a regular ongoing 1 FTE position.
- Professional Services – the decrease is due to moving the Primary and Conflict Public Defender to Administrative Services/Non-Departmental.

Capital and 1-time funded programs are as follows:

- 2022 programs include:  
Office of Public Defense and Veterans Court grants and internal service charges primarily for information technology projects.
- 2023/2024 programs include:  
Office of Public Defense and Veterans Court grants and internal service primarily for information technology.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Fines & Forfeitures - Municipal Court	608,159	546,047	663,205	588,205	346,500	346,500	346,500	(241,705)	-41.1%
	Court Services Contract - Univ Place	251,187	6,000	-	(13,500)	(13,520)	-	-	13,500	-100.0%
	Court Services Contract - Steilacoom	87,364	63,917	106,090	99,062	109,090	112,400	115,800	13,338	13.5%
	Court Services Contract - Dupont	35,565	68,080	90,177	100,367	90,177	92,900	95,700	(7,467)	-7.4%
	Grants/Donations/Contributions	62,228	50,540	-	95,276	95,276	-	-	(95,276)	-100.0%
	General Government	885,188	1,076,804	1,158,320	1,388,843	1,630,730	949,131	977,953	(439,712)	-31.7%
	<b>Total Revenues</b>	<b>\$ 1,929,691</b>	<b>\$ 1,811,388</b>	<b>\$ 2,017,792</b>	<b>\$ 2,258,253</b>	<b>\$ 2,258,253</b>	<b>\$ 1,500,931</b>	<b>\$ 1,535,953</b>	<b>\$ (757,322)</b>	<b>-33.5%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	736,233	677,267	750,285	805,717	805,717	785,355	804,944	(20,362)	-2.5%
11.011	Temporary Help	11,588	14,270	19,600	19,600	19,600	18,100	18,100	(1,500)	-7.7%
11.002/4	Overtime	21,655	13,033	16,000	16,000	16,000	16,000	16,000	-	0.0%
21.xxx	Benefits	305,803	278,576	355,361	361,673	361,673	308,090	318,767	(53,583)	-14.8%
31.xxx	Other Supplies	7,370	6,310	10,300	10,300	10,300	9,800	9,800	(500)	-4.9%
35.xxx	Small Tools/Minor Equipment	1,368	3,857	750	750	750	750	750	-	0.0%
41.xxx	Professional Services	537,688	543,975	565,300	601,300	601,300	34,300	34,300	(567,000)	-94.3%
43.xxx	Travel & Training	50	542	4,700	4,700	4,700	4,700	4,700	-	0.0%
47.xxx	Utilities	1,062	1,426	2,200	2,200	2,200	2,200	2,200	-	0.0%
49.003	Membership Dues	1,660	965	1,225	1,225	1,225	1,225	1,225	-	0.0%
49.xxx	Other Services & Charges	24,401	30,972	37,550	37,550	37,550	37,050	37,050	(500)	-1.3%
9x.xxx	IS Charges - M&O	194,845	169,590	238,155	254,145	254,145	256,680	257,296	2,535	1.0%
9x.xxx	IS Charges - Reserves	9,832	4,375	8,087	19,212	19,212	19,221	19,221	9	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$ 1,853,556</b>	<b>\$ 1,745,159</b>	<b>\$ 2,009,513</b>	<b>\$ 2,134,372</b>	<b>\$ 2,134,372</b>	<b>\$ 1,493,471</b>	<b>\$ 1,524,353</b>	<b>\$ (640,901)</b>	<b>-30.0%</b>
Capital & 1-Time Funded:										
	Services & Charges	62,228	50,540	-	95,276	95,276	-	-	(95,276)	-100.0%
	IS Charges - M&O & Capital	13,907	15,689	8,279	28,605	28,605	7,460	11,600	(21,145)	-73.9%
	<b>Subtotal One-time Exp</b>	<b>\$ 76,135</b>	<b>\$ 66,229</b>	<b>\$ 8,279</b>	<b>\$ 123,881</b>	<b>\$ 123,881</b>	<b>\$ 7,460</b>	<b>\$ 11,600</b>	<b>\$ (116,421)</b>	<b>-94.0%</b>
	<b>Total Expenditures</b>	<b>\$ 1,929,691</b>	<b>\$ 1,811,388</b>	<b>\$ 2,017,792</b>	<b>\$ 2,258,253</b>	<b>\$ 2,258,253</b>	<b>\$ 1,500,931</b>	<b>\$ 1,535,953</b>	<b>\$ (757,322)</b>	<b>-33.5%</b>

## MUNICIPAL COURT

### Statistical Information – Filings & Hearings

Annual Totals	FILINGS			HEARINGS			Photo/Camera	
	Infractions	Criminal	Total Filings	Infractions	Criminal	Total Hearings	Filings	Hearings
<b>2021</b>	<b>2,600</b>	<b>1,576</b>	<b>4,176</b>	<b>1,201</b>	<b>8,713</b>	<b>9,914</b>	<b>20,982</b>	<b>351</b>
Lakewood	1,724	1,395	3,119	929	7,694	8,623	20,982	351
University Place	12	5	17	42	393	435	-	-
Steilacoom	606	87	693	160	327	487	-	-
DuPont	258	89	347	70	299	369	-	-
<b>2020</b>	<b>4,120</b>	<b>2,274</b>	<b>6,394</b>	<b>2,408</b>	<b>10,762</b>	<b>13,170</b>	<b>10,143</b>	<b>267</b>
Lakewood	2,777	1,876	4,653	1,788	9,005	10,793	10,143	267
University Place	392	201	593	242	1,067	1,309	-	-
Steilacoom	633	102	735	226	374	600	-	-
DuPont	318	95	413	152	316	468	-	-
<b>2019</b>	<b>7,638</b>	<b>3,050</b>	<b>10,688</b>	<b>2,710</b>	<b>14,346</b>	<b>17,056</b>	<b>16,644</b>	<b>298</b>
Lakewood	5,678	2,481	8,159	2,070	11,598	13,668	16,644	298
University Place	419	302	721	194	1,655	1,849	-	-
Steilacoom	922	188	1,110	301	596	897	-	-
DuPont	619	79	698	145	497	642	-	-
<b>2018</b>	<b>6,494</b>	<b>3,187</b>	<b>9,681</b>	<b>2,392</b>	<b>13,724</b>	<b>16,116</b>	<b>15,680</b>	<b>333</b>
Lakewood	4,008	2,390	6,398	1,608	10,727	12,335	15,680	333
University Place	687	340	1,027	264	1,585	1,849	-	-
Steilacoom	1,053	234	1,287	313	604	917	-	-
DuPont	746	223	969	207	808	1,015	-	-
<b>2017</b>	<b>7,910</b>	<b>3,097</b>	<b>11,007</b>	<b>2,615</b>	<b>13,055</b>	<b>15,670</b>	<b>14,413</b>	<b>364</b>
Lakewood	5,303	2,235	7,538	1,890	9,898	11,788	14,413	364
University Place	629	396	1,025	227	1,843	2,070	-	-
Steilacoom	1,151	204	1,355	266	583	849	-	-
DuPont	827	262	1,089	232	731	963	-	-
<b>2016</b>	<b>7,733</b>	<b>3,569</b>	<b>11,302</b>	<b>2,581</b>	<b>12,414</b>	<b>14,995</b>	<b>15,107</b>	<b>398</b>
Lakewood	5,463	2,623	8,086	1,933	9,567	11,500	15,107	398
University Place	602	409	1,011	199	1,583	1,782	-	-
Steilacoom	678	162	840	179	487	666	-	-
DuPont	990	375	1,365	270	777	1,047	-	-
<b>2015</b>	<b>10,453</b>	<b>4,197</b>	<b>14,650</b>	<b>4,806</b>	<b>12,322</b>	<b>17,128</b>	<b>10,761</b>	<b>368</b>
Lakewood	8,204	3,308	11,512	4,569	10,784	15,353	10,761	368
University Place	316	458	774	237	1,538	1,775	-	-
Steilacoom	787	197	984	-	-	-	-	-
DuPont	1,146	234	1,380	-	-	-	-	-

**Note:**

- Photo infractions are considered as parking infractions.
- Criminal hearings generally do not resolve in one hearing. After arraignment, a case can have multiple hearings.
- Domestic violence filings and hearings are included under criminal.
- Domestic violence filings and hearings for contract jurisdictions are not available for years 2012-2015.

## MUNICIPAL COURT

### Statistical Information – Filings & Hearings (continued)

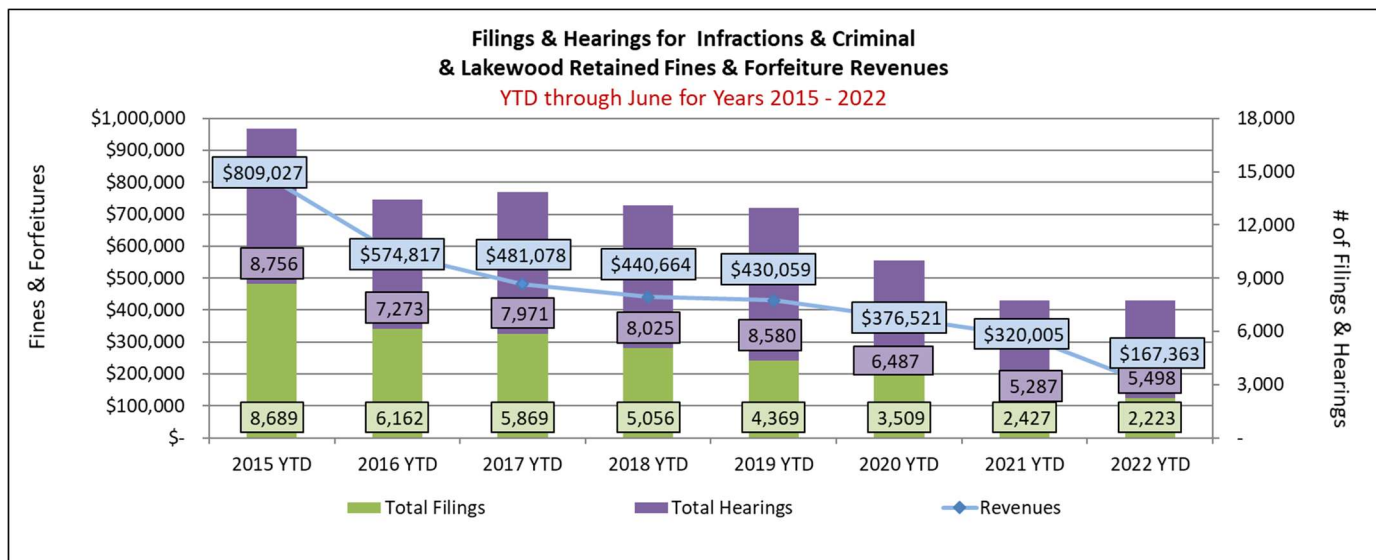
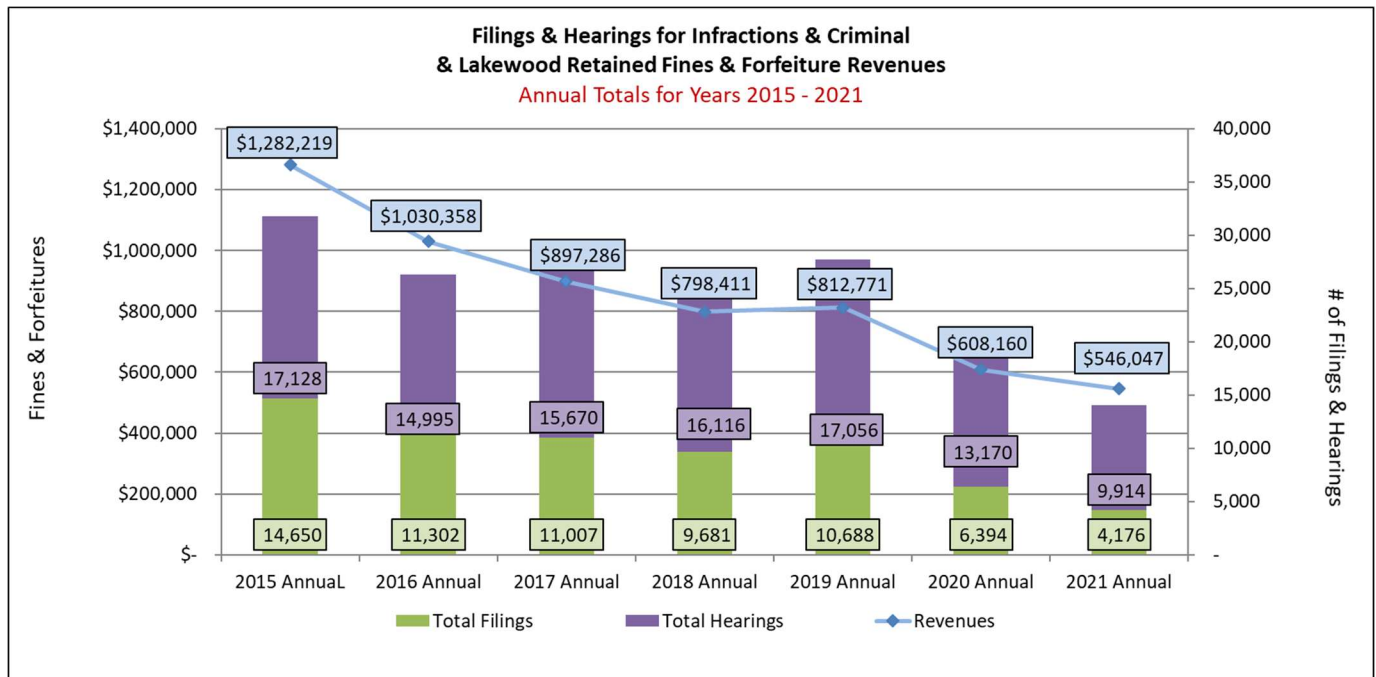
Total YTD June	FILINGS			HEARINGS			Photo/Camera	
	Infractions	Criminal	Total Filings	Infractions	Criminal	Total Hearings	Filings	Hearings
<b>2022</b>	<b>1,374</b>	<b>849</b>	<b>2,223</b>	<b>368</b>	<b>5,130</b>	<b>5,498</b>	<b>10,184</b>	<b>200</b>
Lakewood	603	757	1,360	178	4,621	4,799	10,184	200
University Place	4	1	5	1	121	122	-	-
Steilacoom	642	57	699	164	208	372	-	-
DuPont	125	34	159	25	180	205	-	-
<b>2021</b>	<b>1,552</b>	<b>875</b>	<b>2,427</b>	<b>797</b>	<b>4,490</b>	<b>5,287</b>	<b>10,331</b>	<b>112</b>
Lakewood	1,146	763	1,909	635	3,918	4,553	10,331	112
University Place	9	5	14	34	250	284	-	-
Steilacoom	279	57	336	80	168	248	-	-
DuPont	118	50	168	48	154	202	-	-
<b>2020</b>	<b>2,358</b>	<b>1,151</b>	<b>3,509</b>	<b>1,274</b>	<b>5,213</b>	<b>6,487</b>	<b>5,633</b>	<b>149</b>
Lakewood	1,676	948	2,624	1,002	4,371	5,373	5,633	149
University Place	202	108	310	119	529	648	-	-
Steilacoom	307	52	359	87	175	262	-	-
DuPont	173	43	216	66	138	204	-	-
<b>2019</b>	<b>2,972</b>	<b>1,397</b>	<b>4,369</b>	<b>1,252</b>	<b>7,328</b>	<b>8,580</b>	<b>7,986</b>	<b>171</b>
Lakewood	2,051	1,144	3,195	910	5,855	6,765	7,986	171
University Place	207	132	339	130	876	1,006	-	-
Steilacoom	511	90	601	157	335	492	-	-
DuPont	203	31	234	55	262	317	-	-
<b>2018</b>	<b>3,322</b>	<b>1,734</b>	<b>5,056</b>	<b>1,194</b>	<b>6,831</b>	<b>8,025</b>	<b>7,162</b>	<b>175</b>
Lakewood	2,053	1,302	3,355	813	5,325	6,138	7,162	175
University Place	325	186	511	108	771	879	-	-
Steilacoom	480	107	587	151	284	435	-	-
DuPont	464	139	603	122	451	573	-	-
<b>2017</b>	<b>4,383</b>	<b>1,486</b>	<b>5,869</b>	<b>1,318</b>	<b>6,653</b>	<b>7,971</b>	<b>7,264</b>	<b>198</b>
Lakewood	2,991	1,047	4,038	981	5,021	6,002	7,264	198
University Place	385	228	613	108	966	1,074	-	-
Steilacoom	532	90	622	90	303	393	-	-
DuPont	475	121	596	139	363	502	-	-
<b>2016</b>	<b>4,326</b>	<b>1,836</b>	<b>6,162</b>	<b>1,370</b>	<b>5,903</b>	<b>7,273</b>	<b>8,681</b>	<b>182</b>
Lakewood	3,233	1,341	4,574	1,049	4,555	5,604	8,681	182
University Place	267	205	472	76	704	780	-	-
Steilacoom	317	77	394	96	240	336	-	-
DuPont	509	213	722	149	404	553	-	-
<b>2015</b>	<b>6,454</b>	<b>2,235</b>	<b>8,689</b>	<b>2,556</b>	<b>6,200</b>	<b>8,756</b>	<b>5,458</b>	<b>185</b>
Lakewood	5,299	1,765	7,064	2,426	5,413	7,839	5,458	185
University Place	198	251	449	130	787	917	-	-
Steilacoom	405	115	520	-	-	-	-	-
DuPont	552	104	656	-	-	-	-	-

Note:

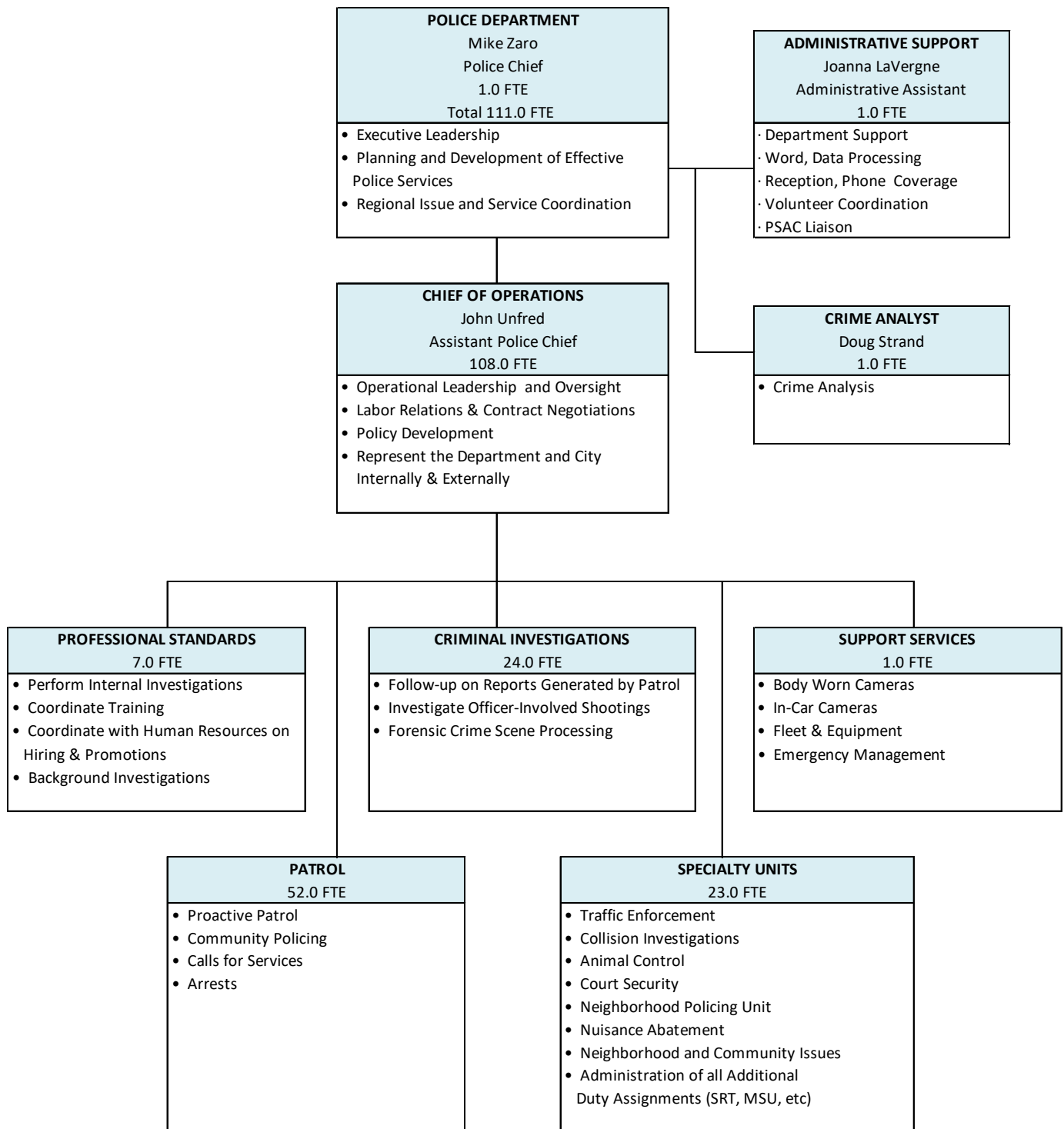
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## MUNICIPAL COURT

### Statistical Information – Filings & Hearings (continued)



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The organizational chart does not include 4 authorized/unfunded commissioned positions.

Department total including unfunded positions is 115.0 FTEs.



## POLICE DEPARTMENT OVERVIEW

### Primary Alignment with City Council Goals/Strategic Plan Objectives & Strategies

#### Public Safety:

- 3.1 Improve community safety and reduce crime through data driven processes.
  - A. Enhance law enforcement services through on-going training and new technologies.
  - B. Promote crime prevention through environmental design (CPTED) principals.
  - C. Develop, practice, update, and implement emergency management plans.
- 3.2 Match perception of public safety with reality.
  - A. Promote advancements and achievements in public safety and the overall safety of the community.
  - B. Provide streamlined and innovative public safety resources for residents, businesses, and visitors.
- 3.3 Provide resources to support the health, welfare, and safety of the community.
  - A. Increase proactive abatement, code enforcement, and housing safety programs.
  - B. Encourage neighborhood association safety initiatives.
  - C. Support creative criminal justice and alternative diversion programs.
  - D. Take a proactive role in legislative advocacy in matters that impact public safety.
- 3.4 Expand community outreach and educational programs.
  - A. Cultivate and sustain collaborative partnerships with law enforcement and citizens to develop effective solutions, increase trust, and encourage mutual accountability.
  - B. Continue to improve communication efforts with youth and multicultural communities to bridge gaps and increase trust.
  - C. Emphasize crime prevention through public education.
  - D. Continue innovative approaches to address mental health and reduce homelessness.

#### Fiscal Responsibility:

- 4.1 Provide efficient and effective municipal services.
  - A. Invest resources in core functions based on priorities.
  - B. Continually analyze risk assumed by the City, adjust policies and programming if necessary.
  - C. Monitor, refine, and respond to performance measures.
- 4.3 Make smart investments in people, places, and resources.
  - A. Continue to hire and cultivate top tier City personnel and strategically plan for future City leadership needs.
  - D. Continue to evaluate and implement strategic partnerships with other jurisdictions and entities for joint services when advantageous.

#### Transparency:

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

## POLICE DEPARTMENT OVERVIEW

### Department Functions by Criteria

#### Legally Mandated

- Respond to 911 Calls for Service
- Respond to Vehicle Collisions

#### Important

- Behavioral Health Contact Team
- Special Assaults Investigations
- Community Safety Resources Team
  - Code Enforcement
  - Cleanup Blighted Property and Dump sites
  - Nuisance Abatement
- Property Crimes Investigations

#### Discretionary

- Traffic Enforcement
- Neighborhood Policing
- Animal Control
- Front Counter Services
- Narcotics and Vice Enforcement
- Investigation of Non-Domestic Violence Misdemeanor Assaults
- Bike Patrol

## POLICE DEPARTMENT OVERVIEW

### 2021/2022 Accomplishments

- Re-established Bike Patrol Program.
- Enhanced officer wellness programs through introduction of mental health counselor.
- Continued crime reductions.
- Initiated trial period for body worn cameras.
- Hired over 20 police officers to offset sudden separations.  
Completed full implementation of in-car camera system.
- Successfully implemented restrictions to mitigate impacts of COVID-19.
- Successfully managed several public demonstrations over police use of force.
- Participate in community partnerships.
- Identified and promoted additional lieutenant position to support increased workload from camera program.

## POLICE DEPARTMENT OVERVIEW

### 2023/2024 Anticipated Key projects

- Full implementation of body worn camera program.
- Regionalize targeted enforcement emphases on retail theft and pursuits.
- Recruit and hire additional commissioned personnel in anticipation of retirements in 2024.
- Expand community partnerships.
- Add second mental health professional through contract with Greater Lakes/MultiCare.
- Re-establish the Police Explorer Program that was suspended in 2020 due to COVID.
- Develop an abbreviated Citizens Academy for the Youth Council and high school students.
- Restructure the PIO (Police Information Officer) role to a team with greater social media footprint.
- Rebuild Special Operations with focus on serial crimes and fugitive apprehension.

**POLICE DEPARTMENT OVERVIEW****Service/Program Changes**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
CIU Digital Camera	Digital camera equipment for Detectives for crime scene and forensic purposes. This would allow for the purchase of 6 cameras.  Police Department currently has only one set up for advance photography and visual documentation of crime scenes. This requires the Forensic Services Manager (FSM)/Detective to be on call 24/7 to respond to these types of scenes. We are looking to mitigate that and also allow for multiple scenes being processed at the same time by providing the advance equipment to several Detectives that will allow for this and also remove a portion of the burden on the FSM. It would also allow for proper scene documentation for times when the FSM is not available to respond.	-	-	\$ 8,000	\$ -	\$ -	\$ -
Special Response Team (SRT) - Various	Increase Overtime by \$12,000/yr for total of \$30,000/yr. Increase Clothing by \$750/yr for total of \$2,250/yr. Increase Ammunition by \$10,200/yr for total of \$33,300/yr. Increase Equipment by \$10,220/yr for total of \$26,050/yr.  Eliminate \$12,600/yr budget for Contracted Services with Pierce County Sheriffs Dept.	-	-	\$ -	\$ 20,570	\$ -	\$ 20,570
Professional Standards - CJTC Basic Law Enforcement Academy	Add \$38,000 in 2023 for a total of \$50,000 and \$13,000 in 2024 for a total of \$25,000 for Criminal Justice Center Basic Law Enforcement Academy.	-	-	\$ 38,000	\$ -	\$ 13,000	\$ -
Ballistic Plates & Helmets	The ballistic plates and plate carriers provide greater protection to police officers when faced with the threat of a high caliber rifle. The standard ballistic vests currently in use provide effective protection against pistol rounds, but are much less effective at preventing penetration by a rifle round. The plates that are also much heavier and not feasible for full time wear. The system provides each officer with a plate carrier that can be thrown on over their uniform with two ballistic plates each, one for the front of the torso and one for the back.  The ballistic helmets are intended to provide extra protection when responding to known and active threats with a firearm. The intent is not for the officers to wear these helmets all the time, but to have them available to put on when there is an active threat.  These concerns were highlighted during an active shooter incident in our Woodbrook neighborhood last year in which police officers were confronted by a suspect actively shooting a .223 caliber rifle in his apartment complex. An officer was forced to shoot the suspect however they were exposed to his rifle fire for several seconds before that occurred.  The purchase of 50 sets in 2023 and 50 sets in 2024 would allow all of patrol officers to be equipped in the first year and the rest of the department in 2024.	-	-	\$ 79,600	\$ -	\$ 79,600	\$ -

**POLICE DEPARTMENT OVERVIEW****Service/Program Changes (continued)**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
CIU Cellbrite System	UFED devise and computer adaptor for hooking into phones.	-	-	\$ 8,000	\$ -	\$ -	\$ -
	Stand-alone off system cold computer for operations.	-	-	\$ 4,000	\$ -	\$ -	\$ -
	35 Cellebrite cell cracking keys annually and software licensing.	-	-	\$ -	\$ 9,900	\$ -	\$ 9,900
	<p>- Cell phone evidence investigations are now a regular part of most investigations conducted involving serious crimes. In the past, the City relied on outside agencies to assist with that service. Those agencies are now so backed up with their own material that it is putting our requests to 6 months, sometimes up to a year. Previously, the City had some low end software that allowed for cell phone "dumps" and data evidence collection but that software does not support smart phones that makes up 99.9% of our need. In working with surrounding major agencies, this set up and program has been recommended by all of them. This would allow the City to process the phones in house. It would also allow us to process the phones immediately that would have been very helpful in our recent homicide.</p> <p>- The stand-alone high end "gaming" computer is recommended to be able to process the data and code cracking elements of the software. The computer would remain off of the network as It will draw too much bandwidth and any update from operating systems, i.e. windows, has to be cleared through Cellebrite to make sure the updates don't corrupt The drivers. Those updates are provided through Cellebrite as a part of the software package.</p> <p>- The cell cracking 'keys' are what is used when the phone is locked down by an access code and requires the phone to be 'cracked'. Those keys are issued annually with The software and only used when the code is cracked. If the software is not able to crack the phone for some reason, no key is used. It also gives you The option to not use a key If the phone is cracked in case the investigative situation has changed and you do not need the phone data through this resource.</p> <p>- The data collected and the physical handling of the phone all in house would help us in quicker more timely returns, allow for better and case pertinent data to be pulled and create a better chain of custody element so that we do not have to ask the outside agency members to testify for us in The case of trial or application for search warrants.</p> <p>- All of The training is provided free of charge to our Detectives that would be using the system and Seattle PD has also advised us that they would allow their cell phone 'expert' to assist with further training and practical applications in their cell phone lab.</p> <p>- The data collected and the physical handling of the phone all in house would help us in quicker more timely returns, allow for better and case pertinent data to be pulled and create a better chain of custody element so that we do not have to ask the outside agency members to testify for us in the case of trial or application for search warrants.</p> <p>- All of The training is provided free of charge to our Detectives that would be using The system and Seattle PD has also advised us that They would allow their cell phone 'expert' to assist with further training and practical applications in their cell phone lab.</p>						

**POLICE DEPARTMENT OVERVIEW****Service/Program Changes (continued)**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Emergency Management Coordinator	Increase the City portion of Emergency Management Coordinator that is not covered by grant. Additional costs for 20 hours per week is \$17,550/year. Additional costs for 40 hours per week is \$33,055/year.	-	-	\$ -	\$ 33,055	\$ -	\$ 33,055
Special Response Team (SRT) - Training	Add training budget of \$23,400/yr. \$1,000 WSTOA SWAT Basic \$5,000 SWAT Week - Camp Rilea or Local \$3,300 Western State Hostage Negotiator's Assoc \$1,150 Crisis Negotiation Level II Course \$450 Crisis Negotiation Team Leader Course \$3,825 Sniper Week \$6,380 Explosive Breacher Seminar/Advanced Training \$500 Tactical Team Leader Course (WSTOA/NTOA/Tap-Rack) \$1,100 WSTOA Advanced SWAT \$695 NTOA Commander's Course Level 1 or 2  Note: This is the only the second full budget cycle since the formation of SRT after separating from Metro SWAT so there really hasn't been an established practice for SRT training requests.	-	-	\$ -	\$ 23,400	\$ -	\$ 23,400
Professional Standards - Travel & Training	Increase Travel & Training Budget. Amongst the retirements and resignations the department saw last year were several of our department skills instructors (defensive tactics, firearms, driving, etc.). With the loss of those instructors there is a need to certify new instructors within the department. A portion of the increase is attributable to that. The other factor is the increased cost of travel and lodging to attend various other training events.	-	-	\$ -	\$ 10,000	\$ -	\$ 10,000
Bike Team	Tools	-	-		\$ 200	\$ -	\$ 200
	Parts & Supplies (tubes, chains, cables, disc brakes, pads, lube)	-	-	\$ -	\$ 2,000	\$ -	\$ 2,000
	Uniforms (outfit 6 new team members/person and replacement uniforms as needed).	-	-	\$ -	\$ 5,000	\$ -	\$ 5,000
	Giveaways	-	-	\$ -	\$ 2,000	\$ -	\$ 2,000

**POLICE DEPARTMENT OVERVIEW****Service/Program Changes (continued)**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2023		Year 2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Axon Interview Room & Transcription	<p>\$50k per year for 4 years for Axon to provide recording equipment for our interview rooms with cloud storage and a transcription service.</p> <p>The police department has had audio and video recorded interview rooms ever since we moved into the police station. The equipment is outdated and in need of upgrading. The physical equipment is beginning to fail and the system requires DVDs for storage. Those DVDs are then kept in our property room where they cumulate and take up valuable space.</p> <p>Any recorded interview may also require transcription for which we have office personnel using dedicated transcription software. These transcriptions are time consuming to produce and can take several days depending on the length of the interview.</p> <p>Buying recording equipment, cloud storage, and a transcription service from Axon would address all of these needs. They would provide the new cameras and software for all of our interview rooms and their cloud storage would eliminate the need for DVDs or space in our property room. The automated transcription service would also eliminate the need for personnel to transcribe the recordings and produce the transcribed interviews faster.</p> <p>This service would also compliment the in-car and body-worn camera systems that we recently agreed to purchase from Axon. Having one vendor with one storage system for all video would increase efficiency and ease of use.</p>	-	-	\$ 50,000	\$ -	\$ 50,000	\$ -
	Eliminate current budget for Case Cracker Maintenance/Upgrade	-	-	\$ -	\$ (1,500)	\$ -	\$ (1,500)
<b>Total</b>		-	-	<b>\$ 187,600</b>	<b>\$ 104,625</b>	<b>\$ 142,600</b>	<b>\$ 104,625</b>



**POLICE DEPARTMENT OVERVIEW****Service/Program Changes (continued)**

From an operational perspective, the following fleet and equipment requests are presented here and are budgeted and accounted for in the internal service fund.

Service/ Program	Description & Justification, and Operational Impact	Change		2023		2024	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Police	* Replace Vehicle #40081 2015 Ford Interceptor	-	-	\$ 70,400	\$ -	\$ -	\$ -
Vehicle Replacements	* Replace Vehicle #40261 2015 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #40291 2014 Ford Interceptor	-	-	70,400	-	-	-
2023 = 17 Vehicles	* Replace Vehicle #40411 2014 Ford Interceptor	-	-	70,400	-	-	-
2024 = 14 Vehicles	* Replace Vehicle #40970 2014 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #40980 2014 Ford Interceptor	-	-	70,400	-	-	-
* Retain 10 vehicles through 12/31/2024 as secondary use for police officer overhire program and additional pool vehicles.	* Replace Vehicle #40990 2014 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #41000 2014 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #41010 2014 Ford Interceptor	-	-	70,400	-	-	-
	* Replace Vehicle #41140 2014 Ford Interceptor	-	-	70,400	-	-	-
	Replace Vehicle #40191 2015 Ford Interceptor	-	-	-	-	-	-
	Replace Vehicle #40201 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40211 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40221 2015 Ford Interceptor	-	-	-	-	70,400	-
Replace with 2023 Ford Interceptor Hybrid SUVs (via state bid, estimated cost of \$44,000 per vehicle plus \$26,400 for emergency equipment build. Estimated cost includes sales tax	Replace Vehicle #40231 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40251 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40271 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40331 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40341 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40381 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40391 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40401 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40451 2015 Ford Interceptor	-	-	-	-	70,400	-
	Replace Vehicle #40531 2015 Ford Interceptor	-	-	-	-	70,400	-
Any proceeds received from sale of vehicles will be applied to towards purchase and/or returned to General Fund.	Replace Vehicle #40810 2012 Chevy Impala	-	-	70,400	-	70,400	-
	Replace Vehicle #40820 2012 Chevy Impala	-	-	70,400	-	-	-
	Replace Vehicle #40950 2014 Chevy Tahoe (K9)	-	-	70,400	-	-	-
	Replace Vehicle #41060 2012 Chevy Tahoe	-	-	70,400	-	-	-
	Replace Vehicle #41070 2012 Chevy Tahoe (K9)	-	-	70,400	-	-	-
	Replace Vehicle #41080 2013 Ford Interceptor	-	-	70,400	-	-	-
	Replace Vehicle #40780 2011 Ford Crown Victoria	-	-	70,400	-	-	-
	Accumulated Replacement Reserves	-	-	(335,900)	-	(644,000)	-
Each new vehicle set up with new vehicle mounted in-car video system.	Vehicle Mounted In-Car Video System For Vehicle Replacements (Qty 17 in 2023 and Qty 14 in 2024)	-	-	340,000	-	280,000	-
	<b>Total</b>	-	-	<b>\$ 1,200,900</b>	<b>\$ -</b>	<b>\$ 621,600</b>	<b>\$ -</b>

**POLICE DEPARTMENT OVERVIEW****Position Inventory**

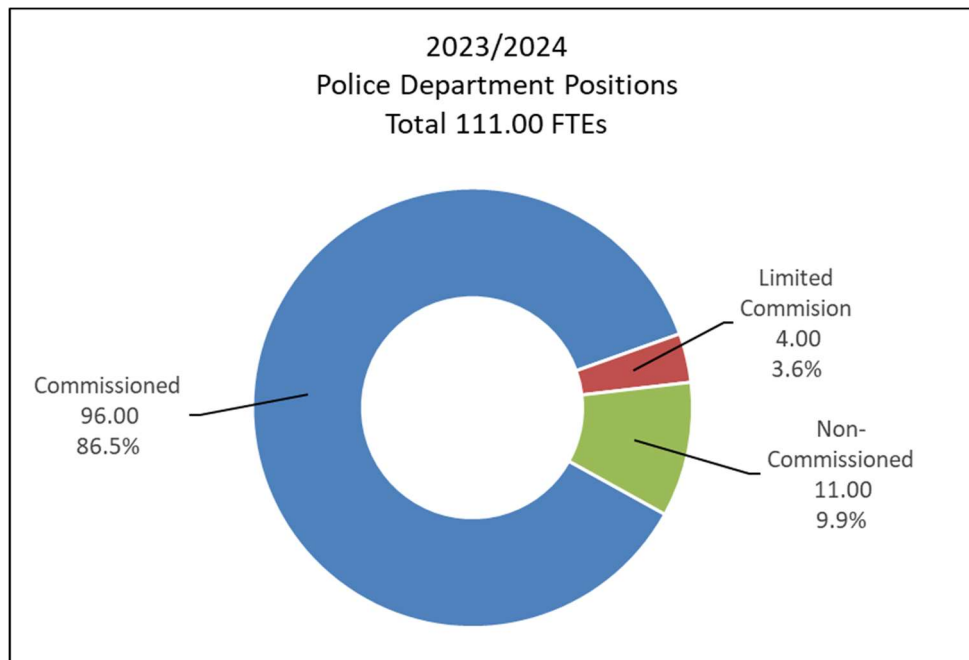
Positions	Group	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted
				Original	Adjusted	Year-end		
<b>Commissioned</b>		<b>99.00</b>	<b>95.00</b>	<b>95.00</b>	<b>96.00</b>	<b>96.00</b>	<b>96.00</b>	<b>96.00</b>
Police Chief	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Police Chief	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lieutenant	LPMG	4.00	4.00	4.00	5.00	5.00	5.00	5.00
Sergeant	LPIG	14.00	14.00	14.00	14.00	14.00	14.00	14.00
Detective	LPIG	11.00	11.00	11.00	11.00	11.00	11.00	11.00
Police Officer	LPIG	68.00	64.00	64.00	64.00	64.00	64.00	64.00
<b>Limited Commission</b>		<b>6.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
Community Service Officer	Teamsters	4.00	2.00	2.00	2.00	2.00	2.00	2.00
Animal Control Officer	AFSCME	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>Non-Commissioned</b>		<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>
Evidence Supervisor	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Crime Analyst	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	AFSCME	2.00	3.00	3.00	3.00	3.00	3.00	3.00
Evidence Technician	AFSCME	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	AFSCME	1.00	1.00	1.00	1.00	-	-	-
Administrative Police Technician	AFSCME	-	-	-	-	1.00	1.00	1.00
Office Assistant	AFSCME	2.00	2.00	2.00	2.00	2.00	2.00	2.00
		<b>115.00</b>	<b>110.00</b>	<b>110.00</b>	<b>111.00</b>	<b>111.00</b>	<b>111.00</b>	<b>111.00</b>
Chg from prior year (2023 & 2024 compared to 2022 Original Budget)		-	(5.00)	-	1.00	1.00	1.00	-

**Note:**

2022 original budget includes 99 authorized commissioned positions (95 funded/4 unfunded).

The 2022 adjusted and year-end includes 100 authorized commissioned positions (96 funded/4 unfunded).

The 2023 and 2024 proposed budget includes 100 authorized commissioned positions (96 funded/4 unfunded).



**POLICE DEPARTMENT OVERVIEW****Position Inventory (continued)**

Position	Group	FTE	2023			2024		
			Salary	Benefits	Total	Salary	Benefits	Total
<b>Department Total</b>	<b>Total Police</b>	<b>111.00</b>	<b>\$ 11,746,311</b>	<b>\$ 5,021,405</b>	<b>\$ 16,767,716</b>	<b>\$ 11,875,235</b>	<b>\$ 5,151,277</b>	<b>\$ 17,026,512</b>
<b>Commissioned</b>		<b>96.00</b>	<b>\$ 10,556,421</b>	<b>\$ 4,517,024</b>	<b>\$ 15,073,445</b>	<b>\$ 10,660,012</b>	<b>\$ 4,630,414</b>	<b>\$ 15,290,426</b>
Police Chief	Non-Rep	1.00	\$ 186,335	\$ 59,538	\$ 245,873	\$ 195,649	\$ 61,668	\$ 257,317
Assistant Police Chief	Non-Rep	1.00	175,560	44,899	220,459	184,344	46,342	230,686
Lieutenant	LPMG	1.00	154,440	56,567	211,007	154,440	57,832	212,272
Lieutenant	LPMG	1.00	154,440	51,203	205,643	154,440	52,210	206,650
Lieutenant	LPMG	1.00	154,440	60,476	214,916	154,440	61,957	216,397
Lieutenant	LPMG	1.00	154,440	60,989	215,429	154,440	62,468	216,908
Police Officer	LPIG	1.00	133,296	38,454	171,750	133,296	38,877	172,173
Police Officer	LPIG	1.00	100,992	42,511	143,503	100,992	43,314	144,306
Police Officer	LPIG	1.00	114,096	35,236	149,332	114,096	35,815	149,911
Police Officer	LPIG	1.00	104,016	43,302	147,318	104,016	44,116	148,132
Police Officer	LPIG	1.00	77,752	35,111	112,863	80,472	36,229	116,701
Police Officer	LPIG	1.00	106,032	52,926	158,958	106,032	54,403	160,435
Police Officer	LPIG	1.00	104,016	49,246	153,262	104,016	50,262	154,278
Police Officer	LPIG	1.00	106,032	52,453	158,485	106,032	53,620	159,652
Police Officer	LPIG	1.00	81,000	30,146	111,146	83,832	31,084	114,916
Police Officer	LPIG	1.00	111,096	53,470	164,566	111,096	54,948	166,044
Police Officer	LPIG	1.00	100,992	27,858	128,850	100,992	28,299	129,291
Police Officer	LPIG	1.00	78,762	38,911	117,673	81,503	40,214	121,717
Police Officer	LPIG	1.00	112,200	49,924	162,124	112,200	51,202	163,402
Police Officer	LPIG	1.00	96,648	33,145	129,793	100,992	34,323	135,315
Police Officer	LPIG	1.00	99,609	42,230	141,839	103,071	43,638	146,709
Police Officer	LPIG	1.00	93,408	51,508	144,916	96,648	53,209	149,857
Police Officer	LPIG	1.00	117,264	40,624	157,888	117,264	41,451	158,715
Police Officer	LPIG	1.00	104,016	43,787	147,803	104,016	44,767	148,783
Police Officer	LPIG	1.00	78,762	29,887	108,649	81,503	30,815	112,318
Police Officer	LPIG	1.00	87,390	36,702	124,092	90,444	37,883	128,327
Police Officer	LPIG	1.00	96,513	42,431	138,944	100,811	44,265	145,076
Police Officer	LPIG	1.00	111,096	34,897	145,993	111,096	35,444	146,540
Police Officer	LPIG	1.00	109,056	49,562	158,618	109,056	50,855	159,911
Police Officer	LPIG	1.00	104,692	43,319	148,011	108,894	45,112	154,006
Police Officer	LPIG	1.00	106,032	53,480	159,512	106,032	54,594	160,626
Police Officer	LPIG	1.00	107,040	53,002	160,042	107,040	54,480	161,520
Police Officer	LPIG	1.00	78,762	29,887	108,649	81,503	30,815	112,318
Police Officer	LPIG	1.00	109,056	53,285	162,341	109,056	54,762	163,818
Police Officer	LPIG	1.00	107,040	53,061	160,101	107,040	54,489	161,529
Police Officer	LPIG	1.00	78,762	29,887	108,649	81,503	30,815	112,318
Police Officer	LPIG	1.00	109,056	34,640	143,696	109,056	35,030	144,086
Police Officer	LPIG	1.00	107,040	53,347	160,387	107,040	54,462	161,502
Police Officer	LPIG	1.00	97,074	52,053	149,127	100,984	53,871	154,855
Police Officer	LPIG	1.00	99,001	52,521	151,522	100,992	53,996	154,988

**POLICE DEPARTMENT OVERVIEW****Position Inventory (continued)**

Position	Group	FTE	2023			2024		
			Salary	Benefits	Total	Salary	Benefits	Total
<b>Commissioned (continued)</b>								
Police Officer	LPIG	1.00	89,154	40,206	129,360	92,292	41,571	133,863
Police Officer	LPIG	1.00	88,398	50,440	138,838	91,500	52,111	143,611
Police Officer	LPIG	1.00	110,239	34,805	145,044	114,096	35,901	149,997
Police Officer	LPIG	1.00	109,080	53,845	162,925	109,080	54,960	164,040
Police Officer	LPIG	1.00	79,104	44,918	124,022	81,860	46,426	128,286
Police Officer	LPIG	1.00	109,056	44,909	153,965	109,056	45,709	154,765
Police Officer	LPIG	1.00	112,080	44,407	156,487	112,080	45,445	157,525
Police Officer	LPIG	1.00	104,016	53,185	157,201	104,016	54,350	158,366
Police Officer	LPIG	1.00	104,016	50,288	154,304	104,016	51,453	155,469
Police Officer	LPIG	1.00	105,024	46,720	151,744	105,024	48,147	153,171
Police Officer	LPIG	1.00	107,040	53,042	160,082	107,040	54,519	161,559
Police Officer	LPIG	1.00	100,992	52,226	153,218	100,992	53,653	154,645
Police Officer	LPIG	1.00	108,048	34,682	142,730	108,048	35,122	143,170
Police Officer	LPIG	1.00	112,080	52,633	164,713	112,080	54,111	166,191
Police Officer	LPIG	1.00	78,762	29,887	108,649	81,503	30,815	112,318
Police Officer	LPIG	1.00	75,960	39,540	115,500	75,960	40,779	116,739
Police Officer	LPIG	1.00	95,163	24,487	119,650	99,001	24,690	123,691
Police Officer	LPIG	1.00	100,992	36,898	137,890	100,992	37,663	138,655
Police Officer	LPIG	1.00	90,762	41,012	131,774	93,945	42,400	136,345
Police Officer	LPIG	1.00	104,016	53,223	157,239	104,016	54,370	158,386
Police Officer	LPIG	1.00	87,808	31,087	118,895	90,900	32,239	123,139
Police Officer	LPIG	1.00	92,220	32,346	124,566	95,433	33,316	128,749
Police Officer	LPIG	1.00	78,762	44,860	123,622	81,503	46,366	127,869
Police Officer	LPIG	1.00	107,040	53,005	160,045	107,040	54,482	161,522
Police Officer	LPIG	1.00	104,016	53,771	157,787	104,016	54,937	158,953
Police Officer	LPIG	1.00	80,590	30,152	110,742	83,400	30,929	114,329
Police Officer	LPIG	1.00	111,096	48,007	159,103	111,096	49,171	160,267
Police Officer	LPIG	1.00	107,040	53,600	160,640	107,040	54,714	161,754
Police Officer	LPIG	1.00	89,344	35,489	124,833	92,484	36,632	129,116
Police Officer	LPIG	1.00	111,096	53,473	164,569	111,096	54,900	165,996
Police Officer	LPIG	1.00	81,741	36,237	117,978	84,606	37,335	121,941
Detective	LPIG	1.00	118,824	55,370	174,194	118,824	56,533	175,357
Detective	LPIG	1.00	112,392	54,559	166,951	112,392	55,717	168,109
Detective	LPIG	1.00	114,528	54,732	169,260	114,528	55,897	170,425
Detective	LPIG	1.00	107,040	49,097	156,137	107,040	50,711	157,751
Detective	LPIG	1.00	114,528	50,693	165,221	114,528	51,990	166,518
Detective	LPIG	1.00	115,608	50,809	166,417	115,608	52,087	167,695
Detective	LPIG	1.00	114,528	52,665	167,193	114,528	54,142	168,670
Detective	LPIG	1.00	113,472	54,727	168,199	113,472	55,875	169,347

**POLICE DEPARTMENT OVERVIEW****Position Inventory (continued)**

Position	Group	FTE	2023			2024		
			Salary	Benefits	Total	Salary	Benefits	Total
<b>Commissioned (continued)</b>								
Detective	LPIG	1.00	120,960	45,700	166,660	120,960	46,505	167,465
Detective	LPIG	1.00	117,744	55,173	172,917	117,744	56,338	174,082
Detective	LPIG	1.00	115,608	50,950	166,558	115,608	51,949	167,557
Sergeant	LPIG	1.00	133,296	57,461	190,757	133,296	58,888	192,184
Sergeant	LPIG	1.00	133,296	57,910	191,206	133,296	59,064	192,360
Sergeant	LPIG	1.00	130,872	57,118	187,990	130,872	58,578	189,450
Sergeant	LPIG	1.00	133,296	57,030	190,326	133,296	58,178	191,474
Sergeant	LPIG	1.00	129,648	57,010	186,658	129,648	58,470	188,118
Sergeant	LPIG	1.00	129,648	57,549	187,197	129,648	58,718	188,366
Sergeant	LPIG	1.00	134,520	58,130	192,650	134,520	59,246	193,766
Sergeant	LPIG	1.00	133,296	53,894	187,190	133,296	54,893	188,189
Sergeant	LPIG	1.00	130,896	57,643	188,539	130,896	58,809	189,705
Sergeant	LPIG	1.00	133,296	57,972	191,268	133,296	59,148	192,444
Sergeant	LPIG	1.00	130,896	49,308	180,204	130,896	50,065	180,961
Sergeant	LPIG	1.00	133,296	56,702	189,998	133,296	57,849	191,145
Sergeant	LPIG	1.00	133,296	57,973	191,269	133,296	59,141	192,437
Sergeant	LPIG	1.00	129,648	56,998	186,646	129,648	58,466	188,114
<b>Limited Commission</b>		<b>4.00</b>	<b>\$ 298,440</b>	<b>\$ 122,283</b>	<b>\$ 420,723</b>	<b>\$ 304,308</b>	<b>\$ 126,055</b>	<b>\$ 430,363</b>
Community Service Officer	Teamsters	1.00	73,392	37,246	110,638	75,600	38,693	114,293
Community Service Officer	Teamsters	1.00	73,392	28,581	101,973	75,600	29,598	105,198
Animal Control Officer	AFSCME	1.00	79,392	30,013	109,405	79,392	30,501	109,893
Animal Control Officer	AFSCME	1.00	72,264	26,443	98,707	73,716	27,263	100,979
<b>Non-Commissioned</b>		<b>11.00</b>	<b>\$ 891,449</b>	<b>\$ 382,096</b>	<b>\$ 1,273,545</b>	<b>\$ 910,916</b>	<b>\$ 394,807</b>	<b>\$ 1,305,723</b>
Code Enforcement Officer	AFSCME	1.00	93,000	38,279	131,279	93,000	39,113	132,113
Code Enforcement Officer	AFSCME	1.00	91,955	51,678	143,633	93,000	53,288	146,288
Code Enforcement Officer	AFSCME	1.00	90,720	51,480	142,200	90,720	52,961	143,681
Evidence Supervisor	Non-Rep	1.00	85,560	22,202	107,762	89,688	23,129	112,817
Crime Analyst	AFSCME	1.00	93,000	40,360	133,360	93,000	41,349	134,349
Evidence Technician	AFSCME	1.00	81,000	30,413	111,413	81,000	30,981	111,981
Evidence Technician	AFSCME	1.00	67,368	16,111	83,479	76,568	18,041	94,609
Administrative Assistant	Non-Rep	1.00	76,368	27,335	103,703	80,184	28,501	108,685
Administrative Police Technician	AFSCME	1.00	79,392	47,529	126,921	79,392	48,987	128,379
Office Assistant	AFSCME	1.00	69,168	33,361	102,529	69,168	34,350	103,518
Office Assistant	AFSCME	1.00	63,918	23,348	87,266	65,196	24,108	89,304

**POLICE DEPARTMENT OVERVIEW****Performance Measures**

Performance Measures	Target	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
<b>Specialty Units</b>						
Successful Property Room Audits (percentage)	1	0	0	100%	100%	100%
K9 training hours	tbd	93	220	128	N/A	N/A
Marine Service Hours	90	63	149.5	131	216	363
<b>Criminal Investigations</b>						
Cases assigned for follow up (percent of cases followed up)	1000	237	186	1284	619	1914
# of findings during Special Operations quarterly audits	0	0	0	0	0	0
<b>Patrol</b>						
# of minutes to respond to call for service	12	24.95	21.2	20.16	19.01	23.61
Top Priority calls: Average time from receipt to dispatch (in minutes)	3	4.24	4.3	2.84	2.90	3.32
Top Priority calls: Average time from dispatch to arrival on scene (in minutes)	3.5	4.02	3.7	4.11	3.97	4.36
<b>Professional Standards</b>						
% of officers meeting state requirements for annual training hours	100	100	100	100	100	100
# of training hours provided	8080	2865	4948	12453	11190	11199
Use of force as percent of arrests	5%	13%	8.50%	7%	6.25%	5.25%
Uses of force as percent of calls for service	0.20%	0.41%	0.23%	0.23%	0.21%	0.20%
<b>CSRT</b>						
Average calendar days: Code complaint to first investigation	7	3	5	2.5	2.25	2.25

**POLICE DEPARTMENT OVERVIEW****Performance Measures (continued)**

Informational Measures	Historic Average	YTD		Previous Year Ends		
		Q1	Q2	2021	2020	2019
<b>Specialty Units</b>						
# of traffic stops	9000	717	1629	3437	5021	8934
Animal Complaints	2600	393	945	1366	1301	2538
# of captures by K9	25	3	7	17	16	22
Special Response Team (SRT) Missions/Callout	10	5	8	15	10	14
Special Response Team (SRT) Training Days	31	10	20	30	32	30
Civil Disturbance missions	0	0	0	1	9	0
Civil Disturbance Team Training Days	13	1	0	4	2	6
Vehicle Collisions (Fatality)	0	1	2	3	3	3
Vehicle Collisions (Injury)	250	53	94	231	194	233
Vehicle Collisions (Non-Injury)	2100	239	417	992	832	1000
<b>Criminal Investigations</b>						
Cases cleared by investigation	700	277	191	1284	621	1177
Amount of narcotics seized (lbs)	30	0	0	450	45	n/a
<b>Patrol</b>						
# of arrests	2500	361	340	1455	1806	2271
# of self-initiated calls for service	2200	2312	2645	10792	14399	21448
Total calls for service	55000	11652	12507	48496	49474	56838
<b>Professional Standards</b>						
Successful WASPC accreditation	Yes	n/a	n/a	n/a	n/a	n/a
# of internal investigations conducted	0	3	1	6	13	12
Use of force as percent of arrests	5%	13%	8.50%	7.76%	6.37%	5.21%
Uses of force as percent of calls for service	0.20%	0.41%	0.23%	0.23%	0.23%	0.27%
Pursuits	35	6	10	25	39	34
Pursuit Terminations	15%	1	1	6	16	17
Promotional processes completed	2	0	0	2	0	3
Hiring processes completed	4	5	4	12	2	5
<b>CSRT</b>						
Total number of code enforcement complaints received	600	157	325	708	619	680
Total code enforcement cases initiated during the reporting period	500	145	302	671	503	700
Code enforcement cases resolved through voluntary compliance	300	63	121	242	202	234
Code enforcement cases resolved through forced compliance	0	12	20	65	72	45
Code enforcement: Average calendar days, Inspection to Forced Compliance	60	7	15	24	10	2
Code enforcement: Average calendar days, Inspection to Voluntary Compliance	14	11	25	41	14	11.25
Code enforcement: Average calendar days, Inspection to Compliance	60	18	58	65	59	58
Community Meetings Attended	120	3	11	92	28	159

## POLICE DEPARTMENT OVERVIEW

### Purpose & Description

The mission of the Police Department is to protect life and property, reduce crime, build better communities, respect and protect individual rights, and enforce the laws of the City of Lakewood and the State of Washington.

