



**LAKEWOOD CITY COUNCIL
SPECIAL MEETING AGENDA**
Wednesday, October 14, 2026
6:00 P.M.
City of Lakewood
6000 Main Street SW
Lakewood, WA 98499

Residents can virtually attend City Council meetings by watching them live on the city's YouTube channel:
<https://www.youtube.com/user/cityoflakewoodwa>

Those who do not have access to YouTube can participate via Zoom by either visiting <https://us02web.zoom.us/j/86872632373> or calling by telephone: Dial +1(253) 215- 8782 and enter participant ID: 868 7263 2373.

Page No. 1

CALL TO ORDER

ROLL CALL

ITEMS FOR DISCUSSION

Department Presentations of the 2027-2028 Proposed Biennial Budget.

- Municipal Court
- Human Resources
- Planning and Public Works
- Administrative Services

ADJOURNMENT

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

<http://www.cityoflakewood.us>



TO: MAYOR, DEPUTY MAYOR, AND COUNCIL

FROM: DOUG RUSSELL, CITY MANAGER

MEETING DATE: OCTOBER 14, 2026

SUBJECT: DEPARTMENT BUDGET PRESENTATIONS

ATTACHMENTS: DEPARTMENT BUDGETS AND PRESENTATIONS

Summary

On Wednesday, October 14, we will review the initial department budgets for the 2027-28 Biennial period.

These reports will provide the initial introduction to the proposed budget for the respective departments, highlighting the activities of the departments and respective changes from the previous year.

October 14 presentations:

Municipal Court
Human Resources
Planning and Public Works
Administrative Services

A further review of the budget is scheduled for November 9 with scheduled adoption on November 16.

City of Lakewood 2027/2028 Budget

Municipal Court



Department Functions by Criteria

- Legally Mandated

- Adjudication of misdemeanor and gross misdemeanor offenses committed by adults
- Adjudication of issued traffic infractions
- Adjudication of violations of City ordinances and codes
- Compliance with applicable Washington State Court Rules

- Important

- Provide Veterans Treatment Court for eligible military veterans
- Provide Community Court for eligible individuals
- Video hearings for inmates housed in respective facilities
- Scheduling of court certified interpreters
- Issuance of no-contact orders
- Monitoring of court ordered treatment
- Work Crew sentences
- Probations services for Lakewood and contracted jurisdictions
- Reporting applicable determinations to partnering agencies



2025 / 2026 Accomplishments

- Enhance electronic forms via O-Court workflow system
- Awarded grant funding for Veterans and Community Court
- Secured interagency cooperation for virtual court appearances
- Re-established Work Crew program
- Reinstigated public defender screening process
- Awarded grant funding for court security screening
- Graduated 13 participants in Veterans Treatment Court
- Graduated 10 participants in Community Court Program



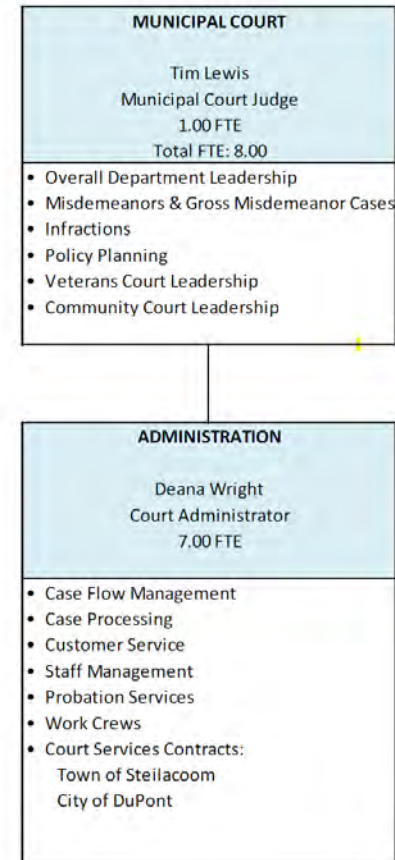
2027 / 2028 Anticipated Key Projects

- Convert Lakewood Municipal Court systems to statewide case management system
- Collaborate with Lakewood, DuPont, and Steilacoom Police Departments to implement National Model Traffic and Criminal Software
- Secure replacement trailer for Court's Work Crew program



Org Chart and Position Inventory

Position Title	FTE	2027			2028		
		Salary	Benefits	Total	Salary	Benefits	Total
Municipal Court Judge	1.00	\$ 216,480	\$ 63,653	\$ 280,133	\$ 229,032	\$ 67,808	\$ 296,840
Court Administrator	1.00	149,328	40,853	190,181	157,968	43,537	201,505
Lead Court Clerk	1.00	95,712	50,116	145,828	95,712	54,380	150,092
Court Compliance Officer	1.00	102,576	32,934	135,510	102,576	34,522	137,098
Court Compliance Officer	1.00	87,570	36,804	124,374	89,304	39,427	128,731
Court Clerk	1.00	78,552	27,872	106,424	78,552	29,459	108,011
Court Clerk	1.00	78,552	39,219	117,771	78,552	42,206	120,758
Court Clerk	1.00	72,765	32,527	105,292	74,229	34,334	108,563
Other Pay:							
Overtime - Court Staff		2,000	-	2,000	2,000	-	2,000
Overtime - Security & Transport		14,000	-	14,000	14,000	-	14,000
Pro-Tem Judge		18,100	-	18,100	18,100	-	18,100
	8.00	\$ 915,635	\$ 323,978	\$ 1,239,613	\$ 940,025	\$ 345,673	\$ 1,285,698