The department's core values include:

- *Integrity*: honor in word and deed
- *Dedication*: serving citizens and improving communities
- *Teamwork*: building strong partnerships internally and with others
- *Competence*: highly skilled tactically, technically, and as leaders
- *Courage*: going in harm's way, championing what's right
- *Respect*: for all people at all times

The Police Department is comprised of six separate sections:

- *Command*: public awareness, document control, crime analysis for predictive policing, purchasing, grant writing, contract administration, liaison with public safety advisory committee— oversees all of the other public safety units below.
- *Professional Standards*: training, background checks, hiring, internal affairs, public disclosure requests, transcription.
- *Patrol*: respond to calls for service, perform proactive policing activities (e.g. traffic stops).
- *Investigations*: Major Crimes, Property ProAc, Special Assault Unit, Special Operations (drug and vice), Forensic Services.
- *Specialty Units*: Court security, Traffic, Marine Services Unit, Special Response Team (SRT), K-9, Bicycle team, Property Room, front desk, Animal Control, Peer Support, Volunteers and Community Safety Resource Team (CSRT).
- *Support Services*: Body worn cameras, in-car cameras, fleet & equipment, emergency management.

The department has community and regional partnerships with:

- *Cooperative Cities*: Crime Response Unit, Special Response Team, Metro Collision Response Team, Civil Disturbance Unit
- *FBI*: Violent Crime Task Force, Innocent Lost Task Force
- *Drug Enforcement Agency (DEA)*
- *Department of Corrections*: DOC Officer working out of the Police Station
- *Joint Base Lewis McChord*
- *Western State Hospital*: Ongoing funding from the State of Washington to provide investigative, training, and community liaison services
- *Greater Lakes Mental Health*: Position on Board of Directors, partnership in Department of Justice grant for an imbedded MHP at the Police Department
- *West Pierce Fire & Rescue*: Partners in Emergency Management, work together on active shooter training
- *South Sound 911*: Position on Board of Directors, position on the Finance Committee
- *Washington Auto Theft Prevention Authority*
- *United States Marshal's Service*
- *Lakewood African American Police Advisory Committee (LAAPAC)*

### Goals/Objectives

- Reduce crime, protect life and property, and ensure the City is safe.
- Ensure residents and visitors will experience a sense of safety in all neighborhoods and in all activities in the City.
- Work to make the City will be one of the safest cities based on approved metrics and report benchmark metrics back to the City Council for approval and tracking.
- Ensure adequate resources are available to maintain and ensure the health, welfare, and safety of community.
- Enhance community safety through expanded public awareness and educational programs.
- Build better communities.
- Respect and protect individual rights and enforce the laws of the City and the State of Washington.



**POLICE DEPARTMENT OVERVIEW****Financial Information – General Fund**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Criminal Justice Sales Tax	\$ 1,213,087	\$ 1,434,092	\$ 1,188,900	\$ 1,368,900	\$ 1,368,900	\$ 1,410,000	\$ 1,452,300	\$ 41,100	3.0%
	Criminal Justice	179,221	187,341	176,235	176,235	179,960	184,030	187,480	7,795	4.4%
	Criminal Justice High Crime	427,878	275,031	249,500	249,500	436,428	249,500	249,500	-	0.0%
	Liquor Excise Tax	393,098	436,678	334,600	389,129	452,832	437,670	410,890	48,541	12.5%
	Liquor Board Profits	478,969	474,288	485,930	469,971	494,170	488,070	481,290	18,099	3.9%
	Alarm Permits & Fees	63,533	92,496	70,000	70,000	70,000	70,000	70,000	-	0.0%
	Animal License	36,376	34,947	36,000	36,000	36,000	36,000	36,000	-	0.0%
	Animal Services - Steilacoom	15,630	17,543	16,843	16,843	16,843	16,800	16,800	(43)	-0.3%
	Animal Services - Dupont	33,917	34,595	35,164	35,164	37,286	37,990	38,710	2,826	8.0%
	Photo Infractions	665,148	1,083,951	700,000	800,000	800,000	850,000	850,000	50,000	6.3%
	Towing Impound Fees	3,000	-	4,000	4,000	-	-	-	(4,000)	-100.0%
	Extra Duty Contracts	875,281	719,810	775,000	775,000	775,000	775,000	775,000	-	0.0%
	FBI and Other Contracts	30,168	34,550	27,000	27,000	27,000	27,500	28,000	500	
	Western St Hospital-Partnership	310,500	310,750	310,500	310,500	232,750	310,500	310,500	-	0.0%
	Western St Hospital-Protection	45,000	45,000	45,000	45,000	45,000	45,000	45,000	-	0.0%
	Grants/Donations/Contributions	-	-	-	38,665	38,665	-	-	(38,665)	-100.0%
	General Government	18,747,121	19,692,484	20,613,822	22,827,633	22,454,634	23,374,916	23,411,475	547,283	2.4%
	<b>Total Revenues</b>	<b>\$ 23,517,927</b>	<b>\$ 24,873,556</b>	<b>\$ 25,068,494</b>	<b>\$ 27,639,540</b>	<b>\$ 27,465,468</b>	<b>\$ 28,312,976</b>	<b>\$ 28,362,945</b>	<b>\$ 673,436</b>	<b>2.4%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	10,527,641	10,997,783	11,021,447	11,887,621	11,887,621	11,752,910	11,881,836	(134,711)	-1.1%
11.002/4	Overtime	792,123	1,035,876	664,810	664,810	664,810	676,810	676,810	12,000	1.8%
11.005	On Call Pay	46,702	51,218	43,000	43,000	43,000	43,000	43,000	-	0.0%
11.003/7	Comp Time/Holiday Pay Cash Out	247,917	265,521	268,400	268,400	268,400	268,400	268,400	-	0.0%
11.006	Holiday Premium Pay	175,302	156,978	174,520	174,520	174,520	174,520	174,520	-	0.0%
11.xxx	Other Pay (DUI Response/CTR)	-	-	20,000	20,000	20,000	20,000	20,000	-	0.0%
21.xxx	Benefits	4,722,457	4,810,329	5,155,403	5,358,484	5,422,484	5,014,801	5,144,678	(343,683)	-6.4%
11.008	Extra Duty	657,726	591,979	775,000	775,000	775,000	775,000	775,000	-	0.0%
31.xxx	Other Supplies	164,868	174,118	193,725	193,725	193,725	215,375	212,375	21,650	11.2%
35.xxx	Small Tools/Minor Equipment	41,437	85,498	105,135	105,135	105,135	105,005	84,755	(130)	-0.1%
41.xxx	Professional Services	2,974,489	3,038,408	3,581,846	3,863,870	3,413,870	3,563,274	3,573,808	(300,596)	-7.8%
43.xxx	Travel & Training	31,237	85,629	106,740	106,740	106,740	140,140	140,140	33,400	31.3%
48.xxx	Repairs & Maintenance	991	398	1,000	1,000	1,000	1,000	1,000	-	0.0%
49.003	Membership Dues	6,828	7,411	9,825	9,825	9,825	9,825	9,825	-	0.0%
49.xxx	Other Services & Charges	122,958	150,049	139,260	167,260	167,260	170,700	170,700	3,440	2.1%
9x.xxx	IS Charges - M&O	2,314,816	2,323,053	2,646,973	2,815,100	2,815,100	3,260,589	3,265,680	445,489	15.8%
9x.xxx	IS Charges - Reserves	93,362	563,337	78,827	649,933	649,933	658,948	658,948	9,015	1.4%
	<b>Subtotal Operating Exp</b>	<b>\$ 22,920,853</b>	<b>\$ 24,337,584</b>	<b>\$ 24,985,911</b>	<b>\$ 27,104,423</b>	<b>\$ 26,718,423</b>	<b>\$ 26,850,297</b>	<b>\$ 27,101,475</b>	<b>\$ (254,126)</b>	<b>-0.9%</b>
Capital & 1-Time Funded:										
	Personnel Costs	331,235	32,702	-	30,000	30,000	-	-	(30,000)	-100.0%
	Supplies	9,003	5,509	-	-	-	87,600	79,600	87,600	n/a
	Services & Charges	3,908	10,372	-	32,665	57,665	38,000	13,000	5,335	16.3%
	Capital	-	238,260	-	25,000	25,000	-	-	(25,000)	-100.0%
	IS Charges - M&O & Capital	252,928	249,129	82,583	447,452	447,452	1,337,079	1,168,870	889,627	198.8%
	<b>Subtotal One-time Exp</b>	<b>\$ 597,074</b>	<b>\$ 535,972</b>	<b>\$ 82,583</b>	<b>\$ 535,117</b>	<b>\$ 560,117</b>	<b>\$ 1,462,679</b>	<b>\$ 1,261,470</b>	<b>\$ 927,562</b>	<b>173.3%</b>
	<b>Total Expenditures</b>	<b>\$ 23,517,927</b>	<b>\$ 24,873,556</b>	<b>\$ 25,068,494</b>	<b>\$ 27,639,540</b>	<b>\$ 27,278,540</b>	<b>\$ 28,312,976</b>	<b>\$ 28,362,945</b>	<b>\$ 673,436</b>	<b>2.4%</b>

## POLICE DEPARTMENT OVERVIEW

### Financial Information – General Fund

The adopted operating budget totals \$26.85M in 2023 and \$27.10M in 2024. The 2023 adopted operating budget is a 0.9% or \$254K decrease from the 2022 adjusted operating budget.

- Salaries & Wages / Benefits – the change is due primarily to: the addition of a fifth lieutenant effective July 1, 2022; step increases based on performance evaluations and the resulting increases to payroll benefits such as retirement; new police officers starting at lower salary than those that retired; and selection of medical coverage plans compared to the adjusted budget. Medical benefits cost came in lower than originally estimated in 2022. The adopted biennium figures do not include estimates for the potential impacts of the following collective bargaining agreements beyond their expiration date: LPIG (Lakewood Police Independent Guild) expires 12/31/2022; LMPG (Lakewood Police Management Guild) expires 12/31/2022; and AFSCME (American Federation of State, County and Municipal Employees) expires 12/31/2023.
- Overtime – increased for Special Response Team (SRT) training and call outs.
- Other Supplies – added Bike team supplies, uniforms and minor giveaway items (such as stickers).
- Small Tools & Minor Equipment – added 6 new digital cameras for crime scene and forensic purposes and adding vests and breaching equipment offset by eliminating tasers not needed with the new AXON contract.
- Professional Services – decreased jail services decrease of \$350K (from \$950K to \$600K) offset by increases in South Sound 911 assessment of \$40K (from \$1.88M to 1.92M); increase in Clean Air Assessment; and increase in Emergency Management Coordinator position cost not covered by grant.
- Travel & Training – the increase is due to establishing Special Response Team (SRT) Training since the formation of SRT after separating from Metro SWAT during the last biennium and increasing the overall travel and training budget. Amongst the retirements and resignations included several skilled instructors. With the loss of those instructors there is a need to certify new instructors within the department. Additionally, the cost of travel and lodging increased.
- Internal Service M&O Charges – the increase is due primarily to WCIA assessment increase.

The changes in the capital & 1-time funded programs are as follows:

2022 program include:

- South Sound 911 grant for background checks; balance of public safety equipment not covered by WCIA grant & Washington State Criminal Justice BLEA Academy; COVID ARPA grant balance; internal Service Charges for information technology projects and risk management WCIA assessment increase.

2023/2024 programs include:

- Internal Service Charges for AXON body worn cameras contract payments \$381K per year for payments 3 & 4 of 5; information technology 2023 & 2024 projects from 6-year strategic plan; additional funds needed for vehicle replacement due to higher costs than previous purchases.

**POLICE COMMAND****Purpose/Description**

The Command Section is responsible for overall department leadership, public awareness, document control, crime analysis, purchasing, grant writing, contract administration and Public Safety Advisory Committee.

**Financial Information**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Criminal Justice Sales Tax	\$1,213,087	\$1,434,092	\$1,188,900	\$1,368,900	\$1,368,900	\$1,410,000	\$1,452,300	\$ 41,100	3.0%
	Criminal Justice	179,221	187,341	176,235	176,235	179,960	184,030	187,480	7,795	4.4%
	Criminal Justice High Crime	427,878	275,031	249,500	249,500	249,500	249,500	249,500	-	0.0%
	Liquor Excise Tax	393,098	436,678	334,600	389,129	452,832	437,670	410,890	48,541	12.5%
	Liquor Board Profits	478,969	474,288	485,930	469,971	494,170	488,070	481,290	18,099	3.9%
	Alarm Permits & Fees	63,533	92,496	70,000	70,000	70,000	70,000	70,000	-	0.0%
	FBI and Other Contracts	30,168	34,550	27,000	27,000	27,000	27,500	28,000	500	1.9%
	Grants/Donations/Contributio	-	-	-	38,665	38,665	-	-	(38,665)	-100.0%
	General Government	3,915,798	4,128,609	4,356,485	5,604,878	5,063,250	6,338,688	6,167,271	733,810	13.1%
	<b>Total Revenues</b>	<b>\$ 6,701,752</b>	<b>\$ 7,063,085</b>	<b>\$ 6,888,650</b>	<b>\$ 8,394,278</b>	<b>\$ 7,944,277</b>	<b>\$ 9,205,458</b>	<b>\$ 9,046,731</b>	<b>\$ 811,180</b>	<b>9.7%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	673,660	691,935	584,190	613,386	613,386	531,263	553,177	(82,123)	-13.4%
11.002/4	Overtime	74,305	58,835	66,150	66,150	66,150	66,150	66,150	-	0.0%
21.xxx	Benefits	268,749	262,300	225,380	225,380	225,380	172,132	177,859	(53,248)	-23.6%
31.xxx	Other Supplies	93,573	74,616	120,405	120,405	120,405	131,105	128,105	10,700	8.9%
35.xxx	Small Tools/Minor Equipment	8,090	25,384	36,875	36,875	36,875	28,025	7,775	(8,850)	-24.0%
41.xxx	Professional Services	2,457,289	2,374,384	2,922,242	3,202,906	2,752,906	2,863,702	2,863,702	(339,204)	-10.6%
43.xxx	Travel & Training	262	3,042	1,060	1,060	1,060	1,060	1,060	-	0.0%
49.003	Membership Dues	2,291	3,571	2,205	2,205	2,205	2,205	2,205	-	0.0%
49.xxx	Other Services & Charges	118,281	147,544	121,760	149,760	149,760	153,200	153,200	3,440	2.3%
9x.xxx	IS Charges - M&O	2,314,816	2,323,053	2,646,973	2,815,100	2,815,100	3,260,589	3,265,680	445,489	15.8%
9x.xxx	IS Charges - Reserves	93,362	563,337	78,827	649,933	649,933	658,948	658,948	9,015	1.4%
	<b>Subtotal Operating Exp</b>	<b>\$ 6,104,678</b>	<b>\$ 6,528,000</b>	<b>\$ 6,806,067</b>	<b>\$ 7,883,161</b>	<b>\$ 7,433,160</b>	<b>\$ 7,868,379</b>	<b>\$ 7,877,861</b>	<b>\$ (14,782)</b>	<b>-0.2%</b>
Capital & 1-Time Funded:										
	Personnel Costs	331,235	32,702	-	30,000	30,000	-	-	(30,000)	-100.0%
	Supplies	9,003	5,509	-	-	-	-	-	-	n/a
	Services & Charges	3,908	9,485	-	8,665	8,665	-	-	(8,665)	-100.0%
	Capital	-	238,260	-	25,000	25,000	-	-	-	
	IS Charges - M&O & Capital	252,928	249,129	82,583	447,452	447,452	1,337,079	1,168,870	889,627	198.8%
	<b>Subtotal One-time Exp</b>	<b>\$ 597,074</b>	<b>\$ 535,085</b>	<b>\$ 82,583</b>	<b>\$ 511,117</b>	<b>\$ 511,117</b>	<b>\$ 1,337,079</b>	<b>\$ 1,168,870</b>	<b>\$ 825,962</b>	<b>161.6%</b>
	<b>Total Expenditures</b>	<b>\$ 6,701,752</b>	<b>\$ 7,063,085</b>	<b>\$ 6,888,650</b>	<b>\$ 8,394,278</b>	<b>\$ 7,944,277</b>	<b>\$ 9,205,458</b>	<b>\$ 9,046,731</b>	<b>\$ 811,180</b>	<b>9.7%</b>

**POLICE PROFESSIONAL STANDARDS****Purpose/Description**

The Professional Standards Section coordinates with Human Resources for hiring personnel and conducting background investigations. Professional Standards is responsible for internal investigations, training, interview transcription, accreditation, and public disclosure requests. Professional Standards also encompasses the office administrative functions for the department.

**Financial Information**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	General Government	749,949	853,910	833,722	868,047	868,047	1,244,895	1,228,289	376,848	43.4%
	<b>Total Revenues</b>	<b>\$749,949</b>	<b>\$853,910</b>	<b>\$833,722</b>	<b>\$868,047</b>	<b>\$868,047</b>	<b>\$ 1,244,895</b>	<b>\$ 1,228,289</b>	<b>\$376,848</b>	<b>43.4%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	446,449	466,564	453,216	463,541	463,541	725,406	726,684	261,865	56.5%
11.002/4	Overtime	42,878	53,626	14,000	14,000	14,000	14,000	14,000	-	0.0%
11.003/7	Comp Time/Holiday Pay Cash	8,765	10,959	5,800	5,800	5,800	5,800	5,800	-	0.0%
21.xxx	Benefits	212,378	207,775	224,806	224,806	224,806	292,389	299,505	67,583	30.1%
31.xxx	Other Supplies	1,384	555	1,300	1,300	1,300	1,300	1,300	-	0.0%
41.xxx	Professional Services	11,190	29,353	8,300	8,300	8,300	8,300	8,300	-	0.0%
43.xxx	Travel & Training	23,269	81,530	105,680	105,680	105,680	139,080	139,080	33,400	31.6%
49.003	Membership Dues	3,637	3,280	7,620	7,620	7,620	7,620	7,620	-	0.0%
49.xxx	Other Services & Charges	-	268	13,000	13,000	13,000	13,000	13,000	-	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$749,949</b>	<b>\$853,910</b>	<b>\$833,722</b>	<b>\$844,047</b>	<b>\$844,047</b>	<b>\$ 1,206,895</b>	<b>\$ 1,215,289</b>	<b>\$362,848</b>	<b>43.0%</b>
Capital & 1-Time Funded:										
	Services & Charges	-	-	-	24,000	24,000	38,000	13,000	14,000	58.3%
	<b>Subtotal One-time Exp</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>	<b>\$ 38,000</b>	<b>\$ 13,000</b>	<b>\$ 14,000</b>	<b>58.3%</b>
	<b>Total Expenditures</b>	<b>\$749,949</b>	<b>\$853,910</b>	<b>\$833,722</b>	<b>\$868,047</b>	<b>\$868,047</b>	<b>\$ 1,244,895</b>	<b>\$ 1,228,289</b>	<b>\$376,848</b>	<b>43.4%</b>

**POLICE PATROL****Purpose/Description**

The Patrol Section's primary responsibilities include locating and apprehending criminals, deterring criminal activity, and responding to citizen complaints and calls for service. The Patrol Section incorporates the functions of community-oriented policing and long-term problem solving into their daily assignments. Proactive enforcement is done through routine patrols, traffic stops, citizen contacts, and maintaining a visible presence.

**Financial Information**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Towing Impound Fees	\$ 3,000	\$ -	\$ 4,000	\$ 4,000	\$ -	\$ -	\$ -	(4,000)	-100.0%
	Western St Hospital-Partnership	310,500	310,750	310,500	310,500	232,750	310,500	310,500	-	0.0%
	Western St Hospital-Protection	45,000	45,000	45,000	45,000	45,000	45,000	45,000	-	0.0%
	<b>Total Revenues</b>	<b>\$7,522,202</b>	<b>\$8,247,439</b>	<b>\$7,902,057</b>	<b>\$8,751,272</b>	<b>\$8,751,272</b>	<b>\$ 8,626,701</b>	<b>\$ 8,735,954</b>	<b>\$ (124,571)</b>	<b>-1.4%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	4,683,736	5,015,046	4,862,405	5,508,539	5,508,539	5,450,190	5,499,148	(58,349)	-1.1%
11.002/4	Overtime	375,414	619,213	313,000	313,000	313,000	313,000	313,000	-	0.0%
11.005	On Call Pay	1,614	1,701	2,000	2,000	2,000	2,000	2,000	-	0.0%
11.003/7	Comp Time/Holiday Pay Cash Out	148,813	140,267	154,000	154,000	154,000	154,000	154,000	-	0.0%
11.006	Holiday Premium Pay	167,761	142,546	160,000	160,000	160,000	160,000	160,000	-	0.0%
21.xxx	Benefits	2,091,848	2,246,228	2,352,042	2,555,123	2,555,123	2,409,301	2,469,596	(145,822)	-5.7%
31.xxx	Other Supplies	37,409	48,464	17,620	17,620	17,620	17,620	17,620	-	0.0%
35.xxx	Small Tools/Minor Equipment	5,327	27,243	33,810	33,810	33,810	33,810	33,810	-	0.0%
41.xxx	Professional Services	6,704	5,824	4,680	4,680	4,680	4,680	4,680	-	0.0%
43.xxx	Travel & Training	175	593	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	-	11	1,000	1,000	1,000	1,000	1,000	-	0.0%
49.xxx	Other Services & Charges	3,401	304	1,500	1,500	1,500	1,500	1,500	-	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$7,522,202</b>	<b>\$8,247,439</b>	<b>\$7,902,057</b>	<b>\$8,751,272</b>	<b>\$8,751,272</b>	<b>\$ 8,547,101</b>	<b>\$ 8,656,354</b>	<b>\$ (204,171)</b>	<b>-2.3%</b>
Capital & 1-Time Funded:										
	Supplies	-	-	-	-	-	79,600	79,600	79,600	n/a
	<b>Subtotal One-time Exp</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 79,600</b>	<b>\$ 79,600</b>	<b>\$ 79,600</b>	<b>n/a</b>
	<b>Total Expenditures</b>	<b>\$7,522,202</b>	<b>\$8,247,439</b>	<b>\$7,902,057</b>	<b>\$8,751,272</b>	<b>\$8,751,272</b>	<b>\$ 8,626,701</b>	<b>\$ 8,735,954</b>	<b>\$ (124,571)</b>	<b>-1.4%</b>

**POLICE CRIMINAL INVESTIGATIONS****Purpose/Description**

The Criminal Investigations Unit (CIU) is responsible for the investigation of alleged crimes through the follow-up of reports generated by the Patrol Section. CIU is divided into the following units:

- *Major Crimes*: investigating homicides, assaults, suicides, deaths, arson, WSH Investigations, missing persons
- *Special Assault*: investigating domestic violence, violence against children and the elderly, sexual assault and runaways
- *Property ProAC*: investigating property crimes, fraud, identity theft and robberies
- *Special Operations*: working undercover operations to interrupt and prevent drug manufacture, sale and delivery and vice (This unit has the ability to seize property associated with the drug operations and use a percentage of it to further drug enforcement efforts.)
- *Forensic Services*: conducts crime scene investigation, processes evidence, coordinates with various crime labs, and prepares for trial

**Financial Information**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	General Government	\$3,898,139	\$4,133,833	\$4,399,550	\$4,399,550	\$4,399,550	\$4,108,049	\$4,148,764	\$ (291,501)	-6.6%
	<b>Total Revenues</b>	<b>\$ 3,898,139</b>	<b>\$ 4,133,833</b>	<b>\$ 4,399,550</b>	<b>\$ 4,399,550</b>	<b>\$ 4,399,550</b>	<b>\$ 4,108,049</b>	<b>\$ 4,148,764</b>	<b>\$ (291,501)</b>	<b>-6.6%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	2,619,122	2,758,543	2,856,480	2,856,480	2,856,480	2,740,752	2,760,475	(115,728)	-4.1%
11.002/4	Overtime	123,264	151,431	93,830	93,830	93,830	93,830	93,830	-	0.0%
11.005	On Call Pay	20,485	20,300	20,000	20,000	20,000	20,000	20,000	-	0.0%
11.003/7	Comp Time/Holiday Pay Cash Out	50,496	85,721	56,000	56,000	56,000	56,000	56,000	-	0.0%
11.006	Holiday Premium Pay	5,340	8,746	3,530	3,530	3,530	3,530	3,530	-	0.0%
21.xxx	Benefits	1,066,151	1,089,852	1,354,190	1,354,190	1,354,190	1,171,917	1,200,909	(182,273)	-13.5%
31.xxx	Other Supplies	621	2,606	1,120	1,120	1,120	1,120	1,120	-	0.0%
35.xxx	Small Tools/Minor Equipment	2,595	5,736	9,400	9,400	9,400	7,900	7,900	(1,500)	-16.0%
41.xxx	Professional Services	9,597	9,804	5,000	5,000	5,000	5,000	5,000	-	0.0%
43.xxx	Travel & Training	169	465	-	-	-	-	-	-	n/a
49.003	Membership Dues	300	-	-	-	-	-	-	-	n/a
	<b>Subtotal Operating Exp</b>	<b>\$ 3,898,139</b>	<b>\$ 4,133,204</b>	<b>\$ 4,399,550</b>	<b>\$ 4,399,550</b>	<b>\$ 4,399,550</b>	<b>\$ 4,100,049</b>	<b>\$ 4,148,764</b>	<b>\$ (299,501)</b>	<b>-6.8%</b>
Capital & 1-Time Funded:										
	Supplies	-	-	-	-	-	8,000	-	8,000	n/a
	Services & Charges	-	629	-	-	-	-	-	-	n/a
	<b>Subtotal One-time Exp</b>	<b>\$ -</b>	<b>\$ 629</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 8,000</b>	<b>\$ -</b>	<b>\$ 8,000</b>	<b>n/a</b>
	<b>Total Expenditures</b>	<b>\$ 3,898,139</b>	<b>\$ 4,133,833</b>	<b>\$ 4,399,550</b>	<b>\$ 4,399,550</b>	<b>\$ 4,399,550</b>	<b>\$ 4,108,049</b>	<b>\$ 4,148,764</b>	<b>\$ (291,501)</b>	<b>-6.6%</b>

## POLICE SPECIALTY UNITS

### Purpose/Description

The responsibilities of the Specialty Unit are varied and encompass the following units:

- *Court Security*: protect public and court staff
- *Traffic*: enforcement of traffic laws and collision investigation
- *MSU*: enforcement of boating laws and emergency response on lakes within Lakewood
- *SRT*: hostage rescue, high risk warrant service, special event security
- *K-9*: track fleeing suspects, evidence searches, non-marijuana narcotics detection, community relations
- *Dive*: recovery operations in bodies of water
- *Bicycle*: provide a visible presence and patrol in areas that are not easily accessible by vehicle
- *Property Room*: evidence processing, storage, and disposal
- *Front Desk*: point of contact for the public, write reports for minor property offenses
- *Animal Control*: enforce ordinances as they relate to domestic and wild animals
- *Peer Support*: officer-to-officer counseling
- *Community Safety Resource Team*: comprised of members of the Police, Community & Economic Development and Legal Departments to address quality of life issues that require enforcement, education, abatement, coordination, and often legal resolution. CSRT assists citizens in neighborhood blight removal, understanding what remedies are available for them when faced with uncomfortable neighbor relations, and pairing people with agency assistance. For consistency the Neighborhood Policing Unit falls under the responsibilities of the CSRT Lieutenant.

POLICE **SPECIALTY UNITS**

## Financial Information

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Animal License	36,376	34,947	36,000	36,000	36,000	36,000	36,000	-	0.0%
	Animal Services - Steilacoom	15,630	17,543	16,843	16,843	16,843	16,800	16,800	(43)	-0.3%
	Animal Services - Dupont	33,917	34,595	35,164	35,164	37,286	37,990	38,710	2,826	8.0%
	Photo Infractions	665,148	1,083,951	700,000	800,000	800,000	850,000	850,000	50,000	6.3%
	Extra Duty Contracts	875,281	719,810	775,000	775,000	775,000	775,000	775,000	-	0.0%
	General Government	2,971,545	2,639,657	3,441,868	3,523,747	3,610,625	3,128,381	3,201,730	(395,366)	-11.2%
	<b>Total Revenues</b>	<b>\$ 4,597,897</b>	<b>\$ 4,530,503</b>	<b>\$ 5,004,875</b>	<b>\$ 5,186,754</b>	<b>\$ 5,275,754</b>	<b>\$ 4,844,171</b>	<b>\$ 4,918,240</b>	<b>\$ (342,583)</b>	<b>-6.6%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	2,104,674	2,065,695	2,265,156	2,445,675	2,445,675	2,150,859	2,187,912	(294,816)	-12.1%
11.002/4	Overtime	176,263	152,771	175,830	175,830	175,830	187,830	187,830	12,000	6.8%
11.005	On Call Pay	24,603	29,218	21,000	21,000	21,000	21,000	21,000	-	0.0%
11.003/7	Comp Time/Holiday Pay Cash Out	39,842	28,574	52,600	52,600	52,600	52,600	52,600	-	0.0%
11.006	Holiday Premium Pay	2,201	5,686	10,990	10,990	10,990	10,990	10,990	-	0.0%
11.xxx	Other Pay (DUI Response/CTR)	-	-	20,000	20,000	20,000	20,000	20,000	-	0.0%
21.xxx	Benefits	1,083,331	1,004,174	998,985	998,985	1,062,985	912,495	938,977	(86,490)	-8.7%
11.008	Extra Duty	657,726	591,979	775,000	775,000	775,000	775,000	775,000	-	0.0%
31.xxx	Other Supplies	31,310	47,876	50,280	50,280	50,280	61,230	61,230	10,950	21.8%
35.xxx	Small Tools/Minor Equipment	24,985	27,134	23,550	23,550	23,550	33,770	33,770	10,220	43.4%
41.xxx	Professional Services	442,732	574,258	608,484	609,844	609,844	615,397	625,931	5,553	0.9%
43.xxx	Travel & Training	7,361	-	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	991	387	-	-	-	-	-	-	n/a
49.003	Membership Dues	600	560	-	-	-	-	-	-	n/a
49.xxx	Other Services & Charges	1,276	1,933	3,000	3,000	3,000	3,000	3,000	-	0.0%
	<b>Subtotal Operating Exp</b>	<b>\$ 4,597,897</b>	<b>\$ 4,530,245</b>	<b>\$ 5,004,875</b>	<b>\$ 5,186,754</b>	<b>\$ 5,250,754</b>	<b>\$ 4,844,171</b>	<b>\$ 4,918,240</b>	<b>\$ (342,583)</b>	<b>-6.6%</b>
Capital & 1-Time Funded:										
	Services & Charges	-	258	-	-	25,000	-	-	-	n/a
	<b>Subtotal One-time Exp</b>	<b>\$ -</b>	<b>\$ 258</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>n/a</b>
	<b>Total Expenditures</b>	<b>\$ 4,597,897</b>	<b>\$ 4,530,503</b>	<b>\$ 5,004,875</b>	<b>\$ 5,186,754</b>	<b>\$ 5,275,754</b>	<b>\$ 4,844,171</b>	<b>\$ 4,918,240</b>	<b>\$ (342,583)</b>	<b>-6.6%</b>



**POLICE SUPPORT SERVICES****Financial Information**

The Support Services Unit is responsible for body worn cameras, in-car cameras, fleet & equipment, and emergency management.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	General Government	47,988	44,785	39,640	39,640	39,640	283,702	284,967	244,062	615.7%
	<b>Total Revenues</b>	<b>\$ 47,988</b>	<b>\$ 44,785</b>	<b>\$ 39,640</b>	<b>\$ 39,640</b>	<b>\$ 39,640</b>	<b>\$ 283,702</b>	<b>\$ 284,967</b>	<b>\$ 244,062</b>	<b>615.7%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	-	-	-	-	-	154,440	154,440	154,440	n/a
11.002/4	Overtime	-	-	2,000	2,000	2,000	2,000	2,000	-	0.0%
21.xxx	Benefits	-	-	-	-	-	56,567	57,832	56,567	n/a
31.xxx	Other Supplies	571	-	3,000	3,000	3,000	3,000	3,000	-	0.0%
35.xxx	Small Tools/Minor Equipment	440	-	1,500	1,500	1,500	1,500	1,500	-	0.0%
41.xxx	Professional Services	46,977	44,785	33,140	33,140	33,140	66,195	66,195	33,055	99.7%
	<b>Subtotal Operating Exp</b>	<b>\$ 47,988</b>	<b>\$ 44,785</b>	<b>\$ 39,640</b>	<b>\$ 39,640</b>	<b>\$ 39,640</b>	<b>\$ 283,702</b>	<b>\$ 284,967</b>	<b>\$ 244,062</b>	<b>615.7%</b>
	<b>Total Expenditures</b>	<b>\$ 47,988</b>	<b>\$ 44,785</b>	<b>\$ 39,640</b>	<b>\$ 39,640</b>	<b>\$ 39,640</b>	<b>\$ 283,702</b>	<b>\$ 284,967</b>	<b>\$ 244,062</b>	<b>615.7%</b>

**POLICE NARCOTICS SEIZURE (FUND 180)****Purpose/Description**

The Narcotics Seizure Fund was established for the purposes of tracking assets seized as a result of involvement with the illegal sale, possession, or distribution of drugs or controlled substances, and for the purchase of controlled substances or drugs by law enforcement officers or agents, as well as other expenses to enhance and improve law enforcement activities having a close and demonstrable relationship to enforce enforcement of controlled substances. Funds may not be used to supplant existing funding sources.

**Financial Information**

The 2022 adjustment budget includes carry forward of 2021 balances. No new funds are projected for the current biennium due to the nature of the fund. Unspent 2022 funds will be carried over in 2023 and new funds will be added during subsequent budget adjustments.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Interest/Miscellaneous	1,197	171	-	-	150	-	-	-	n/a
	Fleet & Equipment (Transfer)	-	14,500	-	-	-	-	-	-	n/a
	Forfeitures	71,670	15,794	-	-	104,300	-	-	-	n/a
	Law Enforcement Contracts	33,485	2,217	-	-	50	-	-	-	n/a
	<b>Total Revenues</b>	<b>\$ 106,352</b>	<b>\$ 32,681</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 104,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>n/a</b>
Expenditure Summary:										
11.002/4	Overtime	60,329	8,445	-	-	-	-	-	-	n/a
11.006	Holiday Premium Pay	1,196	-	-	-	-	-	-	-	n/a
21.xxx	Benefits	20,488	3,232	-	-	-	-	-	-	n/a
31.xxx	Other Supplies	27,593	4,467	-	-	-	-	-	-	n/a
32.xxx	Fuel	9,134	11,016	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equipmer	-	4,544	-	72,000	72,000	-	-	(72,000)	-100.0%
41.xxx	Professional Services	7,501	4,616	-	-	-	-	-	-	n/a
42.xxx	Communications	14,070	15,208	-	-	-	-	-	-	n/a
43.xxx	Travel & Training	(1,560)	4,796	-	-	-	-	-	-	n/a
48.xxx	Repairs & Maintenance	23,726	10,553	-	-	-	-	-	-	n/a
	<b>Total Expenditures</b>	<b>\$ 162,477</b>	<b>\$ 66,876</b>	<b>\$ -</b>	<b>\$ 192,000</b>	<b>\$ 296,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (192,000)</b>	<b>-100.0%</b>
	Beginning Balance	\$ 282,321	\$ 226,196	\$ -	\$ 192,000	\$ 192,000	\$ -	\$ -	(192,000)	-100.0%
	Ending Balance	\$ 226,196	\$ 192,000	\$ -	\$ -	\$ -	\$ -	\$ -	-	n/a

**POLICE FELONY SEIZURE (FUND 181)****Purpose/Description**

The Felony Seizure Fund accounts for assets seized by the police department under RCW 10.105.101 and the related expenditures. State statute authorizes the seizure of assets that have been or was actually employed as an instrumentality in the commission of, or in aiding or abetting in the commission of any felony, or which was furnished or was intended to be furnished by any person in the commission of, as a result of, or as compensation for the commission of, any felony, or which was acquired in whole or in part with proceeds traceable to the commission of a felony. Funds shall be used exclusively by the City for the expansion and improvement of law enforcement activity; however, may not be used to supplant preexisting funding sources.

**Financial Summary**

The 2022 adjustment budget includes carry forward of 2021 balances. Unspent 2022 funds will be carried over in 2023 and new funds will be added during subsequent budget adjustments.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Interest/Miscellaneous	-	40	-	-	-	-	-	-	n/a
	Forfeitures	42,660	-	-	-	7,000	-	-	-	n/a
	<b>Total Revenues</b>	<b>\$ 42,660</b>	<b>\$ 40</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>n/a</b>
Expenditure Summary:										
31.xxx	Other Supplies	1,635	1,876	-	-	-	-	-	-	n/a
32.xxx	Fuel	320	992	-	-	-	-	-	-	n/a
35.xxx	Small Tools/Minor Equipment	-	6,491	-	16,198	23,198	-	-	(16,198)	-100.0%
48.xxx	Repairs & Maintenance	1,011	2,320	-	-	-	-	-	-	n/a
597.xx	Interfund Transfers	-	-	-	20,000	20,000	-	-	(20,000)	-100.0%
	<b>Total Expenditures</b>	<b>\$ 2,966</b>	<b>\$ 11,679</b>	<b>\$ -</b>	<b>\$ 36,198</b>	<b>\$ 43,198</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (36,198)</b>	<b>-100.0%</b>
	Beginning Balance	\$ 8,143	\$ 47,837	\$ -	\$ 36,198	\$ 36,198	\$ -	\$ -	(36,198)	-100.0%
	Ending Balance	\$ 47,837	\$ 36,198	\$ -	\$ -	\$ -	\$ -	\$ -	-	n/a

**POLICE FEDERAL SEIZURE (FUND 182)****Purpose/Description**

The **Federal Seizure Fund** was established to track the revenues associated with assets seized as a result of the police department working in conjunction with federal law enforcement. The fund also accounts for public safety expenditures funded by those revenues.

The Federal Equity Sharing Guidelines lists the following (funds shall be used to increase or supplement and not be used to replace or supplant):

Permissible Uses: law enforcement investigations; law enforcement training, law enforcement and detention facilities; law enforcement equipment; law enforcement travel and transportation; law enforcement awards and memorials; drug and gang education awareness programs; matching fund for grants; pro rata funding of the law enforcement agency's percentage of costs associated with supporting multi-agency items or facilities; asset accounting and tracking of expenditures of federally shared funds; language assistance services in connection with law enforcement activity; transfers of cash to other law enforcement agencies; support of community-based programs (cash transfers to community-based programs are not permitted); and windfall situations to provide additional support to community-based programs.

Impermissible Uses: Salaries and benefits of permanent law enforcement personnel, except in limited circumstances (i.e. express statutory authorization, overtime of officers and investigators, new positions and temporary or not-to-exceed one year appointments and salary of an officer hired to replace an officer assigned to a task force, specialized programs that generally to not involve traditional law enforcement functions); use of forfeited property by non-law enforcement personnel; payment of education-related costs; uses contrary to the laws of the state or local jurisdiction; non-official government use of shared assets; purchase of food and beverage (except for conference and meals during local operations); extravagant expenditures or wasteful expenditures and entertainment; cash on hand, secondary accounts, and stored value cards (such as prepaid credit cards); transfers to other law enforcement agencies; purchase of items for other law enforcement agencies; costs related to lawsuits; loans; and money laundering operations.

**Revenue & Expenditure Summary**

The 2022 adjustment budget includes carry forward of 2021 balances. Unspent 2022 funds will be carried over in 2023 and new funds will be added during subsequent budget adjustments.

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Interest/Miscellaneous	1,132	181	-	-	100	-	-	-	n/a
	Forfeitures	63,492	919	-	-	2,600	-	-	-	n/a
	<b>Total Revenues</b>	<b>\$ 64,624</b>	<b>\$ 1,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>n/a</b>
Expenditure Summary:										
35.xxx	Small Tools/Minor Equipment	-	-	-	22,006	22,006	-	-	(22,006)	-100.0%
43.xxx	Travel & Training	399	-	-	-	-	-	-	-	n/a
6x.xxx	Capital	163,147	18,501	-	121,499	124,199	-	-	(121,499)	-100.0%
	<b>Total Expenditures</b>	<b>\$ 163,546</b>	<b>\$ 18,501</b>	<b>\$ -</b>	<b>\$ 143,505</b>	<b>\$ 146,205</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (143,505)</b>	<b>-100.0%</b>
	Beginning Balance	\$ 259,829	\$ 160,907	\$ -	\$ 143,505	\$ 143,505	\$ -	\$ -	(143,505)	-100.0%
	Ending Balance	\$ 160,907	\$ 143,506	\$ -	\$ -	\$ -	\$ -	\$ -	-	n/a

**POLICE PUBLIC SAFETY GRANTS (FUND 195)****Purpose/Description**

The purpose of the Public Safety Grants Fund is to account for the revenues and expenditures related to grants and local revenue received by the Police Department and/or for public safety purposes, including municipal court. There are currently no new grants for 2023/2024. Previously approved grant balances from 2022 will be carried over into 2023.

**Financial Summary**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
	Grants/Donations/Contributions	535,656	460,460	132,328	688,015	688,015	-	-	(688,015)	-100.0%
	<b>Total Revenues</b>	<b>\$ 535,656</b>	<b>\$ 460,460</b>	<b>\$ 132,328</b>	<b>\$ 688,015</b>	<b>\$ 688,015</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (688,015)</b>	<b>-100.0%</b>
Operating Expenditure:										
11.xxx	Salaries & Wages	203,071	205,049	36,924	280,643	280,643	-	-	(280,643)	-100.0%
11.002/4	Overtime	11,896	19,004	-	19,000	19,000	-	-	(19,000)	-100.0%
21.xxx	Benefits	80,554	76,369	20,568	96,761	96,761	-	-	(96,761)	-100.0%
31.xxx	Other Supplies	97,426	29,162	11,651	54,935	54,935	-	-	(54,935)	-100.0%
35.xxx	Small Tools/Minor Equipment	68,792	35,962	-	33,529	33,529	-	-	(33,529)	-100.0%
41.xxx	Professional Services	68,481	72,676	49,535	135,516	135,516	-	-	(135,516)	-100.0%
43.xxx	Travel & Training	5,435	11,094	13,650	24,593	24,593	-	-	(24,593)	-100.0%
49.003	Membership Dues	-	148	-	135	135	-	-	(135)	-100.0%
6x.xxx	Capital	-	10,998	-	42,903	42,903	-	-	(42,903)	-100.0%
	<b>Total Expenditures</b>	<b>\$ 535,656</b>	<b>\$ 460,460</b>	<b>\$ 132,328</b>	<b>\$ 688,015</b>	<b>\$ 688,015</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (688,015)</b>	<b>-100.0%</b>
	Beginning Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	n/a
	Ending Balance	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-	n/a

# BUDGET BY FUND

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**FUND 001: GENERAL FUND****Purpose/Description**

The **General Fund** is the City's operating fund. It accounts for all financial resources of the general government, except those required or elected to be accounted for in another fund. These include the costs of legislative and executive departments, municipal court services, finance and information technology departments, legal department, community development services, human resources; parks, recreation, and human services; economic development, police and animal control; and city hall maintenance. Major sources of revenue reported for the General Fund include property tax, sales and use tax, utility tax, other taxes, franchise fees, licenses and permits, fines and forfeitures, charges for services, state shared revenues and other intergovernmental.

Within the General Fund are the following ending fund balance reserves:

- *2% General Fund Contingency Reserves:* The purpose of this reserve is to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations which could not have been reasonably anticipated at the time the original budget was prepared. The City Council will determine how the Contingency Reserves are spent.
- *5% General Fund Ending Fund Balance Reserves:* The purpose of this reserve is to provide financial stability, cash flow for operations and the assurance that the City will be able to respond to revenue shortfalls with fiscal strength.
- *5% Strategic Reserves:* The purpose of this reserve is to provide some fiscal means for the City to respond to potential adversities such as public emergencies, natural disasters or similarly major, unanticipated events.

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 City's fiscal policy requires ongoing expenditures to be funded with ongoing revenues, therefore, beginning fund balance from prior year are primarily used for one-time and/or capital purpose.

The following pages present a sources and uses summary of the departmental budgets which comprise the General Fund. Also included is an expenditure by object summary.



### FUND 001: GENERAL FUND (continued)

#### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Taxes	\$28,546,335	\$33,579,772	\$28,853,140	\$30,915,610	\$32,342,110	\$31,601,400	\$32,094,600	\$ 685,790	2.2%
Property Tax	7,259,756	7,431,434	7,508,500	7,605,010	7,605,010	7,703,900	7,804,100	98,890	1.3%
Local Sales & Use Tax	11,946,044	14,413,902	10,724,000	11,800,000	13,000,000	12,000,000	12,240,000	200,000	1.7%
Sales/Parks	671,080	789,461	670,000	750,000	750,000	750,000	765,000	-	0.0%
Brokered Natural Gas Use Tax	39,494	54,213	45,000	45,000	45,000	45,000	45,000	-	0.0%
Criminal Justice Sales Tax	1,213,087	1,434,092	1,188,900	1,368,900	1,368,900	1,410,000	1,438,200	41,100	3.0%
Admissions Tax	96,599	226,165	275,000	235,000	325,000	334,800	344,800	99,800	42.5%
Utility Tax	5,402,943	5,436,800	5,556,700	5,556,700	5,369,200	5,442,300	5,542,100	(114,400)	-2.1%
Leasehold Tax	6,903	6,936	5,000	5,000	5,000	5,200	5,200	200	4.0%
Gambling Tax	1,910,429	3,786,769	2,880,040	3,550,000	3,874,000	3,910,200	3,910,200	360,200	10.1%
Franchise Fees	4,289,904	4,364,450	4,397,000	4,397,000	4,495,400	4,630,200	4,769,000	233,200	5.3%
Cable, Water, Sewer, Solid Waste	3,082,339	3,191,516	3,119,800	3,119,800	3,287,300	3,385,900	3,487,400	266,100	8.5%
Tacoma Power	1,204,366	1,172,934	1,277,200	1,277,200	1,208,100	1,244,300	1,281,600	(32,900)	-2.6%
Small Cell	3,200	-	-	-	-	-	-	-	n/a
Development Service Fees	2,252,765	2,066,139	1,772,600	1,914,825	1,952,000	1,952,000	1,952,000	37,175	1.9%
Building Permits	992,686	963,054	743,000	885,225	900,000	900,000	900,000	14,775	1.7%
Other Building Permit Fees	273,605	175,675	300,600	300,600	300,600	300,600	300,600	-	0.0%
Plan Review/Plan Check Fees	810,634	747,948	587,200	587,200	609,600	609,600	609,600	22,400	3.8%
Other Zoning/Development Fees	175,840	179,462	141,800	141,800	141,800	141,800	141,800	-	0.0%
Licenses & Permits	354,013	409,993	382,500	382,500	382,500	388,000	393,600	5,500	1.4%
Business License	254,104	282,550	276,500	276,500	276,500	282,000	287,600	5,500	2.0%
Alarm Permits & Fees	63,533	92,496	70,000	70,000	70,000	70,000	70,000	-	0.0%
Animal Licenses	36,376	34,947	36,000	36,000	36,000	36,000	36,000	-	0.0%
State Shared Revenues	1,479,166	1,373,339	1,246,265	1,284,835	1,563,390	1,359,270	1,329,160	74,435	5.8%
Criminal Justice	179,221	187,341	176,235	176,235	179,960	184,030	187,480	7,795	4.4%
Criminal Justice High Crime	427,878	275,031	249,500	249,500	436,428	249,500	249,500	-	0.0%
Liquor Excise Tax	393,098	436,678	334,600	389,129	452,832	437,670	410,890	48,541	12.5%
Liquor Board Profits	478,969	474,288	485,930	469,971	494,170	488,070	481,290	18,099	3.9%
Intergovernmental	453,830	224,685	275,274	264,936	266,876	287,590	295,010	22,654	8.6%
Police FBI & Other Misc	12,870	12,960	12,000	12,000	12,000	12,000	12,000	-	0.0%
Police-Animal Svcs-Steilacoom	15,630	17,543	16,843	16,843	16,843	16,800	16,800	(43)	-0.3%
Police-Animal Svcs-Dupont	33,917	34,595	35,164	35,164	37,286	37,990	38,710	2,826	8.0%
Police-South Sound 911 Investigations	17,298	21,590	15,000	15,000	15,000	15,500	16,000	500	3.3%
Muni Court-University Place Contract	251,187	6,000	-	(13,500)	(13,520)	-	-	13,500	-100.0%
Muni Court-Town of Steilacoom Contract	87,364	63,917	106,090	99,062	109,090	112,400	115,800	13,338	13.5%
Muni Court-City of Dupont	35,565	68,080	90,177	100,367	90,177	92,900	95,700	(7,467)	-7.4%

**FUND 001: GENERAL FUND** (continued)**Sources & Uses (continued)**

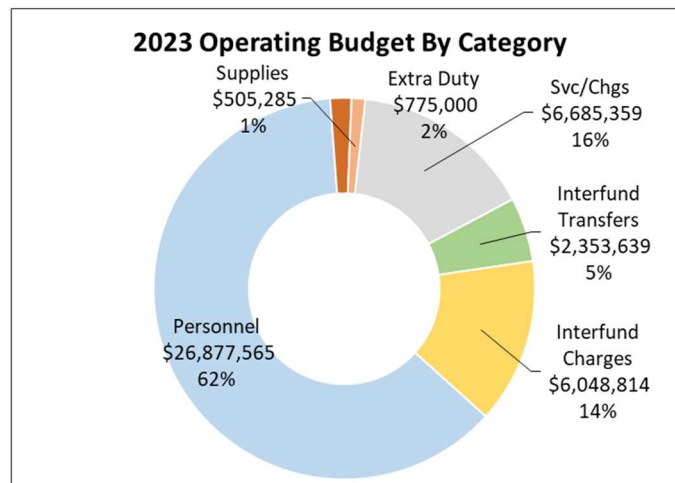
Item	2020 Actual	2021 Actual	2022			2023 Proposed	2024 Proposed	23 Proposed - 22 Adj	
			Original	Adjusted	Year-end			\$ Chg	% Chg
<b>Charges for Services &amp; Fees</b>	<b>1,365,370</b>	<b>1,243,338</b>	<b>1,414,300</b>	<b>1,414,300</b>	<b>1,268,550</b>	<b>1,426,300</b>	<b>1,426,300</b>	<b>12,000</b>	<b>0.8%</b>
Parks & Recreation Fees	127,720	153,762	274,000	274,000	214,000	294,000	294,000	20,000	7.3%
Police - Various Contracts	3,851	9,855	4,000	4,000	-	-	-	(4,000)	-100.0%
Police - Towing Impound Fees	3,000	-	4,000	4,000	-	-	-	(4,000)	-100.0%
Police - Extra Duty	875,281	719,810	775,000	775,000	775,000	775,000	775,000	-	0.0%
Police - WSH Comm Policing Program	355,500	355,750	355,500	355,500	277,750	355,500	355,500	-	0.0%
Other	18	4,162	1,800	1,800	1,800	1,800	1,800	-	0.0%
<b>Fines &amp; Forfeitures</b>	<b>1,273,307</b>	<b>1,629,998</b>	<b>1,363,205</b>	<b>1,388,205</b>	<b>1,146,500</b>	<b>1,196,500</b>	<b>1,196,500</b>	<b>(191,705)</b>	<b>-13.8%</b>
Municipal Court	608,159	546,047	663,205	588,205	346,500	346,500	346,500	(241,705)	-41.1%
Photo Infraction	665,148	1,083,951	700,000	800,000	800,000	850,000	850,000	50,000	6.3%
<b>Miscellaneous/Interest/Other</b>	<b>161,833</b>	<b>169,516</b>	<b>136,967</b>	<b>136,967</b>	<b>132,967</b>	<b>127,400</b>	<b>122,500</b>	<b>(9,567)</b>	<b>-7.0%</b>
Interest Earnings	52,458	19,124	67,930	67,930	67,930	62,400	57,500	(5,530)	-8.1%
Penalties & Interest - Taxes	34,294	19,004	7,500	7,500	3,500	3,500	3,500	(4,000)	-53.3%
Miscellaneous/Other	75,081	131,388	61,537	61,537	61,537	61,500	61,500	(37)	-0.1%
<b>Interfund Transfers</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>284,700</b>	<b>-</b>	<b>0.0%</b>
Transfer In - Fund 401 SWM	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
<b>Total Operating Revenues</b>	<b>\$ 40,461,225</b>	<b>\$ 45,345,928</b>	<b>\$ 40,125,951</b>	<b>\$ 42,383,878</b>	<b>\$ 43,834,993</b>	<b>\$ 43,253,360</b>	<b>\$ 43,863,370</b>	<b>\$ 869,482</b>	<b>2.1%</b>
<b>EXPENDITURES</b>									
City Council	134,101	132,143	148,304	148,304	148,304	159,609	159,609	11,305	7.6%
City Manager	636,362	618,248	786,062	815,043	815,043	943,313	966,845	128,270	15.7%
Administrative Services	1,372,582	1,398,748	1,460,461	1,543,746	1,543,747	2,286,890	2,337,034	743,144	48.1%
Community & Economic Development	2,188,040	2,439,060	2,666,419	2,905,420	2,905,420	3,186,227	3,272,911	280,807	9.7%
Parks, Rec & Community Svcs	2,407,609	2,788,467	2,998,234	3,421,562	3,354,928	3,417,380	3,459,218	(4,182)	-0.1%
Municipal Court	1,853,556	1,745,159	2,009,513	2,134,372	2,134,372	1,493,471	1,524,353	(640,901)	-30.0%
Legal	2,006,145	2,161,184	2,283,786	2,379,523	2,379,525	2,554,836	2,562,219	175,313	7.4%
Police	22,920,852	24,337,584	24,985,911	27,104,423	26,718,423	26,850,297	27,101,475	(254,126)	-0.9%
Transfer to Fund 101 Street	981,149	1,280,910	1,390,574	1,424,695	1,427,918	1,871,658	1,906,572	446,963	31.4%
Transfer to Fund 105 Abatement/RHSP	35,000	35,000	35,000	35,000	35,000	35,000	35,000	-	0.0%
Transfer to Fund 201 GO Bond DS	446,260	448,494	447,538	447,538	447,538	446,981	442,756	(557)	-0.1%
<b>Total Operating Expenditures</b>	<b>\$ 34,981,655</b>	<b>\$ 37,384,996</b>	<b>\$ 39,211,802</b>	<b>\$ 42,359,627</b>	<b>\$ 41,910,217</b>	<b>\$ 43,245,663</b>	<b>\$ 43,767,992</b>	<b>\$ 886,036</b>	<b>2.1%</b>
<b>Oper Rev Over/(Under) Exp</b>	<b>\$ 5,479,570</b>	<b>\$ 7,960,932</b>	<b>\$ 914,149</b>	<b>\$ 24,251</b>	<b>\$ 1,924,776</b>	<b>\$ 7,697</b>	<b>\$ 95,378</b>	<b>\$ (16,554)</b>	<b>-68.3%</b>