Financial Info

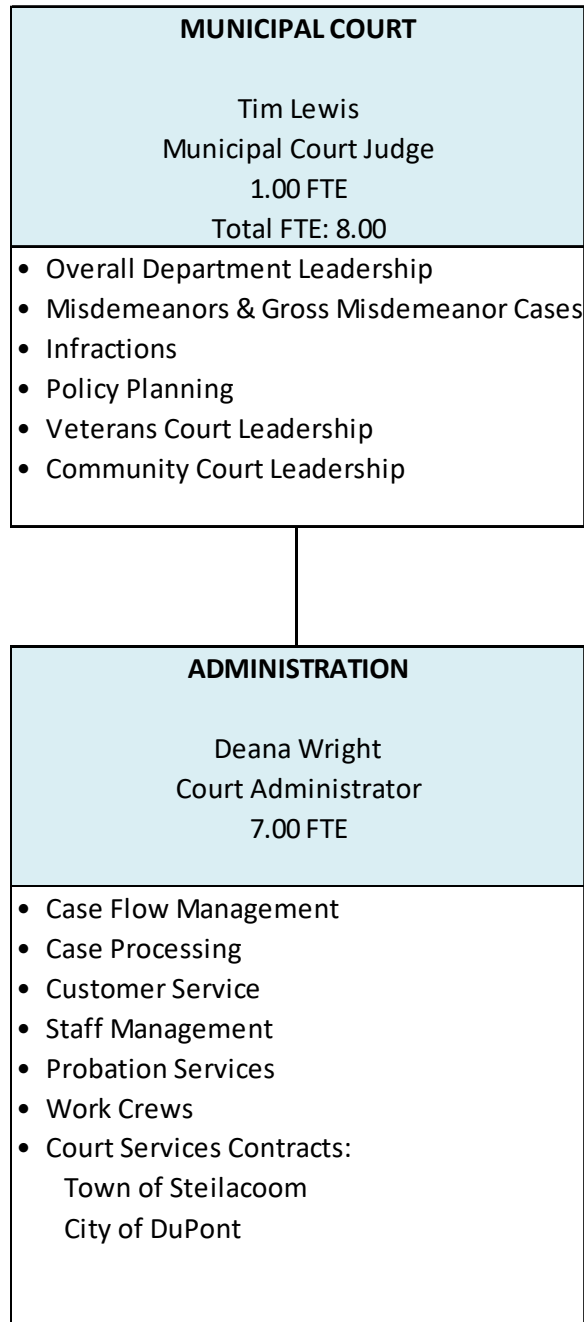
Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	847,455	786,804	812,921	812,921	812,921	915,635	940,025	102,714	12.6%
2XX	Benefits	310,329	292,859	325,015	325,015	325,015	323,978	345,675	(1,037)	-0.3%
3XX	Supplies	6,159	9,143	6,150	6,150	6,150	6,150	6,150	-	0.0%
4XX	Services & Charges	115,173	95,854	58,480	58,480	58,480	59,050	59,050	570	1.0%
9XX	Interfund Charges	268,221	268,213	374,973	400,020	388,655	395,107	416,482	(4,913)	-1.2%
	Subtotal Operating Exp	\$ 1,547,336	\$ 1,452,873	\$ 1,577,539	\$ 1,602,586	\$ 1,591,221	\$ 1,699,920	\$ 1,767,382	\$ 97,334	6.1%
Capital & 1-Time Funded:										
1/2XX	Personnel	44,230	108,911	-	91,190	91,190	-	-	(91,190)	-100.0%
3XX	Supplies	498	397	-	187	187	-	-	(187)	-100.0%
4XX	Services & Charges	102,564	103,023	-	142,380	142,380	-	-	(142,380)	-100.0%
9XX	Interfund Charges	75,744	19,113	10,584	69,062	51,887	21,298	8,846	(47,764)	-69.2%
	Subtotal One-time Exp	\$ 223,036	\$ 231,444	\$ 10,584	\$ 302,819	\$ 285,644	\$ 21,298	\$ 8,846	\$ (281,521)	-93.0%
Total Expenditures		\$ 1,770,372	\$ 1,684,317	\$ 1,588,122	\$ 1,905,405	\$ 1,876,865	\$ 1,721,218	\$ 1,776,228	\$ (184,187)	-9.7%



Service / Program Changes

- Only change from previous year outside of personnel costs is a minor increase in membership dues





MUNICIPAL COURT

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

Goal 2: Public Safety

- Focus on Community Engagement to increase Community Based Policing
 - The Court promotes open communication with community groups to encourage partnerships. We have made presentations to groups such as Rotary Club and the Kiwanis Club to foster community awareness of public safety and community justice issues.
 - The Court regularly participates in the Citizen's Police Academy in an effort to educate Lakewood citizens about Court functions and justice issues in the community.
- Reduce Crime and Fear of Victimization/Other Public Safety Goals
 - In addition to traditional court functions, Lakewood Municipal Court offers 2 grant funded Therapeutic Court models: Veterans Treatment Court and Community Court. These courts offer an alternative to traditional court with a focus on underlying treatment needs of court participants. Lakewood Municipal Court Probation is instrumental in the implementation of our court compliance efforts in both our traditional and Therapeutic Court models.
 - By linking defendants with the services, they need, both Veterans Treatment Court and Community Court break the cycle of "revolving door" crime (individuals who cycle in and out of the justice system).