**FUND 001: GENERAL FUND** (continued)**Sources & Uses (continued)**

Item	2020	2021	2022			2023	2024	23 Proposed - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Proposed	Proposed	\$ Chg	% Chg
OTHER FINANCING SOURCES									
Grants/Donations/Contributions	58,319	78,706	100,250	362,241	362,241	252,250	252,250	(109,991)	-30.4%
Transfer In-Fleet & Equipment	3,375,954	633,879	-	461,143	461,143	30,300	30,300	(430,843)	-93.4%
Total Other Financing Sources	\$ 3,434,273	\$ 712,586	\$ 100,250	\$ 823,384	\$ 823,384	\$ 282,550	\$ 282,550	\$ (540,834)	-65.7%
OTHER FINANCING USES									
City Manager	1,666	32,293	2,005	111,264	111,264	127,922	106,834	16,658	15.0%
Administrative Services/City-Wide	2,880,915	15,984	4,629	20,116	20,116	4,246	6,602	(15,870)	-78.9%
Community & Economic Development	293,575	209,439	13,796	568,260	496,309	488,101	474,624	(80,159)	-14.1%
Parks, Recreation & Community Services	156,355	261,131	14,358	658,384	658,385	310,733	260,052	(347,651)	-52.8%
Legal/Clerk	36,694	48,572	11,378	70,324	70,324	84,118	89,816	13,794	19.6%
Municipal Court	76,136	66,228	8,279	123,881	123,881	7,460	11,599	(116,421)	-94.0%
Police	597,075	535,972	82,583	535,117	560,117	1,462,679	1,261,470	927,562	173.3%
Transfer Out - Street	-	-	-	124,081	124,081	939,344	71,526	815,263	657.0%
Transfer Out - Abatement/RHSP	50,000	149,287	50,000	550,000	550,000	50,000	50,000	(500,000)	-90.9%
Transfer Out - Public Art	-	22,500	-	30,000	30,000	22,000	22,000	(8,000)	-26.7%
Transfer Out - SSMCP	50,000	50,000	50,000	50,000	50,000	75,000	75,000	25,000	50.0%
Transfer Out - Parks CIP	494,129	2,562,260	212,500	647,500	647,500	690,000	940,000	42,500	6.6%
Transfer Out - Transportation CIP	393,547	700,000	432,965	1,219,825	1,219,825	700,000	700,000	(519,825)	-42.6%
Transfer out - Sewer CIP	27,000	-	-	-	-	-	-	-	n/a
Total Other Financing Uses	\$ 5,057,091	\$ 4,653,665	\$ 882,491	\$ 4,708,751	\$ 4,661,802	\$ 4,961,604	\$ 4,069,523	\$ 252,853	5.4%
Total Revenue & Other Sources	\$ 43,895,498	\$ 46,058,514	\$ 40,226,201	\$ 43,207,262	\$ 44,658,377	\$ 43,535,910	\$ 44,145,920	\$ 328,648	0.8%
Total Expenditures & Other Uses	\$ 40,038,746	\$ 42,038,661	\$ 40,094,292	\$ 47,068,378	\$ 46,572,019	\$ 48,207,266	\$ 47,837,515	\$ 1,138,888	2.4%
Beginning Balance	\$ 9,874,049	\$ 13,730,805	\$ 4,804,154	\$ 17,750,655	\$ 17,750,655	\$ 15,837,013	\$ 11,165,656	\$ (1,913,642)	-10.8%
Ending Balance	\$ 13,730,805	\$ 17,750,658	\$ 4,936,057	\$ 13,889,540	\$ 15,837,013	\$ 11,165,656	\$ 7,474,061	\$ (2,723,884)	-19.6%
EFB as % of G/S Oper Rev	33.2%	38.3%	12.0%	32.0%	35.3%	25.2%	16.7%	-6.80%	-21.3%
Reserves - Total Target 12%	\$ 4,958,178	\$ 5,560,616	\$ 4,936,063	\$ 7,207,014	\$ 7,379,480	\$ 7,308,174	\$ 7,381,196	101,160	1.4%
2% Contingency Reserves	\$ 826,363	\$ 926,769	\$ 822,677	\$ 867,836	\$ 896,580	\$ 884,696	\$ 896,866	16,860	1.9%
5% General Fund Reserves	\$ 2,065,908	\$ 2,316,923	\$ 2,056,693	\$ 2,169,589	\$ 2,241,450	\$ 2,211,739	\$ 2,242,165	42,150	1.9%
5% Strategic Reserves	\$ 2,065,908	\$ 2,316,923	\$ 2,056,693	\$ 2,169,589	\$ 2,241,450	\$ 2,211,739	\$ 2,242,165	42,150	1.9%
Economic Opportunity Development Fund	\$ -	\$ 1,000,000	\$ -	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	-	0.0%
Unreserved / (Shortfall):	\$ 8,772,623	\$ 11,190,039	\$ 3	\$ 6,682,526	\$ 8,457,533	\$ 3,857,483	\$ 92,865	\$ (2,825,043)	-42.3%

**FUND 001: GENERAL FUND** (continued)**Expenditure by Object summary**

Obj Code	Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
		Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
Operating Expenditure:										
11.xxx	Salaries & Wages	15,484,954	16,183,894	16,612,695	17,956,945	17,956,946	17,981,037	18,307,384	24,092	0.1%
11.011	Temporary Help	48,564	52,312	202,000	136,210	136,210	134,710	134,710	(1,500)	-1.1%
11.002/4	Overtime	824,116	1,093,076	696,710	696,710	696,710	708,710	708,710	12,000	1.7%
11.005	On Call Pay	50,586	64,884	47,100	47,100	47,100	47,100	47,100	-	0.0%
11.003/7	Comp Time/Holiday Pay Cash O	247,917	265,521	268,400	268,400	268,400	268,400	268,400	-	0.0%
11.006	Holiday Premium Pay	175,302	156,978	174,520	174,520	174,520	174,520	174,520	-	0.0%
11.xxx	Other Pay (DUI Response/CTR)	-	-	20,000	20,000	20,000	20,000	20,000	-	0.0%
21.xxx	Benefits	6,634,205	6,822,392	7,515,251	7,863,039	7,927,038	7,543,088	7,760,391	(319,951)	-4.1%
11.008	Extra Duty	657,726	591,979	775,000	775,000	775,000	775,000	775,000	-	0.0%
31.03	Maintenance Supplies	16,366	6,322	31,000	31,000	31,000	31,000	31,000	-	0.0%
31.xxx	Other Supplies	236,699	304,820	322,355	332,355	332,355	356,780	353,780	24,425	7.3%
35.xxx	Small Tools/Minor Equipment	43,981	97,481	116,485	116,485	116,485	117,505	96,455	1,020	0.9%
41.xxx	Professional Services	4,905,113	5,033,522	5,426,271	5,767,470	5,317,470	5,664,974	5,628,498	(102,496)	-1.8%
42.xxx	Communications	38,312	46,913	57,425	57,425	57,425	63,425	63,425	6,000	10.4%
43.xxx	Travel & Training	38,423	101,827	179,405	179,405	179,405	218,830	218,830	39,425	22.0%
45.xxx	Operating Rentals/Leases	64,931	2,153	72,135	72,135	5,500	72,135	72,135	-	0.0%
47.xxx	Utilities	60,824	106,550	127,400	127,400	127,400	131,500	131,500	4,100	3.2%
48.xxx	Repairs & Maintenance	16,854	11,096	34,500	34,500	34,500	34,500	34,500	-	0.0%
49.003	Membership Dues	83,833	88,244	90,400	93,912	93,912	100,690	100,690	6,778	7.2%
49.xxx	Other Services & Charges	255,005	299,223	320,780	351,112	351,112	399,305	398,730	48,193	13.7%
597.xx	Interfund Transfers	1,462,408	1,764,403	1,873,112	1,907,233	1,910,456	2,353,639	2,384,328	446,406	23.4%
9x.xxx	IS Charges - M&O	3,486,324	3,527,794	4,122,117	4,445,099	4,445,102	5,133,567	5,142,658	688,468	15.5%
9x.xxx	IS Charges - Reserves	149,213	763,614	126,741	906,172	906,172	915,247	915,247	9,075	1.0%
	Subtotal Operating Exp	\$ 34,981,655	\$ 37,384,996	\$ 39,211,802	\$ 42,359,627	\$ 41,910,217	\$ 43,245,663	\$ 43,767,992	\$ 886,036	2.1%
Capital & 1-Time Funded:										
	Personnel Costs	623,979	69,153	-	360,263	288,313	540,603	550,727	180,340	50.1%
	Supplies	180,862	25,995	-	50,930	50,930	102,600	94,600	51,670	101.5%
	Services & Charges	2,744,603	478,798	-	870,481	895,481	317,700	238,425	(552,781)	-63.5%
	Interfund Transfers	1,014,676	3,484,047	745,465	2,621,406	2,621,406	2,476,344	1,858,526	(145,062)	-5.5%
	Capital	164,967	238,260	-	81,496	81,496	-	-	(81,496)	-100.0%
	IS Charges - M&O & Capital	328,002	357,415	137,028	724,176	724,176	1,524,356	1,327,244	800,180	110.5%
	Subtotal One-time Exp	\$ 5,057,091	\$ 4,653,665	\$ 882,491	\$ 4,708,751	\$ 4,661,802	\$ 4,961,604	\$ 4,069,523	\$ 252,853	5.4%
Total Expenditures		\$ 40,038,746	\$ 42,038,661	\$ 40,094,293	\$ 47,068,378	\$ 46,572,019	\$ 48,207,266	\$ 47,837,515	\$ 1,138,888	2.4%



## FUND 101: STREET FUND

### Purpose/Description

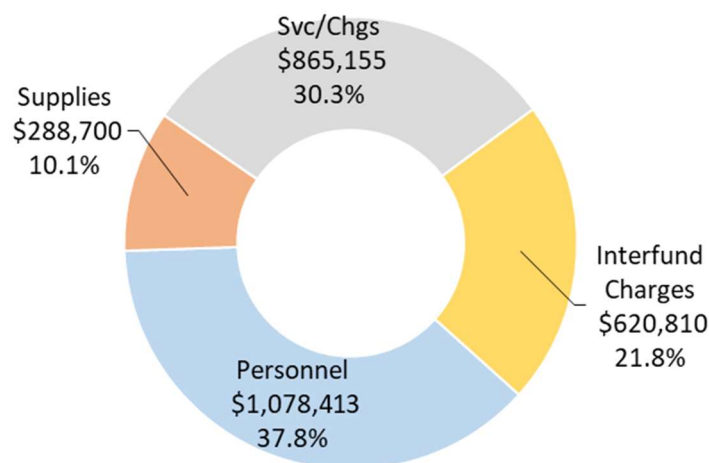
The **Street Fund** is used to account for the receipts and disbursements associated with City planning, establishing, repairing and maintaining City streets, sidewalks, and appurtenances, including pedestrian and bicycle paths, lanes and routes. The fund is supported primarily by an interfund transfer from the General Fund, motor vehicle fuel tax and permits to a much lesser degree. Primary areas of service are transportation planning, traffic operations and maintenance, neighborhood traffic services, snow and ice response, and street maintenance.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Permits Fees	\$ 147,196	\$ 189,474	\$ 152,500	\$ 152,500	\$ 152,000	\$ 152,000	\$ 152,000	\$ (500)	-0.3%
Engineering Review Fees	40	11,408	-	-	45,000	5,000	5,000	5,000	n/a
Motor Vehicle Fuel Tax	709,693	791,653	855,410	855,410	797,000	824,420	822,930	(30,990)	-3.6%
Total Operating Revenues:	\$ 856,929	\$ 992,535	\$ 1,007,910	\$ 1,007,910	\$ 994,000	\$ 981,420	\$ 979,930	\$ (26,490)	-2.6%
EXPENDITURES									
Operations & Maintenance	1,257,372	1,497,612	1,757,484	1,787,601	1,787,913	2,121,599	2,137,851	108,598	6.1%
Engineering Services	550,307	600,183	625,545	668,785	668,785	731,479	748,649	(293,444)	-43.9%
Total Operating Expenditures:	\$ 1,807,679	\$ 2,097,795	\$ 2,383,029	\$ 2,456,386	\$ 2,456,698	\$ 2,853,078	\$ 2,886,500	\$ 396,691	16.1%
Oper Rev Over/(Under) Exp	\$ (950,750)	\$ (1,105,260)	\$ (1,375,119)	\$ (1,448,476)	\$ (1,462,698)	\$ (1,871,658)	\$ (1,906,570)	\$ (423,181)	29.2%
OTHER FINANCING SOURCES									
Grants	12,000	-	-	-	-	-	-	-	n/a
Judgments, Settlements/Misc	319	3,247	-	-	1,000	-	-	-	n/a
Transfer In-General Fund	981,149	1,280,910	1,390,574	1,548,776	1,551,999	2,811,003	1,978,097	1,262,227	81.5%
Total Other Financing Sources	\$ 993,467	\$ 1,284,157	\$ 1,390,574	\$ 1,548,776	\$ 1,562,999	\$ 2,811,003	\$ 1,978,097	\$ 1,262,227	81.5%
OTHER FINANCING USES									
Operations & Maintenance	\$ 14,024	\$ 31,929	\$ 5,651	\$ 15,331	\$ 15,331	\$ 697,016	\$ 57,799	\$ 681,685	4446.4%
Engineering Services	33,482	123,187	9,803	108,750	108,750	242,329	13,727	133,579	122.8%
Total Other Financing Uses	\$ 47,507	\$ 155,117	\$ 15,454	\$ 124,081	\$ 124,081	\$ 939,344	\$ 71,526	\$ 815,263	657.0%
Total Rev & Other Sources	\$ 1,850,396	\$ 2,276,692	\$ 2,398,484	\$ 2,556,686	\$ 2,556,999	\$ 3,792,423	\$ 2,958,027	\$ 1,235,737	48.3%
Total Exp & Other Uses	\$ 1,855,185	\$ 2,252,912	\$ 2,398,483	\$ 2,580,467	\$ 2,580,779	\$ 3,792,423	\$ 2,958,027	\$ 1,211,955	47.0%
Beginning Fund Balance, 1/1	\$ 4,789	\$ -	\$ -	\$ 23,780	\$ 23,780	\$ 0	\$ (0)	\$ (23,780)	-100.0%
Ending Fund Balance, 12/31	\$ 0	\$ 23,777	\$ (0)	\$ (0)	\$ 0	\$ (0)	\$ 0	\$ (0)	102.4%

**FUND 101: STREET FUND (continued)****Expenditure Object Summary**

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
11.xxx	Salaries & Wages	533,451	580,711	568,347	606,547	606,547	700,204	711,763	93,657	15.4%
11.011	Temporary Help	-	2,664	53,200	15,000	15,000	5,000	15,000	(10,000)	-66.7%
11.002/4	Overtime	18,725	20,171	16,100	16,100	16,100	16,100	16,100	-	0.0%
11.005	On Call Pay	24,341	12,976	31,320	31,320	31,320	14,500	14,500	(16,820)	-53.7%
11.xxx	Other Pay (DUI Response/CTR)	1,781	-	3,300	3,300	3,300	3,300	3,300	-	0.0%
21.xxx	Benefits	260,015	278,223	279,206	279,206	279,518	339,309	349,571	60,103	21.5%
31.030	Maintenance Supplies	36,165	35,344	93,000	93,000	93,000	113,000	113,000	20,000	21.5%
31.xxx	Other Supplies	59,389	72,661	97,750	97,750	97,750	109,400	109,700	11,650	11.9%
35.xxx	Small Tools/Minor Equipment	9,455	23,957	33,500	33,500	33,500	66,300	66,300	32,800	97.9%
41.xxx	Professional Services	127,479	181,984	266,900	266,900	266,900	251,900	251,900	(15,000)	-5.6%
43.xxx	Travel & Training	675	1,186	9,350	9,350	9,350	9,100	9,100	(250)	-2.7%
45.xxx	Operating Rentals/Leases	-	-	3,500	3,500	3,500	3,500	3,500	-	0.0%
47.xxx	Utilities	425,581	462,921	427,660	427,660	427,660	528,660	528,660	101,000	23.6%
48.xxx	Repairs & Maintenance	15,407	11,928	18,295	18,295	18,295	68,295	68,295	50,000	273.3%
49.003	Membership Dues	2,102	2,029	3,600	3,600	3,600	3,600	3,600	-	0.0%
49.xxx	Other Services & Charges	518	1,115	100	100	100	100	100	-	0.0%
9x.xxx	IS Charges - M&O	279,219	360,884	466,395	494,750	494,750	564,287	565,588	69,537	14.1%
9x.xxx	IS Charges - Reserves	13,377	49,039	11,506	56,508	56,508	56,523	56,523	15	0.0%
	Subtotal Operating Exp	\$ 1,807,679	\$ 2,097,795	\$ 2,383,029	\$ 2,456,386	\$ 2,456,698	\$ 2,853,078	\$ 2,886,500	\$ 396,691	16.1%
Capital & 1-Time Funded:										
	Personnel Costs	28,708	6,307	-	75,139	75,139	180,000	-	104,861	139.6%
	Supplies	-	15,331	-	-	-	-	-	-	n/a
	Services & Charges	6,451	87,091	-	-	-	742,000	50,000	742,000	n/a
	Capital	5,663	-	-	-	-	-	-		
	IS Charges - M&O & Capital	6,684	46,387	15,454	48,942	48,942	17,345	21,526	(31,597)	-64.6%
	Subtotal One-time Exp	\$ 47,507	\$ 155,117	\$ 15,454	\$ 124,081	\$ 124,081	\$ 939,344	\$ 71,526	\$ 815,263	657.0%
Total Expenditures		\$ 1,855,185	\$ 2,252,912	\$ 2,398,483	\$ 2,580,467	\$ 2,580,779	\$ 3,792,423	\$ 2,958,026	\$ 1,211,955	47.0%

**2023 Operating Budget By Category**

### FUND 103: TRANSPORTATION BENEFIT DISTRICT

#### Purpose & Description

The **Transportation Benefit District Fund** accounts for the \$20 annual vehicle licensing fee (VLF) revenues used to fund specific transportation projects. Proceeds from the VLF are transferred to the Transportation CIP Fund to providing funding of those specific projects.

#### Sources & Use

Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
			Original	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
\$20 Vehicle Licensing Fee (net rev)	\$881,849	\$ 892,796	\$ 835,000	\$ 835,000	\$ 835,000	\$ 835,000	\$ 835,000	\$ -	0.0%
Interest Earnings	904	875	-	-	-	-	-	-	n/a
Total Revenues	\$882,753	\$ 893,671	\$ 835,000	\$ 835,000	\$ 835,000	\$ 835,000	\$ 835,000	\$ -	0.0%
EXPENDITURES									
Transfer Out-Transportation CIP	247,457	-	640,000	2,358,000	2,358,000	-	-	(2,358,000)	-100.0%
Transfer Out-Debt Service	-	-	-	-	-	835,000	835,000	835,000	n/a
Total Expenditures	\$247,457	\$ -	\$ 640,000	\$ 2,358,000	\$ 2,358,000	\$ 835,000	\$ 835,000	\$ (1,523,000)	-64.6%
Rev Over/(Under) Exp	\$635,296	\$ 893,671	\$ 195,000	\$ (1,523,000)	\$ (1,523,000)	\$ -	\$ -	\$ 1,523,000	-100.0%
Beginning Fund Balance, 1/1	\$ 52,457	\$ 687,753	\$ 1,475,000	\$ 1,581,424	\$ 1,581,424	\$ 58,424	\$ 58,424	\$ (1,523,000)	-96.3%
Ending Fund Balance, 12/31	\$687,753	\$ 1,581,425	\$ 1,670,000	\$ 58,424	\$ 58,424	\$ 58,424	\$ 58,424	\$ -	0.0%

## FUND 104: HOTEL/MOTEL LODGING TAX

### Purpose/Description

The **Hotel/Motel Lodging Tax Fund** is used to account for the hotel/motel lodging tax revenues and associated disbursements. RCW 67.28 authorizes a transient rental tax of up to two percent for lodging at hotels, motels, private campgrounds, RV parks and similar facilities. RCW 67.28 also authorizes a five percent special hotel/motel tax on the same base. The expenditures from this fund must adhere to the governing state statutes, which limit the expenditures to those costs related to tourism promotion, and acquisition and/or operation of tourism-related facilities.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Special Hotel/Motel Lodging Tax	\$ 619,508	\$ 884,764	\$ 714,286	\$ 714,286	\$ 875,000	\$ 803,570	\$ 803,570	\$ 89,284	12.5%
Transient Rental Income Tax	247,803	355,057	285,714	285,714	350,000	321,430	321,430	35,716	12.5%
Interest Earnings	7,693	2,118	-	-	-	-	-	-	n/a
Total Revenues	\$ 875,005	\$ 1,241,938	\$ 1,000,000	\$ 1,000,000	\$ 1,225,000	\$ 1,125,000	\$ 1,125,000	\$ 125,000	12.5%
EXPENDITURES									
Lodging Tax Programs	456,515	527,489	800,000	780,500	780,500	1,125,000	1,125,000	344,500	44.1%
Transfer Out - Parks CIP	320,093	68,049	-	72,893	72,893	-	-	(72,893)	-100.0%
Total Expenditures	\$ 776,609	\$ 595,538	\$ 800,000	\$ 853,393	\$ 853,393	\$ 1,125,000	\$ 1,125,000	\$ 271,607	31.8%
Rev Over/(Under) Exp	\$ 98,396	\$ 646,400	\$ 200,000	\$ 146,607	\$ 371,607	\$ -	\$ -	\$ (146,607)	-100.0%
Beginning Fund Balance, 1/1	\$ 1,560,637	\$ 1,659,033	\$ 1,375,103	\$ 2,305,435	\$ 2,305,435	\$ 2,677,042	\$ 2,677,042	\$ 371,607	16.1%
Ending Fund Balance, 12/31	\$ 1,659,033	\$ 2,305,433	\$ 1,575,103	\$ 2,452,042	\$ 2,677,042	\$ 2,677,042	\$ 2,677,042	\$ 225,000	9.2%



## FUND 105: PROPERTY ABATEMENT/RENTAL HOUSING SAFETY PROGRAM/AFFORDABLE HOUSING

### Purpose/Description

The *Property Abatement/Rental Housing Safety Program/Affordable Housing Fund* accounts for projects that the City has identified and processed through the abatement program and rental housing safety program. All revenues from the rightful recovery of those project expenses, along with all revenues from fees, fines, and interest, and other rightful recoveries from those projects are deposited into the fund for the purpose of funding additional abatement projects and covering the cost of the rental housing safety program. The fund also accounts for the 1406 Affordable Housing Program, funded by a credit from the state sales tax.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Abatement Program	\$ 132,535	\$ 173,509	\$ 86,500	\$ 586,500	\$ 586,500	\$ 77,500	\$ 140,000	\$ (509,000)	-86.8%
Abatement Charges	59,134	93,741	45,000	45,000	45,000	37,000	75,000	(8,000)	-17.8%
Interest Earnings	13,401	44,768	6,500	6,500	6,500	5,500	30,000	(1,000)	-15.4%
Judgments & Settlements	-	-	-	-	-	-	-	-	n/a
Transfer In-General Fund	60,000	35,000	35,000	535,000	535,000	35,000	35,000	(500,000)	-93.5%
Rental Housing Safety Program	\$ 204,398	\$ 312,254	\$ 225,000	\$ 232,910	\$ 232,910	\$ 250,000	\$ 250,000	\$ 17,090	7.3%
RHSP Program Fees	179,398	162,967	175,000	182,910	182,910	200,000	200,000	17,090	9.3%
Transfer In-General Fund	25,000	149,287	50,000	50,000	50,000	50,000	50,000	-	0.0%
1406 Affordable Housing Program	\$ 72,316	\$ 109,042	\$ 98,000	\$ 98,000	\$ 98,000	\$ 98,000	\$ 98,000	\$ -	0.0%
Sales Tax	72,316	109,042	98,000	98,000	98,000	98,000	98,000	-	0.0%
Total Revenues:	\$ 409,250	\$ 594,805	\$ 409,500	\$ 917,410	\$ 917,410	\$ 425,500	\$ 488,000	\$ (491,910)	-53.6%
EXPENDITURES									
Abatement Program	92,934	365,186	86,500	1,005,210	1,005,210	77,500	140,000	(927,710)	-92.3%
Rental Housing Safety Program	263,719	238,412	225,000	282,464	282,464	250,000	250,000	(32,464)	-11.5%
1406 Affordable Housing Program	-	-	98,000	279,358	279,358	98,000	98,000	(181,358)	-64.9%
Total Expenditures:	\$ 356,653	\$ 603,598	\$ 409,500	\$ 1,567,032	\$ 1,567,032	\$ 425,500	\$ 488,000	\$ (1,141,532)	-72.8%
Rev Over/(Under) Exp	\$ 52,597	\$ (8,793)	\$ -	\$ (649,622)	\$ (649,622)	\$ -	\$ -	\$ 649,622	-100.0%
Beginning Fund Balance, 1/1	\$ 605,817	\$ 658,414	\$ -	\$ 649,622	\$ 649,622	\$ -	\$ -	\$ (649,622)	-100.0%
Ending Fund Balance, 12/31	\$ 658,414	\$ 649,622	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Abatement Program	610,386	418,710	-	-	-	-	-	-	n/a
Rental Housing Safety Program	\$ (24,288)	\$ 49,554	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
1406 Affordable Housing Program	\$ 72,316	\$ 181,359	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## FUND 106: PUBLIC ART

### Purpose/Description

The sole purpose of the **Public Art Fund** is to account for the revenue from the fees charged for the rental of the McGavick Center by the City and expenditure of that revenue for approved public art activities.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Interest Earnings	\$ 722	\$ 124	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Facility Rentals	(3,000)	-	15,000	15,000	15,000	15,000	15,000	-	0.0%
Transfer-In General Fund	-	22,500	-	30,000	30,000	22,000	22,000	(8,000)	-26.7%
Total Revenues	\$ (2,278)	\$ 22,624	\$ 15,000	\$ 45,000	\$ 45,000	\$ 37,000	\$ 37,000	\$ (8,000)	-17.8%
EXPENDITURES									
Arts Commission Program	-	-	2,000	4,626	4,626	2,000	2,000	(2,626)	-56.8%
Public Art	5,000	37,902	13,000	160,598	160,598	35,000	35,000	(125,598)	-78.2%
Total Expenditures	\$ 5,001	\$ 37,902	\$ 15,000	\$ 165,224	\$ 165,224	\$ 37,000	\$ 37,000	\$ (128,224)	-77.6%
Rev Over/(Under) Exp	\$ (7,279)	\$ (15,278)	\$ -	\$ (120,224)	\$ (120,224)	\$ -	\$ -	\$ 120,224	-100.0%
Beginning Fund Balance, 1/1	\$ 142,778	\$ 135,500	\$ -	\$ 120,223	\$ 120,223	\$ -	\$ -	\$ (120,223)	-100.0%
Ending Fund Balance, 12/31	\$ 135,500	\$ 120,223	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

### FUND 180: NARCOTIC SEIZURE

#### Purpose/Description

The ***Narcotics Seizure Fund*** was established for the purposes of tracking assets seized as a result of involvement with the illegal sale, possession, or distribution of drugs or controlled substances, and for the purchase of controlled substances or drugs by law enforcement officers or agents, as well as other expenses to enhance and improve law enforcement activities having a close and demonstrable relationship to enforce enforcement of controlled substances. Funds may not be used to supplant existing funding sources.

#### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end			Adopted	Adopted
REVENUES									
Forfeitures	\$ 71,670	\$ 15,794	\$ -	\$ -	\$ 104,300	\$ -	\$ -	\$ -	n/a
Law Enforcement Contracts	33,485	2,217	-	-	50	-	-	-	n/a
Interest Earnings	1,197	171	-	-	150	-	-	-	n/a
Transfer In-Fleet & Equipment	-	14,500	-	-	-	-	-	-	n/a
Total Revenues	\$ 106,352	\$ 32,681	\$ -	\$ -	\$ 104,500	\$ -	\$ -	\$ -	n/a
EXPENDITURES									
Investigations/Capital	162,477	66,876	-	192,000	296,500	-	-	(192,000)	-100.0%
Total Expenditures	\$ 162,477	\$ 66,876	\$ -	\$ 192,000	\$ 296,500	\$ -	\$ -	\$ (192,000)	-100.0%
Rev Over/(Under) Exp	\$ (56,125)	\$ (34,195)	\$ -	\$ (192,000)	\$ (192,000)	\$ -	\$ -	\$ 192,000	-100.0%
Beginning Fund Balance, 1/1	\$ 282,321	\$ 226,196	\$ -	\$ 192,000	\$ 192,000	\$ -	\$ -	\$ (192,000)	-100.0%
Ending Fund Balance, 12/31	\$ 226,196	\$ 192,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## FUND 181: FELONY SEIZURE

### Purpose/Description

The **Felony Seizure Fund** accounts for assets seized by the police department under RCW 10.105.101 and the related expenditures. State statute authorizes the seizure of assets that have been or was actually employed as an instrumentality in the commission of, or in aiding or abetting in the commission of any felony, or which was furnished or was intended to be furnished by any person in the commission of, as a result of, or as compensation for the commission of, any felony, or which was acquired in whole or in part with proceeds traceable to the commission of a felony.

Funds shall be used exclusively by the City for the expansion and improvement of law enforcement activity; however, may not be used to supplant preexisting funding sources.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Forfeitures/Misc	\$ 42,660	\$ 40	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	n/a
Total Revenues	\$ 42,660	\$ 40	\$ -	\$ -	\$ 7,000	\$ -	\$ -	\$ -	n/a
EXPENDITURES									
Investigations	2,966	11,679	-	36,198	43,198	-	-	(36,198)	-100.0%
Total Expenditures	\$ 2,966	\$ 11,679	\$ -	\$ 36,198	\$ 43,198	\$ -	\$ -	\$ (36,198)	-100.0%
Rev Over/(Under) Exp	\$ 39,694	\$ (11,639)	\$ -	\$ (36,198)	\$ (36,198)	\$ -	\$ -	\$ 36,198	-100.0%
Beginning Fund Balance, 1/1	\$ 8,143	\$ 47,837	\$ -	\$ 36,198	\$ 36,198	\$ -	\$ -	\$ (36,198)	-100.0%
Ending Fund Balance, 12/31	\$ 47,837	\$ 36,198	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## FUND 182: FEDERAL SEIZURE

### Purpose/Description

The **Federal Seizure Fund** was established to track the revenues associated with assets seized as a result of the police department working in conjunction with federal law enforcement. The fund also accounts for public safety expenditures funded by those revenues. Of the seizure funds, Federal seizure is less restrictive and provides more flexibility.

The Federal Equity Sharing Guidelines lists the following (funds shall be used to increase or supplement and not be used to replace or supplant):

Permissible Uses: law enforcement investigations; law enforcement training, law enforcement and detention facilities; law enforcement equipment; law enforcement travel and transportation; law enforcement awards and memorials; drug and gang education awareness programs; matching fund for grants; pro rata funding of the law enforcement agency's percentage of costs associated with supporting multi-agency items or facilities; asset accounting and tracking of expenditures of federally shared funds; language assistance services in connection with law enforcement activity; transfers of cash to other law enforcement agencies; support of community-based programs (cash transfers to community-based programs are not permitted); and windfall situations to provide additional support to community-based programs.

Impermissible Uses: Salaries and benefits of permanent law enforcement personnel, except in limited circumstances (i.e. express statutory authorization, overtime of officers and investigators, new positions and temporary or not-to-exceed one year appointments and salary of an officer hired to replace an officer assigned to a task force, specialized programs that generally to not involve traditional law enforcement functions); use of forfeited property by non-law enforcement personnel; payment of education-related costs; uses contrary to the laws of the state or local jurisdiction; non-official government use of shared assets; purchase of food and beverage (except for conference and meals during local operations); extravagant expenditures or wasteful expenditures and entertainment; cash on hand, secondary accounts, and stored value cards (such as prepaid credit cards); transfers to other law enforcement agencies; purchase of items for other law enforcement agencies; costs related to lawsuits; loans; and money laundering operations.

### Sources & Uses

Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
			Original	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Forfeitures/Misc	\$ 64,624	\$ 1,100	\$ -	\$ -	\$ 2,700	\$ -	\$ -	\$ -	n/a
Total Revenues	\$ 64,624	\$ 1,100	\$ -	\$ -	\$ 2,700	\$ -	\$ -	\$ -	n/a
EXPENDITURES									
Crime Prevention/Capital	163,546	18,501	-	143,505	146,205	-	-	(143,505)	-100.0%
Total Expenditures	\$ 163,546	\$ 18,501	\$ -	\$ 143,505	\$ 146,205	\$ -	\$ -	\$ (143,505)	-100.0%
Rev Over/(Under) Exp	\$ (98,922)	\$ (17,401)	\$ -	\$ (143,505)	\$ (143,505)	\$ -	\$ -	\$ 143,505	-100.0%
Beginning Fund Balance, 1/1	\$ 259,829	\$ 160,907	\$ -	\$ 143,505	\$ 143,505	\$ -	\$ -	\$ (143,505)	-100.0%
Ending Fund Balance, 12/31	\$ 160,907	\$ 143,505	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## FUND 190: COMMUNITY DEVELOPMENT BLOCK GRANTS

### Purpose/Description

The **Community Development Block Grant Fund** was established to account for revenues and expenditures associated with Community Development Block Grants (CDBG), HOME Investment Partnership Act grants. Revenue and other resources reported in the Grant Fund include direct and indirect federal grants, state grants, and intergovernmental service revenues.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end			Adopted	Adopted
REVENUES									
Grant/Prog Income/Loan Payments	\$ 385,342	\$ 925,565	\$ 595,000	\$ 3,287,587	\$ 3,287,587	\$ 553,819	\$ 550,000	\$ (2,733,768)	-83.2%
Interest Earnings	16	6	-	-	-	-	-	-	n/a
Misc/Contributions	3,411	5,661	-	-	-	-	-	-	n/a
Total Revenues	\$ 388,769	\$ 931,232	\$ 595,000	\$ 3,287,587	\$ 3,287,587	\$ 553,819	\$ 550,000	\$ (2,733,768)	-83.2%
EXPENDITURES									
Grant Programs	402,213	799,461	595,000	4,801,082	3,287,587	553,819	550,000	(4,247,263)	-88.5%
Transfer Out-Transportation CIP	8,056	-	250,000	-	-	-	-	-	n/a
Total Expenditures	\$ 410,269	\$ 799,461	\$ 845,000	\$ 4,801,082	\$ 3,287,587	\$ 553,819	\$ 550,000	\$ (4,247,263)	-88.5%
Rev Over/(Under) Exp	\$ (21,500)	\$ 131,771	\$(250,000)	\$(1,513,495)	\$ -	\$ -	\$ -	\$ 1,513,495	-100.0%
Beginning Fund Balance, 1/1	\$ 1,403,224	\$ 1,381,724	\$ -	\$ 1,513,495	\$ 1,513,495	\$ 1,513,495	\$ 1,513,495	\$ -	0.0%
Ending Fund Balance, 12/31	\$ 1,381,724	\$ 1,513,495	\$ -	\$ -	\$ 1,513,495	\$ 1,513,495	\$ 1,513,495	\$ 1,513,495	n/a

## FUND 191: NEIGHBORHOOD STABILIZATION PROGRAM

### Purpose/Description

The **Neighborhood Stabilization Program Fund** accounts for the revenues and expenditures associated with the Federal Neighborhood Stabilization Program Grant. The NSP was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. The NSP1 program provides funds to purchase and redevelop foreclosed and abandoned homes and residential properties. Upon formal written notification of the close-out to Washington State Department of Commerce, if the City has any remaining NSP1 funds after five years of close out date, the City may reprogram unspent funds with no restrictions, meaning the City may use the funds for example, for abatements, set up a housing loan program similar to CDBG/HOME but without all of the federal requirements or even put it back to the General Fund. The NSP3 program provides a third round of neighborhood stabilization grants to all states and select governments on a formula basis.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Grant - NSP 1	\$ 43,741	\$ 46,093	\$ -	\$ 42,000	\$ 42,000	\$ -	\$ -	\$ (42,000)	-100.0%
Grant - NSP 3	57,505	-	-	-	-	-	-	-	n/a
Abatement Charges	-	-	37,000	-	-	25,000	40,000	25,000	n/a
Abatement Interest	12,257	6,090	5,000	-	-	3,000	5,500	3,000	n/a
Total Revenues	\$ 113,503	\$ 52,182	\$ 42,000	\$ 42,000	\$ 42,000	\$ 28,000	\$ 45,500	\$ (14,000)	-33.3%
EXPENDITURES									
Grant - NSP 1	822	9,263	42,000	282,528	282,528	28,000	45,500	(254,528)	-90.1%
Grant - NSP 3	-	43,357	-	14,148	14,148	-	-	(14,148)	-100.0%
Total Expenditures	\$ 822	\$ 52,620	\$ 42,000	\$ 296,676	\$ 296,676	\$ 28,000	\$ 45,500	\$ (268,676)	-90.6%
Rev Over/(Under) Exp	\$ 112,681	\$ (438)	\$ -	\$ (254,676)	\$ (254,676)	\$ -	\$ -	\$ 254,676	-100.0%
Beginning Fund Balance, 1/1	\$ 142,433	\$ 255,115	\$ -	\$ 254,676	\$ 254,676	\$ -	\$ -	\$ (254,676)	-100.0%
Ending Fund Balance, 12/31	\$ 255,115	\$ 254,677	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## FUND 192: SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP (SSMCP)

### Purpose/Description

The **South Sound Military Communities Partnership Fund** accounts for all activity associated with the South Sound Military Communities Partnership (SSMCP) including 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.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end			Adopted	Adopted
REVENUES									
Grants	\$ 461,015	\$ 531,351	\$ -	\$ 8,428,040	\$ 8,428,040	\$ -	\$ -	\$ (8,428,040)	-100.0%
Partner Participation	186,000	204,800	177,500	177,500	177,500	236,125	236,125	58,625	33.0%
Misc/Other	500	-	-	593,802	593,802	-	-	(593,802)	-100.0%
Transfer In-General Fund	50,000	50,000	50,000	50,000	50,000	75,000	75,000	25,000	50.0%
Total Revenues	\$ 697,515	\$ 786,151	\$ 227,500	\$ 9,249,342	\$ 9,249,342	\$ 311,125	\$ 311,125	\$ (8,938,217)	-96.6%
EXPENDITURES									
Operations	271,914	240,520	227,500	259,799	259,799	306,377	315,874	46,578	17.9%
Grants & Other Programs	461,014	531,350	-	9,021,842	9,021,842	-	-	(9,021,842)	-100.0%
Total Expenditures	\$ 732,928	\$ 771,870	\$ 227,500	\$ 9,281,641	\$ 9,281,641	\$ 306,377	\$ 315,874	\$ (8,975,264)	-96.7%
Rev Over/(Under) Exp	\$ (35,413)	\$ 14,281	\$ -	\$ (32,298)	\$ (32,298)	\$ 4,748	\$ (4,749)	\$ 37,046	-114.7%
Beginning Fund Balance, 1/1	\$ 53,431	\$ 18,018	\$ -	\$ 32,299	\$ 32,299	\$ -	\$ 4,748	\$ (32,299)	-100.0%
Ending Fund Balance, 12/31	\$ 18,018	\$ 32,299	\$ -	\$ -	\$ -	\$ 4,748	\$ -	\$ 4,748	n/a



## FUND 195: PUBLIC SAFETY GRANT FUND

### Purpose & Description

The **Public Safety Grant Fund** accounts for the revenues and expenditures related to public safety grants and local revenues. Grants are budgeted when awarded and typically are added in the form of a budget adjustment.

### Sources & Uses

Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
			Original	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Grants	\$ 535,656	\$ 460,460	\$ 132,328	\$ 688,015	\$ 688,015	\$ -	\$ -	\$(688,015)	-100.0%
Total Revenues	\$ 535,656	\$ 460,460	\$ 132,328	\$ 688,015	\$ 688,015	\$ -	\$ -	\$(688,015)	-100.0%
EXPENDITURES									
Grants	535,656	460,460	132,328	688,015	688,015	-	-	(688,015)	-100.0%
Total Expenditures	\$ 535,656	\$ 460,460	\$ 132,328	\$ 688,015	\$ 688,015	\$ -	\$ -	\$(688,015)	-100.0%
Rev Over/(Under) Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Ending Fund Balance, 12/31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## FUND 196: AMERICAN RESCUE PLAN ACT

### Purpose & Description

The **American Rescue Plan Act (ARPA) Fund** was established for the purpose of segregating revenues received through and expenditures eligible under the American Rescue Plan Act of 2021. The ARPA Fund consists of monies allocated to the City under ARPA and distributed to the City in 2021 and 2022. Funds are used only for eligible purposes as permitted by ARPA and the U.S. Department of Treasury. ARPA funds received totaling \$13.77M is deposited as unearned revenue in the balance sheet and recorded as revenue as expenditures are incurred. Funds must be obligated by 12/31/2024 and spent by 12/31/2026. The entire program funds are budgeted in the year the City Council approved (or anticipates) even though 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 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 the General Fund) at a later date.

### Sources & Uses

Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
			Original	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Grants	\$ -	\$ 1,298,065	\$ -	\$ 5,922,926	\$ 12,468,171	\$ -	\$ -	\$ (5,922,926)	-100.0%
Interest	-	1,209	-	-	18,000	-	-	-	n/a
Total Revenues	\$ -	\$ 1,299,275	\$ -	\$ 5,922,926	\$ 12,486,171	\$ -	\$ -	\$ (5,922,926)	-100.0%
EXPENDITURES									
Grants	-	1,299,275	-	5,922,926	12,466,962	-	-	(5,922,926)	-100.0%
Total Expenditures	\$ -	\$ 1,299,275	\$ -	\$ 5,922,926	\$ 12,466,962	\$ -	\$ -	\$ (5,922,926)	-100.0%
Rev Over/(Under) Exp	\$ -	\$ -	\$ -	\$ -	\$ 19,209	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 19,209	\$ 19,209	\$ 19,209	n/a
Ending Fund Balance, 12/31	\$ -	\$ -	\$ -	\$ -	\$ 19,209	\$ 19,209	\$ 19,209	\$ 19,209	n/a

## FUND 201: GENERAL OBLIGATION BOND DEBT SERVICE

### Purpose & Description

The **General Obligation Bond Debt Service Fund** accounts for the debt service on the City Council approved general obligation (G.O.) debt. Included in the costs charged to this fund are the scheduled principal and interest payments, debt issue costs, fiscal agent fees, and any other debt related costs. Debt service currently scheduled for payment from this fund includes the 59<sup>th</sup> Street Promissory Note, 2009 LTGO and 2016 LTGO for the Police Station, LOCAL financing for LED Streetlight Retrofit and transportation capital improvement bonds. The General Fund supports debt service payments for all except the transportation CIP bonds which are funded by real estate excise tax revenues.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Transfer In-General Fund	\$ 446,260	\$ 448,494	\$ 447,538	\$ 447,538	\$ 447,538	\$ 446,981	\$ 442,756	\$ (557)	-0.1%
Transfer In-REET	535,296	773,601	1,242,400	1,242,400	1,242,400	1,239,997	1,239,998	(2,403)	-0.2%
Transfer In-TBD \$20 VLF	-	-	-	-	-	835,000	835,000	835,000	n/a
Total Revenues	\$ 981,556	\$ 1,222,095	\$ 1,689,938	\$ 1,689,938	\$ 1,689,938	\$ 2,521,978	\$ 2,517,754	\$ 832,040	49.2%
EXPENDITURES									
Debt Service - 59th Street	77,000	77,000	77,000	77,000	77,000	77,000	77,000	-	0.0%
Debt Service - Police Station	209,006	212,594	210,707	210,707	210,707	213,581	210,981	2,874	1.4%
Debt Service - LOCAL LED Streetlight	154,650	158,900	158,707	157,775	157,775	156,400	154,775	(1,375)	-0.9%
Debt Service - Transportation Projects	540,900	773,601	1,243,524	1,244,456	1,244,456	1,239,997	1,239,998	(4,459)	-0.4%
Debt Service - TBD \$20 VLF Transportation	-	-	-	-	-	835,000	835,000	835,000	n/a
Total Expenditures	\$ 981,556	\$ 1,222,095	\$ 1,689,938	\$ 1,689,938	\$ 1,689,938	\$ 2,521,978	\$ 2,517,754	\$ 832,040	49.2%
Rev Over/(Under) Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Ending Fund Balance, 12/31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

## FUND 202: LOCAL IMPROVEMENT DISTRICT DEBT SERVICE

### Purpose & Description

The **LID Debt Service Fund** was established to account for both the payment of special assessment bonds, as well as the collection of assessments from property owners within the local improvement district (LID). The assessment payments are the revenue source for the debt payments. The 2022 estimated ending fund balance is due primarily to early redemption bonds resulting in savings in interest earnings cost and could be made available for future general purpose expenditures.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end			Adopted	Adopted
REVENUES									
Interest Earnings	\$ 1,407	\$ 224	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Assessments	270,724	252,218	247,774	245,641	245,641	236,692	219,765	(8,949)	-3.6%
LID 1109 Proceeds Admin Fees	17,730	-	-	-	-	-	-	-	n/a
Total Revenues	\$ 289,861	\$ 252,442	\$ 247,774	\$ 245,641	\$ 245,641	\$ 236,692	\$ 219,765	\$ (8,949)	-3.6%
EXPENDITURES									
Debt Service - LIDs 1101/1103	10,800	220,690	950	-	-	-	-	-	n/a
Debt Service - LID 1108	65,521	63,100	59,977	137,950	137,950	11,374	-	(126,576)	-91.8%
Debt Service - LID 1109	600	97,739	94,686	226,641	226,641	225,318	219,765	(1,323)	-0.6%
Total Expenditures	\$ 76,921	\$ 381,529	\$ 155,613	\$ 364,591	\$ 364,591	\$ 236,692	\$ 219,765	\$(127,899)	-35.1%
Rev Over/(Under) Exp	\$ 212,940	\$ (129,087)	\$ 92,161	\$ (118,950)	\$ (118,950)	\$ -	\$ -	\$ 118,950	-100%
Beginning Fund Balance, 1/1	\$ 35,097	\$ 248,038	\$ -	\$ 118,951	\$ 118,951	\$ -	\$ -	\$(118,951)	-100.0%
Ending Fund Balance, 12/31	\$ 248,038	\$ 118,951	\$ 92,161	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

### FUND 204: SEWER PROJECT DEBT SERVICE

#### Purpose & Description

The **Sewer Project Debt Service Fund** accounts for the Public Works Trust Fund Loans (PWTFL) that the City secured to fund both sewer main construction and the side sewer construction loan program. The City completed construction of the sewer main and donated it to Pierce County in 2012. A 4.75% surcharge on all of the county sewer service charges within the City limits provides the funding for the debt service.

#### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Sewer Charges (4.75% Sewer Surcharge)	\$ 791,007	\$ 790,478	\$ 805,000	\$ 805,000	\$ 835,000	\$ 826,000	\$ 847,000	\$ 21,000	2.6%
Interest Earnings	4,127	734	9,200	9,200	9,200	5,200	1,300	(4,000)	-43.5%
Sanitary Side Sewer Connect Home Loan Repay	30,413	5,649	20,058	20,058	20,058	20,058	21,457	-	0.0%
Total Revenues	\$ 825,547	\$ 796,861	\$ 834,258	\$ 834,258	\$ 864,258	\$ 851,258	\$ 869,757	\$ 17,000	2.0%
EXPENDITURES									
PWTFL Debt Service	482,554	480,086	477,618	477,618	477,618	475,150	472,682	(2,468)	-0.5%
Transfer To Fund 311 Sewer Capital	55,000	190,000	50,000	50,000	50,000	50,000	467,178	-	0.0%
Total Expenditures	\$ 537,554	\$ 670,086	\$ 527,618	\$ 527,618	\$ 527,618	\$ 525,150	\$ 939,860	\$ (2,468)	-0.5%
Rev Over/(Under) Exp	\$ 287,993	\$ 126,775	\$ 306,640	\$ 306,640	\$ 336,640	\$ 326,108	\$ (70,103)	\$ 19,468	6%
Beginning Fund Balance, 1/1	\$ 319,321	\$ 607,313	\$ 708,683	\$ 734,088	\$ 734,088	\$ 1,070,728	\$ 1,396,836	\$ 336,640	45.9%
Ending Fund Balance, 12/31	\$ 607,313	\$ 734,088	\$ 1,015,323	\$ 1,040,728	\$ 1,070,728	\$ 1,396,836	\$ 1,326,733	\$ 356,108	34.2%

## FUND 251: LOCAL IMPROVEMENT DISTRICT GUARANTY

### Purpose & Description

Per RCW 35.54.095, a city that maintains a local improvement guaranty fund, upon certification by the city treasurer that the local improvement guaranty fund has sufficient funds currently on hand to meet all valid outstanding obligations of the fund and all other obligations of the fund reasonably expected to be incurred in the near future, may by ordinance transfer assets to its general fund. The net cash of the local improvement guaranty fund may be reduced to an amount not less than ten percent (10%) of the outstanding obligations guaranteed by the fund or the amount required per the terms of the LID debt. The amount required is currently \$93,000.

### Sources & Uses

Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
			Original	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
Interest Earnings	674	125	-	-	-	-	-	-	n/a
Total Revenues	\$ 674	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
EXPENDITURES									
Transfer Out-General Fund	-	-	-	-	-	-	-	-	n/a
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Rev Over/(Under) Exp	\$ 674	\$ 125	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Beginning Fund Balance, 1/1	\$ 132,294	\$ 132,968	\$ 132,294	\$ 133,093	\$ 133,093	\$ 133,093	\$ 133,093	\$ -	0.0%
Ending Fund Balance, 12/31	\$ 132,968	\$ 133,093	\$ 132,294	\$ 133,093	\$ 133,093	\$ 133,093	\$ 133,093	\$ -	0.0%

## FUND 301: PARKS CAPITAL

### Purpose & Description

The **Parks Capital Project Fund** accounts for the receipts and disbursements related to the acquisition or construction of major park capital facilities with the exception of those facilities financed by proprietary and trust funds.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Grants	\$ 2,112,047	\$ 686,715	\$ 2,518,000	\$ 9,796,355	\$ 9,796,355	\$ -	\$ -	\$ (9,796,355)	-100.0%
MVET for Paths & Trails	4,198	4,683	-	-	4,715	-	-	-	n/a
Funds Anticipated	-	-	-	-	-	\$ 275,000	\$ 2,175,000	275,000	n/a
Contributions/Donations	5,023	13,540	-	-	-	-	-	-	n/a
Interest Earnings	12,768	1,539	-	-	-	-	-	-	n/a
Transfer In-General Fund	494,129	2,562,260	212,500	647,500	647,500	690,000	940,000	42,500	6.6%
Transfer In-REET	519,589	158,000	624,500	624,500	624,500	-	-	(624,500)	-100.0%
Transfer In - Hotel/Motel Lodging Tax	320,093	68,049	-	72,892	72,892	-	-	(72,892)	-100.0%
Transfer In - SWM	-	-	-	206,277	206,277	-	-	(206,277)	-100.0%
Total Revenues	\$ 3,467,847	\$ 3,494,786	\$ 3,355,000	\$ 11,347,524	\$ 11,352,239	\$ 965,000	\$ 3,115,000	\$ (10,382,524)	-91.5%
EXPENDITURES									
Capital	3,478,905	2,712,062	3,355,000	14,643,911	14,740,463	965,000	3,115,000	(13,678,911)	-93.4%
Transfer Out - REET Fund	100,000	-	-	-	-	-	-	-	n/a
Total Expenditures	\$ 3,578,905	\$ 2,712,062	\$ 3,355,000	\$ 14,643,911	\$ 14,740,463	\$ 965,000	\$ 3,115,000	\$ (13,678,911)	-93.4%
Rev Over/(Under) Exp	\$ (111,058)	\$ 782,724	\$ -	\$ (3,296,387)	\$ (3,388,224)	\$ -	\$ -	\$ 3,296,387	-100.0%
Beginning Fund Balance, 1/1	\$ 2,716,557	\$ 2,605,500	\$ -	\$ 3,388,224	\$ 3,388,224	\$ -	\$ -	\$ (3,388,224)	-100.0%
Ending Fund Balance, 12/31	\$ 2,605,500	\$ 3,388,224	\$ -	\$ 91,837	\$ -	\$ -	\$ -	\$ (91,837)	-100.0%

Parks Capital Projects		2023	2024
301.0016	Park Equipment Replacement	20,000	20,000
301.0017	Park Playground Resurfacing	15,000	15,000
301.0018	Project Support	175,000	180,000
301.0028	Oakbrook Park	100,000	-
301.0019	Edgewater Park	75,000	-
301.0020	Wards Lake - Phase 2 & 3	75,000	1,775,000
301.0034	Park Sign Replacement Program	120,000	-
301.0038	Playground Replacement	110,000	125,000
301.0048	Nisqually Partnership Project	50,000	200,000
301.0049	Harry Todd Pickleball Courts	150,000	550,000
301.0050	Fort Steilacoom Park Pavilion Acoustics	50,000	-
301.0053	Fort Steilacoom Park ADA & Overflow Parking	25,000	250,000
<b>Total</b>		<b>\$ 965,000</b>	<b>\$ 3,115,000</b>

See Capital Budget Section for project details.

## FUND 302: TRANSPORTATION CAPITAL

### Purpose & Description

The **Transportation Capital Projects Fund** accounts for receipts and disbursements related to acquisition, design, construction and any other related street capital project expenditures. Revenues supporting this fund's activities include: motor vehicle fuel tax; direct and indirect federal grants; state grants; developer contributions; Transportation Benefit District \$20 vehicle licensing fees (on hold pending court decision); Surface Water Management Fund for SWM's portion of the project cost; real estate excise tax; general obligation bonds, and Community Development Block Grant Fund for eligible projects.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Motor Vehicle Fuel Tax	\$ 285,676	\$ 318,668	\$ 330,560	\$ 330,560	\$ 330,560	\$ 331,860	\$ 329,446	\$ 1,300	0.4%
Multi-Modal Distribution	81,341	81,553	79,240	79,240	79,240	82,940	81,921	3,700	4.7%
Increased Gas Tax	71,174	71,360	69,635	69,635	69,635	72,732	71,681	3,097	4.4%
Pavement Degration Fees	28,135	44,110	-	-	-	-	-	-	n/a
Grants	2,192,897	3,574,537	4,859,598	12,064,501	12,064,501	5,075,510	5,074,480	(6,988,991)	-57.9%
Utilities/Developers/Partners	150,126	950,443	-	1,999,753	1,999,753	-	-	(1,999,753)	-100.0%
Financing - LID	922,757	-	-	-	-	-	-	-	n/a
Proceeds from Sale of Assets	65,203	-	-	-	-	-	-	-	n/a
Interest/Other	57,861	4,346						-	n/a
Interfund Loan (LID/Fleet & Equip)	-	-	-	-	-	-	-	-	n/a
GO Bond Proceeds	3,029,885	6,639,010	-	-	-	1,513,000	1,394,000	1,513,000	n/a
Transfer In - General Fund	512,000	700,000	432,965	1,219,825	1,219,825	700,000	700,000	(519,825)	-42.6%
Transfer In - REET Fund	1,100,950	818,295	-	5,187,200	5,187,200	2,626,628	1,347,472	(2,560,572)	-49.4%
Transfer In - TBD Fund	247,457	-	640,000	2,358,000	2,358,000	-	-	(2,358,000)	-100.0%
Transfer In - CDBG Fund	8,056	18,137	-	276,823	276,823	-	-	(276,823)	-100.0%
Transfer In - SWM	492,901	930,556	3,000,000	5,979,543	5,979,543	751,330	155,000	(5,228,213)	-87.4%
Total Sources	\$ 9,246,420	\$ 14,151,015	\$ 9,411,998	\$ 29,565,080	\$ 29,565,080	\$ 11,154,000	\$ 9,154,000	\$ (18,411,080)	-62.3%
EXPENDITURES									
Capital Projects	14,571,364	11,981,972	9,411,998	31,533,639	32,745,568	14,921,000	9,154,000	(16,612,639)	-52.7%
Debt Issue Cost	19,500	49,389	-	-	-	-	-	-	n/a
Transfer Out - LID Debt Service	17,730	-	-	-	-	-	-	-	n/a
Transfer Out - REET	-	-	-	42,084	42,084	-	-	(42,084)	-100.0%
Transfer Out-SWM	241,840	-	-	-	-	-	-	-	n/a
Interfund Loan Repayment	880,204	-	-	-	-	-	-	-	n/a
Total Uses	\$ 15,730,638	\$ 12,031,361	\$ 9,411,998	\$ 31,575,723	\$ 32,787,652	\$ 14,921,000	\$ 9,154,000	\$ (16,654,723)	-52.7%
Oper Sources/(Under) Uses	\$ (6,484,218)	\$ 2,119,655	\$ -	\$ (2,010,643)	\$ (3,222,572)	\$ (3,767,000)	\$ -	\$ (1,756,357)	87.4%
Beginning Fund Balance, 1/1	\$ 11,354,136	\$ 4,869,918	\$ 181,246	\$ 6,989,572	\$ 6,989,572	\$ 3,767,000	\$ -	\$ (3,222,572)	-46.1%
Ending Fund Balance, 12/31	\$ 4,869,918	\$ 6,989,572	\$ 181,246	\$ 4,978,929	\$ 3,767,000	\$ -	\$ -	\$ (4,978,929)	-100.0%



**FUND 302: TRANSPORTATION CAPITAL** (continued)

Transportation Capital Projects		2023	2024
1	Personnel, Engineering & Professional Services	\$ 647,000	\$ 679,000
2	Street Lights: New LED Streetlight	180,000	180,000
3	Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000
4	Minor Capital & Major Maintenance	260,000	260,000
5	Chip Seal Program - Local Access Roads	360,000	360,000
74	Streets: South Tacoma Way - 88th to 80th St	4,083,000	-
76 TBD	Streets: Nyanza Road SW	-	450,000
83 TBD	Streets: Hipkins Road – 104th to Steilacoom Blvd	3,276,000	-
98	Pedestrian Crossing Signal: 84th St at Pine St So Intersection	878,000	-
114	Street & Sidewalks: Clover Park HS - 112th Sidewalks: Gravelly Lk Dr SW to	654,000	-
131	Overlay & Sidewalk Fill-In: Custer Rd - Steilacoom to 500' West of	38,000	125,000
133	Street & Sidewalks: Steilacoom Blvd (87th to Weller) ROW Acquisition &	-	5,030,000
142 TBD	Streets: Ardmore Dr SW/Whitman/93rd	3,027,000	-
151	Roadway Restoration: Overlay S. Tacoma Way 96th to Steilacoom	55,000	946,000
158 TBD	Streets: Interlaaken; 112th to WA Blvd.	-	190,000
159 TBD	Streets: Idlewild Rd SW: Idlewild School to 112th SW	52,000	468,000
160 TBD	Streets: 112th St SW; Idlewild Rd SW to Interlaaken Dr SW	49,000	441,000
164	Streets: Sidewalk on Farwest Dr; 112th St to 91st St Ct SW	1,337,000	-
<b>Total</b>		<b>\$ 14,921,000</b>	<b>\$ 9,154,000</b>

See Capital Budget Section for project details.

### FUND 303: REAL ESTATE EXCISE TAX

#### Purpose/Description

The **Real Estate Excise Tax Fund** accounts for the receipt and disbursement of the first and second 0.25 percent real estate excise tax and other revenue sources that may be authorized by the City Council.

- First 0.25 percent real estate excise tax authorized by RCW 82.46.010, and dedicated for the capital purposes defined in RCW 35.43.040. Such expenditures include public buildings and facilities, parks, and debt service associated with such capital-oriented projects.
- Second 0.25 percent real estate excise tax authorized by the Growth Management Act RCW 82.46.035. These revenues are restricted to financing capital project specified in a capital facilities plan.

#### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Real Estate Excise Tax	3,643,117	4,557,032	1,800,000	1,931,553	4,000,000	2,200,000	2,200,000	268,447	13.9%
Interest Earnings	2,413	1,817	-	-	-	-	-	-	n/a
Transfer In - Parks CIP	100,000	-	-	-	-	-	-	-	n/a
Transfer In - Transportation CIP	-	-	-	42,084	42,084	-	-	(42,084)	-100.0%
Total Sources	\$ 3,745,530	\$ 4,558,849	\$ 1,800,000	\$ 1,973,637	\$ 4,042,084	\$ 2,200,000	\$ 2,200,000	\$ 226,363	11.5%
EXPENDITURES									
Transfer Out - GO Bond Debt Service	535,296	773,601	1,242,400	1,242,400	1,242,400	1,239,997	1,239,998	(2,403)	-0.2%
Transfer Out - Parks CIP	519,589	158,000	624,500	624,500	624,500	-	-	(624,500)	-100.0%
Transfer Out - Transportation CIP	1,219,403	818,295	-	5,187,200	5,187,200	2,626,628	1,347,472	(2,560,572)	-49.4%
Total Uses	\$ 2,274,288	\$ 1,749,896	\$ 1,866,900	\$ 7,054,100	\$ 7,054,100	\$ 3,866,625	\$ 2,587,470	\$ (3,187,475)	-45.2%
Oper Sources/(Under) Uses	\$ 1,471,242	\$ 2,808,954	\$ (66,900)	\$ (5,080,463)	\$ (3,012,016)	\$ (1,666,625)	\$ (387,470)	\$ 3,413,838	-67.2%
Beginning Fund Balance, 1/1	\$ 800,269	\$ 2,271,510	\$ 261,900	\$ 5,080,463	\$ 5,080,463	\$ 2,068,447	\$ 401,822	\$ (3,012,016)	-59.3%
Ending Fund Balance, 12/31	\$ 2,271,510	\$ 5,080,463	\$ 195,000	\$ -	\$ 2,068,447	\$ 401,822	\$ 14,352	\$ 401,822	n/a

## FUND 311: SEWER CAPITAL PROJECT

### Purpose & Description

The **Sewer Capital Project Fund** accounts for the construction of a sewer system. Once the sanitary sewer lines are constructed, the system is turned over to Pierce County for operations and maintenance. Prior to properties connecting up to the sewer system, property owners will be subject to the City's sewer availability charges. Costs include annual administrative expenses to maintain and operate the fund.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Grants	\$ -	\$ -	\$ -	\$ 75,000	\$ 75,000	\$ 597,995	\$ 1,222,822	\$ 522,995	697.3%
Sewer Availability Charge	297,919	613,517	200,000	385,020	291,330	\$ 195,870	\$ 229,940	(189,150)	-49.1%
Interest Earnings	5,381	81,850	-	-	-	-	-	-	n/a
Proceeds from Lien	1,543	4,081	-	-	-	-	-	-	n/a
Transfer In-General Fund	27,000	-	-	-	-	-	-	-	n/a
Transfer In-Sewer Debt (Sewer Surcharge 4.75%)	55,000	190,000	50,000	50,000	50,000	50,000	467,178	-	0.0%
Transfer In-SWM	8,000	-	-	-	-	-	-	-	n/a
Total Revenues	\$ 394,844	\$ 889,449	\$ 250,000	\$ 510,020	\$ 416,330	\$ 843,865	\$ 1,919,940	\$ 333,845	65.5%
EXPENDITURES									
Capital/Administration	108,745	895,865	130,000	967,520	967,520	1,446,000	2,215,000	478,480	49.5%
Total Expenditures	\$ 108,745	\$ 895,865	\$ 130,000	\$ 967,520	\$ 967,520	\$ 1,446,000	\$ 2,215,000	\$ 478,480	49.5%
Rev Over/(Under) Exp	\$ 286,099	\$ (6,416)	\$ 120,000	\$ (457,500)	\$ (551,190)	\$ (602,135)	\$ (295,060)	\$ (144,635)	31.6%
Beginning Fund Balance, 1/1	\$ 1,245,820	\$ 1,531,919	\$ 25,586	\$ 1,525,500	\$ 1,525,500	\$ 974,310	\$ 372,175	\$ (551,190)	-36.1%
Ending Fund Balance, 12/31	\$ 1,531,919	\$ 1,525,500	\$ 145,586	\$ 1,068,000	\$ 974,310	\$ 372,175	\$ 77,115	\$ (695,825)	-65.2%

Sewer Capital Projects		2023	2024
311.0002	Side Sewer CIPs	\$ 50,000	\$ 50,000
311.0006	Rose Rd. & Forest Rd. Sewer Extension	1,074,000	90,000
311.0007	Wadsworth, Silcox & Boat St. Sewer Extension	287,000	2,000,000
311.0008	Grant Ave. & Orchard St. Sewer Extension	-	40,000
311.0000	Program Administration	35,000	35,000
<b>Total</b>		<b>\$ 1,446,000</b>	<b>\$ 2,215,000</b>

See Capital Budget Section for project details.

## FUND 401: SURFACE WATER MANAGEMENT

### Purpose & Description

The **Surface Water Management Fund** accounts for activities that provide storm water collection and disposal services to the City. Activities include administration, engineering, construction, operation, maintenance, and repairs, which are primarily supported by user fees. The fees are billed along with Pierce County's semi-annual property taxes, and remitted by the County to the City.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
Storm Drainage Fees	\$ 4,480,680	\$ 4,682,408	\$ 4,466,400	\$ 4,516,400	\$ 4,516,400	\$ 4,629,310	\$ 4,745,043	\$ 112,910	2.5%
Charges for Services & Fees	\$ 74,816	\$ 86,145	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -	0.0%
Interest Earnings	22,701	6,283	15,600	15,600	15,600	18,500	18,500	2,900	18.6%
Total Operating Revenues	\$ 4,578,197	\$ 4,774,836	\$ 4,532,000	\$ 4,582,000	\$ 4,582,000	\$ 4,697,810	\$ 4,813,543	\$ 115,810	2.5%
EXPENDITURES									
Engineering Services	1,430,305	1,478,580	1,912,690	1,945,473	1,945,473	2,094,794	2,133,195	149,321	7.7%
Operations & Maintenance	623,702	889,557	965,501	965,501	965,501	1,298,729	1,301,706	333,228	34.5%
Debt Service	-	-	501,000	501,000	501,000	500,995	500,995	(5)	0.0%
Transfer Out - General Fund	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
Total Operating Expenditures	\$ 2,338,707	\$ 2,652,837	\$ 3,663,891	\$ 3,696,674	\$ 3,696,674	\$ 4,179,218	\$ 4,220,596	\$ 482,544	13.1%
Oper Rev Over/(Under) Exp	\$ 2,239,490	\$ 2,122,000	\$ 868,109	\$ 885,326	\$ 885,326	\$ 518,592	\$ 592,947	\$ (366,734)	-41.4%
OTHER FINANCING SOURCES									
Grants/Contrib/Donations	120,168	37,518	-	-	-	-	-	-	n/a
American Lake Mgmt District	32,337	32,659	33,476	33,476	34,887	33,640	33,839	164	0.5%
Flood Control Opportunity Fund	300,202	-	-	-	-	-	-	-	n/a
Revenue Bonds	-	4,028,365	3,000,000	-	-	-	-	-	n/a
Transfer In - Transportation CIP	241,840	-	-	-	-	-	-	-	n/a
Total Other Financing Sources	\$ 694,546	\$ 4,098,541	\$ 3,033,476	\$ 33,476	\$ 34,887	\$ 33,640	\$ 33,839	\$ 164	0.5%
OTHER FINANCING USES									
Capital/1-Time	903,821	75,635	906,270	1,257,262	1,257,262	768,678	405,829	(488,584)	-38.9%
Debt Issue Cost	-	28,361	-	-	-	-	-	-	n/a
American Lake Mgmt District	14,584	31,129	30,464	59,830	59,830	32,637	31,043	(27,193)	-45.5%
Transfer Out - Parks CIP	-	-	-	206,277	206,277	-	-	(206,277)	-100.0%
Transfer Out - Transportation CIP	492,901	930,556	3,000,000	5,979,543	5,979,543	751,330	155,000	(5,228,213)	-87.4%
Transfer Out - Sewer CIP	8,000	-	-	-	-	-	-	-	n/a
Total Other Financing Uses	\$ 1,419,306	\$ 1,065,681	\$ 3,936,734	\$ 7,502,912	\$ 7,502,912	\$ 1,552,645	\$ 591,872	\$ (5,950,267)	-79.3%
Total Rev & Other Sources	\$ 5,272,743	\$ 8,873,377	\$ 7,565,476	\$ 4,615,476	\$ 4,616,887	\$ 4,731,450	\$ 4,847,382	\$ 115,974	2.5%
Total Exp & Other Uses	\$ 3,758,013	\$ 3,718,518	\$ 7,600,625	\$ 11,199,586	\$ 11,199,586	\$ 5,731,863	\$ 4,812,468	\$ (5,467,723)	-48.8%
Beginning Fund Balance, 1/1	\$ 4,306,289	\$ 5,821,019	\$ 1,881,315	\$ 10,975,879	\$ 10,975,879	\$ 4,393,180	\$ 3,392,767	\$ (6,582,699)	-60.0%
Ending Fund Balance, 12/31	\$ 5,821,019	\$ 10,975,877	\$ 1,846,166	\$ 4,391,769	\$ 4,393,180	\$ 3,392,767	\$ 3,427,681	\$ (999,002)	-22.7%
EFB as a % of Oper Rev/Exp	127.1%	229.9%	40.7%	95.8%	95.9%	81.2%	81.2%		-15.3%
33% Operating Reserves (of Oper Exp)	\$ 771,773	\$ 875,436	\$ 1,209,084	\$ 1,219,902	\$ 1,219,902	\$ 1,379,142	\$ 1,392,797	\$ 159,240	13.1%
1% Capital Reserves	\$ 453,795	\$ 490,130	\$ 529,130	\$ 525,630	\$ 564,561	\$ 579,761	\$ 585,369	\$ 54,131	10.3%
American Lake Management District	\$ 31,237	\$ 29,680	\$ 33,604	\$ -	\$ 1,866	\$ -	\$ -	\$ -	n/a
SWM Bonds for Transportation CIP	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Over/(Under) Target	\$ 4,564,214	\$ 5,580,631	\$ 74,348	\$ 2,646,237	\$ 2,606,851	\$ 1,433,864	\$ 1,449,515	\$ (1,212,372)	-45.8%

SWM Capital Projects		2023	2024
401.0018	Waughop Lake Treatment	\$ 250,000	\$ -
401.0024	Clover Creek Streambank Restoration Study	135,000	-
401.0025	2023 Drainage Pipe Repair Project	340,000	-
401.0026	2024 Drainage Pipe Repair Project	38,000	357,000
401.0027	2025 Drainage Pipe Repair Project	-	40,000
<b>Total</b>		<b>\$ 763,000</b>	<b>\$ 397,000</b>

## FUND 401: SURFACE WATER MANAGEMENT (continued)

### Expenditure Object Summary

Obj Code	Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
11.xxx	Salaries & Wages	549,335	592,050	900,915	900,915	900,915	1,009,491	1,028,606	108,576	12.1%
11.002/4	Overtime	1,326	1,055	6,500	6,500	6,500	6,500	6,500	-	0.0%
11.005	On Call Pay	57	-	7,500	7,500	7,500	-	-	(7,500)	-100.0%
21.xxx	Benefits	233,805	210,948	420,743	420,743	420,743	423,155	436,054	2,412	0.6%
31.030	Maintenance Supplies	30,625	7,948	19,600	19,600	19,600	19,600	19,600	-	0.0%
31.xxx	Other Supplies	44,138	1,014	8,450	8,450	8,450	7,700	7,700	(750)	-8.9%
35.xxx	Small Tools/Minor Equipment	330	-	3,200	3,200	3,200	3,000	3,000	(200)	-6.3%
41.xxx	Professional Services	144,143	149,483	190,845	190,845	190,845	193,270	193,270	2,425	1.3%
43.xxx	Travel & Training	-	750	5,300	5,300	5,300	5,300	5,300	-	0.0%
45.xxx	Operating Rentals/Leases	1,201	367	7,500	7,500	7,500	7,500	7,500	-	0.0%
47.xxx	Utilities	1,148	1,149	2,000	2,000	2,000	2,000	2,000	-	0.0%
48.xxx	Repairs & Maintenance	497,785	826,677	747,540	747,540	747,540	1,085,200	1,085,200	337,660	45.2%
49.003	Membership Dues	1,215	1,108	1,500	1,500	1,500	1,500	1,500	-	0.0%
49.xxx	Other Services & Charges	358,999	371,612	352,645	352,645	352,645	365,300	374,200	12,655	3.6%
597.xx	Interfund Transfers	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
7/8.xxx	Debt Service	-	-	501,000	501,000	501,000	500,995	500,995	(5)	0.0%
9x.xxx	IS Charges - M&O	180,990	180,992	196,790	210,113	210,113	237,376	237,840	27,263	13.0%
9x.xxx	IS Charges - Reserves	8,910	22,984	7,164	26,623	26,623	26,631	26,631	8	0.0%
	Subtotal Operating Exp	\$2,338,707	\$2,652,837	\$3,663,891	\$ 3,696,674	\$ 3,696,674	\$4,179,218	\$4,220,596	\$ 482,544	13.1%
Capital & 1-Time Funded:										
	Personnel Costs	7,143	4,340	-	-	-	-	-	-	n/a
	Supplies	21	-	-	-	-	-	-	-	n/a
	Services & Charges	90,174	44,598	30,464	59,830	59,830	32,637	31,043	(27,193)	-45.5%
	Interfund Transfers	500,901	930,556	3,000,000	6,185,820	6,185,820	751,330	155,000	(5,434,490)	-87.9%
	Capital & Debt Issue Cost	817,419	72,116	900,000	1,234,056	1,234,056	763,000	397,000		
	IS Charges - M&O & Capital	3,647	14,071	6,270	23,206	23,206	5,678	8,829	(17,528)	-75.5%
	Subtotal One-time Exp	\$1,419,305	\$1,065,681	\$3,936,734	\$ 7,502,912	\$ 7,502,912	\$1,552,645	\$ 591,872	\$ (5,950,267)	-79.3%
Total Expenditures		\$3,758,013	\$3,718,518	\$7,600,625	\$ 11,199,586	\$ 11,199,586	\$5,731,863	\$4,812,468	\$ (5,467,723)	-48.8%

## FUND 501: FLEET & EQUIPMENT

### Purpose & Description

The ***Fleet and Equipment Replacement Fund*** accounts for all costs associated with operating, maintaining and replacing the City's vehicles and other motorized equipment. This fund owns and depreciates all non-proprietary fund assets of this nature. Fleet and equipment user charges are allocated to the operating funds based on usage.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Adopted	Adopted	\$ Chg	% Chg
REVENUES									
M&O Revenue	\$ 617,408	\$ 609,767	\$ 740,720	\$ 740,720	\$ 740,720	\$ 800,720	\$ 800,720	\$ 60,000	8.1%
Interest Earnings	19,472	3,932	15,000	15,000	15,000	-	-	(15,000)	-100.0%
Total Operating Revenues	\$ 636,880	\$ 613,700	\$ 755,720	\$ 755,720	\$ 755,720	\$ 800,720	\$ 800,720	\$ 45,000	6.0%
EXPENDITURES									
Fuel/Gasoline	255,476	323,367	424,150	424,150	424,150	459,150	459,150	35,000	8.3%
Other Supplies	11,720	12,089	3,990	3,990	3,990	3,990	3,990	-	0.0%
Repairs & Maintenance	380,884	308,472	327,580	327,580	327,580	337,580	337,580	10,000	3.1%
Other Services & Charges	516	352	-	-	-	-	-	-	n/a
Total Operating Expenditures	\$ 648,597	\$ 644,280	\$ 755,720	\$ 755,720	\$ 755,720	\$ 800,720	\$ 800,720	\$ 45,000	6.0%
Oper Rev Over/(Under) Exp	\$ (11,718)	\$ (30,580)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
OTHER FINANCING SOURCES									
Interfund Loan (LID Interim Financing)	880,204	-	-	-	-	-	-	-	n/a
Replacement Reserves	-	835,636	-	843,891	843,891	852,806	993,607	8,915	1.1%
Capital Contribution	25,807	99,695	-	120,250	120,250	1,245,420	685,600	1,125,170	935.7%
Proceeds from Sale of Assets	11,716	30,580	-	-	-	-	-	-	n/a
Transfer In-Risk Management	64,851	-	-	-	-	-	-	-	n/a
Total Other Financing Sources	\$ 982,578	\$ 965,911	\$ -	\$ 964,141	\$ 964,141	\$ 2,098,226	\$ 1,679,207	\$ 1,134,085	117.6%
OTHER FINANCING USES									
Fleet & Equip-New & Replacement	490,005	585,059	252,000	560,563	560,563	1,725,800	1,371,600	1,165,237	207.9%
Transfer Out-Narcotics Seizure	-	14,500	-	-	-	-	-	-	n/a
Total Other Financing Uses	\$ 490,005	\$ 599,559	\$ 252,000	\$ 560,563	\$ 560,563	\$ 1,725,800	\$ 1,371,600	\$ 1,165,237	207.9%
Total Rev & Other Sources	\$ 1,619,459	\$ 1,579,611	\$ 755,720	\$ 1,719,861	\$ 1,719,861	\$ 2,898,946	\$ 2,479,927	\$ 1,179,085	68.6%
Total Exp & Other Uses	\$ 1,138,602	\$ 1,243,839	\$ 1,007,720	\$ 1,316,283	\$ 1,316,283	\$ 2,526,520	\$ 2,172,320	\$ 1,210,237	91.9%
Beginning Fund Balance, 1/1	\$ 3,780,451	\$ 4,261,308	\$ 3,456,779	\$ 4,597,080	\$ 4,597,080	\$ 5,000,658	\$ 5,373,084	\$ 403,578	8.8%
Ending Fund Balance, 12/31	\$ 4,261,308	\$ 4,597,080	\$ 3,204,779	\$ 5,000,658	\$ 5,000,658	\$ 5,373,084	\$ 5,680,691	\$ 372,426	7.4%

## FUND 502: PROPERTY MANAGEMENT

### Purpose & Description

The **Property Management Fund** accounts for all costs associated with the maintenance and operations of City Hall, Police Station, Parking/Light Rail Facility. Maintenance and operating costs are charged to this fund which is funded primarily through user fees allocated to the operating funds based on a combination of number of FTEs and usage.

The fund has also accumulated replacement reserves for the purpose of funding future major repairs and capital improvements to city-owned facilities. The Capital Budget section of this document provides the 6-Year capital needs as it relates to property management, including the detailed project sheets.

### Sources & Uses

Item	2020 Actual	2021 Actual	2022			2023 Adopted	2024 Adopted	23 Adopted - 22 Adj	
			Original	Adjusted	Year-end			\$ Chg	% Chg
REVENUES									
M&O Revenue	\$ 702,611	\$ 769,605	\$ 698,917	\$ 748,917	\$ 748,917	\$ 812,134	\$ 816,396	\$ 698,917	93.3%
Interest Earnings	2,278	549	-	-	-	-	-	-	n/a
Total Operating Revenues	\$ 704,888	\$ 770,154	\$ 698,917	\$ 748,917	\$ 748,917	\$ 812,134	\$ 816,396	\$ 63,217	8.4%
EXPENDITURES									
City Hall Facility	374,899	415,462	383,354	406,354	406,354	419,436	422,527	13,082	3.2%
Police Station	275,469	294,848	245,881	268,881	268,881	321,799	322,853	52,918	19.7%
Parking Facilities/Light Rail	54,521	59,844	69,682	73,682	73,682	70,899	71,016	(2,783)	-3.8%
Total Operating Expenditures	\$ 704,888	\$ 770,154	\$ 698,917	\$ 748,917	\$ 748,917	\$ 812,134	\$ 816,396	\$ 63,217	8.4%
Oper Rev Over/(Under) Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
OTHER FINANCING SOURCES									
Replacement Reserves / Other 1-Time	156,178	26,782	100,000	198,142	198,142	100,000	100,000	(98,142)	-49.5%
Total Other Financing Sources	\$ 156,178	\$ 26,782	\$ 100,000	\$ 198,142	\$ 198,142	\$ 100,000	\$ 100,000	\$ (98,142)	-49.5%
OTHER FINANCING USES									
Capital/1-Time	7,934	36,604	5,000	428,320	242,621	545,000	185,000	116,680	27.2%
Total Other Financing Uses	\$ 7,934	\$ 36,604	\$ 5,000	\$ 428,320	\$ 242,621	\$ 545,000	\$ 185,000	\$ 116,680	27.2%
Total Rev & Other Sources	\$ 861,066	\$ 796,936	\$ 798,917	\$ 947,059	\$ 947,059	\$ 912,134	\$ 916,396	\$ (34,925)	-3.7%
Total Exp & Other Uses	\$ 712,822	\$ 806,758	\$ 703,917	\$ 1,177,237	\$ 991,538	\$ 1,357,134	\$ 1,001,396	\$ 179,897	15.3%
Beginning Fund Balance, 1/1	\$ 436,057	\$ 584,300	\$ 159,124	\$ 574,479	\$ 574,479	\$ 530,000	\$ 85,000	\$ (44,479)	-7.7%
Ending Fund Balance, 12/31	\$ 584,300	\$ 574,479	\$ 254,124	\$ 344,301	\$ 530,000	\$ 85,000	\$ -	\$ (259,301)	-75.3%

Property Management Capital & Major Maintenance	2023	2024
<b>City Hall</b>	<b>\$ 280,000</b>	<b>\$ 130,000</b>
502.0021 Boiler and Chiller/Fan Replacement	\$ 230,000	\$ 130,000
502.0022 City Hall Plaza Improvements	\$ 50,000	\$ -
<b>Police Station</b>	<b>\$ 90,000</b>	<b>\$ 50,000</b>
502.0017 Parking Lot Gate Repair and Replacement	\$ 40,000	\$ -
502.0038 Investment Grade Audit	\$ -	\$ 50,000
502.0039 Impound Yard Fencing Security	\$ 50,000	\$ -
<b>O&amp;M Facility at Front Street</b>	<b>\$ 170,000</b>	<b>\$ -</b>
502.0026 Fuel Tank Replacement & Paving of Washdown Station & Perimeter	\$ 170,000	\$ -
<b>General City Buildings &amp; Facilities</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>
502.0002 Parking Lot Improvement Program	\$ 5,000	\$ 5,000
<b>Total</b>	<b>\$ 545,000</b>	<b>\$ 185,000</b>

See Capital Budget section for project details.

## FUND 503: INFORMATION TECHNOLOGY

### Purpose & Description

The **Information Technology Fund** accounts for all costs and services associated with the City's Information Technology needs. This fund is used to support all internal systems such as the City's Geographical Information Systems (GIS) needs, Internal & External Web Resources (WWW, Intranet & FTP), E-Mail Systems, business continuity needs, infrastructure resources, applications and overall support. In addition, the fund is also used to leverage emerging technologies to reduce cost, limit growth in the workforce, and improve services to citizens and employees; and to provide the most innovative and cost effective technology services for managing the City of Lakewood. Information technology costs are allocated to the operating funds based on a combination of FTEs and usage.

The Capital Budget section of this document provides the 6-Year capital needs as it relates to information technology, including the detailed project sheets.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end			Adopted	Adopted
REVENUES									
M&O Revenue	\$ 1,337,482	\$ 1,381,651	\$ 1,952,033	\$ 2,104,333	\$ 2,104,333	\$ 2,273,546	\$ 2,278,852	\$ 169,213	8.0%
Misc/Interest/Other	2,826	215	-	-	-			-	n/a
Total Operating Revenues	\$ 1,340,308	\$ 1,381,866	\$ 1,952,033	\$ 2,104,333	\$ 2,104,333	\$ 2,273,546	\$ 2,278,852	\$ 169,213	8.0%
EXPENDITURES									
Personnel	524,535	583,361	601,193	657,693	657,693	770,961	788,267	113,268	17.2%
Supplies	60,796	49,704	179,520	179,520	179,520	179,520	179,520	-	0.0%
Services & Charges	754,976	748,801	1,171,320	1,267,120	1,267,120	1,323,065	1,311,065	55,945	4.4%
Total Operating Expenditures	\$ 1,340,308	\$ 1,381,866	\$ 1,952,033	\$ 2,104,333	\$ 2,104,333	\$ 2,273,546	\$ 2,278,852	\$ 169,213	8.0%
Oper Rev Over/(Under) Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
OTHER FINANCING SOURCES									
Replacement Reserves	66,845	-	66,756	66,756	66,756	66,844	66,844	88	0.1%
Capital Contribution/1-Time	305,350	344,580	158,750	628,093	628,093	600,100	672,000	(27,993)	-4.5%
Total Other Financing Sources	\$ 372,195	\$ 344,580	\$ 225,506	\$ 694,849	\$ 694,849	\$ 666,944	\$ 738,844	\$ (27,905)	-4.0%
OTHER FINANCING USES									
Capital/1-Time	305,350	344,580	158,750	628,093	628,093	603,600	672,000	(24,493)	-3.9%
Total Other Financing Uses	\$ 305,350	\$ 344,580	\$ 158,750	\$ 628,093	\$ 628,093	\$ 603,600	\$ 672,000	\$ (24,493)	-3.9%
Total Rev & Other Sources	\$ 1,712,503	\$ 1,726,446	\$ 2,177,539	\$ 2,799,182	\$ 2,799,182	\$ 2,940,490	\$ 3,017,696	\$ 141,308	5.0%
Total Exp & Other Uses	\$ 1,645,658	\$ 1,726,446	\$ 2,110,783	\$ 2,732,426	\$ 2,732,426	\$ 2,877,146	\$ 2,950,852	\$ 144,720	5.3%
Beginning Fund Balance, 1/1	\$ 138,678	\$ 205,523	\$ 205,522	\$ 205,522	\$ 205,522	\$ 272,278	\$ 335,622	\$ 66,756	32.5%
Ending Fund Balance, 12/31	\$ 205,523	\$ 205,523	\$ 272,278	\$ 272,278	\$ 272,278	\$ 335,622	\$ 402,466	\$ 63,344	23.3%

Ref#	Project Name	2023	2024
503.0003	Additional Wireless Access Points (Wi-Fi)	\$ 20,000	\$ -
503.0009	Expand Video Surveillance	\$ -	\$ 50,000
503.0011	Server/Hardware Upgrades	\$ -	\$ 6,000
503.0015	Computer Replacement	\$ 100,000	\$ 100,000
503.0029	SAN Implementation (Storage Area Network)	\$ -	\$ 35,000
503.0037	CyberSecurity	\$ -	\$ 50,000
503.0045	Copier Replacements	\$ 35,000	\$ -
	<b>Total - IT Strategic Plan</b>	<b>\$ 155,000</b>	<b>\$ 241,000</b>



## FUND 504: RISK MANAGEMENT

### Purpose & Description

The **Risk Management Fund** accounts for the financial administration of the City's comprehensive risk management program. The Fund assures that the revenues and assets of the City are protected through an established risk control and risk finance program including risk management goals and objectives, a formalized risk assessment process and methodology for reviewing and monitoring of the effectiveness of the risk management program.

Risk management functions include property, casualty and general liability and similar functions. Risk management provides departments with information and assistance about recommended insurance requirements for various City contracts. Through the safety program, information and training is provided on how to reduce the risk of injury to employees, the general public and the City owned and leased property.

This fund is funded primarily through user charges allocated to the operating funds based on a combination of FTEs and usage.

### Sources & Uses

Item	2020	2021	2022			2023	2024	23 Adopted - 22 Adj	
	Actual	Actual	Original	Adjusted	Year-end			Adopted	Adopted
REVENUES									
M&O Revenue	\$ 1,289,027	\$ 1,273,297	\$ 1,396,480	\$ 1,502,450	\$ 1,502,450	\$ 2,048,830	\$ 2,050,120	\$ 546,380	36.4%
AWC Retro Refund	128,938	117,286	-	112,495	112,495	-	-	(112,495)	-100.0%
Insurance Recoveries - 3rd Party	371,383	215,508	200,000	400,000	400,000	400,000	400,000	-	0.0%
Total Revenues	\$ 1,789,348	\$ 1,606,091	\$ 1,596,480	\$ 2,014,945	\$ 2,014,945	\$ 2,448,830	\$ 2,450,120	\$ 433,885	21.5%
EXPENDITURES									
Safety Program	2,474	2,754	3,980	3,980	3,980	3,980	3,980	-	0.0%
AWC Retro Program	37,356	33,945	37,500	37,500	37,500	77,450	78,740	39,950	106.5%
WCIA Assessment	1,438,931	1,364,838	1,355,000	1,477,365	1,477,365	1,967,400	1,967,400	490,035	33.2%
Claims/Judgments & Settlements	245,735	204,554	200,000	496,100	496,100	400,000	400,000	(96,100)	-19.4%
Total Expenditures	\$ 1,724,496	\$ 1,606,091	\$ 1,596,480	\$ 2,014,945	\$ 2,014,945	\$ 2,448,830	\$ 2,450,120	\$ 433,885	21.5%
Rev Over/(Under) Exp	\$ 64,852	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
OTHER FINANCING SOURCES									
Capital Contribution/1-Time	-	-	-	-	-	-	-	-	n/a
Total Other Financing Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
OTHER FINANCING USES									
Transfer Out-Fleet & Equip	64,852	-	-	-	-	-	-	-	n/a
Total Other Financing Uses	\$ 64,852	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Rev & Other Sources	\$ 1,789,348	\$ 1,606,091	\$ 1,596,480	\$ 2,014,945	\$ 2,014,945	\$ 2,448,830	\$ 2,450,120	\$ 433,885	21.5%
Total Exp & Other Uses	\$ 1,789,348	\$ 1,606,091	\$ 1,596,480	\$ 2,014,945	\$ 2,014,945	\$ 2,448,830	\$ 2,450,120	\$ 433,885	21.5%
Beginning Fund Balance, 1/1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Ending Fund Balance, 12/31	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a

# CAPITAL BUDGET

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# **6-Year CIP Parks**

**6-Year (2023-2028) Capital Improvement Plan  
Parks Projects**

SOURCES	2023	2024	2025	2026	2027	2028	Total
<b>Funds Anticipated</b>	<b>\$ 275,000</b>	<b>\$ 2,175,000</b>	<b>\$ 500,000</b>	<b>\$ 3,677,500</b>	<b>\$ 1,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 9,627,500</b>
301.0019 Edgewater Park	\$ -	\$ -	\$ 250,000	\$ 2,500,000	\$ -	\$ -	\$ 2,750,000
301.0020 Wards Lake - Phase 2 & 3	\$ 75,000	\$ 1,775,000	\$ 250,000	\$ 1,177,500	\$ 1,000,000	\$ 2,000,000	\$ 6,277,500
301.0048 Nisqually Partnership Project	\$ 50,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
301.0049 Harry Todd Pickleball Courts	\$ 150,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
<b>Transfer In - General Fund</b>	<b>\$ 690,000</b>	<b>\$ 940,000</b>	<b>\$ 349,000</b>	<b>\$ 733,000</b>	<b>\$ 243,000</b>	<b>\$ 253,000</b>	<b>\$ 3,208,000</b>
301.0016 Park Equipment Replacement	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 120,000
301.0017 Park Playground Resurfacing	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 90,000
301.0018 Project Support	\$ 175,000	\$ 180,000	\$ 189,000	\$ 198,000	\$ 208,000	\$ 218,000	\$ 1,168,000
301.0019 Edgewater Park	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
301.0028 Oakbrook Park	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
301.0034 Park Sign Replacement Program	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
301.0038 Playground Replacement	\$ 110,000	\$ 125,000	\$ 125,000	\$ 500,000	\$ -	\$ -	\$ 860,000
301.0049 Harry Todd Pickleball Courts	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
301.0050 Fort Steilacoom Park Pavilion Acoustics	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
301.0053 Fort Steilacoom Park ADA & Overflow Parking	\$ 25,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000
<b>Total - Sources</b>	<b>\$ 965,000</b>	<b>\$ 3,115,000</b>	<b>\$ 849,000</b>	<b>\$ 4,410,500</b>	<b>\$ 1,243,000</b>	<b>\$ 2,253,000</b>	<b>\$ 12,835,500</b>

USES	2023	2024	2025	2026	2027	2028	Total
301.0016 Park Equipment Replacement	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 120,000
301.0017 Park Playground Resurfacing	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 90,000
301.0018 Project Support	\$ 175,000	\$ 180,000	\$ 189,000	\$ 198,000	\$ 208,000	\$ 218,000	\$ 1,168,000
301.0019 Edgewater Park	\$ 75,000	\$ -	\$ 250,000	\$ 2,500,000	\$ -	\$ -	\$ 2,825,000
301.0020 Wards Lake - Phase 2 & 3	\$ 75,000	\$ 1,775,000	\$ 250,000	\$ 1,177,500	\$ 1,000,000	\$ 2,000,000	\$ 6,277,500
301.0028 Oakbrook Park	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
301.0034 Park Sign Replacement Program	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
301.0038 Playground Replacement	\$ 110,000	\$ 125,000	\$ 125,000	\$ 500,000	\$ -	\$ -	\$ 860,000
301.0048 Nisqually Partnership Project	\$ 50,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
301.0049 Harry Todd Pickleball Courts	\$ 150,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000
301.0050 Fort Steilacoom Park Pavilion Acoustics	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
301.0053 Fort Steilacoom Park ADA & Overflow Parking	\$ 25,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000
<b>Total - Uses</b>	<b>\$ 965,000</b>	<b>\$ 3,115,000</b>	<b>\$ 849,000</b>	<b>\$ 4,410,500</b>	<b>\$ 1,243,000</b>	<b>\$ 2,253,000</b>	<b>\$ 12,835,500</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Projects**

**Fort Steilacoom Park H-Barn Complex Restoration & Renovation:**

Includes only the capital portion managed by the City of Lakewood.

SOURCES		2023	2024	2025	2026	2027	2028	Total
	Funds Anticipated	\$ -	\$ -	\$ 3,780,000	\$ -	\$ -	\$ -	\$ 3,780,000
	Contributions/Donations	\$ 200,000	\$ 2,300,000	\$ 600,000	\$ -	\$ -	\$ -	\$ 3,100,000
	<b>Total - Sources</b>	<b>\$ 200,000</b>	<b>\$ 2,300,000</b>	<b>\$ 4,380,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,880,000</b>

USES		2023	2024	2025	2026	2027	2028	Total
	A&E, Permit & Construction Management	\$ 200,000	\$ 1,300,000	\$ 330,000	\$ -	\$ -	\$ -	\$ 1,830,000
	Construction	\$ -	\$ 1,000,000	\$ 4,050,000	\$ -	\$ -	\$ -	\$ 5,050,000
	<b>Total Uses</b>	<b>\$ 200,000</b>	<b>\$ 2,300,000</b>	<b>\$ 4,380,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,880,000</b>

**Funds Anticipated \$3,780,000 includes :** \$2,000,000 Bonds via City of Lakewood LTAC Funds (20 year bonds, debt service payments via LTAC); \$1,000,000 grants and other resources to include potentially Pierce County LTAC funds; \$250,000 state capital budget request; and \$530,000 other/to be determined.

**Contributions/Donations \$3,100,000** from Partners for Parks fund raising for capital portion of project.

**Downtown Park:**

SOURCES		2023	2024	2025	2026	2027	2028	Total
	Unfunded	\$ -	\$ -	\$ 15,000,000	\$ 5,000,000	\$ 15,000,000	\$ -	\$ 35,000,000
	<b>Total - Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 15,000,000</b>	<b>\$ -</b>	<b>\$ 35,000,000</b>

USES		2023	2024	2025	2026	2027	2028	Total
301.0051	Down Town Park - 2 Acre Option	\$ -	\$ -	\$ 7,500,000	\$ 2,500,000	\$ 7,500,000	\$ -	\$ 17,500,000
301.0052	Down Town Park - 4 Acre Option (Add'l Cost)	\$ -	\$ -	\$ 7,500,000	\$ 2,500,000	\$ 7,500,000	\$ -	\$ 17,500,000
	<b>Total - Uses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 15,000,000</b>	<b>\$ -</b>	<b>\$ 35,000,000</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

<b>Project #:</b>	<b>301.0016</b>
<b>Project Name:</b>	Park Equipment Replacement
<b>Project Description &amp; Justification:</b>	
<p>Upon incorporation the City started rehabilitating park sites. This included adding concrete picnic tables and benches to deal with excessive use/vandalism. The City also inherited many metal framed wooden picnic tables from Pierce County. Equipment replacement is needed at all of the parks. The current standard for tables and benches is a heavy-gauge metal mesh with a thermoplastic coating. This protective coating creates a smooth surface that stays cool to the touch even in the sun, resists fading, mold and vandalism, and will ensure durability through years of high-traffic usage.</p> <p>This annual replacement program enables the City to replace up to 15 tables each year and fund additional park equipment replacement. Equipment replacement includes: drinking fountains, benches, damaged playground elements and other site amenities as they wear out, are vandalized or need replacement.</p> <p>The City is able to offset some costs and/or expand this program by allowing visitors to purchase memorial tables and benches at the parks. Private groups/individuals purchase tables for \$1,000 and benches for \$750 (which includes installation and a plaque).</p>	
<b>Operational Impact:</b>	
There is no m&o impact.	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Transfer In- General Fund	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 120,000
<b>Total Funding Sources</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 120,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Other	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 120,000
<b>Total Project Costs</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 120,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

<b>Project #:</b>	<b>301.0017</b>
<b>Project Name:</b>	Park Playground Resurfacing
<b>Project Description &amp; Justification:</b>	
<p>Playgrounds at all City parks are used year round. The engineered wood chips below the structures gets compressed, worn down and migrates to the edges of the park. Replacement is needed to keep the areas safe and to meet national playground and risk management safety standards. Besides wood chips, mats and other surfacing materials are purchased to support areas under swings, slides and entry ramps. Additional chips are needed to update larger areas of the playground areas that are impacted by use or new playgrounds are installed.</p> <p>Purchase of approximately 200 cubic yards each year to update all city parks. As in previous year, the City purchases large quantities in advance of Park Appreciation Day and Make a Difference Day and uses volunteers to help move and spread the material.</p>	
<b>Operational Impact:</b>	
There is no impact to m&o.	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Transfer In- General Fund	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 90,000
<b>Total Funding Sources</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 90,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Other	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 90,000
<b>Total Project Costs</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 15,000</b>	<b>\$ 90,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

<b>Project #:</b>	<b>301.0018</b>
<b>Project Name:</b>	Project Support
<b>Project Description &amp; Justification:</b>	
<p>The City has increased the number and size of park projects over the past 5 years. Increases are based on age of sites, lifecycle of buildings and facilities, complexity of projects and success receiving grants and community donations. The City has several large development projects ready to implement and several in the planning process. Project management is needed to help with grant development and management, permitting and construction management to ensure we are meeting project timelines and grant expectations.</p>	
<b>Operational Impact:</b>	
Capital Projects Coordinator 1.0 FTE and PRCS Director 0.20 FTE.	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Transfer In- General Fund	\$ 175,000	\$ 180,000	\$ 189,000	\$ 198,000	\$ 208,000	\$ 218,000	\$ 1,168,000
<b>Total Funding Sources</b>	<b>\$ 175,000</b>	<b>\$ 180,000</b>	<b>\$ 189,000</b>	<b>\$ 198,000</b>	<b>\$ 208,000</b>	<b>\$ 218,000</b>	<b>\$ 1,168,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Project Management	\$ 175,000	\$ 180,000	\$ 189,000	\$ 198,000	\$ 208,000	\$ 218,000	\$ 1,168,000
<b>Total Project Costs</b>	<b>\$ 175,000</b>	<b>\$ 180,000</b>	<b>\$ 189,000</b>	<b>\$ 198,000</b>	<b>\$ 208,000</b>	<b>\$ 218,000</b>	<b>\$ 1,168,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

<b>Project #:</b>	<b>301.0019</b>
<b>Project Name:</b>	Edgewater Park
<b>Project Description &amp; Justification:</b>	
<p>This 1 acre linear park is relatively undeveloped. In 2006 the City replaced the boat launch at Edgewater Park but no additional improvements have been made for the past 17 years. The City met with neighbors and community members in 2018 to review site issues and concerns and brainstorm improvements. A draft master plan was completed and dangerous trees removed, however, right of way issues were discovered which may affect future development and parking. The City anticipates applying for grants during the 2024 State funding cycle to implement improvements in 2025 and 2026.</p>	
<b>Operational Impact:</b>	
Impacts would be determined based on improvements	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Funds Anticipated	\$ -	\$ -	\$ 250,000	\$ 2,500,000	\$ -	\$ -	\$ 2,750,000
Transfer In- General Fund	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 75,000
<b>Total Funding Sources</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,825,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ 75,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 325,000
Construction	\$ -	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
<b>Total Project Costs</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,825,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

**Project #:** 301.0020  
**Project Name:** Wards Lake - Phase 2 & 3

**Project Description & Justification:**

Wards Lake Park is an amazing natural area located in the Northeast neighborhood area of Lakewood. Since incorporation, the City has utilized a variety of funding sources to purchase several parcels of contiguous land to make up the Wards Lake Park property. In 2022 the City anticipated purchasing 10.5 additional acres to expand park to almost 37 acres and utilizing several grant sources to improve this site.

Recent and funded Phase 1 improvements include demolition and removal of vacant structures, pathways to connect current trail system to a span bridge creating an internal loop trail, enhanced open space areas, preservation of oak trees, a dog park and pump track.

The City has applied for additional funds to develop Wards Lake Park phase 2 in 2023-26. If funded Phase two improvements will include two new playgrounds, trail extensions, neighborhood park, picnic shelters, BMX track and restroom building. Vegetation management will allow the city to more easily access and clean up area(s) when dumping or encampments are created.

Phase 2 Improvements (Years 2023-2026 / Total \$3,277,500 ):

- Grant requests include three RCO managed grants (LWCF, Local Parks and YAF) totalling \$3,277,500
- Includes an additional \$427,500 (15%) increase for anticipated project costs due to inflation and economic impacts

Phase 3 Improvements (Years 2027-2028 / Total \$3,000,00):

- If additional property is acquired then additional loop trails, boardwalks and public art may be installed at the site.
- Pursue State funding to support park expansion in the 2025 state funding cycle to be permitted and constructed in 2027-28.
- Anticipated project costs of \$3,000,000 with RCO grant funds to support design and construction of this phase.

**Operational Impact:**

Expansion of over 15 acres of developed area will create additional resource needs for utilities, daily, seasonal visits, and annual maintenance for invasive plant removal, wetland mitigation, trail work, restroom cleaning and impacts of increased use.

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Funds Anticipated	\$ 75,000	\$ 1,775,000	\$ 250,000	\$ 1,177,500	\$ 1,000,000	\$ 2,000,000	\$ 6,277,500
<b>Total Funding Sources</b>	<b>\$ 75,000</b>	<b>\$ 1,775,000</b>	<b>\$ 250,000</b>	<b>\$ 1,177,500</b>	<b>\$ 1,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 6,277,500</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design	\$ 75,000	\$ 75,000	\$ 150,000	\$ 100,000	\$ 250,000	\$ 150,000	\$ 800,000
Construction	\$ -	\$ 1,700,000	\$ 100,000	\$ 1,077,500	\$ 750,000	\$ 1,850,000	\$ 5,477,500
<b>Total Project Costs</b>	<b>\$ 75,000</b>	<b>\$ 1,775,000</b>	<b>\$ 250,000</b>	<b>\$ 1,177,500</b>	<b>\$ 1,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 6,277,500</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 20,000
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 20,000</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

<b>Project #:</b>	<b>301.0028</b>
<b>Project Name:</b>	Oakbrook Park
<b>Project Description &amp; Justification:</b>	
<p>Oakbrook Park is located in the NW neighborhood of Lakewood. In 2022 (\$50,000) funds were provided to make improvements at this site. After meeting with neighborhood groups, additional resources totaling \$100,000 is needed to complete the anticipated improvements which include: picnic shelter, perimeter walking path, site furnishings, vegetation removal, landscaping, fencing and sport court.</p>	
<b>Operational Impact:</b>	
There is no operational impact.	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Transfer In- General Fund	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<b>Total Funding Sources</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Construction	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
<b>Total Project Costs</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 100,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

<b>Project #:</b>	<b>301.0034</b>
<b>Project Name:</b>	Park Sign Replacement Program
<b>Project Description &amp; Justification:</b>	
<p>The City created a park sign program in 2002 to identify new and improved City park sites. The concrete monument signs were placed near the entrance of each park and included the park name and city logo. Since that time the City has updated it's logo. While improving various parks the City plans to replace park entry signs with a more modern sign, depending on grant funding and project implementation. Like gateways, first impressions matter, and it is cost efficient to develop and implement multiple signs at one time. Due to delay in design and approval. All signs are anticipated to be complete in 2023. Funds totaling \$210,000 was allocated in 2021 and 2022 for park signs.</p> <p>Sign cost is approximately \$30,000 per sign. 11 entry signs will be needed. Signs will be modified and updated at Ponders Park, community garden sites and Chambers Creek Trail trailhead(s).</p> <p>2023 Sites - *Fort Steilacoom Park, Harry Todd Park and American Lake Park (3 signs) 2023 Sites - *Wards Lake Park, Active Park, Washington Park, Springbrook Park (4 signs) 2023 Sites - Kiwanis and First Lions Skate Park, Oakbrook Park, Primely Park and Edgewater Park (4 signs)</p>	
<b>Operational Impact:</b>	
Monthly inspections and playground surfacing updates would be included in regular work program.	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Transfer In- General Fund	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
<b>Total Funding Sources</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Construction	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 120,000
<b>Total Project Costs</b>	<b>\$ 120,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 120,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

<b>Project #:</b>	<b>301.0038</b>
<b>Project Name:</b>	Playground Replacement
<b>Project Description &amp; Justification:</b>	
<p>Playgrounds are an important amenity in city parks, especially neighborhood parks. Playgrounds are regularly inspected and repaired as needed. The life span of a playground is influenced by use, materials and environment but can typically last between 15-20 years.</p> <p>The Legacy Plan identified the following playground replacement program:</p> <p>2023 - Active Park \$110,000          2024 - Lake Louise School Park \$125,000          2025 - Washington Park \$125,000          2026 - Fort Steilacoom Park - \$500,000</p> <p>Springbrook, Harry Todd, Fort Steilacoom and downtown park playground updates were noted in separate projects</p>	
<b>Operational Impact:</b>	
There is no operational impact.	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Transfer In- General Fund	\$ 110,000	\$ 125,000	\$ 125,000	\$ 500,000	\$ -	\$ -	\$ 860,000
<b>Total Funding Sources</b>	<b>\$ 110,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 860,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Construction	\$ 110,000	\$ 125,000	\$ 125,000	\$ 500,000	\$ -	\$ -	\$ 860,000
<b>Total Project Costs</b>	<b>\$ 110,000</b>	<b>\$ 125,000</b>	<b>\$ 125,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 860,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

**Project #:** 301.0043  
**Project Name:** FSP H-Barn Complex Restoration & Renovation

**Project Description & Justification:**

Background: Partners for Parks (POP) provided the City Council an update on the feasibility study jointly financed by Partners for Parks and the City in January 2022. This study includes information, findings, conclusions, and recommendations to restore and renovate the H-Barn Complex at Fort Steilacoom Park. Partner for Parks secured the services of Phoenix Risen Consulting to conduct this study, which included interviews with each member of the City Council. Partners for Parks is committed to undertake a capital fund raising campaign to raise \$3.5 million to restore and renovate the H-Bard at Fort Steilacoom Park. A previous analysis developed by Partners for Parks estimated that the cost to make these improvements would total \$7 to \$7.5 million.

Based on this, the City developed a draft pro-forma that outlines a recommended financing strategy that would include the following revenue components as well as a timeline for project implementation:

- Partners for Parks Capital Campaign Fundraising: \$3.5 million
- City of Lakewood LTAC funds: \$2.0 million (bonded over 20 years similar to how the City financed the McGavick Center).  
The City will submit LTAC application in August 2024 for funds availability in Q1 2025.
- Grants and other resource to include perhaps Pierce County LTAC funds: \$1.0 million
- State capital budget request: \$250,000
- Other/Funding Needed - To Be Determined.

This draft pro forma also recommended a one-time City allocation totaling \$150,000 in support of Partners for Parks in 2022 to allow them to initiate their capital campaign, which is expected to take 2.5 years if they started by mid-2022. As funds are raised, work could begin on project design, scope and community involvement. This timeline also allows the City to secure the \$1.0 million in grants and other resources coupled with working with the state legislative to secure the last piece of funding, a state capital budget appropriation. Given it will take some time to secure funds, the City front seed monies to Partner for Parks in 2022 to allow them to secure the services of a person to lead their effort coupled with securing the services of a firm like Phoenix Risen Consulting to lead their capital campaign.

Partners for Park will be responsible for securing their \$3.5 million capital contribution. Once those funds have been secured and once the City has secured the remainder of funds, it would the City that moves forward with constructing the improvements.

**Funds Anticipated \$3,780,000:**

- \$2,000,000 Bonds via City of Lakewood LTAC Funds (20 year bonds, debt service payments via LTAC).
- \$1,000,000 Grants and other resources to include potentially Pierce County LTAC funds.
- \$250,000 State capital budget request.
- \$530,000 Other/to Be Determined

**Operational Impact:**

To be determined.