Lakewood Municipal Court works in partnership with local housing resources such as Housing Justice Project, Tacoma Housing Authority, Transitional Housing, Coordinated Entry and 211. This partnership helps to alleviate the immediate need for housing that many court participant's experience.

Lakewood Municipal Court addresses the growing community need for Domestic Violence education by offering a lower cost yet highly effective program called Domestic Violence Moral Recantation (DVMRT) led by Officer Lomeli and Darrell Knoedler. This is a peer group led by Lakewood Municipal Court Probation, and it has proven highly effective in reducing domestic violence recidivism.

Community Court's Case Manager gives one on one attention to Community Court Participants and helps them directly or links them to services such as parenting classes, resume assistance, TANF/food stamps, transportation and tutoring assistance. Alcohol and Drug abuse treatment as well as Anger Management are addressed.

- Reduce Traffic Collisions to Create Safer Communities
 - Lakewood Municipal Court offers multiple traffic calendars monthly to include contested and mitigation hearings. Photo violations are also addressed in Lakewood Municipal Court.

City Council Commitments

- Commitment to diversity, equity, inclusion and belonging

MUNICIPAL COURT

Department Functions by Criteria

Legally Mandated

These are functions and services required by federal, state, or local law, regulation, or other legal requirements. This tier represents the baseline level of service the City is obligated to provide, regardless of budget cycle or policy priorities.

- Adjudication of misdemeanor and gross misdemeanor offenses committed by adults. RCW 39.34.180.
- Adjudication of violations of City ordinances and code. RCW 3.50.
- Adjudication of civil infraction cases. RCW 3.50.
- Compliance with all applicable Washington State Court Rules.
- Compliance with GR 31 (Court's version of PRA).

Important

These are functions and services that, while not legally required, are important to the effective operation of the City and the well-being of the community. They support essential organizational, operational, public, or community needs and contribute significantly to the City's ability to achieve its goals and maintain service levels.

- Provide Veterans Treatment Court for eligible military veterans.
- Provide Community Court for qualifying individuals.
- Video hearings for inmates at Pierce County Jail, Nisqually Jail, and the Washington State Department of Corrections, avoiding transport costs and security concerns.
- Alternative sentencing for non-violent offenders.
- Scheduling of court certified language interpreters.
- Regular evaluation of staffing needs.
- Issuance of no-contact orders.
- Issuance of firearm surrender orders.
- Issuance of arrest warrants as necessary.
- Jail sentences in appropriate cases.
- Bail in appropriate cases per Court Rule.
- Suspension of driver's licenses.
- Requirement and monitoring of court ordered treatment.
- Requirement of ignition interlock devices on motor vehicles when appropriate.
- Work crew sentences to improve public facilities, hold offenders accountable, and provide direct benefit to the community.
- Probation services for Lakewood and all contracted jurisdictions.
- Photo Enforcement.
- Code Enforcement.
- Screening for appointments of public defenders for qualifying criminal defendants.
- Community visibility and engagement within the confines of judicial ethics.
- Reporting of applicable determinations to partner agencies (e.g. the reporting of the issuance of a domestic violence no-contact order to South Sound 911; the reporting of a DUI conviction to the Department of Licensing; et cetera).

MUNICIPAL COURT

2025/2026 Accomplishments

- Further enhanced electronic forms via O-Court workflow system.
- Processed 30,000+ photo enforcement infractions
- Wrote off over \$2.5m in stale accounts deemed uncollectable over 10 years as authorized by state law.
- Awarded grant funding from the Administrative Office of Courts (AOC) for continuation of Veterans Treatment Court and Community Court.
- Attended national All Rise Therapeutic Courts conference via grant funding to ensure continued best practices in the court's therapeutic court programs.
- Cross-trained court specialist staff for broader coverage and greater efficiency.
- Secured interagency cooperation with the Pierce County Jail for virtual court appearances of in-custody criminal defendants to essentially eliminate the need to transport inmates to and from Lakewood Municipal Court for scheduled hearings.
- Coordinated with the State *Blake* Refund Bureau to complete processing of legal financial obligations for past Municipal Court cases affected by *State v. Blake* decision.
- Established Court's domestic violence moral reconnection therapy (DV-MRT) program for domestic violence involved defendants.
- Re-established work crew program as an additional alternative to confinement for qualifying defendants to improve public facilities and provide a direct benefit to the community while holding offenders accountable.
- Reinstated public defender screening process to comply with RCW 10.101, including appointment with contribution via promissory note.
- Procured grant funding from the Foundation for Washington State Courts to offset cost to the City of replacing the court's security screening metal detector and x-ray devices.
- Initiated pretrial supervision by Court Probation of higher risk criminal defendants with charges pending before the court.
- Graduated 13 participants in Veterans Treatment Court program and 10 participants in Community Court program.

MUNICIPAL COURT

2027/2028 Anticipated Key projects

- Convert Lakewood Municipal Court systems to new statewide cloud-based case management system: Enterprise Justice. Scheduled to commence in May 2027.
- Collaborate with Lakewood, DuPont, and Steilacoom Police Departments to implement the National Model Traffic and Criminal Software (TraCS) and replace the current SECTOR system for the issuance and filing of all officer issued traffic citations, crash reports, DUI packets, and tow forms. Scheduled to commence in June 2027.
- Secure a replacement utility trailer for use by the court's Work Crew program to safely transport work equipment to sites throughout Lakewood and DuPont.
- Improve court visibility and outreach to community members and organizations.
- Continue to expand therapeutic court programs as an alternative to traditional adjudication of criminal cases for appropriate, qualifying defendants.

MUNICIPAL COURT

Service / Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2027		Year 2028	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Membership Dues	Increase dues for Judge's Association & Managers' Association	-	-	\$ -	\$ 570	\$ -	\$ 570
Total		-	-	\$ -	\$ 570	\$ -	\$ 570

Position Inventory

Positions	Group	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed
				Original	Adjusted	Year-end		
Municipal Court Judge	Non-Rep	0.80	0.80	0.80	0.80	0.80	1.00	1.00
Court Administrator	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Compliance Officer	AFSCME	2.00	2.00	2.00	2.00	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	3.00	3.00	3.00	3.00	3.00	3.00
Total		8.80	7.80	7.80	7.80	7.80	8.00	8.00
<i>Change from prior year</i>		-	(1.00)	-	-	-	0.20	-

Position Title	FTE	2027			2028		
		Salary	Benefits	Total	Salary	Benefits	Total
Municipal Court Judge	1.00	\$ 216,480	\$ 63,653	\$ 280,133	\$ 229,032	\$ 67,808	\$ 296,840
Court Administrator	1.00	149,328	40,853	190,181	157,968	43,537	201,505
Lead Court Clerk	1.00	95,712	50,116	145,828	95,712	54,380	150,092
Court Compliance Officer	1.00	102,576	32,934	135,510	102,576	34,522	137,098
Court Compliance Officer	1.00	87,570	36,804	124,374	89,304	39,427	128,731
Court Clerk	1.00	78,552	27,872	106,424	78,552	29,459	108,011
Court Clerk	1.00	78,552	39,219	117,771	78,552	42,206	120,758
Court Clerk	1.00	72,765	32,527	105,292	74,229	34,334	108,563
Other Pay:							
Overtime - Court Staff		2,000	-	2,000	2,000	-	2,000
Overtime - Security & Transport		14,000	-	14,000	14,000	-	14,000
Pro-Tem Judge		18,100	-	18,100	18,100	-	18,100
	8.00	\$ 915,635	\$ 323,978	\$ 1,239,613	\$ 940,025	\$ 345,673	\$ 1,285,698

Performance Measures

Performance Measures	Target	2026 YTD		Previous Year Ends				
		Q1	Q2	2025	2024	2023	2022	2021
# of community group road tours	8	3	6	13	15	14	12	15
Cost saved from reduced number of court transports	\$35,000	\$5,170	\$5,683	\$29,237	\$73,278	\$103,218	\$21,249	\$30,516
Number of Veteran's Court participants	18	7	6	5	8	10	7	29

Informational Measures	Historic Average	2025 YTD		Previous Year Ends				
		Q1	Q2	2025	2024	2023	2022	2021
# of work crew hours performed in lieu of jail	1,048			216	120	232	408	568
Cost saved by using alternative sentencing	\$47,406	\$8,288		\$35,714	\$111,290	\$85,302	\$83,048	\$30,426
Number of Veteran's Court graduates	5	0	2	5	4	1	2	7

MUNICIPAL COURT

Purpose & Description

The Municipal Court is a court of limited jurisdiction that handles infractions, misdemeanors and gross misdemeanor offenses that occur in the City of Lakewood. The Municipal Court provides court services on a contract basis to the Town of Steilacoom and the City of DuPont. Municipal Court programs include: Veterans Treatment Court; Community Court, Municipal Court community presentations; electronic home monitoring (EHM); community service work crew program; probation; and court hearings via video for incarcerated defendants.

Goals/Objectives

- Dispense fair, equitable justice to deter crime and to safeguard the community.
- Utilize a therapeutic court model such as Veterans/Community Court in appropriate cases.
- Ensure compliance with laws set forth by the City, State, and Constitutions.
- Effectively monitor defendants to confirm compliance with court orders.
- Promote access to justice through partnerships, programming and education.
- Fiscal responsibility.