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Funds Anticipated	\$ -	\$ -	\$ 3,780,000	\$ -	\$ -	\$ -	\$ 3,780,000
Contributions/Donations/Mitigation	\$ 200,000	\$ 2,300,000	\$ 600,000	\$ -	\$ -	\$ -	\$ 3,100,000
<b>Total Funding Sources</b>	<b>\$ 200,000</b>	<b>\$ 2,300,000</b>	<b>\$ 4,380,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,880,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
A&E, Permit & Construction Management	\$ 200,000	\$ 1,300,000	\$ 330,000	\$ -	\$ -	\$ -	\$ 1,830,000
Construction	\$ -	\$ 1,000,000	\$ 4,050,000	\$ -	\$ -	\$ -	\$ 5,050,000
<b>Total Project Costs</b>	<b>\$ 200,000</b>	<b>\$ 2,300,000</b>	<b>\$ 4,380,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,880,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

<b>Project #:</b>	<b>301.0048</b>
<b>Project Name:</b>	Nisqually Partnership Project
<b>Project Description &amp; Justification:</b>	
<p>The City of Lakewood and the Nisqually Tribe are engaged in a collaborative partnership to develop interpretive installations on public lands within the City that feature the unique culture and history of the Nisqually Tribe. Our partnership pilot project at Ft. Steilacoom Park intends to add signage, art and interpretive information throughout the park that will provide an introduction to the Nisqually people and will include Lushootseed language, information regarding Chief Leschi's legacy and cultural interpretive markers along the 1.7 mile Nisqually Loop Trail.</p>	
<b>3 Components to the Project:</b>	
1. Plaza Improvements:	
<u><b>Benches:</b></u> Add 8 benches to the plaza area. A simple backless bench made of wood and stone (to match kiosk). Potentially add up to four tribal backs to four benches. Art would be designed by the tribe. Design themes could include dogs (site is adjacent to dog park) and other themes that may compliment or mirror the interpretive elements to be put along new Nisqually Loop Trail). This will allow consistency with overall concepts, messages, design and installation.	
<u><b>Kiosk Sign:</b></u> Currently, there are 2 kiosks at the park with site maps on one side of the kiosk. One is at the plaza and one is at the end of Angle Lane (Chief Leschi area). On the Plaza kiosk sign the City will look to add another sign – this would be the intro to Nisqually Tribe sign and include a regional map that includes Native Lushootseed language labels. The City will also include a Land Acknowledgement Statement from the City of Lakewood, and a Tribal statement. The tribal statement content may include past and current photos, historic information from Nisqually newsletter articles as well as modern-day tribal culture as an introduction of the Nisqually Tribe to park visitors.	
2. Nisqually Trail	
<u><b>Interpretive Signs:</b></u> Six interpretive markers would be placed along the trail. Themes proposed included: Camas (or other plants within the park), Chief Leschi (family-tree, quotes, cultural influence, values & treaty relations), Fishing, Modes of Transportation and Travel (canoes, travel by water and tribal routes, horses etc), Mt. Rainer / Mt Tacoma or Mt Tahoma, Wildlife (animals or birds in the park), the Prairie (cultural importance).	
<u><b>Social Media Photo Installation:</b></u> Opportunity for one of the interpretive areas to be a social media photo spot was suggested. Views of Mt. Rainer and camas patches were offered as potential opportunities.	
3. Chief Leschi Trailhead	
<u><b>Kiosk Sign:</b></u> Interpretive information to be added to the Nisqually side of the kiosk. Information may Chief Leschi (family-tree, quotes, cultural influence, values & treaty relations) and information regarding the interpretive signs along the trail	
<u><b>Sculpture:</b></u> A sculpture is being created at the Nisqually State Park. The Nisqually Parks Commission suggested using the form being created for the Nisqually State Park and retrofitting it for the Fort Steilacoom Park site. For instance it could be a sculpture of a tribal member fishing with a pole and a sculpture of a tribal member fishing with a net. We will review the sculpture, theme, materials and where it could be located in the park (suggestion was in the "traffic circle rain garden").	
<b>Operational Impact:</b>	
Operational impacts will be determined based on funded projects.	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Funds Anticipated	\$ 50,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
<b>Total Funding Sources</b>	<b>\$ 50,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Construction	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
<b>Total Project Costs</b>	<b>\$ 50,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

<b>Project #:</b>	<b>301.0049</b>
<b>Project Name:</b>	Harry Todd Pickleball Courts
<b>Project Description &amp; Justification:</b>	
<p>The City is looking to convert the aging and underutilized above ground skate park and 50 year old tennis courts at Harry Todd Park into four pickleball courts. Two of the courts will be ADA accessible and adjacent ADA parking, access route from the current gravel parking area, new drainage and fencing will be included. The proposed improvements would increase opportunities for recreation clinics, local and regional tournament use and increase healthy recreation opportunities for youths and families in the Tillicum Neighborhood. Funding has been requested from a state grant program. \$350K Youth Athletic Fund.</p>	
<b>Operational Impact:</b>	
Additional daily and seasonal tasks will be needed to maintain courts, replace nets and other items based on use.	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Funds Anticipated	\$ 150,000	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
Transfer In- General Fund	\$ -	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ 350,000
<b>Total Funding Sources</b>	<b>\$ 150,000</b>	<b>\$ 550,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 700,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Construction	\$ 50,000	\$ 550,000	\$ -	\$ -	\$ -	\$ -	\$ 600,000
<b>Total Project Costs</b>	<b>\$ 150,000</b>	<b>\$ 550,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 700,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

**Project #:** 301.0050  
**Project Name:** Fort Steilacoom Park Pavilion Acoustics

**Project Description & Justification:**

The Pavilion in the Park was created to provide an area for community gatherings and celebrations. In 2021 two restrooms and a warming kitchen were added to make this space more functional and marketable. Based on current use, it was determined that acoustic treatments are needed to improve use of the space for meetings and events. Assessment and design occurred in 2022 with proposed improvements to occur in 2023.

**Operational Impact:**

Additional operational impacts will be covered by user fees.

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Transfer In- General Fund	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<b>Total Funding Sources</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Construction	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<b>Total Project Costs</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

<b>Project #:</b>	<b>301.0051</b>
<b>Project Name:</b>	Down Town Park - 2 Acre Option
<b>Project Description &amp; Justification:</b>	
<p>The Legacy Plan as well as the Lakewood Central Business District or "Downtown" Plan include a variety of projects to support desired change and development in the City. One of the improvement options is to acquire 2 acres of land to develop a central park in the established downtown area to provide citizens with recreation and cultural features. The park would be connected to the anticipated green street loop. Crime Prevention Through Environmental Design would be used to develop the space. Potential improvements could include multi-use plazas, benches, landscaped areas, turf areas, court yards, public art, spray park, restrooms, play structures, dog parks and connections to other civic centers (like theaters and libraries).</p>	
<b>Operational Impact:</b>	
To be determined.	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Unfunded	\$ -	\$ -	\$ 7,500,000	\$ 2,500,000	\$ 7,500,000	\$ -	\$ 17,500,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 7,500,000</b>	<b>\$ -</b>	<b>\$ 17,500,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Property Acquisition	\$ -	\$ -	\$ 7,500,000	\$ -	\$ -	\$ -	\$ 7,500,000
Design	\$ -	\$ -	\$ -	\$ 2,500,000	\$ -	\$ -	\$ 2,500,000
Construction	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000	\$ -	\$ 7,500,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 7,500,000</b>	<b>\$ 2,500,000</b>	<b>\$ 7,500,000</b>	<b>\$ -</b>	<b>\$ 17,500,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

<b>Project #:</b>	<b>301.0052</b>
<b>Project Name:</b>	Down Town Park - 4 Acre Option (Add'l Cost)
<b>Project Description &amp; Justification:</b>	
<p>The Legacy Plan as well as the Lakewood Central Business District or "Downtown" Plan include a variety of projects to support desired change and development in the City. One of the improvement options is to acquire 4 acres of land to develop a central park in the established downtown area to provide citizens with recreation and cultural features. The park would be connected to the anticipated green street loop. Crime Prevention Through Environmental Design would be used to develop the space. Potential improvements could include multi-use plazas, benches, landscaped areas, turf areas, court yards, public art, spray park, restrooms, play structures, dog parks and connections to other civic centers (like theaters and libraries).</p>	
<b>Operational Impact:</b>	
To be determined.	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Unfunded	\$ -	\$ -	\$ 15,000,000	\$ 5,000,000	\$ 15,000,000	\$ -	\$ 35,000,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 15,000,000</b>	<b>\$ -</b>	<b>\$ 35,000,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Property Acquisition	\$ -	\$ -	\$ 15,000,000	\$ -	\$ -	\$ -	\$ 15,000,000
Design	\$ -	\$ -	\$ -	\$ 5,000,000	\$ -	\$ -	\$ 5,000,000
Construction	\$ -	\$ -	\$ -	\$ -	\$ 15,000,000	\$ -	\$ 15,000,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000,000</b>	<b>\$ 5,000,000</b>	<b>\$ 15,000,000</b>	<b>\$ -</b>	<b>\$ 35,000,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Parks Capital Projects**

**Project #:** 301.0053  
**Project Name:** Fort Steilacoom Park ADA & Overflow Parking

**Project Description & Justification:**

Park use at Fort Steilacoom Park has increased over the years. As one of the City's most popular parks, three are often multiple groups using the park at the same time. This use often creates parking and access impacts. An improved parking area in an underutilized area near the barns and the pavilion would provide additional ADA parking for Pavilion use as well as expanded parking and usable event space.

This project could be aligned with the fuel tank removal and paving of FSP shop area (see below, from Property Management Plan).

Property Management/Fuel Tank Replacement & Paving of Washdown Station & Perimeter Areas: This project would remove a fuel system from the FSP shop that has met its useful life and install a new modern fueling station at the O&M shop that all city vehicles would use to fuel up utilizing a card system and computerized tracking which would help in auditing for the finance department. This would also eliminate the need to have a fuel contract with CPSD and potentially eliminate the fuel cards for fueling outside the city limits (staff going on a trip would just use a city credit card to fuel up). Project includes paving the washdown station and perimeter areas, fuel island replacement, salt bin cover, ROW trash collection and paving of gravel area.



**Operational Impact:**

To be determined.

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Transfer In- General Fund	\$ 25,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 275,000
<b>Total Funding Sources</b>	<b>\$ 25,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 275,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Construction	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
<b>Total Project Costs</b>	<b>\$ 25,000</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 275,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# **6-Year CIP Transportation**

**6 Year (2023-2028) Capital Improvement Plan  
Transportation Projects**

<b>SOURCES</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
<b>General Fund</b>		<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 700,000</b>	<b>\$ 4,200,000</b>
1	Personnel, Engineering & Professional Svcs	159,468	195,952	229,952	265,952	302,952	341,952	1,496,228
2	Street Lights: New LED Streetlight	180,000	180,000	185,000	-	-	-	545,000
3	Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000	27,000	27,000	30,000	30,000	164,000
4	Minor Capital & Major Maintenance	260,000	260,000	258,048	270,000	270,000	270,000	1,588,048
5	Chip Seal Program - Local Access Roads	75,532	39,048	-	137,048	97,048	58,048	406,724
<b>REET (Real Estate Excise Tax)</b>		<b>\$ 2,626,628</b>	<b>\$ 1,347,472</b>	<b>\$ 535,952</b>	<b>\$ 1,157,106</b>	<b>\$ 282,952</b>	<b>\$ 321,952</b>	<b>\$ 6,272,062</b>
4	Minor Capital & Major Maintenance	-	-	11,952	-	-	-	11,952
5	Chip Seal Program - Local Access Roads	284,468	320,952	370,000	232,952	282,952	321,952	1,813,276
74	Streets: South Tacoma Way - 88th to 80th St	1,583,000	-	-	-	-	-	1,583,000
83 TBD	Streets: Hipkins Road – 104th to Steilacoom Blvd	484,000	-	-	-	-	-	484,000
114	Street & Sidewalks: Clover Park HS - 112th Sidewalks: Gravelly Lk Dr SW to Highland Ave SW	87,130	-	-	-	-	-	87,130
131	Overlay & Sidewalk Fill-In: Custer Rd - Steilacoom to 500' West of Bridgeport Way	-	-	-	141,900	-	-	141,900
133	Street & Sidewalks: Steilacoom Blvd (87th to Weller) ROW Acquisition & Construction	-	785,520	-	-	-	-	785,520
136	Streets: 100th Street; 59th to South Tacoma Way	-	-	83,000	77,000	-	-	160,000
151	Roadway Restoration: Overlay S. Tacoma Way 96th to Steilacoom	10,000	241,000	-	-	-	-	251,000
164	Streets: Sidewalk on Farwest Dr; 112th St to 91st St Ct SW	178,030	-	-	-	-	-	178,030
176	Roadway Restoration: 112th; South Tacoma Way to Steele St	-	-	71,000	705,254	-	-	776,254
<b>TBD \$20 VLF (Bond Proceeds)</b>		<b>\$ 1,513,000</b>	<b>\$ 1,394,000</b>	<b>\$ 5,494,000</b>	<b>\$ 3,199,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 11,600,000</b>
75 TBD	Streets: Mt. Tacoma Drive – Interlaaken to Whitman Avenue	-	-	355,000	3,199,000	-	-	3,554,000
76 TBD	Streets: Nyanza Road SW	-	405,000	3,600,000	-	-	-	4,005,000
83 TBD	Streets: Hipkins Road – 104th to Steilacoom Blvd	1,422,000	-	-	-	-	-	1,422,000
158 TBD	Streets: Interlaaken; 112th to WA Blvd.	-	171,000	1,539,000	-	-	-	1,710,000
159 TBD	Streets: Idlewild Rd SW: Idlewild School to 112th SW	47,000	421,000	-	-	-	-	468,000
160 TBD	Streets: 112th St SW; Idlewild Rd SW to Interlaaken Dr SW	44,000	397,000	-	-	-	-	441,000
<b>SWM (Surface Water Management)</b>		<b>\$ 751,330</b>	<b>\$ 155,000</b>	<b>\$ 611,000</b>	<b>\$ 356,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,873,330</b>
75 TBD	Streets: Mt. Tacoma Drive – Interlaaken to Whitman Avenue	-	-	40,000	356,000	-	-	396,000
76 TBD	Streets: Nyanza Road SW	-	45,000	400,000	-	-	-	445,000
83 TBD	Streets: Hipkins Road – 104th to Steilacoom Blvd	327,000	-	-	-	-	-	327,000
98	Pedestrian Crossing Signal: 84th St at Pine St So Intersection	111,330	-	-	-	-	-	111,330
142 TBD	Streets: Ardmore Dr SW/Whitman/93rd	303,000	-	-	-	-	-	303,000
158 TBD	Streets: Interlaaken; 112th to WA Blvd.	-	19,000	171,000	-	-	-	190,000
159 TBD	Streets: Idlewild Rd SW: Idlewild School to 112th SW	5,000	47,000	-	-	-	-	52,000
160 TBD	Streets: 112th St SW; Idlewild Rd SW to Interlaaken Dr SW	5,000	44,000	-	-	-	-	49,000
<b>Motor Vehicle Excise Tax (MVET)</b>		<b>\$ 331,860</b>	<b>\$ 329,446</b>	<b>\$ 329,446</b>	<b>\$ 329,446</b>	<b>\$ 329,446</b>	<b>\$ 329,446</b>	<b>\$ 1,979,090</b>
1	Personnel, Engineering & Professional Svcs	331,860	329,446	329,446	329,446	329,446	329,446	1,979,090
<b>Multi-Modal</b>		<b>\$ 82,940</b>	<b>\$ 81,921</b>	<b>\$ 81,921</b>	<b>\$ 81,921</b>	<b>\$ 81,921</b>	<b>\$ 81,921</b>	<b>\$ 492,545</b>
1	Personnel, Engineering & Professional Svcs	82,940	81,921	81,921	81,921	81,921	81,921	492,545
<b>Gas Tax Increase (MVET)</b>		<b>\$ 72,732</b>	<b>\$ 71,681</b>	<b>\$ 71,681</b>	<b>\$ 71,681</b>	<b>\$ 71,681</b>	<b>\$ 71,681</b>	<b>\$ 431,137</b>
1	Personnel, Engineering & Professional Svcs	72,732	71,681	71,681	71,681	71,681	71,681	431,137
<b>Grants Secured</b>		<b>\$ 2,575,510</b>	<b>\$ 5,074,480</b>	<b>\$ 750,000</b>	<b>\$ 1,036,100</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 9,436,090</b>
98	Pedestrian Crossing Signal: 84th St at Pine St So Intersection	766,670	-	-	-	-	-	766,670
114	Street & Sidewalks: Clover Park HS - 112th Sidewalks: Gravelly Lk Dr SW to Highland Ave SW	566,870	-	-	-	-	-	566,870
131	Overlay & Sidewalk Fill-In: Custer Rd - Steilacoom to 500' West of Bridgeport Way	38,000	125,000	300,000	815,100	-	-	1,278,100
133	Street & Sidewalks: Steilacoom Blvd (87th to Weller) ROW Acquisition & Construction	-	4,244,480	-	-	-	-	4,244,480
136	Streets: 100th Street; 59th to South Tacoma Way	-	-	450,000	221,000	-	-	671,000
151	Roadway Restoration: Overlay S. Tacoma Way 96th to Steilacoom	45,000	705,000	-	-	-	-	750,000
164	Streets: Sidewalk on Farwest Dr; 112th St to 91st St Ct SW	1,158,970	-	-	-	-	-	1,158,970
<b>Grants &amp; Funds Anticipated</b>		<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 468,746</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,968,746</b>
74	Streets: South Tacoma Way - 88th to 80th St	2,500,000	-	-	-	-	-	2,500,000
176	Roadway Restoration: 112th; South Tacoma Way to Steele St	-	-	-	468,746	-	-	468,746
<b>Prior Year Balance</b>		<b>\$ 3,767,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,767,000</b>
83 TBD	Streets: Hipkins Road – 104th to Steilacoom Blvd	1,043,000	-	-	-	-	-	1,043,000
142 TBD	Streets: Ardmore Dr SW/Whitman/93rd	2,724,000	-	-	-	-	-	2,724,000
<b>Total - SOURCES</b>		<b>\$ 14,921,000</b>	<b>\$ 9,154,000</b>	<b>\$ 8,574,000</b>	<b>\$ 7,400,000</b>	<b>\$ 1,466,000</b>	<b>\$ 1,505,000</b>	<b>\$ 43,020,000</b>

**6 Year (2023-2028) Capital Improvement Plan  
Transportation Projects**

USES		2023	2024	2025	2026	2027	2028	Total
1	Personnel, Engineering & Professional Svcs	647,000	679,000	713,000	749,000	786,000	825,000	4,399,000
2	Street Lights: New LED Streetlight	180,000	180,000	185,000	-	-	-	545,000
3	Safety: Neighborhood Traffic Safety/Traffic Calming	25,000	25,000	27,000	27,000	30,000	30,000	164,000
4	Minor Capital & Major Maintenance	260,000	260,000	270,000	270,000	270,000	270,000	1,600,000
5	Chip Seal Program - Local Access Roads	360,000	360,000	370,000	370,000	380,000	380,000	2,220,000
74	Streets: South Tacoma Way - 88th to 80th St	4,083,000	-	-	-	-	-	4,083,000
75 TBD	Streets: Mt. Tacoma Drive – Interlaaken to Whitman Avenue	-	-	395,000	3,555,000	-	-	3,950,000
76 TBD	Streets: Nyanza Road SW	-	450,000	4,000,000	-	-	-	4,450,000
83 TBD	Streets: Hipkins Road – 104th to Steilacoom Blvd	3,276,000	-	-	-	-	-	3,276,000
98	Pedestrian Crossing Signal: 84th St at Pine St So Intersection	878,000	-	-	-	-	-	878,000
114	Street & Sidewalks: Clover Park HS - 112th Sidewalks: Gravelly Lk Dr SW to Highland Ave SW	654,000	-	-	-	-	-	654,000
131	Overlay & Sidewalk Fill-In: Custer Rd - Steilacoom to 500' West of Bridgeport Way	38,000	125,000	300,000	957,000	-	-	1,420,000
133	Street & Sidewalks: Steilacoom Blvd (87th to Weller) ROW Acquisition & Construction	-	5,030,000	-	-	-	-	5,030,000
136	Streets: 100th Street; 59th to South Tacoma Way	-	-	533,000	298,000	-	-	831,000
142 TBD	Streets: Ardmore Dr SW/Whitman/93rd	3,027,000	-	-	-	-	-	3,027,000
151	Roadway Restoration: Overlay S. Tacoma Way 96th to Steilacoom	55,000	946,000	-	-	-	-	1,001,000
158 TBD	Streets: Interlaaken; 112th to WA Blvd.	-	190,000	1,710,000	-	-	-	1,900,000
159 TBD	Streets: Idlewild Rd SW; Idlewild School to 112th SW	52,000	468,000	-	-	-	-	520,000
160 TBD	Streets: 112th St SW; Idlewild Rd SW to Interlaaken Dr SW	49,000	441,000	-	-	-	-	490,000
164	Streets: Sidewalk on Farwest Dr; 112th St to 91st St Ct SW	1,337,000	-	-	-	-	-	1,337,000
176	Roadway Restoration: 112th; South Tacoma Way to Steele St	-	-	71,000	1,174,000	-	-	1,245,000
<b>Total - USES</b>		<b>\$ 14,921,000</b>	<b>\$ 9,154,000</b>	<b>\$ 8,574,000</b>	<b>\$ 7,400,000</b>	<b>\$ 1,466,000</b>	<b>\$ 1,505,000</b>	<b>\$ 43,020,000</b>



**FUTURE PROJECTS**

Proj #	Project Name	Project Cost	Sound Transit	Grant	Grant Amount
78	South Tacoma Way & 92nd Street S Signal	\$ 1,106,000	-	TIB - Submitted Application	\$ 884,800
96	Streets: Union Avenue – West Thorne Lane to Spruce St	\$ 4,589,000	-	TIB - Submitted Application	\$ 500,000
97	Lakewood Station - Non-Motorized Access Improvements (115th CT SW to Pedestrian Crossing at Kendrick St SW)	\$ 1,391,000	Tier 1 - Under Consideration	-	-
111	Kendrick from 111th St SW to 108th St SW Roadway Improvements	\$ 1,029,000	Tier 1 - Under Consideration	-	-
114	Street & Sidewalks: Clover Park HS - 112th Sidewalks: Gravelly Lk Dr SW to Highland Ave SW	\$ 2,594,000	-	-	-
116	Street & Sidewalks: Custer Rd. SW: Bridgeport Way - 75th Street West	\$ 3,203,000	-	PSRC/TIB - Future Submittal	\$ 2,800,000
118	Lakewood Drive, Custer & 74th to N. City Limits	\$ 1,062,000	-	PSRC - Future Submittal	\$ 800,000
121	112th Sidewalk; North side Farwest to Holden	\$ 1,129,700	-	SRTS - Submitted Application	\$ 1,129,700
122	47th Ave SW Sidewalks: Clover Creek to Pacific Highway South	\$ 1,224,000	Tier 1 - Under Consideration	-	-
131	Overlay & Sidewalk Fill-In: Custer Rd - Steilacoom to 500' West of Bridgeport Way	\$ 1,564,000		PSRC - Future Submittal	\$ 1,600,000
136	Streets: 100th Street; 59th to South Tacoma Way	\$ 3,139,000		TIB - Submitted Application PCRC	\$ 1,362,369 \$ 671,000
167	McChord Drive SW - New York Ave SW: Pacific Highway SW to Bridgeport Way SW	\$ 1,557,000	Tier 1 - Under Consideration	-	-
168	McChord Drive SW: Bridgeport Way to 47th Ave SW	\$ 238,000	Tier 2	-	-
169	47th Ave SW: McChord Drive SW to 127th St SW	\$ 432,000	Tier 2	-	-
170	Lincoln Ave SW: McChord Drive SW to San Francisco Ave SW	\$ 756,000	Tier 1 - Under Consideration	-	-
171	Chicago Ave SW: Spring Brook Lane SW to McChord Drive SW	\$ 799,000	Tier 2	-	-
172	San Francisco Ave SW: Spring Brook Lane SW to True Lane SW	\$ 475,000	Tier 2	-	-
173	Clover Creek Drive SW: Pacific Highway SW to Hillcrest Drive SW	\$ 389,000	Tier 1 - Under Consideration	-	-
174	Boston Ave SW: I-5 to McChord Drive SW	\$ 308,000	Tier 2	-	-
175	John Dower Sidewalk; east side, school to 75th	\$ 759,246	-	SRTS - Submitted Application	\$ 687,745
	<b>Total</b>	<b>\$ 27,743,946</b>			<b>\$ 10,435,614</b>

Sound Transit has identified a number of projects within the City limits to be funded by them.

Two tiers of projects are under consideration with Tier 1 projects most likely to be funded.

Tier 2 projects will be funded if remaining funds allow after construction of Tier 1 projects.

At this time, the timing of individual projects is unknown but Sound Transit has a completion deadline for all projects by 2030.

The City expects project designs to start no earlier than 2024.

**6-Year (2023-2028) Capital Improvement Plan  
Transportation Projects**

**Project #:** 1  
**Project Name:** Personnel, Engineering & Professional Svcs  
**Est Completion Year:** Annual Program  
**Funding Status:** Funded

**Project Description & Justification:**

This is for PW Engineers time for grant writing, feasibility studies, street capital program management, Federal Funding reporting requirements, and professional services. The professional services are for: traffic engineering studies, professional land-surveyor research and exhibits, geotechnical and structural engineering, and comprehensive planning.

**Operational Impact:**

n/a

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Multi-Modal	\$ 82,940	\$ 81,921	\$ 81,921	\$ 81,921	\$ 81,921	\$ 81,921	\$ 492,545
Increased Gas Tax (MVET)	\$ 72,732	\$ 71,681	\$ 71,681	\$ 71,681	\$ 71,681	\$ 71,681	\$ 431,137
Motor Vehicle Fuel Tax (MVET)	\$ 331,860	\$ 329,446	\$ 329,446	\$ 329,446	\$ 329,446	\$ 329,446	\$ 1,979,090
General Fund	\$ 159,468	\$ 195,952	\$ 229,952	\$ 265,952	\$ 302,952	\$ 341,952	\$ 1,496,228
<b>Total Funding Sources</b>	<b>\$ 647,000</b>	<b>\$ 679,000</b>	<b>\$ 713,000</b>	<b>\$ 749,000</b>	<b>\$ 786,000</b>	<b>\$ 825,000</b>	<b>\$ 4,399,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design	\$ 647,000	\$ 679,000	\$ 713,000	\$ 749,000	\$ 786,000	\$ 825,000	\$ 4,399,000
ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs</b>	<b>\$ 647,000</b>	<b>\$ 679,000</b>	<b>\$ 713,000</b>	<b>\$ 749,000</b>	<b>\$ 786,000</b>	<b>\$ 825,000</b>	<b>\$ 4,399,000</b>

	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation Projects**

**Project #:** 2  
**Project Name:** Street Lights: New LED Streetlight  
**Est Completion Year:** Annual Program  
**Funding Status:** Funded

**Project Description & Justification:**

Provide street lights in areas where there are none. Cost to provide stand alone streetlights up to \$15,000 per pole. Cost to install street light on existing utility pole up to \$3,000 per pole.

Year 2023 & 2024: Anticipate approximately 40 more LED lights installed each year.

Street Light Program (2023) - The street light program will be spread out north-south along areas between Tacoma Drive SW and 112 St SW and east-west between Lake Steilacoom and Gravelly Lake Drive.

Street Light Program (2024 & 2025) - The street light program will be spread out along the neighborhood to the NW of Onyx Drive SW.

It is anticipated the new LED streetlights will be completed in 2025.

**Operational Impact:**

Each new streetlight will cost up to \$6.00 per month in utility costs. Assuming average of 18 per year = \$1,300 additional per year.

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
General Fund	\$ 180,000	\$ 180,000	\$ 185,000	\$ -	\$ -	\$ -	\$ 545,000
<b>Total Funding Sources</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 185,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 545,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 180,000	\$ 180,000	\$ 185,000	\$ -	\$ -	\$ -	\$ 545,000
<b>Total Project Costs</b>	<b>\$ 180,000</b>	<b>\$ 180,000</b>	<b>\$ 185,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 545,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,300	\$ 6,500
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ 1,300</b>	<b>\$ 1,300</b>	<b>\$ 1,300</b>	<b>\$ 1,300</b>	<b>\$ 1,300</b>	<b>\$ 6,500</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation Projects**

**Project #:** 3  
**Project Name:** Safety: Neighborhood Traffic Safety/Traffic Calming  
**Est Completion Year:** Annual Program  
**Funding Status:** Funded

**Project Description & Justification:**

Minor capital improvements to improve safety in neighborhoods by decreasing cut-through traffic and speeding in neighborhoods. Improvements may include: signage; pavement markings; radar feedback signs; and speed humps and related traffic studies, public outreach, and engineering.

**Operational Impact:**

Addition of capital infrastructure will require additional on-going maintenance that is consistent with other work performed in the city. For example: Radar feedback sign will cost approximately \$120 / year to provide power and approximately \$300 every 3 years to replace burned out bulbs.

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
General Fund	\$ 25,000	\$ 25,000	\$ 27,000	\$ 27,000	\$ 30,000	\$ 30,000	\$ 164,000
<b>Total Funding Sources</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 27,000</b>	<b>\$ 27,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 164,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 25,000	\$ 25,000	\$ 27,000	\$ 27,000	\$ 30,000	\$ 30,000	\$ 164,000
<b>Total Project Costs</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 27,000</b>	<b>\$ 27,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 164,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation Projects**

<b>Project #:</b>	<b>4</b>
<b>Project Name:</b>	Minor Capital & Major Maintenance
<b>Est Completion Year:</b>	Annual Program
<b>Funding Status:</b>	Funded

**Project Description & Justification:**

The City's minor capital program consists of removal and replacement of hot mixed asphalt (HMA) pavement, concrete driveway and sidewalk panels, catch basin adjustment and tree placement. The specific project and location is to be determined.

City-wide minor capital projects to provide infrastructure preservation or upgrades include:

- City-wide hot mix asphalt (HMA) patching contract
- Traffic signal upgrades including replacement of loop detection with video detection

The anticipated major maintenance work on an annual basis are:

- Street paint striping to maintain the visibility of the existing pavement striping on various streets throughout the City. Such restriping is necessary to assure safe driving lanes within our streets.
- Pavement Patching. Use and weather effect the longevity of the street pavement. Without an ongoing patching program the street pavement will quickly deteriorate to the point where reconstruction of the entire pavement is required. An ongoing pavement patching program extends the life of the street pavement. It also alleviate citizen complaints and claims for damages.
- Roadway Markings. In addition to street pavement striping stop bars, stop letters, arrows, bike lane designations need to be annually renewed throughout the city and since these are typically of thermo plastic material for longer life.

**Operational Impact:**

There is no operational impact since this work is upgrade / replacement of existing infrastructure.

Funding Sources	2023	2024	2025	2026	2027	2028	Total
General Fund	\$ 260,000	\$ 260,000	\$ 258,048	\$ 270,000	\$ 270,000	\$ 270,000	\$ 1,588,048
Real Estate Excise Tax (REET) Fund	\$ -	\$ -	\$ 11,952	\$ -	\$ -	\$ -	\$ 11,952
<b>Total Funding Sources</b>	<b>\$ 260,000</b>	<b>\$ 260,000</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 1,600,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 260,000	\$ 260,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 1,600,000
<b>Total Project Costs</b>	<b>\$ 260,000</b>	<b>\$ 260,000</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 270,000</b>	<b>\$ 1,600,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation Projects**

<b>Project #:</b>	<b>5</b>
<b>Project Name:</b>	Chip Seal Program - Local Access Roads
<b>Est Completion Year:</b>	Annual Program
<b>Funding Status:</b>	Funded

**Project Description & Justification:**

The City's chip seal program is an annual program that refurbishes residential roads and is a common, proactive and cost effective pavement maintenance practice that extends the service life of a road by seven to ten years.

Complete up to 8-10 lane miles annually. May included pulverize and inlay of failed roadway sections.  
Hot mix asphalt (HMA) pavement repair.

Chip Seal Program (2023) - The chip seal program will be spread out north-south along areas between 100th St SW and 112 St SW and east-west between Lake Steilacoom and Lakeview Ave SW. Some patching and crack sealing will be done ahead of the chip seal application.

Chip Seal Program (2024)- The chip seal program will be spread out north-south along areas between Mt Tacoma Dr SW and 108 St SW and east-west between Gravelly Lake Dr. and South Tacoma Way. Some patching and crack sealing will be done ahead of the chip seal application.

**Operational Impact:**

No impact. Rehabilitation of existitng infrastructure.

Funding Sources	2023	2024	2025	2026	2027	2028	Total
General Fund	\$ 75,532	\$ 39,048	\$ -	\$ 137,048	\$ 97,048	\$ 58,048	\$ 406,724
Real Estate Excise Tax (REET) Fund	\$ 284,468	\$ 320,952	\$ 370,000	\$ 232,952	\$ 282,952	\$ 321,952	\$ 1,813,276
<b>Total Funding Sources</b>	<b>\$ 360,000</b>	<b>\$ 360,000</b>	<b>\$ 370,000</b>	<b>\$ 370,000</b>	<b>\$ 380,000</b>	<b>\$ 380,000</b>	<b>\$ 2,220,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 360,000	\$ 360,000	\$ 370,000	\$ 370,000	\$ 380,000	\$ 380,000	\$ 2,220,000
<b>Total Project Costs</b>	<b>\$ 360,000</b>	<b>\$ 360,000</b>	<b>\$ 370,000</b>	<b>\$ 370,000</b>	<b>\$ 380,000</b>	<b>\$ 380,000</b>	<b>\$ 2,220,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation Projects**

**Project #:** 74  
**Project Name:** Streets: South Tacoma Way - 88th to 80th St  
**Est Completion Year:** 2022 - Design  
**Funding Status:** Design Funded / Construction Pending

**Project Description & Justification:**

This project provides for curb, gutter, sidewalks, sharrow, continuous 2-way left turn lane, street lighting, signal upgrades, overlay, and associated storm drainage.

Design:

Funded in 2022 (\$389,250 WSDOT Grant, \$6,685 Emergency Food Network Contribution \$389,250 and \$140,000 REET)

Construction/Funds Anticipated:

The City has requested \$2,500,000 of "Congressional Direct Spending" and may receive and earmark as early as 2022 for 2023 construction.

**Operational Impact:**

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Grants & Funds Anticipated	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
Real Estate Excise Tax (REET) Fund	\$ 1,583,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,583,000
<b>Total Funding Sources</b>	<b>\$ 4,083,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,083,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Construction	\$ 4,083,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,083,000
<b>Total Project Costs</b>	<b>\$ 4,083,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,083,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>76 TBD</b>	<b>TBD BOND PROJECT</b>
<b>Project Name:</b>	Streets: Nyanza Road SW	
<b>Est Completion Year:</b>	2025	
<b>Funding Status:</b>	Funded	
<b>Project Description &amp; Justification:</b>		
<p>This project will finish the Gravelly Lake loop with approximately 5,400 lineal feet (lf) of new road surface, curb, gutter, sidewalks, shared use path, illumination, storm water, and associated signal improvements for the north end of Nyanza. The improvements may include elimination of the signal and construction of a roundabout. This project finishes the sidewalk and shared use paths around Gravelly Lake and closing the loop from I-5 to the Lakewood Town Center. The project will evaluation a roundabout at the north end of Nyanza and if infeasible a mast arm signal will be installed. The roadway has reached the end of its service life.</p>		
<b>Operational Impact:</b>		
<p>Additional lighting. Additional cost for lighting maintenance = \$2,000/year. Has existing wedge curb and therefore on street sweeping schedule.</p>		

Funding Sources	2023	2024	2025	2026	2027	2028	Total
TBD Fund - \$20 Vehicle License Fees (Bonds)	\$ -	\$ 405,000	\$ 3,600,000	\$ -	\$ -	\$ -	\$ 4,005,000
Surface Water Management Fund	\$ -	\$ 45,000	\$ 400,000	\$ -	\$ -	\$ -	\$ 445,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ 4,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,450,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ -	\$ 450,000	\$ -	\$ -	\$ -	\$ -	\$ 450,000
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -	\$ -	\$ 4,000,000
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ 4,000,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 4,450,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ 2,000	\$ 6,000
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 2,000</b>	<b>\$ 6,000</b>



**6-Year (2023-2028) Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>83 TBD</b>	<b>TBD BOND PROJECT</b>
<b>Project Name:</b>	Streets: Hipkins Road – 104th to Steilacoom Blvd	
<b>Est Completion Year:</b>	2023	
<b>Funding Status:</b>	Funded	
<b>Project Description &amp; Justification:</b>		
<p>Sidewalk Improvement Project.</p> <p>Design in 2022 is estimated to cost \$150,000</p> <p>Complete curb, gutter, 6-foot sidewalks (both sides), asphalt overlay, and associate storm drainage (approximately 2,000' previously completed)</p> <p>The intent of this project is to complete Hipkins Road SW with curb, gutter, and sidewalks. This will complete the roadway improvements between Steilacoom Blvd SW and 104th St SW initiated over 20 years ago as a means to slow traffic on Hipkins Road SW. This will improve pedestrian and non-motorized access through the corridor by connecting to existing and recently built sidewalks.</p>		
<b>Operational Impact:</b>		
<p>Assume no replacement of existing street lights. This is an "in-fill" project - therefore, propose to maintain existing street lighting levels to be consistent throughout this corridor. Additional curb where none existing will add to SWM sweeping costs at \$30 / curb mile = 2 curb miles added swept once per month = \$720/year.</p>		

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Prior Year Balance	\$ 1,043,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,043,000
Real Estate Excise Tax (REET) Fund	\$ 484,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 484,000
TBD Fund - \$20 Vehicle License Fees (Bonds)	\$ 1,422,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,422,000
Surface Water Management Fund	\$ 327,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 327,000
<b>Total Funding Sources</b>	<b>\$ 3,276,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,276,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 3,276,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,276,000
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs</b>	<b>\$ 3,276,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,276,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ 720	\$ 720	\$ 720	\$ 720	\$ 720	\$ 3,600
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ 720</b>	<b>\$ 720</b>	<b>\$ 720</b>	<b>\$ 720</b>	<b>\$ 720</b>	<b>\$ 3,600</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation CIP Fund**

**Project #:** 98  
**Project Name:** Pedestrian Crossing Signal: 84th St at Pine St So Intersection  
**Est Completion Year:** 2023  
**Funding Status:** Funded

**Project Description & Justification:**

This project will install a full traffic signal at 84th & Pine along with sidewalks on Pine Street 200' north along with street lighting. Additional elements include pedestrian lighting at crossings, crosswalks, ADA curb ramp retrofits, bike lanes on Pine Street, lighting, and removal of some on-street parking. Design cost in 2022 is estimated to be \$116,330 (100% Grant funded).

**Operational Impact:**

None. Replacement of existing infrastructure.

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Grants - Secured	\$ 766,670	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 766,670
Surface Water Management Fund	\$ 111,330	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 111,330
<b>Total Funding Sources</b>	<b>\$ 878,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 878,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 878,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 878,000
<b>Total Project Costs</b>	<b>\$ 878,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 878,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation CIP Fund**

**Project #:** 114  
**Project Name:** Street & Sidewalks: Clover Park HS - 112th Sidewalks: Gravelly Lk Dr SW to Highland Ave SW  
**Est Completion Year:**  
**Funding Status:** Funded (Gravelly Lake Dr to Highland) design and construction, Remainder of project Unfunded

**Project Description & Justification:**

This project will install curb, gutter, and sidewalks on the north side of 112th Street between Gravelly Lake Drive and Highland Ave SW. Additional project components include lighting, crossings, school zone beacons, ADA curb ramp retrofits and a bike lane. Design Cost in 2022 is estimated at \$89,130 (100% grant funded), Construction in 2023 is estimated at \$653,870 (\$566,870 grant funded). Total grant award is \$656,000, total estimated project cost is \$743,000.

**Operational Impact:**

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Grants - Secured	\$ 566,870	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 566,870
Real Estate Excise Tax (REET) Fund	\$ 87,130	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 87,130
Unfunded	\$ -	\$ -	\$ -	\$ 259,000	\$ 2,335,000	\$ -	\$ 2,594,000
<b>Total Funding Sources</b>	<b>\$ 654,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 259,000</b>	<b>\$ 2,335,000</b>	<b>\$ -</b>	<b>\$ 3,248,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ -	\$ -	\$ -	\$ 259,000	\$ -	\$ -	\$ 259,000
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 654,000	\$ -	\$ -	\$ -	\$ 2,335,000	\$ -	\$ 2,989,000
<b>Total Project Costs</b>	<b>\$ 654,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 259,000</b>	<b>\$ 2,335,000</b>	<b>\$ -</b>	<b>\$ 3,248,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>131</b>	<b>TBD Eligible</b>
<b>Project Name:</b>	Overlay & Sidewalk Fill-In: Custer Rd - Steilacoom to 500' West of Bridgeport Way	
<b>Est Completion Year:</b>	TBD	
<b>Funding Status:</b>	30% Design Funded, Remainder of project is Unfunded	
<b>Project Description &amp; Justification:</b>		
<p>This project consists of two phases of work. Phase 1 will construct improvements to the existing signal at John Dower and Custer Blvd with left turn pockets installed. This phase will also include construct curb/gutter and sidewalks on the north side of Custer from the intersection to the existing sidewalk approximately 500' west of Bridgeport.</p> <p>Phase 2 is under design and will identify ROW needs and will be used in pursuit of additional funding as opportunities arise.</p> <p>Phase 1 - John Dower to 500' West of Bridgeport, Funded via Safety Grant - \$1,420,000 Grant, \$0.00 City</p> <p>Phase 2 - John Dower to Steilacoom Blvd. - 30% Design is funded via 1-time CM funding \$75,000 (2022) remainder is unfunded \$1,564,000 (ROW To Be Determined)</p>		

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Grants - Secured	\$ 38,000	\$ 125,000	\$ 300,000	\$ 815,100	\$ -	\$ -	\$ 1,278,100
Real Estate Excise Tax (REET) Fund	\$ -	\$ -	\$ -	\$ 141,900	\$ -	\$ -	\$ 141,900
Unfunded	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,564,000	\$ 1,564,000
<b>Total Funding Sources</b>	<b>\$ 38,000</b>	<b>\$ 125,000</b>	<b>\$ 300,000</b>	<b>\$ 957,000</b>	<b>\$ -</b>	<b>\$ 1,564,000</b>	<b>\$ 2,984,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ 38,000	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 138,000
Right-of-Way	\$ -	\$ 25,000	\$ 300,000	\$ -	\$ -	\$ -	\$ 325,000
Construction	\$ -	\$ -	\$ -	\$ 957,000	\$ -	\$ 1,564,000	\$ 2,521,000
<b>Total Project Costs</b>	<b>\$ 38,000</b>	<b>\$ 125,000</b>	<b>\$ 300,000</b>	<b>\$ 957,000</b>	<b>\$ -</b>	<b>\$ 1,564,000</b>	<b>\$ 2,984,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation Projects**

**Project #:** 133  
**Project Name:** Street & Sidewalks: Steilacoom Blvd (87th to Weller) ROW Acquisition & Construction  
**Est Completion Year:** 2025  
**Funding Status:** Funded

**Project Description & Justification:**

This project is the ROW acquisition and construction to add sidewalks and bike lanes from 87th Ave SW to Weller Rd. Improvements would include Curb, gutter, sidewalks, sharrows, turn lanes, street lighting, drainage, and overlay.

Grants Secured:

PSRC \$935,000 ROW

PSRC \$1,500,000 Construction

TIB \$442,680 Construction

Safety Grant \$2,301,800 Construction

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Grants - Secured	\$ -	\$ 4,244,480	\$ -	\$ -	\$ -	\$ -	\$ 4,244,480
Real Estate Excise Tax (REET) Fund	\$ -	\$ 785,520	\$ -	\$ -	\$ -	\$ -	\$ 785,520
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 5,030,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,030,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ 5,030,000	\$ -	\$ -	\$ -	\$ -	\$ 5,030,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 5,030,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 5,030,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>142 TBD</b>	<b>TBD BOND PROJECT</b>
<b>Project Name:</b>	Streets: Ardmore Dr SW/Whitman/93rd	
<b>Est Completion Year:</b>	2023	
<b>Funding Status:</b>	Funded	
<b>Project Description &amp; Justification:</b>		
<p>The intent of this project is to complete Ardmore/Whitman/93rd Streets with curb, gutter, and sidewalks and a new driving surface where appropriate. This will connect the Steilacoom Boulevard corridor to the new Colonial Plaza and Towne Center shopping complex. This will improve pedestrian and non-motorized access through the corridor and improve the ride quality for the motoring public that utilize this road. The reconstruction of this roadway will be accomplished by bringing the infrastructure up to current standards by completing the street lighting system along the corridor, curb, gutter and sidewalks, pavement milling of the existing roadway and an overlay to improve mobility and ride quality.</p> <p>Existing traffic signals will be upgraded with cameras for vehicle detection, and improved storm drain facilities will be installed.</p>		
<b>Operational Impact:</b>		
Additional curb where none existing will add to SWM sweeping costs at \$30 / curb mile =~ 2 curb miles added swept once per month = \$720/year		

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Prior Year Balance	\$ 2,724,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,724,000
Surface Water Management Fund	\$ 303,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 303,000
<b>Total Funding Sources</b>	<b>\$ 3,027,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,027,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 3,027,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,027,000
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs</b>	<b>\$ 3,027,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,027,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation CIP Fund**

**Project #:** 151  
**Project Name:** Roadway Restoration: Overlay S. Tacoma Way 96th to Steilacoom  
**Est Completion Year:** 2024  
**Funding Status:** Funded (Partial from 96th to S. 84th St.)

**Project Description & Justification:**

The purpose of this project is to reconstruct the wearing course of asphalt along South Tacoma Way between 96th Street SW and Steilacoom Boulevard. Improvements also include pavement repair, grinding, two-inch overlay, channelization, upgrading sidewalk ramps to conform to ADA, and signage.

**Operational Impact:**

None, as this an overlay project.

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Grants - Secured	\$ 45,000	\$ 705,000	\$ -	\$ -	\$ -	\$ -	\$ 750,000
Real Estate Excise Tax (REET) Fund	\$ 10,000	\$ 241,000	\$ -	\$ -	\$ -	\$ -	\$ 251,000
<b>Total Funding Sources</b>	<b>\$ 55,000</b>	<b>\$ 946,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,001,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ 946,000	\$ -	\$ -	\$ -	\$ -	\$ 946,000
<b>Total Project Costs</b>	<b>\$ 55,000</b>	<b>\$ 946,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,001,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>158 TBD</b>	<b>TBD BOND PROJECT</b>
<b>Project Name:</b>	Streets: Interlaaken; 112th to WA Blvd.	
<b>Est Completion Year:</b>	2025	
<b>Funding Status:</b>	Funded	
<b>Project Description &amp; Justification:</b>		
<p>This project will construct sidewalks on Interlaaken from 112th Street SW to the new roundabout at Washington Blvd. Curb/gutter/sidewalk, drainage, overlay, street lights. With the Hipkins/Idlewild/112th street improvements as separate projects, this project will complete the mid-city north-south non-motorized corridor. This is recommended as a part of supporting the connection across the City from Steilacoom Blvd to Washington Blvd using Hipkins/Idlewild/112th/Interlaaken.</p>		
<b>Operational Impact:</b>		
Additional curb where none existing will add to SWM sweeping costs at \$30 / curb mile ≈ <b>1.0 curb</b> miles added swept once per month = \$360/year		

Funding Sources	2023	2024	2025	2026	2027	2028	Total
TBD Fund - \$20 Vehicle License Fees (Bonds)	\$ -	\$ 171,000	\$ 1,539,000	\$ -	\$ -	\$ -	\$ 1,710,000
Surface Water Management Fund	\$ -	\$ 19,000	\$ 171,000	\$ -	\$ -	\$ -	\$ 190,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 190,000</b>	<b>\$ 1,710,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,900,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ -	\$ 190,000	\$ -	\$ -	\$ -	\$ -	\$ 190,000
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ 1,710,000	\$ -	\$ -	\$ -	\$ 1,710,000
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 190,000</b>	<b>\$ 1,710,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,900,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ 360	\$ 360	\$ 360	\$ 1,080
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 360</b>	<b>\$ 360</b>	<b>\$ 360</b>	<b>\$ 1,080</b>



**6-Year (2023-2028) Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>159 TBD</b>	<b>TBD BOND PROJECT</b>
<b>Project Name:</b>	Streets: Idlewild Rd SW: Idlewild School to 112th SW	
<b>Est Completion Year:</b>	2024	
<b>Funding Status:</b>	Funded	
<b>Project Description &amp; Justification:</b>		
<p>This project will complete the sidewalk on the west side of Idlewild Rd SW from the school south to 112th St SW. Curb/gutter/sidewalk, overlay, storm drainage, streetlights. This is recommended as a part of supporting the connection across the City from Steilacoom Blvd to Washington Blvd using Hipkins/Idlewild/112th/Interlaaken. This will also include intersection improvements on two legs of the Idlewild/112th Street intersection.</p>		
<b>Operational Impact:</b>		
Additional curb where none existing will add to SWM sweeping costs at \$30 / curb mile =~ <b>0.14 curb</b> miles added swept once per month = \$50/year		

Funding Sources	2023	2024	2025	2026	2027	2028	Total
TBD Fund - \$20 Vehicle License Fees (Bonds)	\$ 47,000	\$ 421,000	\$ -	\$ -	\$ -	\$ -	\$ 468,000
Surface Water Management Fund	\$ 5,000	\$ 47,000	\$ -	\$ -	\$ -	\$ -	\$ 52,000
<b>Total Funding Sources</b>	<b>\$ 52,000</b>	<b>\$ 468,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 520,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ 52,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,000
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ 468,000	\$ -	\$ -	\$ -	\$ -	\$ 468,000
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs</b>	<b>\$ 52,000</b>	<b>\$ 468,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 520,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ 50	\$ 50	\$ 50	\$ 50	\$ 200
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50</b>	<b>\$ 50</b>	<b>\$ 50</b>	<b>\$ 50</b>	<b>\$ 200</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation CIP Fund**

<b>Project #:</b>	<b>160 TBD</b>	<b>TBD BOND PROJECT</b>
<b>Project Name:</b>	Streets: 112th St SW; Idlewild Rd SW to Interlaaken Dr SW	
<b>Est Completion Year:</b>	2024	
<b>Funding Status:</b>	Funded	
<b>Project Description &amp; Justification:</b>		
<p>This project will construct sidewalk along 112th Street SW between Idlewild and Interlaaken. Curb/gutter/sidewalk, full street overlay, street lights, raised crosswalk at Idlewild/112th, and drainage. This is recommended as a part of supporting the connection across the City from Steilacoom Blvd to Washington Blvd using Hipkins/Idlewild/112th/Interlaaken.</p>		
<b>Operational Impact:</b>		
Additional curb where none existing will add to SWM sweeping costs at \$30 / curb mile =~ <b>0.3 curb</b> miles added swept once per month = \$110/year		

Funding Sources	2023	2024	2025	2026	2027	2028	Total
TBD Fund - \$20 Vehicle License Fees (Bonds)	\$ 44,000	\$ 397,000	\$ -	\$ -	\$ -	\$ -	\$ 441,000
Surface Water Management Fund	\$ 5,000	\$ 44,000	\$ -	\$ -	\$ -	\$ -	\$ 49,000
<b>Total Funding Sources</b>	<b>\$ 49,000</b>	<b>\$ 441,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 490,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ 49,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49,000
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ 441,000	\$ -	\$ -	\$ -	\$ -	\$ 441,000
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs</b>	<b>\$ 49,000</b>	<b>\$ 441,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 490,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ 110	\$ 110	\$ 110	\$ 110	\$ 440
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 110</b>	<b>\$ 110</b>	<b>\$ 110</b>	<b>\$ 110</b>	<b>\$ 440</b>

**6-Year (2023-2028) Capital Improvement Plan  
Transportation CIP Fund**

**Project #:** 164  
**Project Name:** Streets: Sidewalk on Farwest Dr; 112th St to 91st St Ct SW  
**Est Completion Year:** 2024  
**Funding Status:** Funded

**Project Description & Justification:**

Sidewalk fill-in on Farwest Drive west side of roadway. The project will install pedestrian lighting, road reconfiguration (diet), sidewalk with curb, bike lanes, and ADA curb ramp retrofits. Design cost in 2022 is estimated to be \$177,030 (100% grant funded).

**Operational Impact:**

Additional curb where none existing will add to SWM sweeping costs at \$30 / curb mile = ~ **1.25 curb** miles added swept once per month = \$450/year

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Grants - Secured	\$ 1,158,970	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,158,970
Real Estate Excise Tax (REET) Fund	\$ 178,030	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 178,030
<b>Total Funding Sources</b>	<b>\$ 1,337,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,337,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 1,337,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,337,000
<b>Total Project Costs</b>	<b>\$ 1,337,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,337,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ 450	\$ 450	\$ 450	\$ 450	\$ 450	\$ 2,250
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ 450</b>	<b>\$ 450</b>	<b>\$ 450</b>	<b>\$ 450</b>	<b>\$ 450</b>	<b>\$ 2,250</b>

# **6-Year CIP Sewer Projects**

**6-Year (2021-2026) Capital Improvement Plan  
Sewer CIP**

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Fund 204 Sewer Surcharge 4.75%	\$ 50,000	\$ 467,178	\$ 129,000	\$ 200,120	\$ 50,000	\$ 50,000	\$ 946,298
Fund 311 Sewer Availability Charge	\$ 888,005	\$ 435,000	\$ 35,000	\$ 620,280	\$ 35,000	\$ 95,000	\$ 2,108,285
Grants - Secured	\$ 597,995	\$ 1,222,822	\$ 69,000	\$ 626,600	\$ -	\$ -	\$ 2,516,417
Unfunded	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Funding Sources</b>	<b>\$ 1,536,000</b>	<b>\$ 2,125,000</b>	<b>\$ 233,000</b>	<b>\$ 1,447,000</b>	<b>\$ 85,000</b>	<b>\$ 145,000</b>	<b>\$ 5,571,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
311.0002 Side Sewer CIPs	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
311.0006 Rose Rd. & Forest Rd. Sewer Extension	\$ 1,074,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 1,164,000
311.0007 Wadsworth, Silcox & Boat St. Sewer Extension	\$ 287,000	\$ 2,000,000	\$ 79,000	\$ -	\$ -	\$ -	\$ 2,366,000
311.0008 Grant Ave. & Orchard St. Sewer Extension	\$ -	\$ 40,000	\$ 69,000	\$ 1,362,000	\$ -	\$ -	\$ 1,471,000
311.0009 Washington Ave. & W. Thorne Ln. Sewer Extension	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000
311.0000 Program Administration	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 210,000
<b>Total Project Costs</b>	<b>\$ 1,446,000</b>	<b>\$ 2,215,000</b>	<b>\$ 233,000</b>	<b>\$ 1,447,000</b>	<b>\$ 85,000</b>	<b>\$ 145,000</b>	<b>\$ 5,571,000</b>

**6-Year (2021-2026) Capital Improvement Plan  
Sewer CIP**

**Project #:** 311.0002  
**Project Name:** Side Sewer CIPs

**Project Description & Justification:**

Design and construct side sewers to connect various properties to the sewer system in the Tillicum and Woodbrook neighborhoods. Projects will be part of the City's side sewer loan program; and costs will be paid back by the property owners.

**Operational Impact:**

Once the sanitary sewer lines are constructed the system will be turned over the Pierce County for operation and maintenance. Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Fund 204 Sewer Surcharge 4.75%	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
<b>Total Funding Sources</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 300,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
Construction	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 270,000
<b>Total Project Costs</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 300,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2021-2026) Capital Improvement Plan  
Sewer CIP**

**Project #:** 311.0006  
**Project Name:** Rose Rd. & Forest Rd. Sewer Extension

**Project Description & Justification:**

The project will extend existing sanitary sewer mains from the Portland Ave./Rose Rd. intersection approximately 1,050 feet northwest to the 15400 block of Rose Rd.; from the 8900 block of Forest Rd. approximately 480 feet north and west to the intersection of Forest and Rose; and from Portland Ave./Forest Rd. intersection approximately 720 feet to the 15200 block of Fern St. New sewer line footage is 2,250 feet. 46 of the properties are single family. 13 of the properties have multiple dwelling units ranging from 2 to 4 units per property. Total number of dwelling units for the 59 properties is 81. Design is estimated at \$45,000 for completion in 2022.

Grants Secured: Pierce County ARPA

**Operational Impact:**

Once the sanitary sewer lines are constructed the system will be turned over the Pierce County for operation and maintenance. Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Fund 311 Sewer Availability Charge	\$ 566,005	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 566,005
Grants - Secured	\$ 597,995	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 597,995
<b>Total Funding Sources</b>	<b>\$ 1,164,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,164,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Engineering	\$ 74,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 74,000
Construction	\$ 1,000,000	\$ 90,000	\$ -	\$ -	\$ -	\$ -	\$ 1,090,000
<b>Total Project Costs</b>	<b>\$ 1,074,000</b>	<b>\$ 90,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,164,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2021-2026) Capital Improvement Plan  
Sewer CIP**

**Project #:** 311.0007  
**Project Name:** Wadsworth, Silcox & Boat St. Sewer Extension

**Project Description & Justification:**

The project will extend existing sanitary sewer mains from the Portland Ave./Wadsworth St. intersection approximately 630 feet north and west to the 15100 block of Boat St.; extend a force main from the 15100 block of Silcox Dr. approximately 420 feet to the Boat St./Wadsworth St. intersection; install a pump station in the 15100 block of Silcox Dr. right of way; extend sewer main from the Portland Ave./W. Thorne Ln. intersection approximately 840 feet to the 15000 block of Silcox Dr.; extend sewer main from the 15000 block of Boat St. approximately 250 feet to the Boat St./ Silcox Dr. intersection; extend sewer from the W. Thorne Ln./Silcox Dr. intersection approximately 720 feet to the 14300 block of W. Thorne Ln.; extend sewer from the W. Thorne Ln./Woodlawn St. approximately 300 to the 14800 block of Woodlawn St.

Total new sewer line footage is 2,740 feet of gravity line and 420 feet of force main.

Once the sanitary sewer system is operational it will make service available to 60 residential properties and 1 commercial property (Bill's Boathouse). 40 of the properties are single family. 20 of the properties have multiple dwelling units ranging from 2 to 8 units per property. Total number of dwelling units for the 61 properties is approximately 122.

Grants Secured: Pierce County ARPA

**Operational Impact:**

Once the sanitary sewer lines are constructed the system will be turned over the Pierce County for operation and maintenance. Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Fund 204 Sewer Surcharge 4.75%	\$ -	\$ 417,178	\$ 79,000	\$ -	\$ -	\$ -	\$ 496,178
Fund 311 Sewer Availability Charge	\$ 287,000	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ 687,000
Grants - Secured	\$ -	\$ 1,182,822	\$ -	\$ -	\$ -	\$ -	\$ 1,182,822
<b>Total Funding Sources</b>	<b>\$ 287,000</b>	<b>\$ 2,000,000</b>	<b>\$ 79,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,366,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ 287,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 287,000
Construction	\$ -	\$ 2,000,000	\$ 79,000	\$ -	\$ -	\$ -	\$ 2,079,000
<b>Total Project Costs</b>	<b>\$ 287,000</b>	<b>\$ 2,000,000</b>	<b>\$ 79,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,366,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**6-Year Capital Improvement Plan  
Sewer CIP**

**Project #:** 311.0008  
**Project Name:** Grant Ave. & Orchard St. Sewer Extension

**Project Description & Justification:**

The project will extend existing sanitary sewer mains from the Grant Ave./ Orchard St. intersection approximately 850 feet northeast to the 14800 block of Grant Ave.; from the Grant Ave./Berkeley St. intersection approximately 380 feet southwest to the 15500 block of Grant Ave; from Grant Ave./Orchard St. intersection approximately 340 feet to the 8400 block of Orchard St; and from the Orchard St./Union Ave. intersection approximately 310 feet northwest to the 8300 block of Orchard St. Total new sewer line footage is 1,880 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational it will make service available to 28 properties. 18 of the properties are single family. 9 of the properties have multiple dwelling units ranging from 2 to 6 units per property. 1 property contains the child care center located on the grounds of Tillicum Elementary. Total number of dwelling units for the 28 properties is 39. The current timing of the project is to design in 2024/2025 and construct it in 2026.

**Operational Impact:**

Once the sanitary sewer lines are constructed the system will be turned over the Pierce County for operation and maintenance. Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Fund 204 Sewer Project Debt Service	\$ -	\$ -	\$ -	\$ 150,120	\$ -	\$ -	\$ 150,120
Fund 311 Sewer Availability Charge	\$ -	\$ -	\$ -	\$ 585,280	\$ -	\$ -	\$ 585,280
Grants - Secured	\$ -	\$ 40,000	\$ 69,000	\$ 626,600	\$ -	\$ -	\$ 735,600
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ 69,000</b>	<b>\$ 1,362,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,471,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design	\$ -	\$ 40,000	\$ 69,000	\$ -	\$ -	\$ -	\$ 109,000
Construction	\$ -	\$ -	\$ -	\$ 1,362,000	\$ -	\$ -	\$ 1,362,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ 69,000</b>	<b>\$ 1,362,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,471,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year Capital Improvement Plan  
Sewer CIP**

**Project #:** 311.0009  
**Project Name:** Washington Ave. & W. Thorne Ln. Sewer Extension

**Project Description & Justification:**

The project will extend existing sanitary sewer mains from the Washington Ave./ Berkeley St. intersection approximately 2,150 feet northeast to the 14800 block of Washington Ave.; from the Grant Ave./W. Thorne Ln. intersection approximately 390 feet southwest to the 14800 block of W. Thorne Ln.; and from W. Thorne Ln./Union Ave. intersection approximately 500 feet north to the 14900 block of W. Thorne Ln. Total new sewer line footage is 3,040 feet. Road improvements will include new pavement, curb, gutter and sidewalk, and a new storm drainage system. Once the sanitary sewer system is operational it will make service available to 60 properties. 34 of the properties are single family. 18 of the properties have multiple dwelling units ranging from 2 to 14 units per property. 1 property contains the Tillicum Community Center. 7 properties are commercial. Total number of dwelling units for the 60 properties is 120.

The current timing of the project is to design it in 2028 and build it in 2029.

**Operational Impact:**

Once the sanitary sewer lines are constructed the system will be turned over the Pierce County for operation and maintenance. Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Fund 311 Sewer Availability Charge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>

<b>Project Costs</b>		<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Engineering	Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ 60,000
	<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

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# **6-Year CIP**

# **Surface Water Management**



**6-Year (2023-2028) Capital Improvement Plan  
Surface Water Management Projects**

Ref #	Funding Sources	2023	2024	2025	2026	2027	2028	Total
	Surface Water Mgmt Fund (SWM)	\$ 763,000	\$ 397,000	\$ 417,000	\$ 438,000	\$ 460,000	\$ 482,000	\$ 2,957,000
	<b>Total Funding Sources</b>	<b>\$ 763,000</b>	<b>\$ 397,000</b>	<b>\$ 417,000</b>	<b>\$ 438,000</b>	<b>\$ 460,000</b>	<b>\$ 482,000</b>	<b>\$ 2,957,000</b>

Ref #	Project Costs	2023	2024	2025	2026	2027	2028	Total
401.0018	Waughop Lake Treatment	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
401.0024	Clover Creek Streambank Restoration Study	135,000	-	-	-	-	-	135,000
401.0025	2023 Drainage Pipe Repair Project	340,000	-	-	-	-	-	340,000
401.0026	2024 Drainage Pipe Repair Project	38,000	357,000	-	-	-	-	395,000
401.0027	2025 Drainage Pipe Repair Project	-	40,000	375,000	-	-	-	415,000
401.0028	2026 Drainage Pipe Repair Project	-	-	42,000	394,000	-	-	436,000
401.0029	2027 Drainage Pipe Repair Project	-	-	-	44,000	414,000	-	458,000
401.0030	2028 Drainage Pipe Repair Project	-	-	-	-	46,000	434,000	480,000
401.0031	2029 Drainage Pipe Repair Project	-	-	-	-	-	48,000	48,000
	<b>Total Project Costs</b>	<b>\$ 763,000</b>	<b>\$ 397,000</b>	<b>\$ 417,000</b>	<b>\$ 438,000</b>	<b>\$ 460,000</b>	<b>\$ 482,000</b>	<b>\$ 2,957,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Surface Water Management Projects**

**Reference #:** 401.0018  
**Project Name:** Waughop Lake Treatment

**Project Description & Justification:**

This project will treat Waughop Lake to minimize future hazardous algae blooms. Tasks will include on-going monitoring and reporting and permitting through the Washington State Department of Ecology.

**Operational Impact:**

There is no operational impact.

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Surface Water Mgmt Fund (SWM)	\$ 250,000	\$ -			\$ -	\$ -	\$ 250,000
<b>Total Funding Sources</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design & Construction Mgmt.	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Construction	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
<b>Total Project Costs</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Surface Water Management Projects**

**Reference #:** 401.0024  
**Project Name:** Clover Creek Streambank Restoration Study

**Project Description & Justification:**

This project will evaluate alternatives to restore the streambank along Clover Creek from 47th Ave SW to Bridgeport Way. Much of the existing streambank is covered in invasive weeds. Other areas have high erosion potential due to limited ground cover.

**Operational Impact:**

There is no operational impact.

Funding Sources	2023	2024	2025	2026	2027	2028	Total
Surface Water Mgmt Fund (SWM)	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,000
<b>Total Funding Sources</b>	<b>\$ 135,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 135,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
Design & Construction Mgmt.	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 135,000
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs</b>	<b>\$ 135,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 135,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**6-Year (2023-2028) Capital Improvement Plan  
Surface Water Management Projects**

**Reference #:** 401.0025  
**Project Name:** 2023 Drainage Pipe Repair Project

**Project Description & Justification:**

This project will repair storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.

**Operational Impact:**

The impact will be new pipe inspection on occasion and cleaned as needed, which is already incorporated into the m&o budget.

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Surface Water Mgmt Fund (SWM)	\$ 340,000	\$ -	\$ -	\$ -		\$ -	\$ 340,000
<b>Total Funding Sources</b>	<b>\$ 340,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 340,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design & Construction Mgmt.	\$ 340,000	\$ -	\$ -		\$ -	\$ -	\$ 340,000
Construction	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
<b>Total Project Costs</b>	<b>\$ 340,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 340,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Surface Water Management Projects**

**Reference #:** 401.0026  
**Project Name:** 2024 Drainage Pipe Repair Project

**Project Description & Justification:**

This project will repair storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.

**Operational Impact:**

The impact will be new pipe inspection on occasion and cleaned as needed, which is already incorporated into the m&o budget

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Surface Water Mgmt Fund (SWM)	\$ 38,000	\$ 357,000	\$ -	\$ -	\$ -	\$ -	\$ 395,000
<b>Total Funding Sources</b>	<b>\$ 38,000</b>	<b>\$ 357,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 395,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design & Construction Mgmt.	\$ 38,000	\$ 357,000	\$ -	\$ -	\$ -	\$ -	\$ 395,000
<b>Total Project Costs</b>	<b>\$ 38,000</b>	<b>\$ 357,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 395,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Surface Water Management Projects**

**Reference #:** 401.0027  
**Project Name:** 2025 Drainage Pipe Repair Project

**Project Description & Justification:**

This project will repair storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.

**Operational Impact:**

The impact will be new pipe inspection on occasion and cleaned as needed, which is already incorporated into the m&o budget

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Surface Water Mgmt Fund (SWM)	\$ -	\$ 40,000	\$ 375,000	\$ -		\$ -	\$ 415,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ 375,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 415,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design & Construction Mgmt.	\$ -	\$ 40,000	\$ 375,000		\$ -	\$ -	\$ 415,000
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 40,000</b>	<b>\$ 375,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 415,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Surface Water Management Projects**

**Reference #:** 401.0028  
**Project Name:** 2026 Drainage Pipe Repair Project

**Project Description & Justification:**

This project will repair storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.

**Operational Impact:**

The impact will be new pipe inspection on occasion and cleaned as needed, which is already incorporated into the m&o budget

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Surface Water Mgmt Fund (SWM)	\$ -	\$ -	\$ 42,000	\$ 394,000		\$ -	\$ 436,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,000</b>	<b>\$ 394,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 436,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design & Construction Mgmt.	\$ -	\$ -	\$ 42,000	\$ -	\$ -	\$ -	\$ 42,000
Construction	\$ -	\$ -	\$ -	\$ 394,000	\$ -	\$ -	\$ 394,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 42,000</b>	<b>\$ 394,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 436,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Surface Water Management Projects**

**Reference #:** 401.0029  
**Project Name:** 2027 Drainage Pipe Repair Project

**Project Description & Justification:**

This project will repair storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.

**Operational Impact:**

The impact will be new pipe inspection on occasion and cleaned as needed, which is already incorporated into the m&o budget

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Surface Water Mgmt Fund (SWM)	\$ -	\$ -	\$ -	\$ 44,000	\$ 414,000	\$ -	\$ 458,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 44,000</b>	<b>\$ 414,000</b>	<b>\$ -</b>	<b>\$ 458,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design & Construction Mgmt.	\$ -	\$ -	\$ -	\$ 44,000	\$ -	\$ -	\$ 44,000
Construction	\$ -	\$ -	\$ -	\$ -	\$ 414,000	\$ -	\$ 414,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 44,000</b>	<b>\$ 414,000</b>	<b>\$ -</b>	<b>\$ 458,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Surface Water Management Projects**

**Reference #:** 401.0030  
**Project Name:** 2028 Drainage Pipe Repair Project

**Project Description & Justification:**

This project will repair storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.

**Operational Impact:**

The impact will be new pipe inspection on occasion and cleaned as needed, which is already incorporated into the m&o budget

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Surface Water Mgmt Fund (SWM)	\$ -	\$ -	\$ -	\$ -	\$ 46,000	\$ 434,000	\$ 480,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 46,000</b>	<b>\$ 434,000</b>	<b>\$ 480,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design & Construction Mgmt.	\$ -	\$ -	\$ -	\$ -	\$ 46,000	\$ -	\$ 46,000
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 434,000	\$ 434,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 46,000</b>	<b>\$ 434,000</b>	<b>\$ 480,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital Improvement Plan  
Surface Water Management Projects**

**Reference #:** 401.0031  
**Project Name:** 2029 Drainage Pipe Repair Project

**Project Description & Justification:**

This project will repair storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.

**Operational Impact:**

The impact will be new pipe inspection on occasion and cleaned as needed, which is already incorporated into the m&o budget

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Surface Water Mgmt Fund (SWM)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,000	\$ 48,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,000</b>	<b>\$ 48,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Design & Construction Mgmt.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 48,000	\$ 48,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 48,000</b>	<b>\$ 48,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# **6-Year Capital & Major Maintenance Plan**

## **Property Management**



**6-Year (2023-2028) Capital & Major Maintenance Plan**  
**Property Management**

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Property Management Reserves	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
<b>Total Funding Sources</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 600,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
<b>City Hall</b>	<b>\$ 280,000</b>	<b>\$ 130,000</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 440,000</b>
502.0021 Boiler and Chiller/Fan Replacement	\$ 230,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 360,000
502.0022 City Hall Plaza Improvements	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
502.000B Parking Lot Improvements	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
<b>Police Station</b>	<b>\$ 90,000</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 160,000</b>
502.0017 Parking Lot Gate Repair and Replacement	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
502.0020 Parking Lot Improvements	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
502.0038 Investment Grade Audit	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
502.0039 Impound Yard Fencing Security	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<b>O&amp;M Facility at Fort Steilacoom Park</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>
502.0024 Paint Parks O&M Shop	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
<b>O&amp;M Facility at Front Street</b>	<b>\$ 170,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 170,000</b>
502.0026 Fuel Tank Replacement & Paving of Washdown Station & Perimeter Areas	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000
<b>General City Buildings &amp; Facilities</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 20,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 45,000</b>
502.0002 Parking Lot Improvement Program	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
502.000A ATMS Building	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ 15,000
<b>Grand Total</b>	<b>\$ 545,000</b>	<b>\$ 185,000</b>	<b>\$ 45,000</b>	<b>\$ 40,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 825,000</b>

<b>Fund Balance</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Beginning Balance	\$ 530,000	\$ 85,000	\$ -	\$ 55,000	\$ 115,000	\$ 210,000	\$ 530,000
Ending Balance	\$ 85,000	\$ -	\$ 55,000	\$ 115,000	\$ 210,000	\$ 305,000	\$ 305,000

**6-Year (2023-2028) Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0021  
**Project Name:** Boiler and Chiller/Fan Replacement  
**Location:** City Hall

**Project Description & Justification:**

Replacement of chillers and air handling fan motors due to their life cycle of 20 years. Currently participating in an Investment Grade Audit (IGA) that is required by state code for City Hall. The report will be completed in Sept 2022 with recommendations for efficient heating, lighting, HVAC controls, M&O schedules and programming for optimal efficiency. Based on first review / inspections the City can reduce energy use, especially in City Council Chambers.

Initial cost estimates will be guaranteed for a period of time and by performing this IGA early, the City will be eligible for grants to offset costs.

**Operational Impact:**

There is no impact to m&o.

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Estimate Project Cost	\$ 230,000	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ 360,000
<b>Total Project Costs</b>	<b>\$ 230,000</b>	<b>\$ 130,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 360,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital & Major Maintenance Plan**  
**Property Management**

**Reference #:** 502.0022  
**Project Name:** City Hall Plaza Improvements  
**Location:** City Hall

**Project Description & Justification:**

Updates to City Hall Plaza to include fountain repairs (leaking), plaza expansion and modifications to landscaping to support community use and events.

**Operational Impact:**

Landscape improvements will improve appearance of plaza area. Redoing the fountain will reduce water consumption. Plaza expansion will support city events making visitor experiences better.

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Estimate Project Cost	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<b>Total Project Costs</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital & Major Maintenance Plan  
Property Management**

<b>Reference #:</b>	502.000B
<b>Project Name:</b>	Parking Lot Improvements
<b>Location:</b>	City Hall
<b>Project Description &amp; Justification:</b>	
<p>Slurry seal should occur every 5 years on City parking lots to maximize the life and functionality of the pavement. The slurry seal helps replace the fines in the existing surface that have been created over time. The City Hall has not been updated for 8 years. A complete restripe is needed after a treatment.</p>	
<b>Operational Impact:</b>	
There is no impact to m&o.	

Project Costs	2023	2024	2025	2026	2027	2028	Total
Estimate Project Cost	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30,000</b>

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0017  
**Project Name:** Parking Lot Gate Repair and Replacement  
**Location:** Police Station

**Project Description & Justification:**

Replace parking lot gate and systems at the Police Station.

Ten years is the predicted useful life for the main gate which accesses the secured vehicle parking area at the police station. Since 2009 the gate has been reinforced, components have been replaced, and the motor struggles to remain operational to the expectations of the police dept. Cost includes the necessary software for system integration. It is recommended that a full replacement of the gate infrastructure (fencing, gate, post structures) occur in 2023.

**Operational Impact:**

By upgrading the controller, facilities staff will spend less time dealing with vendors keeping the system functional. By replacing the gate (and paired with the new high speed controller), police vehicles responding to emergency calls will be able exit the facility quickly and with more confidence that it will work.

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Estimate Project Cost	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40,000
<b>Total Project Costs</b>	<b>\$ 40,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 40,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0020  
**Project Name:** Parking Lot Improvements  
**Location:** Police Station

**Project Description & Justification:**

Slurry seal should occur every 5 years on City parking lots to maximize the life and functionality of the pavement. The slurry seal helps replace the fines in the existing surface that have been created over time. The police station parking lot is 10 years old and has not been resealed. A complete restripe is needed after a treatment. The front lot will be updated in 2026

**Operational Impact:**

There is no impact to m&o.

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Estimate Project Cost	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital & Major Maintenance Plan**  
**Property Management**

**Reference #:** 502.0038  
**Project Name:** Investment Grade Audit  
**Location:** Police Station

**Project Description & Justification:**

The City is currently participating in an Investment Grade Audit (IGA) at City Hall and now the Police Station must become compliant. State Law requires all buildings larger than 20,000 sq ft to reduce use of fossil fuels by 2028. Police station is approximately 43,000 sq ft. Funds will be used to complete the audit as well as implement recommended strategies. Audit will identify energy efficiencies and modifications to systems. If completed in a timely manner, we may be eligible for grants to offset improvement costs.

**Operational Impact:**

There is no impact to m&o.

Project Costs	2023	2024	2025	2026	2027	2028	Total
Estimate Project Cost	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital & Major Maintenance Plan**  
**Property Management**

**Reference #:** 502.0039  
**Project Name:** Impound Yard Fencing Security  
**Location:** Police Station

**Project Description & Justification:**

There have been several break-ins to the police impound yard on the East side of the station. Currently it is secured with a 8' tall chainlink fence with barbed wire at the top. Unfortunately all that needs to be done is to cut a small hole in the fence to gain access to vehicles in the yard. The security improvements would add a another layer of protection by adding verticle iron rod fening welded to the outside of the existing fence, thus making it much more difficult to cut a hole in.

**Operational Impact:**

There is no impact to m&o.

Project Costs	2023	2024	2025	2026	2027	2028	Total
Estimate Project Cost	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
<b>Total Project Costs</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,000</b>

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



**6-Year (2023-2028) Capital & Major Maintenance Plan**  
**Property Management**

**Reference #:** 502.0024  
**Project Name:** Paint Parks O&M Shop  
**Location:** Fort Steilacoom Park

**Project Description & Justification:**

The park shop was last painted in 2006 when the building was remodeled for City use. A 10 year lifecycle on exterior paint is a reasonable expectation in a park setting. This would anticipate a 17 year life cycle.

**Operational Impact:**

There is no impact to m&o.

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Estimate Project Cost	\$ -	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ 10,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital & Major Maintenance Plan**  
**Property Management**

**Reference #:** 502.0026  
**Project Name:** Fuel Tank Replacement & Paving of Washdown Station & Perimeter Areas  
**Location:** Front Street O&M Shop

**Project Description & Justification:**

This project would remove a fuel system from the FSP shop that has met its useful life and install a new modern fueling station at the O&M shop that all city vehicles would use to fuel up utilizing a card system and computerized tracking which would help in auditing for the finance department. This would also eliminate the need to have a fuel contract with CPSD and potentially eliminate the fuel cards for fueling outside the city limits (staff going on a trip would just use a city credit card to fuel up). Project includes paving the washdown station and perimeter areas, fuel island replacement, salt bin cover, ROW trash collection and paving of gravel area.

The \$170,000 budget provides for:

- \$150,000 New Fuel Tank and decommissioning of FSP fuel tank
- \$10,000 pavement of washdown perimeter
- \$10,000 salt bin cover

**Operational Impact:**

The current fuel station is old and out of date and needs frequent calibration. A new Fuel station would be modern and up to all current codes. The O&M facility was set up for a computerized system when it was constructed so all of the infrastructure is already in place to support a new fuel station.

Project Costs	2023	2024	2025	2026	2027	2028	Total
Estimate Project Cost	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000
<b>Total Project Costs</b>	<b>\$ 170,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 170,000</b>

Impact on Operating Funds	2023	2024	2025	2026	2027	2028	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.0002  
**Project Name:** Parking Lot Improvement Program  
**Location:** City facilities (municipal buildings, parks, O & M sites)

**Project Description & Justification:**

The city manages and maintains many parking lots throughout the City. The City purchased a striping machine in 2017 to support ongoing maintenance of the parking areas. Paint, signs, crack seal material and curb replacements are needed to maintain safe and efficient parking areas.

**Operational Impact:**

This will provide the funds to purchase the necessary materials for staff to provide this type of maintenance.

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Estimate Project Cost	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
<b>Total Project Costs</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 5,000</b>	<b>\$ 30,000</b>

<b>Impact on Operating Funds</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**6-Year (2023-2028) Capital & Major Maintenance Plan  
Property Management**

**Reference #:** 502.000A  
**Project Name:** ATMS Building  
**Location:** General City Buildings and Facilities

**Project Description & Justification:**

The ATMS building is the site where all interconnections for City fiber, city hall internet and traffic signals is housed. A new roof is needed and the structure needs to be painted. Updating this building is important to protect important city infrastructure.

**Operational Impact:**

There is no impact to m&o.

Project Costs	2023	2024	2025	2026	2027	2028	Total
Estimate Project Cost	\$ -	\$ -		\$ 15,000	\$ -	\$ -	\$ 15,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15,000</b>

Impact on Operating Funds	2021	2022	2023	2024	2025	2026	0
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



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# **6-Year Strategic Plan Information Technology**

**6-Year (2023-2028) Strategic Plan  
Information Technology**

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
General Government/General Fund	\$ 155,000	\$ 241,000	\$ 157,000	\$ 340,000	\$ 295,000	\$ 720,000	\$ 1,908,000
<b>Total Funding Sources</b>	<b>\$ 155,000</b>	<b>\$ 241,000</b>	<b>\$ 157,000</b>	<b>\$ 340,000</b>	<b>\$ 295,000</b>	<b>\$ 720,000</b>	<b>\$ 1,908,000</b>

<b>Ref#</b>	<b>Project Name</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
503.0003	Additional Wireless Access Points (Wi-Fi)	\$ 20,000	\$ -	\$ 12,000	\$ -	\$ 100,000	\$ 30,000	\$ 162,000
503.0009	Expand Video Surveillance	\$ -	\$ 50,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ 70,000
503.0011	Server/Hardware Upgrades	\$ -	\$ 6,000	\$ -	\$ 70,000	\$ -	\$ 20,000	\$ 96,000
503.0015	Computer Replacement	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
503.0029	SAN Implementation (Storage Area Network)	\$ -	\$ 35,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 185,000
503.0037	CyberSecurity	\$ -	\$ 50,000	\$ 10,000	\$ 10,000	\$ 60,000	\$ 60,000	\$ 190,000
503.0045	Copier Replacements	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 105,000
503.0008	Datacenter Switch Replacements	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
	<b>Total Project Costs</b>	<b>\$ 155,000</b>	<b>\$ 241,000</b>	<b>\$ 157,000</b>	<b>\$ 340,000</b>	<b>\$ 295,000</b>	<b>\$ 720,000</b>	<b>\$ 1,908,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
1-Time Capital	\$ 55,000	\$ 106,000	\$ 35,000	\$ 230,000	\$ 195,000	\$ 510,000	\$ 1,131,000
1-Time M&O	\$ 100,000	\$ 135,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 120,000	\$ 655,000
Ongoing - Net M&O Impact	\$ -	\$ -	\$ 22,000	\$ 10,000	\$ -	\$ 90,000	\$ 122,000
<b>Total Project Costs</b>	<b>\$ 155,000</b>	<b>\$ 241,000</b>	<b>\$ 157,000</b>	<b>\$ 340,000</b>	<b>\$ 295,000</b>	<b>\$ 720,000</b>	<b>\$ 1,908,000</b>

**6-Year (2023-2028) Strategic Plan  
Information Technology**

<b>Reference #:</b>	503.0003
<b>Project Name:</b>	Additional Wireless Access Points (Wi-Fi)
<b>Department:</b>	City-Wide
<b>Project Description &amp; Justification:</b>	
<p>This project will expand the city's existing wireless Infrastructure which will provide additional wireless access to both city personnel and the general public.</p> <p>Phase I in 2015 (\$15,000) provided funding to purchase additional Wi-Fi hardware which was installed at Fort Steilacoom Park.</p> <p>Phase II in late 2017 (\$10,000) provided resources to install Wi-Fi at the Skate Park and the Sound Transit train station.</p> <p>Phase III will begin in 2023. Primary focus will be areas where existing fiber infrastructure exists to allow for wireless access point installations.</p> <p>Locations throughout the city which currently do not have fiber infrastructure such as Springbrook Park or Wards Lake Park will be able to utilize 5G access points managed by the city to access the internet.</p> <p>These new wireless installations will expand on the city's existing wireless network providing enhanced high speed wireless access for first responders and provide the general public wireless connectivity throughout the city where network access resides.</p> <p>Continued investment is critical to ensure the city's wireless network remains secure and robust over the upcoming years. Investments in hardware and software will be required in 2025 to ensure operational status as these systems will reach their end of life and in need of replacement.</p>	
<b>Project Cost / Operational Impact:</b>	
<p>Initial one-time capital cost is for additional Wireless Access point hardware in public spaces throughout the City.</p> <p>The net m&amp;o impact is for maintenance contract renewal occurring every three years.</p>	

<b>Funding Sources</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
General Government/General Fund	\$ 20,000	\$ -	\$ 12,000	\$ -	\$ 100,000	\$ 30,000	\$ 162,000
<b>Total Funding Sources</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 30,000</b>	<b>\$ 162,000</b>

<b>Project Costs</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>Total</b>
1-Time Capital	\$ 20,000	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 120,000
Ongoing - Net M&O Impact	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ 30,000	\$ 42,000
<b>Total Project Costs</b>	<b>\$ 20,000</b>	<b>\$ -</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 30,000</b>	<b>\$ 162,000</b>



**6-Year (2023-2028) Strategic Plan  
Information Technology**

<b>Reference #:</b>	503.0009
<b>Project Name:</b>	Expand Video Surveillance
<b>Department:</b>	City-Wide
<b>Project Description &amp; Justification:</b>	
<p>Over the past several years the City installed an extensive amount of cameras at City Hall, the Police station, Ft. Steilacoom Park, skate park and the O&amp;M facility. There continues to be a need for additional cameras to provide law enforcement visibility at locations such as parking lots, high crime areas, city parks and other areas to support public safety.</p> <p>Beginning in 2022, additional cameras will be placed in key areas throughout the city. Several of these cameras will be used to provide the public with viewing capability such as the boat launch at American Lake, Fort Steilacoom Park and many others.</p> <p>Additionally, the City will evaluate existing fixed cameras to determine if any should be replaced with Pan-Tilt-Zoom cameras. These types of cameras will provide better viewing angles, enhanced operational security and in some cases 360 degree controlled viewing.</p>	
<b>Project Cost / Operational Impact:</b>	
There is no operational impact.	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
General Government/General Fund	\$ -	\$ 50,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ 70,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 70,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
1-Time Capital	\$ -	\$ 50,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ 70,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 70,000</b>

**6-Year (2023-2028) Strategic Plan  
Information Technology**

<b>Reference #:</b>	503.0011
<b>Project Name:</b>	Server/Hardware Upgrades
<b>Department:</b>	City-Wide
<b>Project Description &amp; Justification:</b>	
<p>Physical Server/hardware Replacement. Maintain Information technology equipment that is performing critical processing functions at a level to ensure their reliability and availability to support the business process for the City. Objectives related to energy efficiency, performance &amp; operating system migration will be thoroughly considered prior to procurement. Further analysis related to the separation of processing capability and data management will be evaluated as well as positioning to improve our security, disaster recovery and continued business operations.</p> <p>Numerous servers will reach their end of life and require replacement. \$6,000 in year 2024 has been designated for additional hardware upgrades if needed due to potential growth.</p> <p>\$70,000 is required in 2026 to replace hardware that has reached end of life and warranty renewal periods along with \$20,000 in 2028 for warranty extensions.</p>	
<b>Project Cost / Operational Impact:</b>	
<p>The initial 1-time/capital cost is for the purchase of replacement server hardware.</p> <p>The net m&amp;o impact is for maintenance contract renewal occurring every three years.</p>	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
General Government	\$ -	\$ 6,000	\$ -	\$ 70,000	\$ -	\$ 20,000	\$ 96,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 96,000</b>

Total Project Costs	2023	2024	2025	2026	2027	2028	Total
1-Time Capital	\$ -	\$ 6,000	\$ -	\$ 70,000	\$ -	\$ -	\$ 76,000
1-Time M&O	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 96,000</b>

**6-Year (2023-2028) Strategic Plan  
Information Technology**

<b>Reference #:</b>	503.0015
<b>Project Name:</b>	Computer Replacement
<b>Department:</b>	City-Wide, Specific Department(s) to be Determined
<b>Project Description &amp; Justification:</b>	
<p>Computer Desktop/Laptop &amp; mobile device replacement is a necessity within the City as the aging life of PCs and mobile devices will drive replacements. Older computers are unlikely to support newer generation operating systems in the future. Whether by hardware failure or software obsolescence the city will need to replace computers and mobile devices to continue to function and provide services to the public. Funds should be set aside yearly to ensure a proper refresh cycle exists.</p> <p>Continued investments in the city's virtual infrastructure should be a priority as this will drive the cost down for hardware replacements and provide a platform agnostic solution for mobile devices throughout the city. Investment in mobile technology will provide robust tools for remote staff and decrease costs associated with full laptop or desktop stations. Continued use of mobile technology within the police department such as tablets and enhanced smartphones will also cut costs and provide tools necessary for officers in the field.</p> <p>Current replacement cycle for existing systems is 4 years thus the need to set aside \$100,000 each year will allow for replacements of aging laptops, mobile devices &amp; desktop computers.</p>	
<b>Project Cost / Operational Impact:</b>	
<p>The 1-time m&amp;o cost is for replacement purchase.</p> <p>There is no operational impact since the ongoing m&amp;o is included in the current budget and no additional funding is required.</p>	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
General Government/General Fund	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
<b>Total Funding Sources</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 600,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
1-Time M&O	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
<b>Total Project Costs</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 600,000</b>

**6-Year (2023-2028) Strategic Plan  
Information Technology**

<b>Reference #:</b>	503.0029
<b>Project Name:</b>	SAN Implementation (Storage Area Network)
<b>Department:</b>	Police
<b>Project Description &amp; Justification:</b>	
<p>In 2019 the city's secondary data center was put into operation located at the City of Lakewood's Police Department. This co-location provides a means for the city to replicate production systems to a secondary location in the event of a disaster at City Hall.</p> <p>In 2022 an additional data center located out of state will be implemented to support growth within the city and provide an off-site location in the event of a regional disaster. In order to host all of the production systems at both the primary data center and secondary co-location along with the off-site location it is necessary to ensure all systems are routinely replaced to ensure legacy systems are replaced to maintain operation efficiency.</p> <p>Additionally, with the continued growth of the City's video surveillance system, state retention requirements and the increase in storage needs for Police in-car-video and potential body worn cameras it is necessary to provide additional storage to support these needs. As data growth increases and video continues to expand a considerable amount of storage and backup media is required to ensure the City's network infrastructure must also grow to handle the capacity requirements. It's also necessary to maintain data for an extended length of time to meet public records storage requirements which could be up to 6 years or longer. This additional storage will provide resources to accomplish this and allow for continued expansion as necessary along with replacement of legacy equipment to ensure operations are not impacted by outdated, non-functional equipment. This project consists of several components, which include the SAN/NAS (storage) appliance, associated network cards &amp; cables and additional backup hardware.</p>	
<b>Project Cost / Operational Impact:</b>	
<p>The initial 1-time/capital cost in 2026 is \$150,000.</p> <p>The annual operating cost is for m&amp;o which begins in 2024 for systems budgeted and replaced in 2019, on a 5 year renewal.</p>	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
General Government/General Fund	\$ -	\$ 35,000	\$ -	\$ 150,000	\$ -	\$ -	\$ 185,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 185,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
1-Time Capital	\$ -	\$ -	\$ -	\$ 150,000	\$ -	\$ -	\$ 150,000
1-Time M&O	\$ -	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ 35,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 185,000</b>

**6-Year (2023-2028) Strategic Plan  
Information Technology**

<b>Reference #:</b>	503.0037
<b>Project Name:</b>	CyberSecurity
<b>Department:</b>	Information Technology
<b>Project Description &amp; Justification:</b>	
<p>Cybersecurity is the practice of protecting systems, networks, and programs from digital attacks. These cyberattacks are usually aimed at accessing, changing, or destroying sensitive information; extorting money from the city; or interrupting normal business processes. Implementing effective cybersecurity measures is particularly challenging today because there are more devices than people, and attackers are becoming more innovative. Because a threat could enter a smart-city infrastructure at any compromised point, the risk can quickly grow as one system can then compromise the next.</p> <p>As our physical infrastructure becomes increasingly digitalized, it also becomes increasingly vulnerable to cyber-attack. In today's highly connected and increasingly automated society, it is vital that the leaders recognize the role that digital can and must play in both evolving and protecting the city's physical infrastructure. The City of Lakewood's digital systems are just as important as physical ones and requires an evolving strategy to protect against intrusions. The City will continue to invest in leading edge technologies to ensure the safety and security of its infrastructure.</p>	
<b>Project Cost / Operational Impact:</b>	
One-time cost estimated at \$110,000	
Ongoing M&O \$80,000	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
General Government/General Fund	\$ -	\$ 50,000	\$ 10,000	\$ 10,000	\$ 60,000	\$ 60,000	\$ 190,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 190,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
1-Time Capital	\$ -	\$ 50,000	\$ -	\$ -	\$ 60,000	\$ -	\$ 110,000
Ongoing - Net M&O Impact	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ 60,000	\$ 80,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ 50,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 190,000</b>

**6-Year (2023-2028) Strategic Plan  
Information Technology**

<b>Reference #:</b>	503.0045
<b>Project Name:</b>	Copier Replacements
<b>Department:</b>	Information Technology
<b>Project Description &amp; Justification:</b>	
<p>Existing Sharp copiers were installed in 2015 and are in need of replacement due to continuous maintenance and repair required to keep running. Replacement units will be implemented throughout the city which will also work directly with the city's document management system. These copiers will provide secure printing, scanning, repository hold and e-mail capability.</p>	
<b>Project Cost / Operational Impact:</b>	
<p>The initial 1-time/capital cost is for the purchase of the systems, 2023, 2025 &amp; 2027. There is no additional ongoing operating costs.</p>	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
General Government/General Fund	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 105,000
<b>Total Funding Sources</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ 105,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
1-Time Capital	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 35,000	\$ -	\$ 105,000
<b>Total Project Costs</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ 35,000</b>	<b>\$ -</b>	<b>\$ 105,000</b>

**6-Year (2023-2028) Strategic Plan  
Information Technology**

<b>Reference #:</b>	503.000B
<b>Project Name:</b>	Datacenter Switch Replacements
<b>Department:</b>	Information Technology
<b>Project Description &amp; Justification:</b>	
<p>In 2015, the City replaced all legacy switches with new robust Brocade solutions throughout the city. These are critical core components within the network infrastructure and will have met their life expectancy requiring replacement in 2027. This includes (3) datacenters and all routers &amp; switches across the city. Failure to replace these switches could lead to major network outages affecting first responders and day to day operations across the city.</p> <p>Estimated costs are \$500,000 initial one-time in year 2028 along with 3 year maintenance renewals at \$125,000 beginning in 2031.</p>	
<b>Project Cost / Operational Impact:</b>	
<p>The initial 1-time/capital cost is for the purchase of the system in 2028.</p> <p>There is no additional m&amp;o costs.</p>	

Funding Sources	2023	2024	2025	2026	2027	2028	Total
General Government/General Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
<b>Total Funding Sources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>

Project Costs	2023	2024	2025	2026	2027	2028	Total
1-Time Capital	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ 500,000
<b>Total Project Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,000</b>	<b>\$ 500,000</b>

# APPENDIX

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## Salary & Wage Schedules

Non-Represented  
(5% Range Adjustment in 2023)  
(3.5% Range Adjustment in 2024)

Job Classification	Range		2023		2024	
			Minimum	Maximum	Minimum	Maximum
*Exempt from FLSA overtime						
Administrative Assistant	30	hr	\$ 30.74	\$ 39.00	\$ 31.82	\$ 40.37
Human Resources Technician		mo	\$ 5,329	\$ 6,760	\$ 5,516	\$ 6,997
		yr	\$ 63,948	\$ 81,116	\$ 66,186	\$ 83,955
Evidence Supervisor	38	hr	\$ 36.02	\$ 45.69	\$ 37.28	\$ 47.29
		mo	\$ 6,244	\$ 7,920	\$ 6,463	\$ 8,197
		yr	\$ 74,925	\$ 95,040	\$ 77,547	\$ 98,366
Assistant to the City Manager/Policy Analyst*	42	hr	\$ 38.99	\$ 49.46	\$ 40.35	\$ 51.19
Human Resources Analyst*		mo	\$ 6,758	\$ 8,573	\$ 6,995	\$ 8,873
		yr	\$ 81,102	\$ 102,874	\$ 83,941	\$ 106,475
Associate City Attorney*	48	hr	\$ 43.91	\$ 55.70	\$ 45.45	\$ 57.65
Finance Supervisor*		mo	\$ 7,611	\$ 9,654	\$ 7,877	\$ 9,992
		yr	\$ 91,334	\$ 115,853	\$ 94,531	\$ 119,908
City Clerk*	50	hr	\$ 45.68	\$ 57.95	\$ 47.28	\$ 59.98
		mo	\$ 7,919	\$ 10,044	\$ 8,196	\$ 10,396
		yr	\$ 95,023	\$ 120,533	\$ 98,349	\$ 124,752
Program Manager*	56	hr	\$ 51.45	\$ 65.26	\$ 53.25	\$ 67.54
Communications Manager*		mo	\$ 8,918	\$ 11,312	\$ 9,230	\$ 11,708
		yr	\$ 107,012	\$ 135,740	\$ 110,757	\$ 140,491
Operations Superintendent*	57	hr	\$ 52.48	\$ 66.56	\$ 54.32	\$ 68.89
		mo	\$ 9,096	\$ 11,538	\$ 9,414	\$ 11,942
		yr	\$ 109,152	\$ 138,455	\$ 112,972	\$ 143,301
Court Administrator*	58	hr	\$ 53.53	\$ 67.90	\$ 55.40	\$ 70.28
Building Official*		mo	\$ 9,278	\$ 11,769	\$ 9,603	\$ 12,181
		yr	\$ 111,335	\$ 141,224	\$ 115,232	\$ 146,167
Assistant Finance Director*	59	hr	\$ 54.60	\$ 69.25	\$ 56.51	\$ 71.67
Assistant City Attorney*		mo	\$ 9,463	\$ 12,004	\$ 9,794	\$ 12,424
		yr	\$ 113,562	\$ 144,049	\$ 117,537	\$ 149,091
Planning Manager*	62	hr	\$ 57.94	\$ 73.49	\$ 59.97	\$ 76.06
Economic Development Mgr*		mo	\$ 10,043	\$ 12,739	\$ 10,395	\$ 13,185
Chief Information Officer*		yr	\$ 120,513	\$ 152,866	\$ 124,731	\$ 158,216
PW Division Mgr*						
Human Resources Director*	68	hr	\$ 65.25	\$ 82.77	\$ 67.53	\$ 85.67
		mo	\$ 11,310	\$ 14,346	\$ 11,706	\$ 14,848
		yr	\$ 135,717	\$ 172,152	\$ 140,467	\$ 178,177
PRCS Director*	72	hr	\$ 70.63	\$ 89.59	\$ 73.10	\$ 92.73
PW Engineering Director*		mo	\$ 12,242	\$ 15,529	\$ 12,670	\$ 16,073
		yr	\$ 146,904	\$ 186,342	\$ 152,046	\$ 192,864
Assistant City Mgr-CED*	73	hr	\$ 72.04	\$ 91.38	\$ 74.56	\$ 94.58
City Attorney*		mo	\$ 12,487	\$ 15,839	\$ 12,924	\$ 16,393
Assistant Police Chief*		yr	\$ 149,842	\$ 190,069	\$ 155,086	\$ 196,721
Police Chief*	76	hr	\$ 76.45	\$ 96.97	\$ 79.13	\$ 100.36
Deputy City Mgr/CFO/COO*		mo	\$ 13,251	\$ 16,809	\$ 13,715	\$ 17,397
		yr	\$ 159,014	\$ 201,703	\$ 164,579	\$ 208,763
Municipal Court Judge*			Employment Agreement		Employment Agreement	
City Manager*			Employment Agreement		Employment Agreement	

			AFSCME Contract 1/1/2022 -12/31/2023											
Job Classification <i>* Exempt from FLSA overtime</i>	Range	2023 (5% COLA) 2024 Salary Schedule Subject to Negotiation												
		Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Master	
Maintenance Assistant	1	hr	\$18.53	\$18.90	\$19.29	\$19.67	\$20.06	\$20.47	\$20.87	\$21.29	\$21.72	\$22.16	\$22.60	\$23.17
		mo	\$3,213	\$3,277	\$3,343	\$3,410	\$3,478	\$3,548	\$3,619	\$3,690	\$3,765	\$3,840	\$3,916	\$4,015
		yr	\$38,557	\$39,327	\$40,114	\$40,916	\$41,735	\$42,569	\$43,421	\$44,289	\$45,175	\$46,079	\$47,000	\$48,175
Court Clerk	18	hr	\$25.97	\$26.49	\$27.01	\$27.56	\$28.11	\$28.67	\$29.25	\$29.83	\$30.43	\$31.03	\$31.66	\$32.44
Office Assistant		mo	\$4,501	\$4,592	\$4,683	\$4,777	\$4,872	\$4,969	\$5,069	\$5,171	\$5,274	\$5,379	\$5,487	\$5,624
		yr	\$54,011	\$55,092	\$56,193	\$57,318	\$58,464	\$59,633	\$60,825	\$62,043	\$63,283	\$64,549	\$65,840	\$67,486
Permit Technician	24	hr	\$29.22	\$29.82	\$30.41	\$31.02	\$31.63	\$32.27	\$32.91	\$33.57	\$34.24	\$34.92	\$35.63	\$36.52
		mo	\$5,065	\$5,167	\$5,270	\$5,376	\$5,483	\$5,593	\$5,705	\$5,819	\$5,935	\$6,055	\$6,175	\$6,330
		yr	\$60,791	\$62,006	\$63,246	\$64,511	\$65,802	\$67,117	\$68,460	\$69,829	\$71,226	\$72,649	\$74,103	\$75,955
Administrative Assistant	25	hr	\$29.80	\$30.39	\$31.01	\$31.62	\$32.26	\$32.90	\$33.56	\$34.23	\$34.91	\$35.62	\$36.32	\$37.23
Associate Engineering Technician		mo	\$5,165	\$5,268	\$5,373	\$5,481	\$5,591	\$5,702	\$5,817	\$5,933	\$6,052	\$6,173	\$6,297	\$6,454
Animal Control Officer		yr	\$61,984	\$63,223	\$64,487	\$65,777	\$67,093	\$68,434	\$69,803	\$71,199	\$72,623	\$74,075	\$75,557	\$77,446
Evidence Technician	26	hr	\$30.42	\$31.02	\$31.65	\$32.27	\$32.92	\$33.58	\$34.25	\$34.93	\$35.63	\$36.35	\$37.08	\$38.00
Maintenance Worker		mo	\$5,271	\$5,377	\$5,485	\$5,595	\$5,706	\$5,821	\$5,936	\$6,056	\$6,176	\$6,300	\$6,426	\$6,586
		yr	\$63,258	\$64,523	\$65,813	\$67,129	\$68,473	\$69,842	\$71,239	\$72,663	\$74,116	\$75,599	\$77,110	\$79,039
Lead Court Clerk	28	hr	\$31.62	\$32.26	\$32.91	\$33.56	\$34.23	\$34.91	\$35.62	\$36.32	\$37.05	\$37.80	\$38.55	\$39.51
Finance Technician		mo	\$5,481	\$5,591	\$5,704	\$5,817	\$5,933	\$6,052	\$6,173	\$6,297	\$6,423	\$6,551	\$6,682	\$6,849
Public Records & Legal Specialist		yr	\$65,779	\$67,094	\$68,437	\$69,806	\$71,202	\$72,625	\$74,078	\$75,559	\$77,071	\$78,612	\$80,184	\$82,189
Assistant Planner	29	hr	\$32.26	\$32.91	\$33.57	\$34.24	\$34.92	\$35.62	\$36.34	\$37.07	\$37.81	\$38.56	\$39.32	\$40.31
		mo	\$5,592	\$5,705	\$5,818	\$5,934	\$6,053	\$6,174	\$6,298	\$6,424	\$6,553	\$6,683	\$6,817	\$6,987
		yr	\$67,108	\$68,449	\$69,819	\$71,215	\$72,639	\$74,093	\$75,574	\$77,086	\$78,628	\$80,201	\$81,804	\$83,849
Court Compliance Officer	30	hr	\$32.92	\$33.57	\$34.24	\$34.93	\$35.63	\$36.34	\$37.07	\$37.81	\$38.56	\$39.34	\$40.12	\$41.13
Lead Maintenance Worker		mo	\$5,706	\$5,819	\$5,936	\$6,055	\$6,176	\$6,299	\$6,425	\$6,554	\$6,685	\$6,818	\$6,955	\$7,128
Permit Coordinator		yr	\$68,463	\$69,832	\$71,229	\$72,654	\$74,107	\$75,589	\$77,101	\$78,643	\$80,216	\$81,820	\$83,457	\$85,543
Recreation Coordinator														
Engineering Technician	31	hr	\$33.57	\$34.24	\$34.92	\$35.62	\$36.34	\$37.07	\$37.81	\$38.56	\$39.32	\$40.11	\$40.92	\$41.94
		mo	\$5,818	\$5,935	\$6,053	\$6,174	\$6,298	\$6,424	\$6,553	\$6,683	\$6,817	\$6,953	\$7,092	\$7,270
		yr	\$69,820	\$71,215	\$72,640	\$74,093	\$75,574	\$77,086	\$78,628	\$80,201	\$81,805	\$83,440	\$85,109	\$87,237
IT Specialist	32	hr	\$34.24	\$34.93	\$35.63	\$36.34	\$37.07	\$37.81	\$38.56	\$39.34	\$40.12	\$40.92	\$41.75	\$42.79
Lead Finance Technician		mo	\$5,935	\$6,055	\$6,176	\$6,299	\$6,425	\$6,554	\$6,685	\$6,818	\$6,955	\$7,094	\$7,236	\$7,417
		yr	\$71,229	\$72,654	\$74,107	\$75,589	\$77,101	\$78,643	\$80,216	\$81,820	\$83,457	\$85,126	\$86,828	\$88,999
Code Enforcement Officer	33	hr	\$34.91	\$35.61	\$36.32	\$37.04	\$37.78	\$38.55	\$39.31	\$40.10	\$40.90	\$41.72	\$42.56	\$43.62
Compliance Inspector		mo	\$6,051	\$6,171	\$6,295	\$6,422	\$6,550	\$6,681	\$6,814	\$6,951	\$7,090	\$7,231	\$7,376	\$7,560
Construction Inspector		yr	\$72,612	\$74,064	\$75,545	\$77,057	\$78,597	\$80,169	\$81,772	\$83,408	\$85,077	\$86,779	\$88,514	\$90,726
Crime Analyst*														
Human Services Coord														
Communications Coordinator														
Building Inspector	34	hr	\$35.63	\$36.34	\$37.07	\$37.81	\$38.56	\$39.34	\$40.12	\$40.92	\$41.75	\$42.58	\$43.43	\$44.51
		mo	\$6,175	\$6,299	\$6,425	\$6,554	\$6,685	\$6,818	\$6,955	\$7,094	\$7,235	\$7,380	\$7,528	\$7,716
		yr	\$74,103	\$75,586	\$77,097	\$78,639	\$80,212	\$81,816	\$83,452	\$85,121	\$86,824	\$88,560	\$90,331	\$92,590
Associate Planner	36	hr	\$37.04	\$37.78	\$38.55	\$39.31	\$40.10	\$40.90	\$41.72	\$42.56	\$43.40	\$44.27	\$45.16	\$46.29
Program Coordinator		mo	\$6,422	\$6,550	\$6,681	\$6,814	\$6,951	\$7,090	\$7,231	\$7,376	\$7,524	\$7,674	\$7,828	\$8,024
		yr	\$77,059	\$78,600	\$80,172	\$81,776	\$83,411	\$85,079	\$86,781	\$88,516	\$90,287	\$92,092	\$93,935	\$96,283
Finance Analyst *	38	hr	\$38.56	\$39.34	\$40.11	\$40.92	\$41.73	\$42.57	\$43.43	\$44.29	\$45.17	\$46.08	\$47.00	\$48.17
GIS Analyst		mo	\$6,683	\$6,818	\$6,953	\$7,092	\$7,235	\$7,380	\$7,527	\$7,677	\$7,831	\$7,988	\$8,148	\$8,351
Plans Examiner		yr	\$80,204	\$81,808	\$83,444	\$85,113	\$86,816	\$88,552	\$90,323	\$92,129	\$93,972	\$95,852	\$97,769	\$100,213
Assistant Civil Engineer*	39	hr	\$39.32	\$40.11	\$40.92	\$41.73	\$42.57	\$43.43	\$44.29	\$45.17	\$46.08	\$47.00	\$47.94	\$49.14
		mo	\$6,817	\$6,953	\$7,092	\$7,234	\$7,378	\$7,527	\$7,677	\$7,830	\$7,988	\$8,146	\$8,310	\$8,517
		yr	\$81,804	\$83,440	\$85,108	\$86,811	\$88,547	\$90,318	\$92,124	\$93,967	\$95,846	\$97,763	\$99,718	\$102,211
Associate Civil Engineer*	43	hr	\$42.58	\$43.43	\$44.29	\$45.19	\$46.09	\$47.00	\$47.94	\$48.90	\$49.89	\$50.88	\$51.89	\$53.20
		mo	\$7,380	\$7,527	\$7,677	\$7,831	\$7,988	\$8,148	\$8,311	\$8,477	\$8,647	\$8,819	\$8,995	\$9,220
		yr	\$88,555	\$90,326	\$92,132	\$93,975	\$95,855	\$97,772	\$99,727	\$101,722	\$103,756	\$105,832	\$107,948	\$110,647
IT Administrator *	45	hr	\$44.31	\$45.20	\$46.10	\$47.02	\$47.97	\$48.92	\$49.90	\$50.90	\$51.92	\$52.96	\$54.01	\$55.37
		mo	\$7,680	\$7,834	\$7,990	\$8,150	\$8,313	\$8,480	\$8,649	\$8,822	\$8,999	\$9,178	\$9,361	\$9,597
		yr	\$92,161	\$94,004	\$95,885	\$97,802	\$99,759	\$101,753	\$103,788	\$105,864	\$107,982	\$110,142	\$112,344	\$115,153
Civil Engineer *	49	hr	\$47.93	\$48.89	\$49.87	\$50.86	\$51.88	\$52.92	\$53.98	\$55.05	\$56.16	\$57.28	\$58.43	\$59.88
		mo	\$8,309	\$8,474	\$8,643	\$8,817	\$8,993	\$9,173	\$9,357	\$9,543	\$9,734	\$9,929	\$10,128	\$10,381
		yr	\$99,700	\$101,693	\$103,727	\$105,802	\$107,918	\$110,076	\$112,278	\$114,523	\$116,814	\$119,150	\$121,533	\$124,571

**Teamsters Contract 1/1/2022 - 12/31/2025**  
**(3% COLA for each year)**

Job Classification	Grade/Step		2023	
			Minimum	Maximum
Community Service Officer	489	hr	\$ 28.12	\$ 35.13
		mo	\$ 4,874	\$ 6,090
		yr	\$ 58,488	\$ 73,077

Job Classification	Grade/Step		2024	
			Minimum	Maximum
Community Service Officer	489	hr	\$ 28.96	\$ 36.19
		mo	\$ 5,020	\$ 6,272
		yr	\$ 60,242	\$ 75,269

**Lakewood Police Independent Guild (LPIG)**  
**Contract 1/1/2021 - 12/31/2022 (4% COLA for 2022)**  
**Schedule below is for 2022.**  
**2023-2024 Salary Schedule Subject to Negotiation**

Job Classification	Grade ID	2022										
		Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step8	Step 9	
Sergeant	sgt 480	hr	n/a	\$ 54.86	\$ 58.25	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		mo	n/a	\$ 9,509	\$ 10,097	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		yr	n/a	\$ 114,108	\$ 121,164	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Detective	det 478	hr	n/a	\$ 51.46	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		mo	n/a	\$ 8,920	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
		yr	n/a	\$ 107,040	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Police Officer	pol 473	hr	n/a	\$ 36.52	\$ 37.81	\$ 39.12	\$ 40.49	\$ 41.91	\$ 43.38	\$ 44.90	\$ 46.47	\$ 48.55
		mo	n/a	\$ 6,330	\$ 6,553	\$ 6,781	\$ 7,019	\$ 7,264	\$ 7,519	\$ 7,783	\$ 8,054	\$ 8,415
		yr	n/a	\$ 75,960	\$ 78,636	\$ 81,372	\$ 84,228	\$ 87,168	\$ 90,228	\$ 93,396	\$ 96,648	\$ 100,980

## Fee Schedule

### 2023 FEE SCHEDULE

#### Resolution 2022-14 Adopted by City Council on November 21, 2022

Fee Type		Fee Amount
<b>All</b>		
	Taxes and Pass-Through Costs	All appropriate taxes and pass-through costs are added to fees when they are incurred, even if not specified in the fee schedule.
<b>A. Copies/Duplication</b>		
	<b>Legal/City Clerk</b>	
	Certification of documents and Affixing City Seal	\$0.15 per page + \$3.00
	Preparation of verbatim City Council minutes	\$50.00/hour
	Reproduction of City Council audio tapes	\$5.00
	CD-ROMs	\$1.00
	<b>Various Departments</b>	
	Public Records:	
	Copies of Public Records	\$0.15 per page
	Scanned Public Records into Electronic Format	\$0.10 per page
	Electronic files or attachments uploaded to email, cloud-based storage service or other means of electronic delivery.	\$0.05 cents per 4 files or attachments
	Transmission of public records in an electronic format.	\$0.10 per gigabyte
	Digital Storage Media or Device; Container or Envelope used to mail copies to requestor and postage/delivery charge.	Actual Cost
	Note: - Charges can be combined if more than one type applies. - Pursuant to RCW 42.56.120(2)(b), the City of Lakewood is not calculating/assessing all actual costs for copying records because to do so would be unduly burdensome for the following reasons: (1) The City does not have the resources to conduct a study to determine all actual copying costs for every actual cost type; and (2) To conduct such a study would interfere with other essential city functions; and (3) even if the City were to conduct such a study, the systems in place facilitate tasks other than public records production.	
	Non Sufficient Funds (NSF) Fee	\$25.00
	<b>Public Works</b>	
	Engineering Standards Manual	Cost plus 15%
<b>B. City Hall Rental Fees - Two-hour minimum reservation required for facility use</b>		
	Cleaning Fee (non-refundable)	\$50.00 (Saturday & Sunday only)
	City staff attendant	Hourly rate of City staff attendant.
	Up to a 15% Administrative charge may be added to actual expenses. In addition, an hourly rate fee will be charged for repairs or additional cleaning that is required as a result of an event.	