Financial Information

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	847,455	786,804	812,921	812,921	812,921	915,635	940,025	102,714	12.6%
2XX	Benefits	310,329	292,859	325,015	325,015	325,015	323,978	345,675	(1,037)	-0.3%
3XX	Supplies	6,159	9,143	6,150	6,150	6,150	6,150	6,150	-	0.0%
4XX	Services & Charges	115,173	95,854	58,480	58,480	58,480	59,050	59,050	570	1.0%
9XX	Interfund Charges	268,221	268,213	374,973	400,020	388,655	395,107	416,482	(4,913)	-1.2%
	Subtotal Operating Exp	\$ 1,547,336	\$ 1,452,873	\$ 1,577,539	\$ 1,602,586	\$ 1,591,221	\$ 1,699,920	\$ 1,767,382	\$ 97,334	6.1%
Capital & 1-Time Funded:										
1/2XX	Personnel	44,230	108,911	-	91,190	91,190	-	-	(91,190)	-100.0%
3XX	Supplies	498	397	-	187	187	-	-	(187)	-100.0%
4XX	Services & Charges	102,564	103,023	-	142,380	142,380	-	-	(142,380)	-100.0%
9XX	Interfund Charges	75,744	19,113	10,584	69,062	51,887	21,298	8,846	(47,764)	-69.2%
	Subtotal One-time Exp	\$ 223,036	\$ 231,444	\$ 10,584	\$ 302,819	\$ 285,644	\$ 21,298	\$ 8,846	\$ (281,521)	-93.0%
Total Expenditures		\$ 1,770,372	\$ 1,684,317	\$ 1,588,122	\$ 1,905,405	\$ 1,876,865	\$ 1,721,218	\$ 1,776,228	\$ (184,187)	-9.7%

MUNICIPAL COURT

Statistical Information – Filings & Hearings

Annual Totals	FILINGS			HEARINGS			Photo/Camera	
	Infractions	Criminal	Total	Infractions	Criminal	Total	Filings	Hearings
2025	4,808	2,169	6,977	2,106	11,289	13,395	18,890	849
Lakewood	2,992	1,993	4,985	1,223	10,605	11,828	13,441	426
University Place	4	12	16	3	104	107	-	-
Steilacoom	324	90	414	168	321	489	-	-
DuPont	1,488	74	1,562	712	259	971	5,449	423
2024	5,418	2,145	7,563	1,958	11,554	13,512	26,979	1,594
Lakewood	2,094	2,008	4,102	680	10,864	11,544	16,426	402
University Place	12	-	12	2	64	66	-	-
Steilacoom	440	92	532	139	398	537	-	-
DuPont	2,872	45	2,917	1,137	228	1,365	10,553	1,192
2023	4,261	1,646	5,907	1,606	10,967	12,573	27,044	714
Lakewood	1,623	1,528	3,151	574	10,051	10,625	17,473	340
University Place	4	-	4	5	156	161	-	-
Steilacoom	292	74	366	145	436	581	-	-
DuPont	2,342	44	2,386	882	324	1,206	9,571	374
2022	3,415	1,623	5,038	914	10,229	11,143	19,004	380
Lakewood	1,218	1,472	2,690	407	9,213	9,620	19,004	380
University Place	4	1	5	2	210	212	-	-
Steilacoom	1,252	100	1,352	296	476	772	-	-
DuPont	941	50	991	209	330	539	-	-
2021	2,600	1,576	4,176	1,201	8,713	9,914	20,982	351
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	-	-
2020	4,120	2,274	6,394	2,408	10,762	13,170	10,143	267
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	-	-
2019	7,638	3,050	10,688	2,710	14,346	17,056	16,644	298
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	-	-
2018	6,494	3,187	9,681	2,392	13,724	16,116	15,680	333
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	-	-
2017	7,910	3,097	11,007	2,615	13,055	15,670	14,413	364
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	-	-
2016	7,733	3,569	11,302	2,581	12,414	14,995	15,107	398
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	-	-
2015	10,453	4,197	14,650	4,806	12,322	17,128	10,761	368
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	-	-	-	-	-