## 2023 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>C. PLANNING AND DEVELOPMENT FEES</b>		
<b>Administrative Fee</b>		
Technology Fee		2% of the total planning permit cost
<b>Plat/Subdivision Fees</b>		
Preliminary Plat		\$3,850.00 plus \$100.00 per lot; plus \$2,500 hearing examiner deposit <sup>(1)</sup>
Plat Amendment (before final plat approval)		
	Major	\$1,320.00 plus \$100 per lot; plus \$2,500.00 hearing examiner deposit <sup>(1)</sup>
	Minor	\$660.00 plus \$100 per lot; \$2,500.00 hearing examiner deposit <sup>(1)</sup>
Final Plat		\$2,750.00 plus \$50.00 per lot
Plat Alterations (after final plat approval)		\$2,500.00 plus \$2,500 hearing examiner deposit <sup>(1)</sup>
Binding Site Plans		\$2,200.00
Short Plat		\$3,500.00
Short Plat Amendments		\$1,000.00
Boundary Line Adjustments (BLA)/Lot Combination		\$600.00
Recording Fees		Fees Not Included
<b>Discretionary Land Use Permits</b>		
Conditional Use Permits		\$2,200.00 plus \$2,500.00 hearing examiner deposit <sup>(1)</sup>
Master Facilities Plan		\$2,200.00 plus \$2,500.00 hearing examiner deposit <sup>(1)</sup>
Major Variances		\$1,200.00 plus \$2,500.00 hearing examiner deposit <sup>(1)</sup>
Major Variances for single family dwelling (where project valuation does not exceed \$12,000)		\$660.00
Administrative Variances		\$400.00
Administrative Use Permits		\$1500.00
Temporary Use Permits		\$200.00
Major Modifications of Permit Approval		1/2 of original permit cost
Minor Modifications of Permit Approval		1/4 of original permit cost
Shoreline Substantial Development Permit		\$2,300.00 plus \$2,500.00 hearing examiner deposit <sup>(1)</sup>
Shoreline Conditional Use Permit/Shoreline Variance		\$2,300.00 plus \$2,500.00 hearing examiner deposit <sup>(1)</sup>
Written Shoreline Exempt Determination (The fee applies only to requests for a written determination by the Community and Economic Development Department that the project is exempt from the Shoreline Master Program.)		\$150.00
<b>Appeals &amp; Reconsiderations</b>		
Reconsideration of a Decision of the Hearing Examiner		\$300.00 plus \$2,500.00 hearing examiner cost deposit <sup>(1)</sup>
Appeal of the Administrative Officer's Decision		\$450.00
Appeal of SEPA Determination		\$450.00
<b>Amendments to Plans &amp; Regulations</b>		
Amendments to the Comprehensive Plan & other related policy documents		\$2,100.00
Amendments to Development Regulations		\$2,600.00
Amendments to the Shoreline Master Program		\$3,200.00
Site-Specific Rezone		\$3,100.00

## 2023 FEE SCHEDULE - continued

Fee Type		Fee Amount
C.	PLANNING AND DEVELOPMENT FEES (continued)	
Zoning Certification/Site Plan Review		
Single family dwelling construction in residential zones are subject to the following fee schedule:		
Construction Value:		
\$0 - \$74,999		\$50.00
\$75,000 - \$124,999		\$100.00
\$125,000 - \$224,999		\$150.00
Over \$225,000		\$300.00
Other Developments: All new buildings or exterior tenant improvements in commercial or industrial zones, and all other construction and development activity, other than single-family dwelling construction, are subject to the following fee:		
Construction Value	CED Zoning Certification Fee	Compliance check w/ permit conditions
\$0 - \$99,999	\$260.00	\$50.00
\$100,000 - \$249,999	\$530.00	\$200.00
\$250,000 - \$499,999	\$790.00	\$450.00
\$500,000 - \$999,999	\$1,000.00	\$700.00
\$1,000,000 - \$4,999,999	\$2,000.00	\$1,200.00
\$5,000,000 - \$10,000,000	\$2,500.00	\$1,700.00
Over \$10,000,000	\$3,000.00	\$2,200.00
Site Plan Review without a Building Permit. The zoning certification and site plan review fee for those development projects for which no building permit is required but which requires site plan review and a zoning certification, shall be based on the value of the proposed development to be undertaken. The value of the proposed construction/development shall be determined based on professional estimates by a licensed engineer, architect, landscape designer or contractor. These estimates may include but are not limited to, grade and fill of the site, paving, placement of utilities, lighting, landscaping, and other site improvements. The combined total of the cost estimates for all development on the site shall be the established value basis for the zoning certification and site plan review fee found in the table above.		
Zoning Certification with No Site Plan Review Required	A \$20.00 fee applies to zoning certifications where only a business license is required.	
	A \$50.00 fee applies to projects where the proposed land use must be reviewed with respect to development standards, but there is no requirement for submitting a site plan, e.g. an interior tenant improvement.	
Mixed Use Buildings	Site plan review and/or zoning certification application fees may be reduced by 50% if the application is for the construction of a mixed use building. Fee waivers do not apply to SEPA, short plat, subdivision or other permit requests associated with the development of a site, nor does fee reduction apply to mixed use development where the commercial and residential uses are not located within the same building.	



## 2023 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>C. PLANNING AND DEVELOPMENT FEES - continued</b>		
<b>Miscellaneous Planning Fees</b>		
Accessory Living Quarters		\$100.00
Design Review	Application fees may be reduced by 50% if the application is for a mixed use building. Fee reduction applies to site plan review/zoning certification and design review. Fee waivers do not apply to SEPA, short plat, subdivision or other permit requests associated with the development of a site, nor does fee reduction apply to mixed use development where the commercial and residential uses are not located within the same building.	\$200.00
Time Extensions		\$240.00
Annexation Petition		
	Notice of Intent to Commence Annexation	\$320.00
	Petition to Annex	\$2,500.00
<sup>(1)</sup> Hearing Examiner Fees		
Where Examiner Review is required for any related use permit, appeal, etc., the applicant is responsible for and required to pay actual Hearing Examiner costs, which may be higher or lower than the deposit amount.		
<b>Other Fees</b>		
Staff Review Fees (includes re-inspection and investigative fees, and additional staff review when the processing of the application exceeds the application base fees as outlined in the fee schedule.)		\$92.00 per hour
Development Agreement		\$2500.00
Pre-Application Conference		\$150.00 - Of this amount, \$100.00 can be applied to related permits filed within sixty (60) days of the preapplication conference
Final Certification of Occupancy/Site Certification		\$100.00
Home Occupation		\$200.00
Limited Home Occupation		\$50.00
Downtown Subarea Park Fee-in-Lieu of Common Open Space Construction		Up to 50% of valuation of required common open space (100 sq. ft. required per dwelling unit); see LMC 18B.530
Written Zoning Determination by the Assistant City Manager for Development Services		\$250.00
WTF Administrative Use Permit		\$800.00
WTF Conditional Use Permit		\$2,000.00

**2023 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>C. PLANNING AND DEVELOPMENT FEES - continued</b>		
<b>SEPA &amp; Wetland Fees</b>		
Written SEPA Exempt Determination (The fee applies only to requests for a written determination by the Community & Economic Development Department that the project is exempt from the requirements of SEPA.)		\$50.00
	Environmental Checklist for applicable Process I and II applications located outside of Downtown Subarea Plan Boundaries	\$550.00
	Environmental Checklist for applicable Process III, IV, and V applications (e.g. conditional use permits, variances, shoreline substantial development permits, plats, master plans, and land use map/text changes located outside of the Downtown Subarea Plan Boundaries	\$1,840.00
	Environmental Checklist for applicable Process V applications (e.g. generalized or comprehensive ordinance text amendments, area-wide amendments, annexations, and adoption of new planning-related ordinance)	Staff review hourly rate; \$2,500.00 deposit is required
	Environmental Checklist for projects inside of Downtown Subarea Plan Boundaries	\$50.00
	Environmental Impact Statement (EIS)	\$3,200.00 plus preparation at contract rate to be determined
	Reasonable Use Exception other than residential (RUE)	\$1,840.00 plus \$2,500.00 hearing examiner deposit <sup>(1)</sup>
	Residential RUE	\$500.00
	Additional SEPA Review (See WAC 197-11-335)	No charge, except any third-party consultant costs to the City.
	Downtown Subarea Planned Action Transportation Fee	\$2,174.00 per PM peak hour trip generated by use(s).
	<b>Multi-Family Tax Exemption (MFTE) Applications (LMC 3.64.030)</b>	
Conditional Certificate Application		\$800.00
Extension of Conditional Certificate of Application		\$500.00
Final Certificate of Application		\$500.00
8-Year Tax Exemption Annual Monitoring Fee (due payable upon final certificate)		\$800.00
12-Year Tax Exemption Annual Monitoring Fee (due payable upon final certificate)		\$1,200.00

## 2023 FEE SCHEDULE - continued

Fee Type	Fee Amount
<b>Significant Tree Removal Permit</b>	
<u>Note:</u> 1. All fees subject to technology fee surcharge, rounded to the nearest whole number. 2. Tree removal permit is separate from any SEPA application fee and related mitigation. 3. For subarea plans, the tree removal fee is charged based on the underlying zoning.	
Off-Site Tree Replacement Permit, three (3)-inch (when trees are not being replaced onsite)	\$450.00 for each replacement tree.
Offsite Tree Replacement Permit, two (2)-inch (when trees are not being replaced onsite).	\$350.00 for each replacement tree.
<i>In the event that a 3-inch tree stock is not available, a lesser size tree may be substituted as approved by the Director or designee.</i>	
Removal of trees, all types and species, in association with rights of-way and/or utility easements	No permit required; public agency, and/or utility is required to provide notification to the City.
Permit to Establish a Heritage Tree Designation	Permit required, \$200.00
Permit to Remove Heritage Tree Designation	Permit required, \$200.00
Tree Removal Permit- Single Family & Mixed Residential Zoned Lots (R1, R2, R3, R4, MR1, MR2) <ul style="list-style-type: none"> <li>• Zoned lots less than 10,000 square feet in size and:               <ul style="list-style-type: none"> <li>- No Garry oaks located thereon;</li> <li>- Lot not a part of a shoreline setback; and</li> <li>- Lot not located in a critical area.</li> </ul> </li> <li>• Zoned lots less than 10,000 square feet in size and:               <ul style="list-style-type: none"> <li>- With one (1) or more Garry oaks located thereon; and/or</li> <li>- Lot within a shoreline setback; and/or</li> <li>- Lot located within a critical area.</li> </ul> </li> <li>• Zoned lots greater than 10,000 square feet in size.</li> <li>• Zoned lots greater than 10,000 square feet in size and:               <ul style="list-style-type: none"> <li>- One (1) or more Garry oaks is located thereon; and/or</li> <li>- Lot is located in a shoreline setback; and/or</li> <li>- Lot is located in a critical area.</li> </ul> </li> </ul>	No permit required, no fee.  Permit required, \$100.00  Permit required, \$75.00 Permit required, \$150.00
Tree removal permit - Multifamily zoned lots (MF1, MF2, MF3) <ul style="list-style-type: none"> <li>• Lots not within critical areas and/or shoreline setback, and/or with no Garry oak trees.</li> <li>• Lots within critical areas, shoreline setback, and/or with Garry oak tree(s).</li> </ul>	Permit required, \$100.00  Permit required, \$200.00
Tree removal permit - Industrial zoned lots (I1, I2, IBP) <ul style="list-style-type: none"> <li>• Lots not within critical areas and/or shoreline setback, and/or with no Garry oak trees.</li> <li>• Lots within critical areas, shoreline setback, and/or with Garry oak tree(s).</li> </ul>	Permit required, \$100.00  Permit required, \$200.00
Tree removal permit - Commercial, mixed use, neighborhood commercial zones (C1, C2, C3, ARC, NC1, NC2, TOC, CBD) <ul style="list-style-type: none"> <li>• Lots not within critical areas and/or shoreline setback, and/or with no Garry oak trees.</li> <li>• Lots within critical areas, shoreline setback, and/or with Garry oak tree(s).</li> </ul>	Permit required, \$100.00  Permit required, \$400.00
Tree removal permit - Lots within the OSR1 zoning district	Permit required, but no fee.
Tree removal permit - Lots within the OSR2 zoning district.	Permit required, \$300.00
Tree removal permit - Lots within the P/1 zoning district.	Permit required, \$100.00
Tree Emergency Removal Permit <ul style="list-style-type: none"> <li>• Single family zoned lots</li> <li>• All other zoned properties located in the City of Lakewood.</li> </ul> <i>Permit is required because the proposed code may require replacement</i>	No permit required, no fee. Permit required, but no fee.

**2023 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>D. GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS</b>		
	Building Permit fees shall be based upon valuation. The valuation shall be determined by the Building Official. For most projects the square footage costs in the most current Building Valuation Data Table published by the International Code Council (ICC) may be employed. For projects not covered by the table construction estimation tools such as Construction Cost Data by R.S. Means or the BNI <i>Construction Costbook</i> may be referenced as a guide.	
	Administrative Fee - Includes a technology fee equal to 2% of the total building permit cost.	
	Permit fees shall be calculated from valuation in the following manner:	
	<b>Valuation</b>	<b>Corresponding Permit Fee</b>
	\$0 - \$500	\$30.00
	\$501 - \$2,000	\$30.00 for the first \$500.00 plus \$4.00 for each additional \$100 or fraction thereof, to and including \$2,000.
	\$2,001 - \$25,000	\$90.00 for the first \$2,000.00 plus \$17.50 for each additional \$1,000 or fraction thereof, to and including \$25,000.
	\$25,001 - \$50,000	\$492.50 for the first \$25,000.00 plus \$12.50 for each additional \$1,000 or fraction thereof, to and including \$50,000.
	\$50,001 - \$100,000	\$805.00 for the first \$50,000.00 plus \$9.00 for each additional \$1,000 or fraction thereof, to and including \$100,000.
	\$100,001 - \$500,000	\$1,255.00 for the first \$100,000.00 plus \$7.25 for each additional \$1,000 or fraction thereof, to and including \$500,000.
	\$500,001 - \$1,000,000	\$4,155.00 for the first \$500,000.00 plus \$6.00 for each additional \$1,000 or fraction thereof, to and including \$1,000,000.
	\$1,000,001 - \$5,000,000	\$7,155.00 for the first \$1,000,000.00 plus \$4.00 for each additional \$1,000.00 or fraction thereof, to an including \$5,000,000.
	\$5,000,001 and up	\$23,155.00 for the first \$5,000,000.00 plus \$3.00 for each additional \$1,000.00 or fraction thereof.

Fee Type		Fee Amount
<b>D. GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS - continued</b>		
<b>Plan Review Fees</b>		
Plan review fees shall be 65 percent (65%) of the Building Permit Fee with a minimum fee of one hour (\$92.00)		
Plan review for residential site specific base plans shall be \$500.		
<b>Other Fees</b>		
	Demolition Fees	
	Single Family (including duplex)	\$200.00
	Residential Accessory Building	\$100.00
	Commercial/Multi-Family (including mobile home parks)	
	Less than 10,000 square feet	\$200.00
	10,000 to 100,000 square feet	\$400.00
	100,000 square feet or more	\$600.00
	Mobile Home Setup Permit	\$184.00
State Building Code Council (SBCC) Surcharge - Residential		\$6.50 for each building permit issued, plus an additional surcharge of \$2.00 for each residential unit after the first unit, in accordance with RCW 19.27.085
State Building Code Council (SBCC) Surcharge - Commercial		\$25.00 for each building permit issued, plus an additional surcharge of \$2.00 for each residential unit after the first unit, in accordance with RCW 19.27.085
<b>General Comments</b>		
1)	Any person who commences any work on a building, structure, gas, mechanical, or plumbing system before obtaining the necessary permits may be subject to an investigative fee.	
2)	Additional inspection outside of normal business hours or investigative fee rates are calculated at \$92.00 per hour (2 hour minimum).	
3)	A reinspection fee shall be calculated at \$92.00 per occurrence.	
4)	Additional plan review resulting from revisions, resubmittals and other documents shall be calculated at \$92.00 per hour of staff time expended.	
5)	Additional hourly rates for which no specific fee is identified shall be calculated at \$92.00 per hour.	
6)	Expedited plan review by the use of outside consultants for plan checking and/or inspections will be the actual cost calculated by outside consultant. The consultant fees shall be paid directly to the outside consultant. Thereafter, the Building Official will adjust the City's building permit review fees.	
7)	The payment of the fee for the construction, alteration, removal or demolition for work done in connection to or concurrently with the work authorized by a building permit shall not relieve the applicant or holder of the permit from the payment of other fees as assessed.	
8)	Any time the use of a building or tenant space is changed, a change of use permit is required. The fee for a change of use permit is \$250.00. If alterations to the space are to be performed, additional permits and fees may be required such as building permit, plumbing permit, mechanical permit, etc. Please note that an electrical permit may be required for changes to the electrical service or wiring.	
9)	Foundation only permit for phased commercial and multifamily projects, 10 percent of the ICC Building Valuation.	
10)	Shell only permits for phased commercial and multifamily building, 80 percent of the ICC Building Valuation per square foot.	
11)	Review of minor additions or revisions to plans before permit issuance, \$92 per hour, minimum, one hour. Major revisions to plans will require a new plan review fee. Revisions submitted in response to plan review comments do not require additional plan review fee. Shell only permits for phased commercial and multifamily buildings, 80 percent of the ICC Building Valuation per square foot.	
12)	Review of minor additions or revisions to plans after permit issuance, \$92 per hour, minimum, one hour.	
13)	Review of deferred submittals, \$92 per hour, minimum one hour.	
14)	Tenant improvements for shell building, 50 percent of the ICC Building valuation per square foot. Said tenant improvement is limited to nonstructural tenant alterations not included in the building permit for the new shell building. This work is limited to improvements of previously unoccupied space.	
15)	Work without permits; double fees for building permits and plan review fees.	
16)	Building permit extension (after two extensions have been previously authorized by the Building Official. The fee is 0.5 hours at the CED hourly rate (see Staff Review Fees under Other Fees section).	

## 2023 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>D. GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS - continued</b>		
<b>Mechanical Permit Fees</b>		
New Single Family Residences and Duplex (per unit) Flat Fee		\$175.00
Residential (Prescriptive Design)		\$175.00
Commercial and Non-Prescriptive Residential		Per Valuation w/ Minimum \$175.00
New Commercial Building and Major Tenant Improvements permit fees will be based upon the following valuation table using the project valuation. Valuation based upon the prevailing market value including materials, labor and equipment.		
<b>Project Valuation</b>		<b>Fee</b>
Up to \$5,000		\$85.00
\$5,000 - \$100,000		\$85.00 for the first \$5,000 plus \$17.00 for each additional \$1,000 or fraction thereof, to and including \$100,000
> \$100,000		\$1,700.00 for the first \$100,000 plus \$12.00 for each additional \$1,000 or fraction thereof.
<b>Mechanical Review Fees</b>		
When plan reviews and/or specifications are required, the plan review fee shall be calculated at 25% of the Permit Fee.		
Small Tenant Improvements (mechanical < \$5,000) and equipment replacement or adding of new equipment shall use the equipment unit table below:		
<b>Equipment Unit Schedule Description</b>		<b>Fee</b>
Permit Issuance		\$34.00
Issuing supplemental permits		\$12.00
Furnaces up to and including 100,000 BTU		\$22.00
Furnaces over 100,000 BTU		\$29.00
Appliance vents		\$12.00
Repair or additions to A/C systems		\$22.00
Boilers, compressors and absorption systems up to and including 3 horsepower		\$29.00
Boilers, compressors and absorption systems over 3 horsepower and including 15 horsepower		\$53.00
Boilers, compressors and absorption systems over 15 horsepower and including 30 horsepower		\$76.00
Boilers, compressors and absorption systems over 30 horsepower and including 50 horsepower		\$100.00
Boilers, compressors and absorption systems over 50 horsepower		\$123.00
Air handlers up to and including 25 tons		\$18.00
Air handlers over 25 tons		\$29.00
Evaporative coolers		\$41.00
Ventilation and exhaust (fans and hoods)		\$18.00
Incinerators, domestic type		\$29.00
Incinerators, international type		\$41.00
Each gas piping from 1 to 5 outlets		\$12.00
- Additional outlets per outlet		\$3.00
Miscellaneous		\$18.00

**2023 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>D.</b>	<b>GENERAL REQUIREMENTS FOR ALL CONSTRUCTION-RELATED PERMITS - continued</b>	
	<b>PLUMBING PERMIT FEES</b>	
	New Single Family Residences and Duplex (per unit) flat fee	\$225.00
	New Commercial Buildings and Major Tenant Improvements permit fees will be based upon the following valuation table using the project valuation. Valuation based upon the prevailing market value including materials, labor and equipment.	
	<b>Project Valuation</b>	<b>Fee</b>
	Up to \$5,000	\$85.00
	\$5,000 - \$100,000	\$85.00 for the first \$5,000 plus \$17.00 for each additional \$1,000 or fraction thereof, to and including \$100,000
	\$100,000 and up	\$1,700.00 for the first \$100,000 plus \$12.00 for each additional \$1,000 or fraction thereof.
	<b>PLUMBING REVIEW FEES</b>	
	When plans and/or inspections are required, the plan review fee shall be calculated at 25% of the Permit Fee.	
	Small Tenant Improvements (mechanical < \$5,000) and equipment replacement or adding of new equipment shall use the equipment unit table below.	
	<b>Equipment Unit Schedule</b>	<b>Fixture Fee</b>
	Permit Issuance	\$34.00
	Issuing supplemental permits	\$12.00
	Furnaces up to and including 100,000 BTU	\$22.00
	Each plumbing fixture with one trap	\$12.00
	Each building sewer	\$22.00
	Each drain for indoors rainwater system	\$12.00
	Each cesspool	\$35.00
	Each private sewage disposal system	\$59.00
	Each water heater and vent	\$12.00
	Each gas piping from 1 to 5 outlets	\$12.00
	- Additional outlets per outlet	\$3.00
	Each waste incinerator	\$12.00
	Water piping or water treating system	\$12.00
	Repair or alteration of drainage or vent	\$12.00
	Backflow device for lawn sprinklers	\$12.00
	Vacuum breakers from 1 to 5	\$12.00
	- Additional units over 5 per each	\$3.00
	Backflow device for other systems over 2 inches in diameters	\$24.00
	Cross connection of reclaimed water system	\$47.00
	Each graywater system	\$59.00
	Medical gas system from 1 to 5 outlets	\$71.00
	- Additional outlets over 5 per each	\$12.00

## 2023 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>E. GEOGRAPHICAL INFORMATION SYSTEMS AND OTHER FEES</b>		
<b>Geographical Information Systems (GIS)</b>		
LABOR COSTS: Labor costs for preparation of requested GIS information shall be billed on a quarter of an hour (15-minute) basis, at the rate of \$12.50 per fifteen (15) minute period of labor, in addition to any applicable mapping and/or electronic media costs, set forth below:		
<b>Standard Mapping Products</b>		
Photo Quality Paper (11 X 17)		\$15.00 each
Wall Map (22 X 34)		\$20.00 each
Wall Map (33 X 44)		\$25.00 each
<b>ELECTRONIC MEDIA: CD-ROM</b>		\$15.00
<b>Administrative Services</b>		
Extra Duty Contracts - Administrative Fee		\$2.00 per hour
Extra Duty Contracts - Processing Fee		\$10.00 per invoice
Lien Filing Fee		\$50.00 plus all recording fees
<b>F. PUBLIC WORKS PERMIT FEES</b>		
<b>Administrative Fee</b>		
Technology Fee		2% of the total public works permit cost
<b>Permits</b>		
<b>Site Development Permit</b> (covers site work, including erosion control, clearing, grading and drainage)		
	<b>Project Value</b>	<b>Permit Fee</b>
	\$0 - 15,000	\$920.00
	\$15,001 - \$50,000	\$1,840.00
	\$50,001 - \$150,000	\$4,600.00
	\$150,001 - \$1,000,000	\$8,280.00
	Over \$1,000,001	\$16,560.00
<i>Project Value is defined as the value of all improvements outside the building footprint.</i>		
<b>Right-of-Way Permit</b> (authorization to use right-of-way for minor construction, parking or other non-intrusive use)		\$184.00 plus any staff time in excess of 2 hours at \$92.00 per hour
<b>Annual Right-of-Way Permit</b> (authorization for utility companies to use right-of-way for non-intrusive maintenance activities)		\$500.00
<b>Pavement Degradation Fee</b> : (recovers loss in pavement serviceability due to pavement cuts):		
	<b>Road Material, Type, PCI Score</b>	<b>PDF Fee</b>
	Flexible, High Volume, In moratorium	\$85.00 per square yard
	Flexible, High Volume, PCI 100-85	\$42.00 per square yard
	Flexible, High Volume, PCI 84-70	\$34.00 per square yard
	Flexible, High Volume, PCI 69-50	\$25.00 per square yard
	Rigid, High Volume, In moratorium	\$164.00 per square yard
	Rigid, High Volume, PCI 100-85	\$82.00 per square yard
	Rigid, High Volume, PCI 84-70	\$66.00 per square yard
	Rigid, High Volume, PCI 69-50	\$49.00 per square yard
	Flexible, Med-Low Volume, In moratorium	\$54.00 per square yard
	Flexible, Med-Low Volume, PCI 100-85	\$27.00 per square yard
	Flexible, Med-Low Volume, PCI 84-70	\$22.00 per square yard
	Flexible, Med-Low Volume, PCI 69-50	\$16.00 per square yard
	Rigid, Med-Low, In moratorium	\$142.00 per square yard
	Rigid, Med-Low, PCI 100-85	\$71.00 per square yard
	Rigid, Med-Low, PCI 84-70	\$57.00 per square yard
	Rigid, Med-Low, PCI 69-50	\$43.00 per square yard



**2023 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>F.</b>	<b>PUBLIC WORKS PERMIT FEES - continued</b>	
	<b>Right-of-Way Vacation Permit</b> ( <i>"Sale" or vacation of city right-of-way to abutting property owners</i> )	\$1,840.00
	<b>Street Opening Permit</b> ( <i>Used to install new or repair/upgrade existing private and public facilities located in a street right-of-way; includes pavement cuts, excavation, traffic control, etc.</i> )	\$920.00 plus any staff time in excess of 10 hours at \$92.00 per hour
	<b>Oversize Load Permit</b> ( <i>all vehicles in excess of legal weight or size limitations according to RCW 46.44 shall obtain an oversize load permit prior to operating on Lakewood streets</i> )	Individual \$184.00 Annual \$552.00 Additional costs shall apply if police escorts or signal technician work is required.
	<b>Reinspection Fee</b> ( <i>to cover cost of each reinspection, required in conjunction with a Right-of-Way Permit, necessary to assure compliance with the requirements of the permit</i> )	\$92.00
	<b>General Inspection Fee</b> ( <i>for inspection not otherwise listed</i> )	\$92.00 per hour
	<b>Miscellaneous Permits</b> ( <i>any Public Works permit not covered by the fee schedule, if performed by an employee</i> )	Rate will be based on actual hourly costs, plus benefits (30%), operating costs (16%) and central services costs (16%)
	<b>Professional Services Contracts</b> ( <i>any private or public professional service contract needed</i> )	Rate will be billed 100%, plus 10% administrative charges

## 2023 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>G. PARKS AND RECREATION PROGRAMS (Facility/Use)</b>		
<b>Parks, Recreation &amp; Community Services</b>		
<b>Special Use Permit*</b>		
Events		\$200.00 - \$500.00
Street Festivals and Major events		\$1000.00 - \$5,000.00
Event Deposit		\$250.00 - \$500.00 per event
Additional event fees and services (plus 15% of gross private event revenue)		Market rate + 15%
<i>* permit fee + extra costs associated with event (garbage, staff support, notification, sanitation, security, etc)</i>		
<b>Alcohol Permit Fee ** (must be purchased in addition to a special use permit)</b>		
Small events		\$200.00
Large events		\$500.00
Major events		\$1,000.00
** Special conditions apply		
<b>Facility Use Cancellation/Reschedule Fees</b>		
- Recreation Administrative Fee		\$10.00 (non-refundable)
- Special Use Permit - less than 30 days		(0%) 100% retained by City
- Special Use - 31-60 days prior to use		(50% refunded) 50% retained by City
- Special Use - more than 61 days prior to		(75% refunded) 25% retained by City
<b>Lakewood Senior Activity Center (two hour minimum)</b>		
Rainier Room - Full activity room		\$65.00 per hour
Classroom		\$30.00 per hour
Art room		\$30.00 per hour
Kitchen (only if available if renting full activity room)		\$15.00 per hour
Facility Deposit		\$150.00
Cleaning Fee		\$150.00
Additional Staffing Fee		\$25.00 per hour
<b>Cancellation Fees</b>		
- Facility Deposit/Fees (less than 30 days)		(0%) 100% retained by City
- Facility Deposit/Fees (31-60 days prior)		(50% refunded) 50% retained by City
- Facility Deposit/Fees (more than 61 days prior)		(75% refunded) 25% retained by City
<b>Boat Launch</b>		
Per launch (Credit/Debit Cards Only)		\$15.00
Resident Season Pass		\$125.00 plus tax
Non-Resident Season Pass		\$150.00 plus tax
Overnight Pass		\$50.00
Commercial Pass		\$250.00
<b>Outdoor Market Vendors</b>		<b>Daily Rate</b>
Regular Stall 10x10		\$30.00
Regular Stall 10x 20 or Food Trucks		\$50.00
Regular Stall 10x30		\$75.00
Please note that this fee structure does not apply to the City events. Fees for SummerFEST vendors, contractors, street festivals, specialty activities, food trucks and other event may vary based on activity, logistics, location, anticipated guests, number of days or hours of operation, sponsorship, in-kind services and other conditions.		
<b>Neighborhood Parks</b>		
Field Preparation Fees		\$25.00
Neighborhood Field use		\$20.00 per hr (no prep); \$50.00 per game fee (2.5 hrs. and one prep per day)

## 2023 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>G. PARKS AND RECREATION PROGRAMS (Facility/Use) - continued</b>		
<b>Fort Steilacoom Park</b>		
<b>Large Picnic Shelter</b>		
Off Season: October - April		\$100.00
Peak Season: May - September - May require a special use permit.		\$200.00
<b>Small Picnic Shelters - Full day only May - Sep</b>		
Off Season: October - April		\$50.00
Peak Season: May - September - May require a special use permit.		\$75.00
<b>Pavilion</b>		
4 Hours		\$500.00
7 Hours		\$1,000.00
Hourly Rate		\$150.00
Deposit		\$250.00 - \$500.00
Cleaning Fee		\$50.00 - \$70.00
Additional hourly rates may be charged for repairs or additional cleaning based on use of the facility.		
<b>Sport Field Use Fees</b>		
		<b>With one field preparation, per field, per day</b>
- 1 Field		\$200.00
- 2 Fields		\$275.00
- 3 Fields		\$350.00
- 4 Fields		\$425.00
- 5 Fields		\$500.00
		<b>Without field preparation, per day</b>
- 1 Field		\$150.00
- 2 Fields		\$200.00
- 3 Fields		\$250.00
- 4 Fields		\$300.00
- 5 Fields		\$350.00
Baseball Field #5 at Fort Steilacoom Park		\$25.00 per game or \$50.00 per day
<b>Single Sports Field (no preparation)</b>		\$40.00 per 60 minutes
<b>Tournament Deposit and Cancellation Fee (A full refund or credit less</b>		
- Nonrefundable tournament reservation fee (does not go towards tournament fees)		\$100.00
- Tournament Deposit Fee (will go towards tournament fees)		\$100.00 per field
- Tournament cancelled less than 30 days prior		50% of deposit refunded
- Tournament cancelled 31-60 days prior		75% of deposit refunded
Youth soccer teams not associated with city leagues but use city fields for league play, per team. Field availability may vary and field prep fees apply.		
- Age 10 years and under		\$100.00 per team
- Age 11 - 18 years		\$125.00 per team
- Adult, age over 18 years		regular field use rates apply
Youth baseball teams not associated with city leagues but use city fields for league play, per team. Field availability may vary and field prep fees apply.		\$50.00 per game fee (2.5 hours and one prep per day)
Field preparation (all sports)		\$50.00 per prep \$75 per mid day mound change

**2023 FEE SCHEDULE - continued**

Fee Type		Fee Amount	
G.	PARKS AND RECREATION PROGRAMS (Facility/Use) - continued		
	Other Fees		
	Open Space: Requires a special use permit.	\$100.00 - \$200.00	
	Jumpy House Permits - Must be inspected and requires insurance.	\$20.00 each	
	Non-Refundable Vendor Application Fee	\$25.00	
	Advertising Banner	\$100.00 per day	
	Concessions	\$25.00 - \$50.00 per day	
	Additional Staff Fee	Hourly rate of staff	
	Parking, camping and other revenue collected by renter for event	15% of gross revenue	
	In addition, an hourly rate will be charged for repairs or additional cleaning.		
	Neighborhood Shelters		
	Off Season	Resident / Nonresident May require a special use permit.	\$40.00 / \$50.00
	Peak Season	Resident / Nonresident May require a special use permit.	\$60.00 / \$75.00
	McGavick Center Facility Use/Rental		
Non-profit organizations may rent the entire facility for a flat fee of \$1,500.00. The City's available days for rental/use are limited in number each year.			

**2023 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>H. FIRE CODE OFFICIAL &amp; INTERNATIONAL FIRE CODE (IFC) FEES</b>		
<b>Community &amp; Economic Development</b>		
<b>Site Development Plan Review</b> (plats, short plats, commercial projects, residential infill's etc.)		
	Basic review fee	\$250.00
	- Additional review (over two hours)	\$125.00 per hour
	Vehicle Gates (includes plan review, inspection and testing)	\$125.00 per hour
	<b>Construction Plan Review</b> - A plan review fee will be charged for fire department review of requirements for construction and inspection of the IFC requirements for buildings classified as Group A, B, E, F, H, I, M, R, S and U. The plan review fee shall be:	15% of the plan review fee established for Building Permit Plan Review with a minimum fee of \$125.00
<b>Fireworks Fees</b>		
1)	Fees for temporary fireworks stand permit	\$100.00
2)	Fees for a public display permit	\$245.00
3)	A liability insurance policy(ies) is/are required in accordance with the Fireworks Ordinance for both fireworks stands and public displays as follows:	
	- \$500,000 for injuries to any one person in one accident or occurrence;	
	- \$1,000,000 for injuries to two or more persons in any one accident or occurrence;	
	- \$500,000 for damage to property in any one accident or occurrence; and/or	
	- \$1,000,000 combines single limit for any one accident or occurrence	
4)	A bond for clean-up is required in accordance with the Fireworks Ordinance for all fireworks stands (in a bond or cashiers check)	\$500.00
<b>Fire Alarm Systems</b>		
	<b>Tenant Improvements</b> (1st four zones)	\$215.00 plus \$6.00 (per
	- Additional zones	\$54.00 (each)
	<b>Residential</b> (one and two-family dwellings)	\$215.00 plus \$6.00 (per
	<b>Commercial and Multi-Family</b> (1st four zones)	\$325 plus \$6.00 (per device)
	- Additional zones	\$54.00 (each)
	- Sprinkler supervision only	\$270.00
	<b>Fire Alarm Permit Fee</b> for upgrading of an existing system	50 percent (50%) of the fee
	Fire Alarm Plan Review Fee	25 percent (25%) of the
	<b>Underground Sprinkler Supply</b> (includes plan review,	\$325.00
<b>New Suppression Systems (Halon, CO2, Dry Chemical, FM200, Integren, etc.):</b>		
	- 1 to 5 nozzles	\$200.00
	- Over 5 nozzles	\$200.00 plus \$20.00 per nozzle over 5
	- Bottle(s)	\$30.00 per bottle

## 2022 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>H. FIRE CODE OFFICIAL &amp; INTERNATIONAL FIRE CODE (IFC) FEES - continued</b>		
<b>Above Ground Fire Sprinkler Systems</b>		
The fee for fire sprinkler systems shall be based on the Building Permit Fee Table. The valuation shall be based on the per square foot figure of sprinkler systems as established by policy in accordance with nationally-recognized standards.		
<b>Plan Review Fee</b> (for the fire sprinkler systems are in addition to the permit fee)		25 percent (25%) of the permit fee, with a minimum of \$125.00.
<b>Tenant Improvements</b> (relocation and addition to existing system)		valuation 20 percent (20%)
<b>System</b>		\$270.00
<b>Standpipes</b> (includes review, inspection and testing)		
Temporary Standpipe		\$162.00
Class I		\$184.00
Class II		\$297.00
Class III		\$318.00
<b>Other Fees</b>		
- Additional inspection fees may be		\$50.00 for each additional inspection
- After hours inspections		\$75.00 hour (1-hour minimum)
Fire Pump Installations (includes review, inspection and testing fees)		\$540.00
Commercial Power Generator Installations (includes review, inspection and testing fees)		\$350.00
Battery Systems - Capacity over 50 Gallons		\$125.00
Compressed Gas Systems - Install, Modify, Repair or Abandon		\$200.00
Crogenic Fluids - Install or Modify		\$200.00
Emergency Responder Radio Coverage System - Install or Modify		\$200.00
Flammable and Combustible Liquids		
	Installation of Modification of Commercial Tank, Piping or Distribution System	\$250.00
	Installation of Modification to Pipeline System	\$125.00
	Removal of Abandoned Tank in Place of Residential Tank	No Fee
	Removal or Abandoned in Place of Residential Tank	\$55.00
Hazardous Materials - Installation, Repair, Abandon or Remove a Facility		\$125.00
Industrial Ovens - Installation		\$125.00
LP Gas - Installation of Storage and/or Distribution System		\$200.00
Solar/Polarvoltaic Power Systems (Commercial) - Installation and Modification		\$125.00
Spraying or Dipping Operations - Installation or Modification of Spray Booths, Room or Dip Tank		\$200.00
<b>False Fire Alarms</b>		
In the event of more than two false alarms in any 12 month period, the Fire chief may charge a fee for fire department response as specified below:		
- First and Second False Alarms		No Fee
- Third False Alarm		\$100.00
- Fourth and Additional False Alarms		\$250.00
EXCEPTION: False alarms resulting from the failure of a fire alarm service technician notifying the central, proprietary or remote monitoring station shall be billed at the rate of \$250.00 for each occurrence.		\$270.00 for each occurrence

## 2023 FEE SCHEDULE - continued

Fee Type		Fee Amount
H.	FIRE CODE OFFICIAL & INTERNATIONAL FIRE CODE (IFC) FEES - continued	
	<b>Fire Code Permit Fees</b>	
	The following are annual fees, except where noted, in accordance with Section 105 of the International Fire Code.	
	Permit charges may be waived by the Fire Chief or Fire Marshal for the following: Activities of Washington State non- profit corporations and/or civic or fraternal organizations which possess an IRS tax exempt status. Proof of IRS tax exempt shall be presented at the time of permit application. Non-profit organizations may be charged 1/2 of the listed occupancy permit fees. However, any group shall be assessed a full permit fee if the approved conditions of the permit are modified or not adhered to by the applicant.	
	<b>Permit Type</b>	<b>Fee</b>
	Aerosol products	\$110.00
	Aircraft Refueling Vehicle	\$110.00
	Amusement Buildings	\$110.00
	- Haunted House - Commercial (Limited)	\$110.00
	- Bizaars, Boutiques, Booths or	\$110.00
	- Flee Markets	\$110.00
	Aviation Facilities	\$110.00
	Carnivals and Fairs	
	- Commercial	\$110.00
	- Fairs, Bazaars, Famers Market, Etc.	\$110.00
	- Special Events - Outdoors	\$110.00
	Cellulose Nitrate Film	\$110.00
	Combustible Dust Producing Operations	\$110.00
	Combustible Fiber Storage	\$110.00
	Compressed Gases	\$110.00
	Covered and Open Mall Buildings	\$110.00
	- Kiosks, Concessions, Booths, Etc.	\$110.00
	- Used for Assembly (Limited)	\$110.00
	- Use of Open Flame (Limited)	\$110.00
	- Display of Flammable Liquid or Gas	\$110.00
	Cryogenic Fluid	\$110.00
	Cutting and Welding	\$110.00
	Dry Cleaning	\$110.00
	Dust Producing Operations	\$110.00
	Explosives - Manufacture, Store, Handling, Sale or Use	\$110.00
	Fireworks Stand, Limited	\$110.00
	Flammable/Combustible Liquids	\$110.00
	Fruit and Crop Ripening	\$110.00
	Fumigation and/or Insecticidal Fogging	\$110.00
	Hazardous Material - Store, Transport, Dispense, Use of Handle	\$110.00
	HPM Facilities	\$110.00
	High Pile Storage	\$110.00
	Hot Work Operations	\$110.00
	Industrial Ovens	\$110.00
	Liquid or Gas-Filled Vehicles/Equipment in Assembly Bldgs.	\$110.00
	Lumber Yards and Woodworking Plants	\$110.00
	Magnesium	\$110.00

**2023 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>H.</b>	<b>FIRE CODE OFFICIAL &amp; INTERNATIONAL FIRE CODE (IFC) FEES - continued</b>	
	<b>Fire Code Permit Fees - continued</b>	
	<b>Permit Type (continued)</b>	<b>Fee</b>
	Mall (Covered)	\$110.00
	- Kiosks, Concessions, Booths, etc.	\$110.00
	- Used for Assembly (Limited)	\$110.00
	- Use Open Flame, etc. (Limited)	\$110.00
	- Display Flammable Liquid or Gas	\$110.00
	Motor Vehicle Fuel Dispensing Station	\$110.00
	Organic Coatings	\$110.00
	Ovens- Industrial	\$110.00
	Parade Floats (limited)	\$110.00
	Place of Assembly	\$110.00
	Haunted House - Commercial (limited)	\$110.00
	Bazaars, Boutiques, Booths or Displays	\$110.00
	Flea Markets	\$250.00
	Other Special Events (Limited)	\$110.00
	Pyrotechnical Special Effects Material	\$110.00
	Radioactive Material	\$110.00
	Refrigeration Equipment (Commercial)	\$110.00
	Repair Garages	\$110.00
	Spraying and Dipping	\$110.00
	Tents and Canopies	\$110.00
	Tire and Storage	\$110.00
	Welding and Cutting	\$110.00
	<b>Tax Incentive Urban Use Center Fees</b>	
	- Application Fee	\$150.00 plus \$25.00 per multi-family unit, up to a maximum fee not to exceed \$300.00
	- Pierce County Assessor Processing Fee (specific to the Tax Incentive Urban Use Center Application Fee)	\$100.00
	- Extension to Conditional Certificate	\$50.00



## 2023 FEE SCHEDULE - continued

Fee Type		Fee Amount
<b>I. BUSINESS LICENSE FEE SCHEDULE</b>		
<b>Community &amp; Economic Development</b>		
General Business License (GBL)		\$60.00
Renewal of GBL		\$60.00
Temporary Business License		\$60.00
Temporary Business License Renewal		\$60.00
Pawnbroker Pawnshops		\$750.00
Second-hand and/or salvage dealers		\$150.00
Junk and/or salvage dealers		\$300.00
Transient Trader in second-hand property		\$53.00
Private Sales		No Fee
Flea Markets		\$750.00
Adult Cabaret Manager and Entertainer		\$150.00
Adult Entertainment Establishment		\$1,125.00
Panoram Premises License		\$1,125.00
Panoram Device License		\$75.00 per device
Panoram Owner License		\$1,125.00
Panoram Manager License		\$113.00
Carnivals and Circuses		\$150.00 per day
- Five or less machines or devices		\$75.00 per week*
- Five or more		\$15.00 per week per device*
* Alternative to device fees		\$150.00 annual fee
Wrecker License		\$150.00
Public Dances, Cabarets, Dance Halls and Teenager Dances		
- Cabaret		\$750.00
- Public Dance Hall		\$150.00
- Public Dances (per night)		\$53.00
- Public Dances (annually)		\$150.00 (maximum of four
- Teenager Dances		Same as Public Dances
Massage Businesses		
- Massage Business License		\$75.00
- Massage Manager		\$75.00
Bathhouses		
- Public Bathhouse		\$750.00
- Bathhouse Attendant		\$113.00
- Bathhouse Manager		\$113.00
Outdoor Public Music Festivals		\$1,125.00 per day of festival
Bondsmen		\$750.00
Theaters		\$150.00 per screen per year
<i>Transfer of license fee (commercial kennel or cattery, hobby kennel, foster kennel, private kennel, grooming parlor, or pet shop)</i>		No fee
Commercial Kennel/Cattery (6-50 dogs/cats)		\$100.00 plus \$2.00 per dog/cat
Commercial Kennel/Cattery (over 50 dogs/cats)		\$100.00 plus \$200.00
Solicitors and Peddlers		\$75.00 per solicitor or peddler

**2023 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>J. RENTAL HOUSING SAFETY PROGRAM</b>		
<b>Community &amp; Economic Development</b>		
Detached Single Family Rental Flat Fee Per Unit		\$12.00
Multi-Family Rental Flat Fee Per Unit		\$12.00
Late Fee for Rental Housing Registration (up to one month past due):		
Any applicant or licensee who fails to make application for a Rental Housing license or renewal, within 30 days after expiration of their rental license or of the commencement of business in the case of a new rental business, shall be subject to a late application fee, computed at 100 percent of the cost of the applicable license fee.		
Certificate of Compliance		No Charge
Certificate of Compliance Transfer to New Owner		No Charge
Initial Safety Inspection		No Charge
Reinspection		\$125.00
Rental Housing Inspector's Initial Registration		\$0.00
Rental Housing Inspector's Annual Renewal		\$10.00
<b>K. SMALL WIRELESS FACILITIES</b>		
<b>Community &amp; Economic Development</b>		
Small Wireless Franchise Fee Deposit. Requires a deposit of \$5,000.00 with Small Wireless franchise application. The deposit is intended to cover all administrative expenses incurred by the City (including staff/consultant related time) associated with the review of each franchise application and associated franchise negotiations. Additional fees may apply if additional staff/consultant related time is necessary. Any application fee deposit monies not used for administrative expenses associated with the review of each franchise application and franchise negotiation will be returned to the applicant following the approval or denial of the franchise by the City Council. This administrative fee excludes normal permit fees required for work within the City Rights-of-way. City personnel will be tracking all hours expended for each Small Wireless application review and franchise negotiation. This deposit may also be applied to administrative costs associated with negotiate a Master License Agreement for Small Wireless Facilities on City Facilities.		\$5,000.00
Small Wireless Facility Permit Fee (per facility)		\$100.00
Small Wireless Facility Annual ROW Access Fee (in lieu of ROW permits)		\$270.00
Small Wireless Facility Pole Attachment Fee ("Rent" per facility on City facilities) - This fee is prorated based on the number of days covered from Rent Commencement Date to December 31.		\$276.75
Small Wireless Facility Pole Replacement Fee (per replaced pole)		\$1,000.00

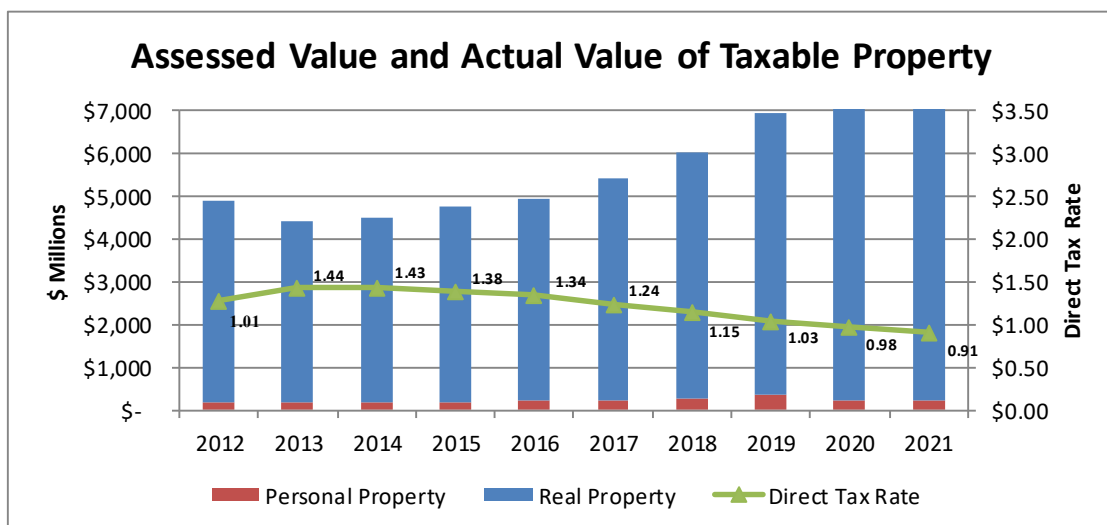
**2023 FEE SCHEDULE - continued**

Fee Type		Fee Amount
<b>L.</b>	<b>ANIMAL CONTROL LICENSING FEES</b>	
	<b>Police</b>	
	The annual license fees for the ownership, keeping, or having control of dogs and/or cats in the City shall be as follows:	
	- Dogs (altered)	\$20.00
	- Dogs (unaltered)	\$55.00
	- Cats (altered)	\$12.00
	- Cats (unaltered)	\$55.00
	Reduced rates for physically disabled and senior citizens, 65 years of age or older:	
	- Dogs (altered)	\$10.00
	- Dogs (unaltered)	\$30.00
	- Cats (altered)	\$4.00
	- Cats (unaltered)	\$30.00
	Animals exempted from payment of fee - Guide Dog or Service Animal (with proof)	No Fee
	In order to receive the fee advantage for altered dogs and cats, an individual must provide either proof of alteration from a licensed veterinarian or a written statement from a licensed veterinarian that the spay/neuter procedure would be harmful to the animal.	
<b>M.</b>	<b>BURGLAR/SECURITY ALARM PERMIT FEES</b>	
	<b>Police</b>	
	The fee for burglar/security alarm systems operating within the City of Lakewood as defined in Chapter 9A.13 of the Lakewood Municipal Code are as follows:	
	Annual Permit Fee	\$24.00
	- for Senior Citizens or Physically Disabled	\$12.00
	General False Alarm Fee	\$100.00 each incident
	Robbery False Alarm Fee	\$200.00 each incident
	Supplemental False Alarm Fee for Unregistered Alarm	\$100.00 each incident
	Late Fee if False Alarm Fee is not paid in 30 days of invoice	\$25.00
	Appeal Fee (refundable if fee is overturned)	\$50.00
	Alarm Company Fee for Failure to Verify Alarm Signal	\$100.00
	Alarm Company Fee for false statements concerning the inspection of an alarm site or alarm performance	\$200.00
	Failure to comply and provide customer lists to Alarm Administrator	\$25.00 per working day (after the initial 30-day notice expires, i.e. day 31)
	Failure to renew (assessed the Alarm Agreement Holding Company)	\$100.00
	Failure to obtain an alarm permit from the Police alarm Administrator	\$10.00 per each registered alarm user in City, with maximum of \$100.00
	Reinstatement fee for unregistered alarm installation company or unregistered company	Greater of 100.00 or \$10.00 per alarm user of letters that have been sent

## Statistical Section

### Assessed Value and Actual Value of Taxable Property Last Ten Fiscal Years

Fiscal Year	Real Property	Personal Property	Total Taxable Assessed Valuation	Total Direct Tax Rate
2012	\$ 4,679,612,726	\$ 204,704,287	\$ 4,884,317,013	1.28
2013	4,212,809,774	208,123,283	4,420,933,057	1.44
2014	4,296,330,425	198,348,975	4,494,679,400	1.43
2015	4,546,242,514	201,989,100	4,748,231,614	1.38
2016	4,724,117,345	219,025,856	4,943,143,201	1.34
2017	5,189,383,162	221,031,681	5,410,414,843	1.24
2018	5,735,143,229	267,639,860	6,002,783,089	1.15
2019	6,576,257,802	353,487,584	6,929,745,386	1.03
2020	7,227,669,821	229,094,565	7,456,764,386	0.98
2021	7,879,106,822	232,091,807	8,111,198,629	0.91



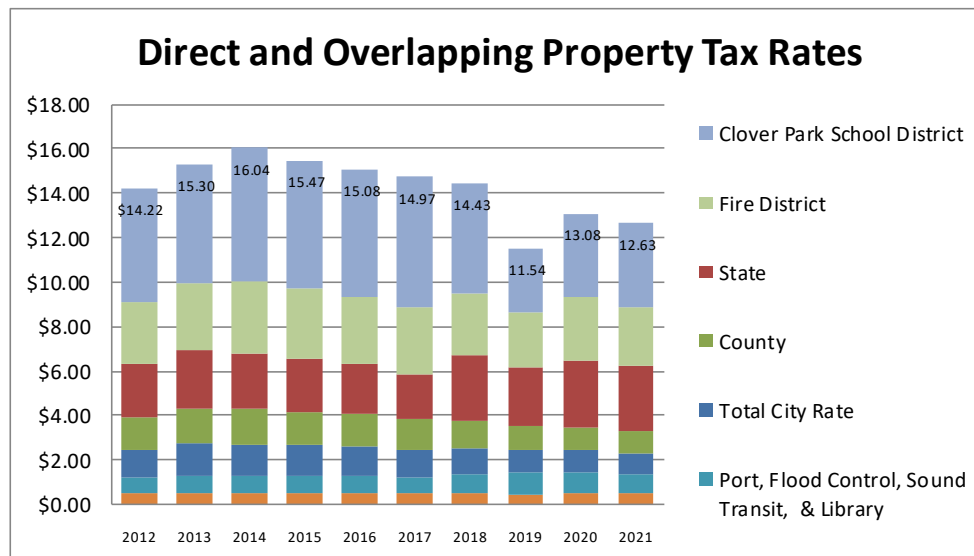
Note: Values are based on prior year assessed value for current year taxes.