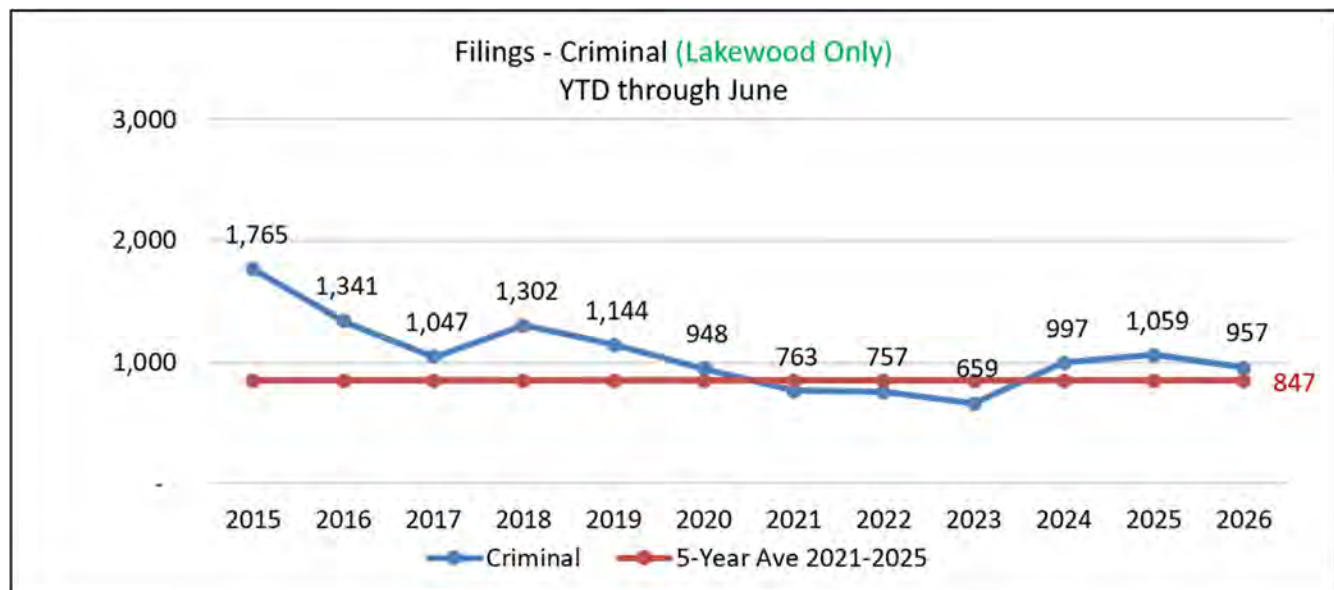
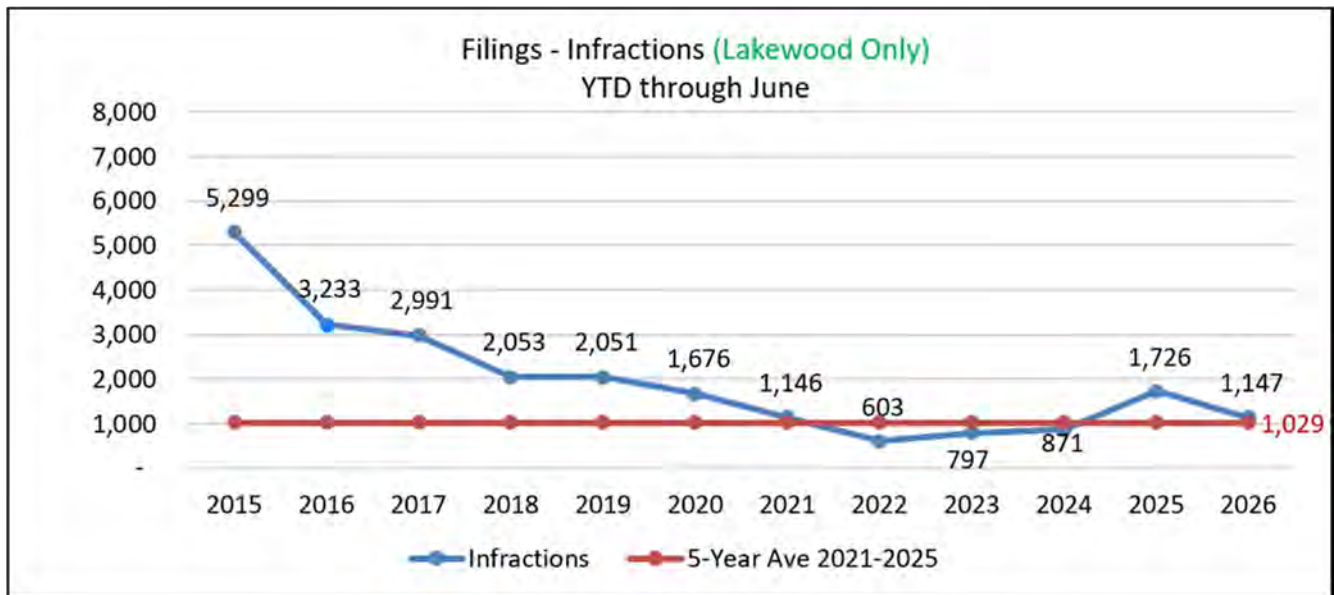
MUNICIPAL COURT

Statistical Information – Filings & Hearings (continued)

Annual Totals	FILINGS			HEARINGS			Photo/Camera	
	Infractions	Criminal	Total Filings	Infractions	Criminal	Total Hearings	Filings	Hearings
2026 YTD June	1,921	1,041	2,962	786	4,956	5,742	7,006	374
Lakewood	1,147	957	2,104	408	4,642	5,050	4,907	201
University Place	-	1	1	1	7	8	-	-
Steilacoom	53	38	91	22	136	158	-	-
DuPont	721	45	766	355	171	526	2,099	173
2025	2,692	1,139	3,831	1,088	5,926	7,014	9,518	447
Lakewood	1,726	1,059	2,785	593	5,580	6,173	6,846	234
University Place	4	-	4	-	34	34	-	-
Steilacoom	212	48	260	99	182	281	-	-
DuPont	750	32	782	396	130	526	2,672	213
2024	2,434	1,060	3,494	862	6,074	6,936	16,017	1,066
Lakewood	871	997	1,868	342	5,696	6,038	8,650	185
University Place	12	-	12	2	35	37	-	-
Steilacoom	200	38	238	53	227	280	-	-
DuPont	1,351	25	1,376	465	116	581	7,367	881
2023	1,989	708	2,697	747	4,919	5,666	10,214	224
Lakewood	797	659	1,456	244	4,498	4,742	9,749	224
University Place	4	-	4	4	81	85	-	-
Steilacoom	143	29	172	77	185	262	-	-
DuPont	1,045	20	1,065	422	155	577	465	-
2022	1,374	849	2,223	368	5,130	5,498	10,184	200
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	-	-
2021	1,552	875	2,427	797	4,490	5,287	10,331	112
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	-	-
2020	2,358	1,151	3,509	1,274	5,213	6,487	5,633	149
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	-	-
2019	2,972	1,397	4,369	1,252	7,328	8,580	7,986	171
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	-	-
2018	3,322	1,734	5,056	1,194	6,831	8,025	7,162	175
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	-	-
2017	4,383	1,486	5,869	1,318	6,653	7,971	7,264	198
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	-	-
2016	4,326	1,836	6,162	1,370	5,903	7,273	8,681	182
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	-	-
2015	6,454	2,235	8,689	2,556	6,200	8,756	5,458	185
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	-	-	-	-	-

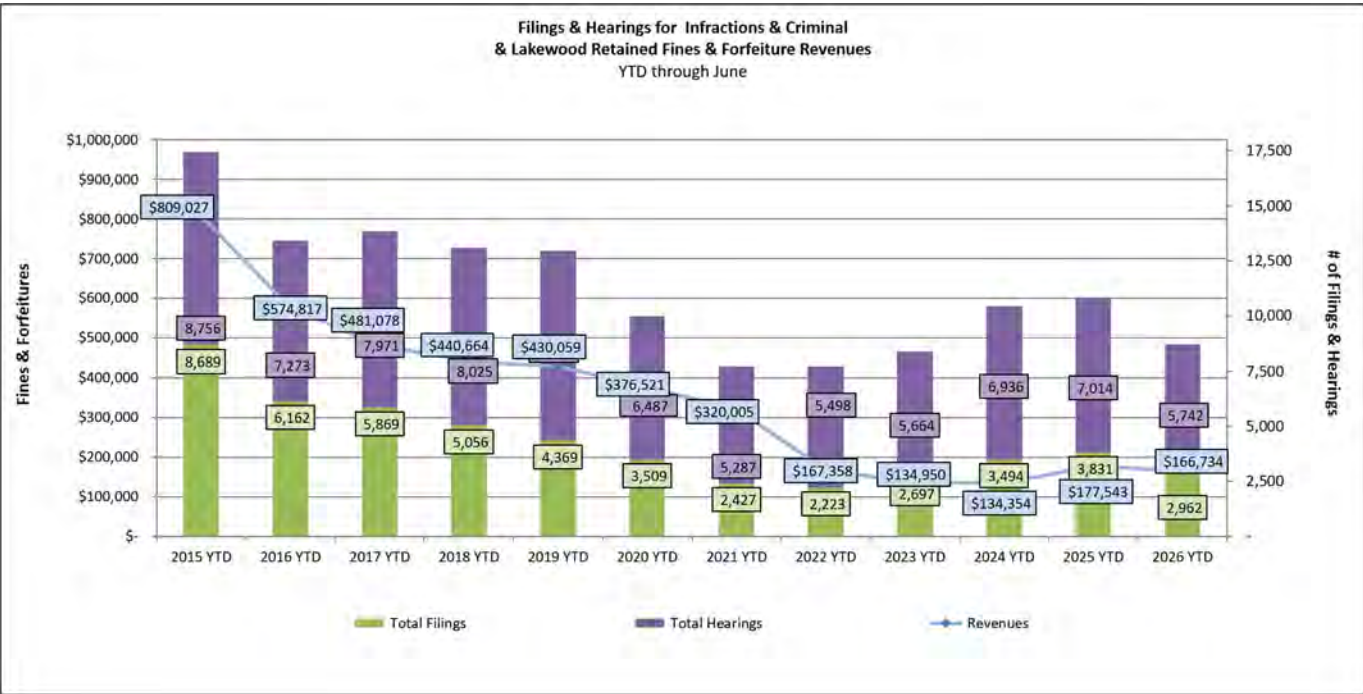
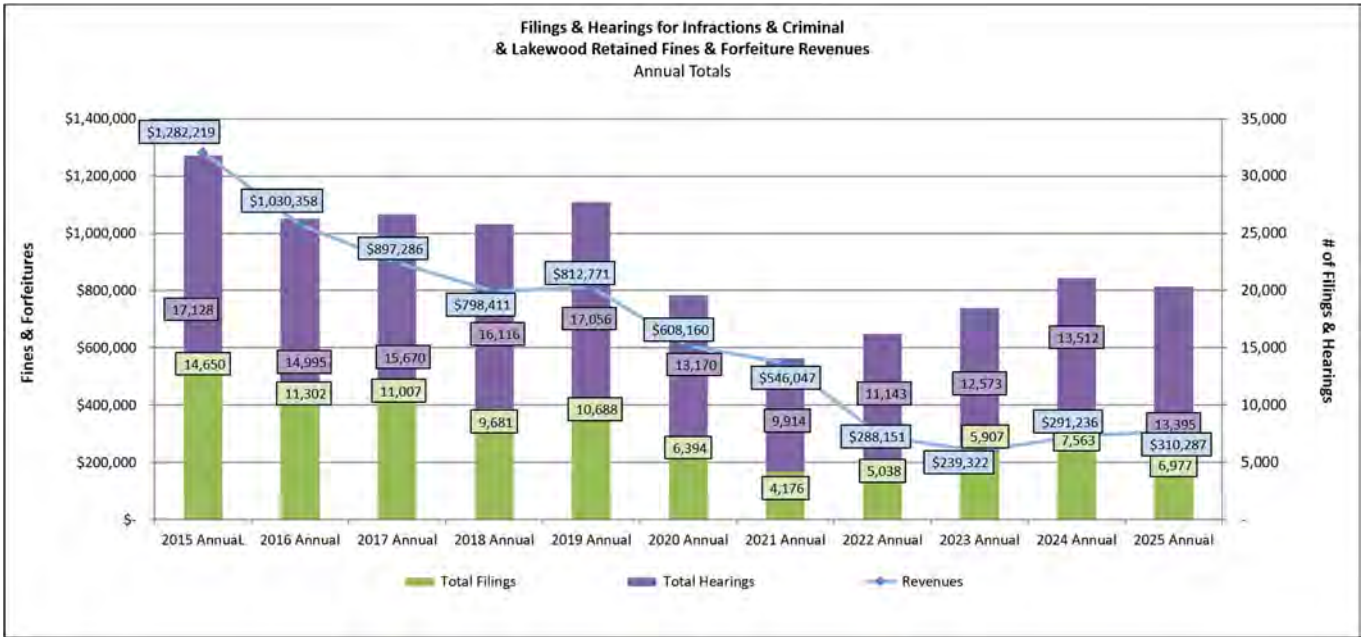
MUNICIPAL COURT