**Source:**

Pierce County Assessor Treasurer

**Direct and Overlapping Property Tax Rates  
Last Ten Fiscal Years**

	Direct Rate		Overlapping Rates									Total Direct and Overlapping Rate
	City of Lakewood		State of Washington	Pierce County	Port of Tacoma	Flood Control	Sound Transit	Emergency Management Services	Clover Park School District	Lakewood Fire District		
2012	\$ 1.28	\$	2.41	\$ 1.42	\$ 0.18	-	-	\$ 0.50	\$ 5.11	\$0.50	\$ 2.82	\$ 14.22
2013	1.44		2.63	1.58	0.18	0.10	-	0.50	5.34	0.50	3.03	15.30
2014	1.43		2.53	1.56	0.18	0.10	-	0.50	5.98	0.50	3.26	16.04
2015	1.38		2.39	1.48	0.18	0.10	-	0.50	5.77	0.50	3.17	15.47
2016	1.34		2.23	1.43	0.18	0.10	-	0.50	5.71	0.50	3.08	15.08
2017	1.24		2.07	1.33	0.18	0.09	0.25	0.50	5.88	0.47	2.96	14.97
2018	1.15		2.91	1.23	0.18	0.08	0.23	0.48	4.96	0.43	2.78	14.43
2019	1.03		2.62	1.13	0.18	0.08	0.21	0.44	2.88	0.50	2.48	11.54
2020	0.98		3.01	1.05	0.18	0.10	0.20	0.50	3.78	0.47	2.81	13.08
2021	0.91		2.93	0.98	0.17	0.10	0.20	0.49	3.74	0.44	2.67	12.63



Note: Values are based on prior year assessed value for current year taxes.

**Source:**

Pierce County Assessor Treasurer

**Principal Property Taxpayers  
Current Year and Ten Years Ago**

Taxpayer	2021			2012		
	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value
Northwest Building LLC	\$ 231,299,433	1	2.46%	\$ 88,963,086	1	1.82%
Seattle MSA Multifamily DST	112,688,400	2	1.20%	-	-	-
RPAI Lakewood LLC	73,722,500	3	0.79%	-	-	-
Lakewood Project LLC	58,556,700	4	0.62%	-	-	-
CLPF C&O Lakewood LLC	53,928,900	5	0.57%	-	-	-
Tacoma Gateway Lakewood LLC	49,450,600	6	0.53%	-	-	-
SP/BGO Beaumont Owner LLC	48,387,000	7	0.52%	-	-	-
IPT Lakewood Logistics Center II LLC	45,783,400	8	0.49%	-	-	-
Morningtree Park LLC	37,477,700	9	0.40%	-	-	-
LBA OR Development-Company II LLC	35,745,200	10	0.38%	-	-	-
Inland Western Lakewood LLC	-	-	-	52,133,900	2	1.07%
ERP Operating LP	-	-	-	51,950,500	3	1.06%
Lakha Properties-Lakewood TC LLC	-	-	-	22,439,500	4	0.46%
Wal-Mart Stores Inc #2403	-	-	-	21,459,600	5	0.44%
NetFlix Inc	-	-	-	20,918,816	6	0.43%
Beaumont Lakewood Associates LLC	-	-	-	20,218,900	7	0.41%
WIG Properties LLC-LKPL	-	-	-	18,994,500	8	0.39%
Puget Sound Energy/Gas	-	-	-	17,079,803	9	0.35%
Lowes of Lakewood #1081	-	-	-	16,611,344	10	0.34%
<b>TOTAL</b>	<b>\$ 747,039,833</b>		<b>7.96%</b>	<b>\$ 330,769,949</b>		<b>6.77%</b>

Note: Values are based on current year assessed value for following year taxes.

Total Assessed Value for 2021: \$ 9,388,375,496

Source:

Pierce County Assessor Treasurer

**Property Tax Levies and Collections  
Last Ten Fiscal Years**

Fiscal	Collected within the fiscal year of the levy			Total Collections to Date			Total Outstanding Delinquent Taxes	Ratio of Delinquent Taxes to Total Tax Levy
	Taxes Levied for the Fiscal Year*	Amount	Percentage of Levy	Collections in Subsequent Years**	Amount	Percentage of Levy		
2013	\$ 6,313,675	\$ 6,135,401	97.18%	\$ 178,257	\$6,313,659	100.00%	\$ 16	0.00%
2014	6,436,483	6,248,259	97.08%	188,206	6,436,466	100.00%	18	0.00%
2015	6,661,998	6,413,233	96.27%	248,766	6,661,998	100.00%	0	0.00%
2016	6,826,047	6,545,433	95.89%	280,511	6,825,945	100.00%	102	0.00%
2017	7,072,758	6,738,954	95.28%	333,348	7,072,302	99.99%	456	0.01%
2018	7,106,486	6,935,521	97.59%	169,510	7,105,032	99.98%	1,454	0.02%
2019	7,236,038	7,070,452	97.71%	135,456	7,205,908	99.58%	30,131	0.42%
2020	7,295,921	7,160,585	98.15%	74,033	7,234,618	99.16%	61,303	0.84%
2021	7,414,689	7,314,306	98.65%	-	7,314,306	98.65%	100,383	1.35%

\*Includes initial levy amount for the fiscal year and subsequent year certification adjustments.

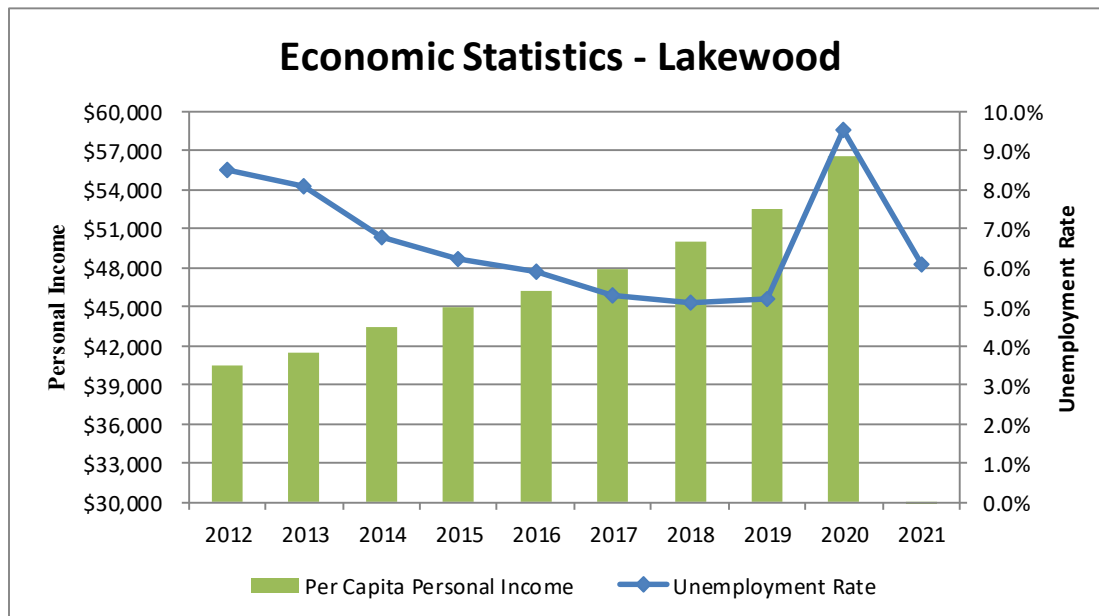
\*\*Amounts reported for current year are reported in the following year and adjusted for subsequent years' collection.

Source:

Pierce County Assessor Treasurer

**Demographic and Economic Statistics  
Last Ten Fiscal Years**

Fiscal Year	Lakewood Population <sup>(1)</sup>	Lakewood Personal Income (in thousands) <sup>(2)</sup>	Pierce County Per Capita Personal Income <sup>(3)</sup>	School Enrollment <sup>(4)</sup>	Median Household Income <sup>(5)</sup> (Pierce County)	Unemployment Rate <sup>(6)</sup>
2012	58,260	\$ 2,360,637	\$ 40,519	11,383	\$ 57,162	8.5%
2013	58,310	2,419,807	41,499	11,602	57,238	8.1%
2014	58,360	2,537,434	43,479	12,254	59,998	6.8%
2015	58,400	2,630,278	45,039	12,285	59,566	6.2%
2016	58,800	2,721,440	46,283	12,346	61,042	5.9%
2017	59,280	2,841,587	47,935	12,885	65,517	5.3%
2018	59,350	2,963,227	49,928	12,953	71,208	5.1%
2019	59,670	3,132,436	52,496	12,618	78,779	5.2%
2020	63,612	3,596,114	56,532	12,019	80,236	9.5%
2021	63,600	N/A	N/A	12,022	81,720	6.1%



- (1) State of Washington, Office of Financial Management. Updated 2020 with US Census count.
- (2) Pierce County Per Capita Personal Income applied to Lakewood population. See (3)
- (3) Pierce County Per Capita Personal Income as provided by Bureau of Economic Analysis (BEA). 2021 data will be available on November 16, 2022 - Previous years have been updated per revisions by the BEA.
- (4) Clover Park School District which is the largest in Lakewood.
- (5) Median household income from the Washington State Office of Financial Management (OFM). 2020 data is an estimate and 2021 data is a projection. Previous years have been updated per revisions by the OFM.
- (6) Pierce County Unemployment Rate as provided by the Bureau of Labor Statistics (BLS) - Previous years have been updated per revisions by the BLS.



**Principal Employers**  
**Current Year and Ten Years Ago**

Taxpayer	Type of Business	2021			2012*		
		Number of Employees	Rank	% of Total City Employment	Number of Employees	Rank	% of Total City Employment
Western State Hospital	Public Sector - Mental Health Facility	2,600	1	8.2%	1,750	2	7.7%
Clover Park School District	Public Sector - Education	1,596	2	5.1%	1,833	1	8.0%
Pierce Transit	Public Sector - Transportation	854	3	2.7%	827	6	3.6%
Pierce College	Public Sector - Education	831	4	2.6%	887	4	3.9%
St. Clare Hospital	Health Care	814	5	2.6%	848	5	3.7%
Aacres WA LLC	Private Social Services Network	540	6	1.7%	436	7	1.9%
Korean Woman's Association	Health Care	533	7	1.7%	-	-	-
McClane Northwest	Transportation/Warehousing	440	8	1.4%	425	8	1.9%
Clover Park Technical College	Public Sector - Education	385	9	1.2%	400	9	1.8%
Wal-Mart	Retail	380	10	1.2%	372	10	1.6%
Camp Murray	Military - National Guard	-	-	-	1,000	3	4.4%
		<u>8,973</u>		<u>28.43%</u>	<u>8,778</u>		<u>38.50%</u>

2021 Jobs in Lakewood: 31,560

**Source:**

City of Lakewood Community and Economic Development Department

\*2012 Figures unavailable, used 2013 Figures

**Capital Assets by Function  
Last Ten Fiscal Years**

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>Transportation</b>										
Street (center line miles)	180	180	180	180	180	180	180	180	180	180
Signals City-owned and maintained	69	69	69	69	69	69	69	69	69	67
Signals WSDOT-owned and maintained	9	9	9	9	11	11	11	11	10	10
Signals West Pierce Fire-owned & Pierce County maintained	3	3	3	3	3	3	3	3	3	3
Signals City-owned and WSDOT-maintained	3	3	3	3	3	3	3	3	2	2
Signals - City -owned and Tacoma Maintained	1	1	1	1	-	-	-	-	-	-
Street lights City-owned and maintained	214	614	614	614	2,176	2,176	2,277	2,372	2,525	2,525
Street lights City-owned and TPU maintained	420	420	420	420	-	-	-	-	-	-
Street lights City-owned and Lakeview maintained	1,098	698	698	698	-	-	-	-	-	-
Street lights PSE-owned and maintained	1,071	1,071	1,071	1,071	1,071	1,071	1,098	1,098	1,710	1,710
Street lights TPU-owned and maintained	353	353	353	353	-	-	-	-	-	-
<b>Culture &amp; Recreation</b>										
Developed parks - acreage	77	80	80	80	82	82	82	82	82	82
Developed parks - number of parks	12	12	12	13	13	12	12	12	12	12
Undeveloped parks - acreage	461	465	467	467	467	467	467	467	467	467
Playgrounds	11	11	11	11	11	11	11	11	11	11
Skateparks	2	2	2	2	2	2	2	2	2	2
Tennis courts - public	1	1	1	1	1	1	1	1	1	1
Baseball fields	9	9	9	9	9	9	9	9	9	9
Soccer fields	7	7	7	7	7	7	7	7	7	7
Picnic shelters	10	10	10	10	11	12	12	12	13	14
Community gardens	2	2	2	2	2	2	2	2	2	2
Senior Center	1	1	1	1	1	1	1	1	1	1

**Source:**

- City of Lakewood Public Works Department (GIS Data)
- City of Lakewood Parks, Recreation, and Community Services Department.

**Operating Indicators by Function**  
**Last Ten Fiscal Years**

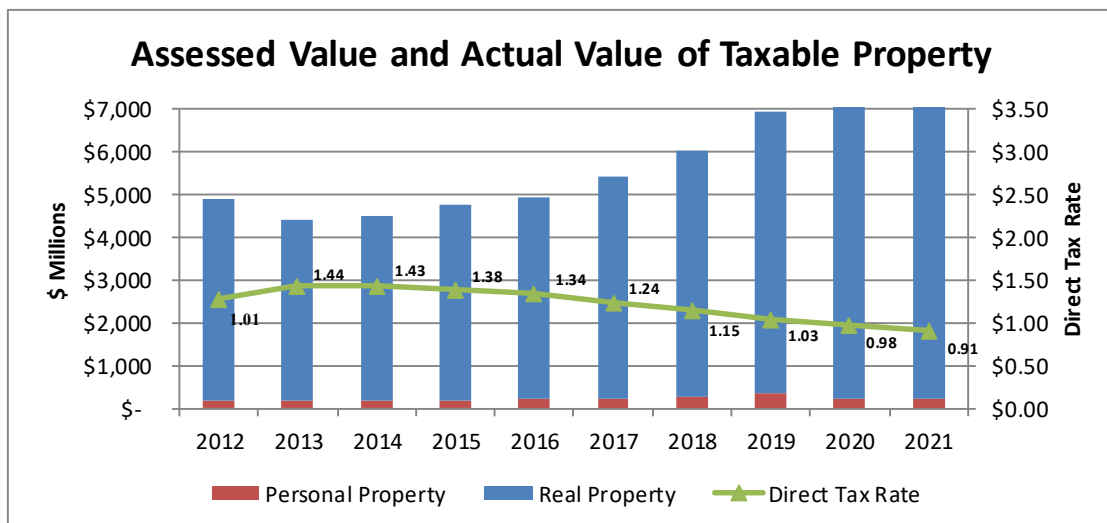
	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>SECURITY OF PERSONS &amp; PROPERTY</b>										
<b>Police Information</b>										
Offenses:										
Forcible Rape (including attempts)	38	30	34	58	55	67	38	59	34	29
Robbery	109	90	89	93	103	94	90	107	73	113
Criminal Homicide	3	2	1	2	-	5	7	7	4	8
Aggravated Assault	319	278	247	339	375	322	332	384	371	414
Vehicle Theft	233	205	215	260	368	375	382	321	480	657
Burglary (commercial & residential)	725	642	644	566	616	507	492	421	499	488
Larceny	2,089	1,832	1,681	1,991	2,097	2,052	2,041	1,723	1,788	1,990
Arson	13	14	15	13	15	11	15	9	9	21
Citations:										
Traffic	6,633	5,753	8,980	8,202	6,595	5,023	3,697	5,493	2,615	1,482
Red Light Photo	8,225	8,586	8,827	10,586	7,289	11,336	11,927	12,644	10,525	14,833
Fixed Speed Photo	5,814	5,744	4,669	3,384	9,749	6,198	6,571	6,876	2,242	10,597
<b>ECONOMIC ENVIRONMENT</b>										
<b>Building Related Permits &amp; Values</b>										
Building Permits	1,392	1,927	1,339	1,336	1,207	1,540	1,718	1,839	1,771	1,562
Estimated Value (in millions)	\$ 46	\$ 147	\$ 52	\$ 56	\$ 65	\$ 76	\$ 124	\$ 88	\$ 161	\$ 157

Sources:

- City of Lakewood Police Department.
- City of Lakewood Community and Economic Environment Department

**Assessed Value and Actual Value of Taxable Property  
Last Ten Fiscal Years**

Fiscal Year	Real Property	Personal Property	Total Taxable Assessed Valuation	Total Direct Tax Rate
2012	\$ 4,679,612,726	\$ 204,704,287	\$ 4,884,317,013	1.28
2013	4,212,809,774	208,123,283	4,420,933,057	1.44
2014	4,296,330,425	198,348,975	4,494,679,400	1.43
2015	4,546,242,514	201,989,100	4,748,231,614	1.38
2016	4,724,117,345	219,025,856	4,943,143,201	1.34
2017	5,189,383,162	221,031,681	5,410,414,843	1.24
2018	5,735,143,229	267,639,860	6,002,783,089	1.15
2019	6,576,257,802	353,487,584	6,929,745,386	1.03
2020	7,227,669,821	229,094,565	7,456,764,386	0.98
2021	7,879,106,822	232,091,807	8,111,198,629	0.91



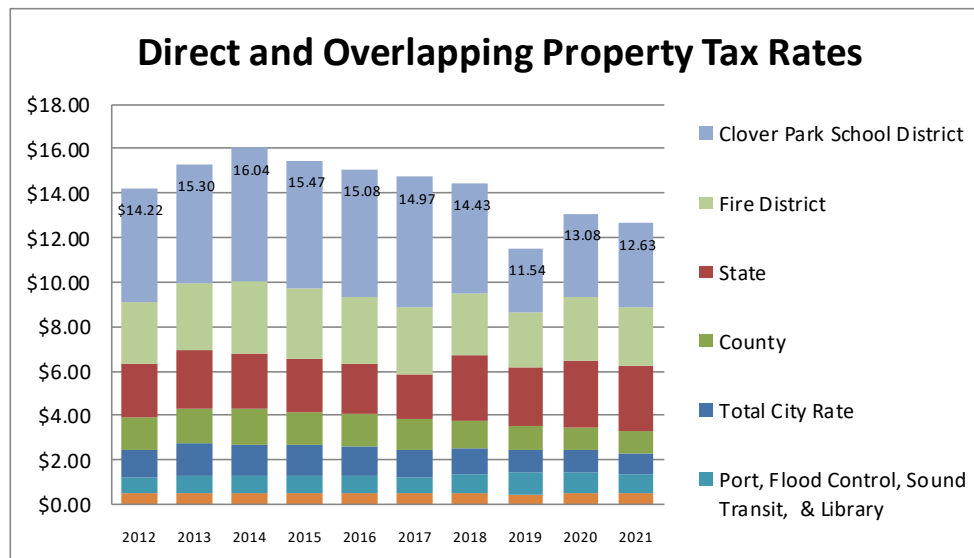
Note: Values are based on prior year assessed value for current year taxes.

**Source:**

Pierce County Assessor Treasurer

**Direct and Overlapping Property Tax Rates  
Last Ten Fiscal Years**

	Direct Rate		Overlapping Rates									Total Direct and Overlapping Rate
	City of Lakewood		State of Washington	Pierce County	Port of Tacoma	Flood Control	Sound Transit	Emergency Management Services	Clover Park School District	Lakewood Fire District		
2012	\$ 1.28	\$	2.41	\$ 1.42	\$ 0.18	-	-	\$ 0.50	\$ 5.11	\$0.50	\$ 2.82	\$ 14.22
2013	1.44		2.63	1.58	0.18	0.10	-	0.50	5.34	0.50	3.03	15.30
2014	1.43		2.53	1.56	0.18	0.10	-	0.50	5.98	0.50	3.26	16.04
2015	1.38		2.39	1.48	0.18	0.10	-	0.50	5.77	0.50	3.17	15.47
2016	1.34		2.23	1.43	0.18	0.10	-	0.50	5.71	0.50	3.08	15.08
2017	1.24		2.07	1.33	0.18	0.09	0.25	0.50	5.88	0.47	2.96	14.97
2018	1.15		2.91	1.23	0.18	0.08	0.23	0.48	4.96	0.43	2.78	14.43
2019	1.03		2.62	1.13	0.18	0.08	0.21	0.44	2.88	0.50	2.48	11.54
2020	0.98		3.01	1.05	0.18	0.10	0.20	0.50	3.78	0.47	2.81	13.08
2021	0.91		2.93	0.98	0.17	0.10	0.20	0.49	3.74	0.44	2.67	12.63



Note: Values are based on prior year assessed value for current year taxes.

**Source:**

Pierce County Assessor Treasurer

**Principal Property Taxpayers  
Current Year and Ten Years Ago**

Taxpayer	2021			2012		
	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value	Taxable Assessed Value	Rank	% of Total City Taxable Assessed Value
Northwest Building LLC	\$ 231,299,433	1	2.46%	\$ 88,963,086	1	1.82%
Seattle MSA Multifamily DST	112,688,400	2	1.20%	-	-	-
RPAI Lakewood LLC	73,722,500	3	0.79%	-	-	-
Lakewood Project LLC	58,556,700	4	0.62%	-	-	-
CLPF C&O Lakewood LLC	53,928,900	5	0.57%	-	-	-
Tacoma Gateway Lakewood LLC	49,450,600	6	0.53%	-	-	-
SP/BGO Beaumont Owner LLC	48,387,000	7	0.52%	-	-	-
IPT Lakewood Logistics Center II LLC	45,783,400	8	0.49%	-	-	-
Morningtree Park LLC	37,477,700	9	0.40%	-	-	-
LBA OR Development-Company II LLC	35,745,200	10	0.38%	-	-	-
Inland Western Lakewood LLC	-	-	-	52,133,900	2	1.07%
ERP Operating LP	-	-	-	51,950,500	3	1.06%
Lakha Properties-Lakewood TC LLC	-	-	-	22,439,500	4	0.46%
Wal-Mart Stores Inc #2403	-	-	-	21,459,600	5	0.44%
NetFlix Inc	-	-	-	20,918,816	6	0.43%
Beaumont Lakewood Associates LLC	-	-	-	20,218,900	7	0.41%
WIG Properties LLC-LKPL	-	-	-	18,994,500	8	0.39%
Puget Sound Energy/Gas	-	-	-	17,079,803	9	0.35%
Lowes of Lakewood #1081	-	-	-	16,611,344	10	0.34%
<b>TOTAL</b>	<b>\$ 747,039,833</b>		<b>7.96%</b>	<b>\$ 330,769,949</b>		<b>6.77%</b>

Note: Values are based on current year assessed value for following year taxes.

Total Assessed Value for 2021: \$ 9,388,375,496

Source:

Pierce County Assessor Treasurer

**Property Tax Levies and Collections  
Last Ten Fiscal Years**

Fiscal	Collected within the fiscal year of the levy			Total Collections to Date			Total Outstanding Delinquent Taxes	Ratio of Delinquent Taxes to Total Tax Levy
	Taxes Levied for the Fiscal Year*	Amount	Percentage of Levy	Collections in Subsequent Years**	Amount	Percentage of Levy		
2013	\$ 6,313,675	\$ 6,135,401	97.18%	\$ 178,257	\$6,313,659	100.00%	\$ 16	0.00%
2014	6,436,483	6,248,259	97.08%	188,206	6,436,466	100.00%	18	0.00%
2015	6,661,998	6,413,233	96.27%	248,766	6,661,998	100.00%	0	0.00%
2016	6,826,047	6,545,433	95.89%	280,511	6,825,945	100.00%	102	0.00%
2017	7,072,758	6,738,954	95.28%	333,348	7,072,302	99.99%	456	0.01%
2018	7,106,486	6,935,521	97.59%	169,510	7,105,032	99.98%	1,454	0.02%
2019	7,236,038	7,070,452	97.71%	135,456	7,205,908	99.58%	30,131	0.42%
2020	7,295,921	7,160,585	98.15%	74,033	7,234,618	99.16%	61,303	0.84%
2021	7,414,689	7,314,306	98.65%	-	7,314,306	98.65%	100,383	1.35%

\*Includes initial levy amount for the fiscal year and subsequent year certification adjustments.

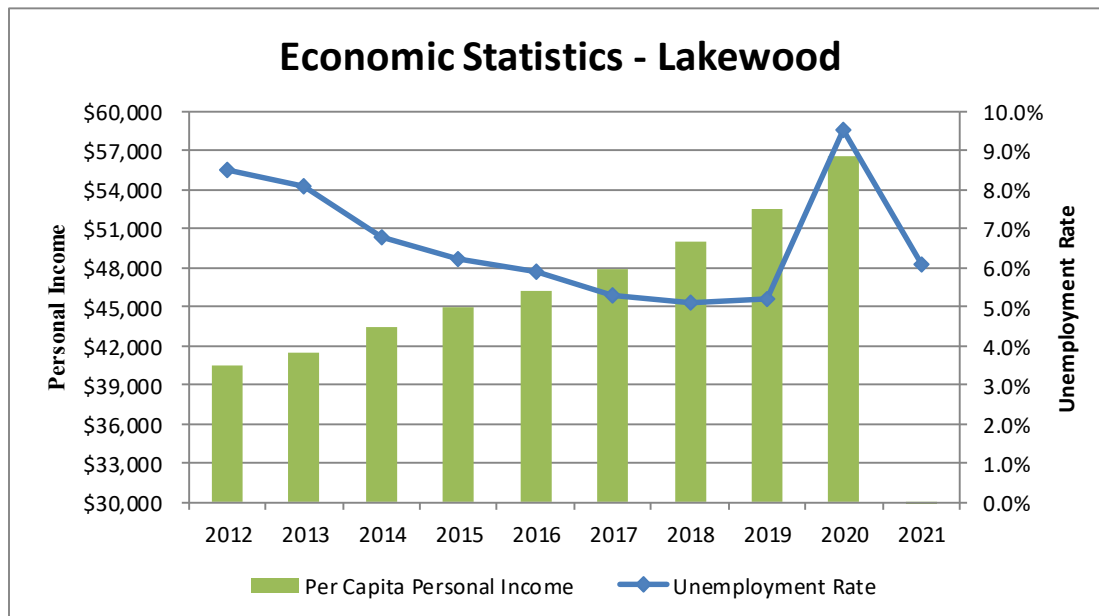
\*\*Amounts reported for current year are reported in the following year and adjusted for subsequent years' collection.

Source:

Pierce County Assessor Treasurer

**Demographic and Economic Statistics  
Last Ten Fiscal Years**

Fiscal Year	Lakewood Population <sup>(1)</sup>	Lakewood Personal Income (in thousands) <sup>(2)</sup>	Pierce County Per Capita Personal Income <sup>(3)</sup>	School Enrollment <sup>(4)</sup>	Median Household Income <sup>(5)</sup> (Pierce County)	Unemployment Rate <sup>(6)</sup>
2012	58,260	\$ 2,360,637	\$ 40,519	11,383	\$ 57,162	8.5%
2013	58,310	2,419,807	41,499	11,602	57,238	8.1%
2014	58,360	2,537,434	43,479	12,254	59,998	6.8%
2015	58,400	2,630,278	45,039	12,285	59,566	6.2%
2016	58,800	2,721,440	46,283	12,346	61,042	5.9%
2017	59,280	2,841,587	47,935	12,885	65,517	5.3%
2018	59,350	2,963,227	49,928	12,953	71,208	5.1%
2019	59,670	3,132,436	52,496	12,618	78,779	5.2%
2020	63,612	3,596,114	56,532	12,019	80,236	9.5%
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\*2012 Figures unavailable, used 2013 Figures

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Last Ten Fiscal Years**

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<b>Culture &amp; Recreation</b>										
Developed parks - acreage	77	80	80	80	82	82	82	82	82	82
Developed parks - number of parks	12	12	12	13	13	12	12	12	12	12
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Skateparks	2	2	2	2	2	2	2	2	2	2
Tennis courts - public	1	1	1	1	1	1	1	1	1	1
Baseball fields	9	9	9	9	9	9	9	9	9	9
Soccer fields	7	7	7	7	7	7	7	7	7	7
Picnic shelters	10	10	10	10	11	12	12	12	13	14
Community gardens	2	2	2	2	2	2	2	2	2	2
Senior Center	1	1	1	1	1	1	1	1	1	1

**Source:**

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- City of Lakewood Parks, Recreation, and Community Services Department.

**Operating Indicators by Function**  
**Last Ten Fiscal Years**

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
<b>SECURITY OF PERSONS &amp; PROPERTY</b>										
<b>Police Information</b>										
Offenses:										
Forcible Rape (including attempts)	38	30	34	58	55	67	38	59	34	29
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<b>ECONOMIC ENVIRONMENT</b>										
<b>Building Related Permits &amp; Values</b>										
Building Permits	1,392	1,927	1,339	1,336	1,207	1,540	1,718	1,839	1,771	1,562
Estimated Value (in millions)	\$ 46	\$ 147	\$ 52	\$ 56	\$ 65	\$ 76	\$ 124	\$ 88	\$ 161	\$ 157

Sources:

- City of Lakewood Police Department.
- City of Lakewood Community and Economic Environment Department

## Glossary of Budget Terms

The following are definitions for common terms found in budget summary statements, as well as an explanation of financial terms, found in this budget document.

Accounting System	The total set of records and procedures, which are used to record, classify, and report information on the financial status and operations of an entity.
Accrual Basis	Accrual basis of accounting is used in proprietary (enterprise and internal service) funds. Under it, transactions are recognized when they occur. Revenues are recognized when earned and expenses are recognized when incurred. "When" cash is received or disbursed is not a determining factor.
Adjusted Budget	The budget as revised through supplemental appropriations approved by Council during the year.
Allocation	To set aside or designate funds for specific purposes. An allocation does not authorize the expenditure of funds.
American Rescue Plan Act	The American Rescue Plan Act of 2021 is a \$1.9 trillion coronavirus rescue package designed to facilitate the United States' recovery from the devastating economic and health effects of the COVID-19 pandemic.
Appropriation	An authorization made by the City Council which permits officials to incur obligations against and to make expenditures of governmental resources.
Arbitrage	The excess of the yield on investments acquired with gross proceeds of a bond issue over the bond yield of the issue. This excess must be rebated to the United States Treasury, and is called arbitrage rebate.
Assessed Valuation	The estimated value placed upon real and personal property by the King County Assessor as the basis for levying property taxes.
Audit	<p>A systematic examination of resource utilization concluded in a written report. It is a test of management's internal accounting controls and is intended to:</p> <ul style="list-style-type: none"> <li>ascertain whether financial statement fairly present financial positions and results of operations;</li> <li>test whether transactions have been legally performed;</li> <li>identify areas for possible improvements in accounting practices and procedures;</li> <li>ascertain whether transactions have been recorded accurately and consistently;</li> <li>and ascertain the stewardship of officials responsible for governmental resources</li> </ul>
BARS	The State of Washington prescribed <u>Budgeting, Accounting, Reporting Systems</u> Manual for which compliance is required for all governmental entities in the State of Washington.

Balanced Budget	State law prescribes a balanced budget is total expenditures and other uses no to exceed total resources (current revenue plus beginning fund balance). The City of Lakewood's policy further requires that ongoing expenditures do not exceed ongoing revenues. A balanced budget for Lakewood must meet both conditions.
Base Budget	Ongoing expense for personnel, contractual services, and the replacement of supplies and minor equipment required to maintain service levels previously authorized by City Council.
Beginning Fund Balance	The resources that are unspent from the previous year and are available in the subsequent fiscal year for expenditures. Since these resources are typically available due to under expenditures in the previous year or unexpected revenues, it is prudent to not utilize these resources for ongoing operational expenditures.
Benefits	Employer contributions paid by the City as part of the conditions of employment. Examples include: health/dental insurance, state public employees retirement system, city retirement system, and employment security.
Biennial Budget	A budget applicable to a two-year fiscal period.
Bond (Debt Instrument)	A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.
Budget	A plan of financial operation embodying an estimate of expenditures for a given period and the proposed means of financing them (revenue estimates). The term is also sometimes used to denote the officially approved expenditure ceilings under which the City and its departments operate.
Budget Amendment	A change to a budget adopted in accordance with State law. A budget may be amended to increase expenditures/expenses at the fund level by ordinance without public notice or public hearing requirements, when unanticipated revenues occur or emergencies exist (RCW 35A.33.080 and 35A.33.120). The City Manager is authorized to make budget amendments between organizations of the same fund, as long as there is no change in the total budget for that fund.
Budget Calendar	The schedule of key dates or milestones which the City follows in the preparation and adoption of the budget.
Budgets and Budgetary Accounting	The City of Lakewood budgets its funds in accordance with Revised Code of Washington (RCW) 35A.33. In compliance with the Code, annual appropriations are adopted for the General, Special Revenue, Debt Service and Capital Projects Fund. Any unexpended appropriations lapse at the end of the fiscal year. For Governmental Funds, there is no substantial difference between budgetary basis and generally accepted accounting principles. Annual appropriated budgets are adopted at the fund level.
Budgetary Control	The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources.
Budget Document	The official written statement prepared by the budget office and supporting staff, which presents the proposed budget to the City Council.

Community Development Block Grant (CDBG)	Funding provided for the purpose of carrying out eligible community development and housing activities.
Capital	Expenditures made to acquire, reconstruct, or construct major fixed or capital assets. A fixed asset is a tangible object of a long-term character which will continue to be held or used, such as land, buildings, machinery, furniture, and other equipment. A capital asset must exceed \$5,000 in cost and have an expected useful life expectancy of 12 months. For purposes of this definition, a "fixed asset" includes a group of items purchased together that will be used "for a single purpose" and which could not be used effectively by themselves.
Capital Facilities Plan (CFP)	A capital facilities plan includes an inventory of existing facilities, a forecast of future needs, proposed locations, capacities for new or expanded facilities, and a financing plan. The financing plan outlines the costs, revenues and time schedules for each capital improvement project. In compliance with the Growth Management Act legislation within the State of Washington, the City is preparing such a plan.
Capital Improvement Program (CIP)	A plan for capital expenditures to be incurred each year over a period of five or more future years setting forth each capital project, identifying the expected beginning and ending date for each project, the amount to be expended in each year, and the method of financing those expenditures.
Certificates of Participation	A certificate of participation represents a divided share of a lease that is assigned or marketed to investors. These debt instruments typically represent general obligation debt but can also be issued by enterprises.
Certificate of Deposit	A negotiable or non-negotiable receipt for monies deposited in a bank or other financial institution for a specified period at a specified interest rate.
Comprehensive Plan	A general plan that outlines growth and land use for residential, commercial, industrial, and open space areas.
Consumer Price Index (CPI)	A statistical description of price levels provided by the United States Department of Labor. The index is used as a measure of change in the cost of living.
Contingency	A budgetary reserve set aside for emergencies or unforeseen expenditures for which no other budget exists.
Cost of Living Adjustment (COLA)	An increase in salaries to offset the adverse effect of inflation on compensation.
Councilmanic Bonds	Councilmanic bonds refer to bonds issued with the approval of the Council as opposed to voted bonds which must be approved by vote of the public. Councilmanic bonds must not exceed .75% of the assessed valuation.
Debt Service	Payment of interest and repayment of principal to holders of the City's debt instruments.
Deficit	<ol style="list-style-type: none"> <li>(1) The excess of an entity's liabilities over its assets (see Fund Balance)</li> <li>(2) The excess of expenditures or expenses over revenues during a single accounting period.</li> </ol>

Department	Basic organizational unit of City government responsible for carrying out a specific function.
Depreciation	(1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. (2) That portion of the cost of a capital asset which is charged as an expense during a particular period.
Division	A group of homogenous cost centers within a department.
Designated Fund Balance	Fund balance that is not legally restricted to a specific use, but is nonetheless planned to be used for a particular purpose. For example, the General Fund has a fund balance that is designated for contingency. There is no legal restriction on the use of this fund balance, but it is budgeted to provide financial stability.
Enterprise Fund	A fund type used to account for operations that are financed or operated in a manner similar to private business enterprise where the intent of the governing body is that costs or providing goods and services be recovered primarily through user charges.
Expenditures/ Expenses	Where accounts are kept on the modified accrual basis (expenditures) or accrual basis (expenses) of accounting, the cost of goods received or services rendered whether cash payments have been made or not. Where accounts are kept on a cash basis, expenditures are recognized only when the cash payments for the above purposes are made.
Fees	A general term used for any charge for services levied by government associated with providing a service, permitting an activity, or imposing a penalty. Major types of fees include business and non-business licenses and user charges.
Fiscal Year	A twelve (12) month period designated as the operating year by an entity. For Lakewood, the fiscal year is the same as the calendar year.
Full-Time Equivalent Position (FTE)	FTE is a measure of a position by its budgeted hours. For example, 1 FTE equals 2,080 hours and .75 FTE equals 1,566 hours.
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives. (See the fund divider pages for specific fund category definitions.)
Fund Balance	Difference between assets and liabilities (the equity) reported in governmental funds. Fund balances are classified as reserved or unreserved/undesignated.  Reserved funds: an account used to indicate that a portion of fund equity is legally restricted for a specific purpose.  Unreserved or undesignated funds: the funds remaining after reduction for reserved balances.  In addition, many of the special funds are themselves restricted as to use, depending on legal restrictions governing the levy of the funds they contain.

General Fund	This fund is supported by taxes, fees, and other revenues that may be used to pay the expense and liabilities of the City's general services and programs for citizens that are not separately accounted for in a special purpose fund.
General Obligation	Bonds for which the full faith and credit of the insuring government are pledged for Bonds payment.
Goal	A long-range statement of broad direction, purpose, or intent, based on the needs of the community.
Grant	A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from state and federal governments. Grants are typically made for specified purposes.
Growth Management Act (GMA)	Legislation enacted in 1990 by the State Legislature requiring that all jurisdictions in the larger counties adopt new comprehensive plans by the end of 1993. This was enacted due to the enormous growth experienced in the State and the lack of uniform guidance for related development. This Act further specified that all plans conform to a broad set of guidelines set out by the State and that they be compatible with the guidelines of both the parent county and neighboring jurisdictions. Eight specific elements, including concurrency, are required to be included in every Comprehensive plan. Concurrency requires that infrastructure be available at the same time as new development.
Infrastructure	The underlying foundation, especially the basic installations and facilities, on which the continuance and growth of a jurisdiction depends (e.g. streets, roads, water systems)
Indebtedness	The state of owing financial resources to other financial institutions and investors.
Interfund Services	Payments for services rendered made by one City department or fund to another. Internal Service Fund billings are included in the category. These billings, however, also include equity transfers to internal service funds in support of "first time" asset acquisitions.
Interfund Transfers	Contributions from one City fund to another in support of activities of the receiving fund. Loans are not included.
Intergovernmental Services	Services purchased from other government agencies and normally include types of services that only government agencies provide.
Internal Control	<p>A plan of organization for purchasing, accounting, and other financial activities, which, among other things, provides that:</p> <ul style="list-style-type: none"> <li>• The duties of employees are subdivided so that no single employee handles a financial action from beginning to end.</li> <li>• Proper authorizations from specific responsible officials are obtained before key steps in the processing of a transaction are completed.</li> <li>• Records and procedures are arranged appropriately to facilitate effective control.</li> </ul>
Internal Service Fund	Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost reimbursement basis.



Investment	Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or base payments.
Level of Service	Used generally to define the existing services, programs, and facilities provided by the government for its citizens. Level of service in any given activity may be increased, decreased, or remain the same, depending on the needs, alternatives, and available resources.
Levy	To impose a tax, special assessment or service charge for the support of government activities. The term most commonly refers to the real and personal property tax levy.
Levy Rate	The rate at which taxes, special assessments or service charges are imposed. For example, the real and personal property tax levy is the rate at which property is taxed per \$1,000 of assessed valuation. The rate is determined by calculating the ratio of the maximum amount of property tax revenue allowable under state law and the total assessed valuation within the taxing district.
Liability	Debt or other legal obligations arising out of transactions in the past which must be liquidated renewed or refunded at some future date.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Mitigation Fees	Fees paid by developers toward the cost of future improvements to City infrastructure, which improvements are required due to the additional demands generated by new development.
Modified Accrual Basis	Modified Accrual Basis of accounting is used in governmental fund types (general, special revenue, debt service, and capital project funds). Under it, revenues and other financial resource increments are recognized when they become both measurable and available to finance expenditures of the current period. Expenditures are generally recognized when they are incurred (bring forth a liability).
Net Interest Cost	This is the traditional method of calculating bids for new issues of municipal (NIC) securities. It is computed as either: (a) Dollar Cost: total scheduled coupon payments + bid discount (- bid premium), or (b) Interest Rate: total scheduled coupon payments + bid discount (- bid premium) divided by bond year dollars. Bond year dollars is the sum of the number of years each bond in an issue is scheduled to be outstanding multiplied by its par value.
Object	As used in expenditure classification, this term applies to the type of item purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personnel services, contractual services, and materials and supplies.
Objective	A specific measurable achievement that may be accomplished within a specific time frame.
Operating Budget	An operations plan, expressed in financial terms, whereby an operating program is funded for a single year. Per state law, operating budgets lapse at year-end.
Performance Measures	A performance measure is an indicator of the attainment of an objective. It is a specific quantitative measure of work performed or services provided within an activity or

	program, or it may be a quantitative measure of results obtained through a program or activity.
Personnel Services	Includes total wages and benefits.
Program Activity	A broad function or a group of similar or related services/activities having a common purpose.
Proposed Budget	The City Manager's recommended budget submitted to the City Council and Public in October of each year.
Proprietary Funds	Recipients of goods or services pay directly to these funds. Revenues are recorded at the time services are provided, and all expenses incurred in earnings and revenues are recorded in the same period. As a result, there is a direct cause and effect relationship between revenues and expenses in these funds.
Public Works Trust Fund Loans (PWTFL)	A state revolving loan fund that provides low interest loans to help local governments maintain or improve essential public works systems.
Rainy Day Reserve	The Rainy Day Reserves was established during the 2007/08 mid-biennium budget adjustment where Council authorized setting aside \$2 million of the General fund unallocated balance to be used to offset temporary declines in General Fund revenues due to an economic downturn.
RAISE Grants	A Rebuilding American Infrastructure with Sustainability and Equity (RAISE), or RAISE Discretionary Grant provide that provides a unique opportunity for the Department of Transportation to invest in road, rail, transit and port projects to achieve national objectives. Previously known as Better Utilizing Investments to Leverage Development (BUILD) and Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grants.
Real Estate Excise Tax (REET)	A tax levied on real estate sales and used for payment of debt and capital purposes.
Replacement Reserves	A portion of fund equity built up for specific assets for the purpose of purchasing the replacement of those assets.
Reserve	An account used to indicate that a portion of fund equity is legally restricted for a specific purpose.
Residual Equity Transfer	Non-recurring or non-routine interfund transfers of equity between funds.
Resources	Total dollars available for appropriations including estimated revenues, fund transfers, and beginning fund balances.
Retained Earnings	An equity account reflecting the accumulated earnings of a proprietary (internal service or enterprise) fund. In this budget document, the balance derived excludes asset depreciation expenditures. When depreciation is charged to user organizations, as in internal service funds, the cash balance remaining (ending retained earnings), therefore, represents the asset replacement reserve being accumulated.

Revenue	Income received by the City in support of a program of services to the community. It includes such items as property taxes, fees, user charges, grants, fines and forfeits, interest income and miscellaneous revenue.
Revenue Estimate	A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically a future fiscal year.
Salaries and Wages	Amounts paid for personal services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts. This category also includes overtime, temporary help, and car allowances.
Services and Charges	Services acquired from and fees/payments made to vendors. These include printing, publications, auditing, police protection, street maintenance, public health programs, office rent, telecommunications, and social welfare programs.
Special Revenue Funds	Funds that are dedicated for a specific purpose requiring an additional level of accountability and are collected in a separate account outside of the General Fund.
Standard Work Year	2,080 hours or 260 days is equivalent of one work year.
Strategic Plan	A plan outlining the goals and strategies the City will focus on over the next six years.
Subsidy	Financial assistance provided by one fund to another fund (e.g. General Fund subsidy of the Street Fund)
Supplemental Appropriation	An appropriation approved by Council after the initial budget adoption. Supplemental appropriations are approved by Council during the year.
Supplies	Items used to deliver services, such as office supplies, short-lived minor equipment with no material value, periodicals and books, and generic computer software.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include special assessments, fees, or charges for services.
Tax Rate	The amount of tax stated in terms of units per \$1,000 of assessed value of taxable property. The tax rate is the result of dividing the tax levied by the assessed value of the taxing district.
Transportation Improvement Program (TIP)	A comprehensive program used to identify specific transportation projects for improvement to enhance local, regional, state, and federal transportation systems.
Unreserved Fund Balance	The difference between fund assets and fund liabilities of governmental or similar trust funds that is available for general expenditures.
User Fees	The payment of a fee for direct receipt of a public service by the person benefiting from the service.
Yield	The rate earned on an investment based on the price paid for the investment, the interest earned during the period held, and the selling price or redemption value of the investment.

Acronym List	
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AA	Affirmative Action
AASHTO	American Association of State Highway and Transportation Officials
ACFR	Annual Comprehensive Financial Report
ACLU	American Civil Liberties Union
ADA	Americans with Disability Act
ADU	Accessory Dwelling Unit
A&E	Architecture and Engineering
AFIS	Automated Fingerprint Information System
AFSCME	American Federal, State, County, and Municipal Employees
AICP	American Institute of Certified Planners
AICPA	American Institute of Certified Public Accountants
AICUZ	Air Installation Compatible Use Zone
A/P	Accounts Payable
ALMD	American Lake Management District
APA	American Planning Association
APWA	American Public Works Association
A/R	Accounts Receivable
ARMA	Association of Records Managers and Administrators
ARPA	American Rescue Plan Act
ASCE	American Society of Civil Engineers
ASPA	American Society for Public Administration
AV	Assessed Valuation
AWC	Association of Washington Cities
BARS	Budgeting, Accounting, and Reporting System (State)
BHCT	Behavioral Health Contact Team
BLS	Business License System
BRE	Business Retention & Expansion
CARES	Coronavirus Aid, Relief, and Economic Security Act
CC	City Council
CDBG	Community Development Block Grant
CED	Community & Economic Development (City Department)
CERT	Comprehensive Emergency Response Program
CFP	Capital Facilities Plan / City Facilities Preferred Plan
CIP	Capital Improvement Program/City Improvement Plan
CIU	Criminal Investigations Unit (of the City's Police Department)
CLRP	Comprehensive Long Range Plan
CLUP	Comprehensive Land Use Plan
CJTC	Criminal Justice Training Commission
CM	City Manager
CMC	Certified Municipal Clerk
COL	City of Lakewood
COP	Certificate of Participation
COVID	Coronavirus (COVID-19)

CPI	Consumer Price Index
CPSD	Clover Park School District
CPTED	Crime Prevention Through Environmental Design
CRF	Coronavirus Relief Funds
CSO	Community Service Officer (Police Department)
CSRT	Community Safety Resource Team (Police Department)
CTR	Commute Trip Reduction
DARE	Drug Awareness Resistance Education (Police Department)
DEA	Drug Enforcement Agency
DEI	Diversity, Equity & Inclusion
DOC	Department of Corrections
DOD	Department of Defense
DOE	Department of Energy (U.S.)
DOL	Department of Labor (U.S.)
DOJ	Department of Justice
DMS	Document Management System
DP	Data Processing
DRS	Department of Retirement Systems
DS	Determination of Significance
DV	Domestic Violence
ECC	Emergency Coordination Center
EDB	Economic Development Board
EDC	Economic Development Council
EDCPC	Economic Development Council Pierce County
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EHM	Electronic Home Monitoring
EIS	Environmental Impact Statement
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
ESA	Endangered Species Act
FAA	Federal Aviation Administration
FAUS	Federal Aid to Urban Systems
FBI	Federal Bureau of Investigations
FCC	Federal Communication Commission
FEMA	Federal Emergency Management Act
FHWA	Federal Highway Administration
FIRE	Finance, Insurance and Real Estate
FLSA	Fair Labor Standards Act
FSP	Fort Steilacoom Park
FTA	Federal Transit Administration
FTE	Full Time Equivalent Employee
FTP	File Transfer Protocol
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association (of US & Canada)

GIS	Geographical Information System
GMA	Growth Management Act (of 1990)
GMMC	Growth Management Coordination Committee
GO	General Obligation - as in - "GO Bond"
HCT	Highway Capacity Transit
HOA	Home Owners Association
HOV	High Occupancy Vehicle
HR	Human Resources (City Division)
HRIS	Human Resource Information System
HS	Human Services (City Division)
HUD	Department of Housing & Urban Development (Federal)
IAC	Interagency Committee (Grant for Outdoor Recreation)
IAPMO	International Association of Plumbing & Mechanical Officials
ICBO	International Conference of Building Officials
ICC	International Code Council
ICMA	Institute of Certified Management Accountants
ICMA	International City Management Association
ICS	Incident Command System
IIMC	International Institute of Municipal Clerks
IFTE	Institute for Transportation and the Environment
ILA	Interlocal Agreement
INPRA	International Northwest Parks and Recreation Association
INS	Immigration and Naturalization Service
IPD	Implicit Price Deflator
IPMA	International Personnel Management Association
IRS	Internal Revenue Service
ISTEA	Intermodal Surface Transportation Efficiency Act (12/91)
IT	Information Technology
JBLM	Joint Base Lewis McChord
JLARC	Joint Legislative Audit and Review Committee
JLUS	Joint Land Use Study
LAAPAC	Lakewood African American Police Advisory Committee
LASA	Living Access Support Alliance
LEOFF	Law Enforcement Officers and Firefighters Retirement System
LG	Legal (City Department)
LGIP	Local Government Investment Pool
LID	Local Improvement District
LIFT	Local Infrastructure Financing Tool
LMC	Lakewood Multicultural Coalition (Non-Profit Organization)
LMC	Lakewood Municipal Code
LPIG	Lakewood Police Independent Guild
LPMG	Lakewood Police Management Guild
LOCAL	Local Option Capital Asset Lending
LOS	Level of Service
LTAC	Lodging Tax Advisory Committee
LTGO	Limited Tax General Obligation

M&O	Maintenance and Operations
MC	Municipal Court
MFTE	Multi-Family Tax Exemption
MHP	Mental Health Professional
MRSC	Municipal Research and Services Center (of Washington)
MVET	Motor Vehicle Excise Tax
NCZ	North Clear Zone
NHRMA	National Human Resources Managers Association
NIC	Net Interest Cost
NIGP	National Institute of Government Purchasing
NIMS	National Incident Management Systems
NLC	National League of Cities
NOFA	Notice of Fund Availability
NPDES	National Pollutant Discharge Elimination System
NPELRA	National Public Employer Labor Relations Association
NRPA	National Recreation Park Association
NSP	Neighborhood Stabilization Program
NTSP	Neighborhood Traffic Safety Program
O&M	Operations and Maintenance
OEА	Office of Economic Adjustment
OLDCC	Office of Local Defense Communities Cooperation
OMB	Office of Management & Budget (Federal)
OPD	Office of Public Defense
PAA	Potential Annexation Area
PAFR	Popular Annual Financial Report
PALS	Pedestrian Accident Locations
PCHA	Pierce County Housing Authority
PCLS	Pierce County Library System
PD	Police Department
PHA	Public Housing Authority
PMS	Pavement Management System
PO	Purchase Order
PRA	Public Records Act
PRCS	Parks Recreation and Community Services (City Department)
PRIMA	Public Risk/Insurance Management Association
PSFOA	Puget Sound Finance Officers Association
PSRC	Puget Sound Regional Council
PSS	Professional Standards Section (of the City's Police Department)
PWE	Public Works Engineering (City Department)
PWTFL	Public Works Trust Fund Loan
QFR	Quarterly Financial Report
RCW	Revised Code of Washington
R/D	Retention/Detention
REET	Real Estate Excise Tax
REPI	Readiness and Environmental Protection Integration
RFB	Request for Bid

RFP	Request for Proposal
RFQ	Request for Qualifications
RHSP	Rental Housing Safety Program
ROW	Right-of-Way
RTA	Regional Transit Authority
SAO	State Auditor's Office
SCA	Sound Cities Association
SCATBD	South County Area Transportation Board
SEPA	State Environment Policy Act
SOP	Standard Operating Procedure
SOV	Single Occupancy Vehicle
SOW	Statement of Work
SRT	Special Response Team
SS911	South Sound 911
SST	Streamlined Sales Tax
SWM	Surface Water Management
SSHA <sup>3</sup> P	South Sound Housing Affordability Partnership
SSMCP	South Sound Military Communities Partnership
TBD	Transportation Benefit District
TCU	Transportation, Communications, Utilities
TIA	Transportation Improvement Account
TIB	Transportation Improvement Board
TIC	True Interest Cost
TIGER	Transportation Investment Generating Economic Recovery
TIP	Transportation Improvement Plan
UATA	Urban Arterial Trust Account
UAB	Urban Arterial Board
UBC	Uniform Building Code
UCADB	Uniform Code for Abatement of Dangerous Buildings
UEC	Uniform Electrical Code
UFC	Uniform Fire Code
UGB	Urban Growth Boundary
UHC	Uniform Housing Code
ULI	Urban Land Institute
UMC	Uniform Mechanical Code
UPC	Uniform Plumbing Code
USAF	United States Air Force
USDA	United States Department of Agriculture
USDOT	United States Department of Transportation
USSSA	United States Slow-Pitch Softball Association
VA	Veterans Administration
VLF	Vehicle License Fee
VMT	Vehicle Miles Traveled
VPN	Virtual Private Network
VRM	Vehicle Radio Modem
W-2	Earnings Statement (IRS)



W-4	Withholding Statement (IRS)
W-9	Request for Taxpayer Federal Identification Number (IRS)
WABO	Washington Association of Building Officials
WAC	Washington Administrative Code
WACE	Washington Association of Code Enforcement
WAPELRA	Washington Public Employer Labor Relations Association
WASPC	Washington Association of Sheriffs and Police Chiefs
WATPA	Washington Auto Theft Prevention Authority
WCIA	Washington Cities Insurance Authority
WCMA	Washington Cities Managers Association
WEDA	Washington Economic Development Council
WFOA	Washington Finance Officers Association
WMBE	Woman/Minority Business Enterprise
WMCA	Washington Municipal Clerks Association
WPFR	West Pierce Fire and Rescue
WPTA	Washington Public Treasurers Association
WRPA	Washington Recreation and Parks Association
WSAO	Washington State Auditor's Office
WSAMA	Washington State Association of Municipal Attorneys
WSBA	Washington State Bar Association
WSDOE	Washington State Department of Ecology
WSDOT	Washington State Department of Transportation
WSH	Western State Hospital
WSRA	Washington State Recycling Association