Statistical Information – Filings & Hearings (continued)



MUNICIPAL COURT

Statistical Information – Filings & Hearings (continued)



This page left intentionally blank.

Budget Detail Municipal Court

2027/2028 Budget Detail
Municipal Court
Ongoing Budget

		Year 2027	Year 2028
		\$99,300	\$99,300
001.0010000.02.5125110.511002.	Court Overtime	\$2,000	\$2,000
001.0000.02.512.50.11.002	<= Legacy BARS Account # for Reference		
Court Staff Overtime		\$2,000	\$2,000
001.0010000.02.5125110.511004.	Court Overtime - Security & Transport	\$14,000	\$14,000
001.0000.02.512.50.11.004	<= Legacy BARS Account # for Reference		
Court Security and Court Transport Costs		\$14,000	\$14,000
001.0010000.02.5125110.531001.	Office & Operating Supplies	\$3,000	\$3,000
001.0000.02.512.50.31.001	<= Legacy BARS Account # for Reference		
Judge and Court Office Supplies		\$3,000	\$3,000
001.0010000.02.5125110.541001.	Professional Services	\$2,500	\$2,500
001.0000.02.512.50.41.001	<= Legacy BARS Account # for Reference		
Jury Summons and Shredding Services		\$2,500	\$2,500
001.0010000.02.5125110.543002.	Lodging	\$1,500	\$1,500
001.0000.02.512.50.43.002	<= Legacy BARS Account # for Reference		
Administrative Office Of Courts		\$500	\$500
District Municipal Court Judges Assoc.		\$500	\$500
Judicial Conference		\$500	\$500
001.0010000.02.5125110.543004.	Conference meals	\$350	\$350
001.0000.02.512.50.43.004	<= Legacy BARS Account # for Reference		
Meals for conferences		\$350	\$350
001.0010000.02.5125110.549001.	Memberships & Dues	\$1,720	\$1,720
001.0000.02.512.50.49.001	<= Legacy BARS Account # for Reference		
District Municipal Court Judges Assoc.		\$1,000	\$1,000
District Municipal Court Managers Assoc.		\$150	\$150
Increase in Membership Dues		\$570	\$570
001.0010000.02.5125110.549003.	Registration	\$600	\$600
001.0000.02.512.50.49.003	<= Legacy BARS Account # for Reference		
Staff Training For Mandated Law Changes		\$600	\$600
001.0010000.02.5125110.549005.	Printing & Binding	\$150	\$150
001.0000.02.512.50.49.005	<= Legacy BARS Account # for Reference		
Printing & Binding		\$150	\$150
001.0010000.02.5125120.511012.	Pro-Tem Judge	\$18,100	\$18,100
001.0000.02.512.51.11.012	<= Legacy BARS Account # for Reference		
Pro-Tem Judge		\$18,100	\$18,100
001.0010000.02.5125120.549007.	Witness Fees	\$1,000	\$1,000
001.0000.02.512.51.49.007	<= Legacy BARS Account # for Reference		
Witness Fees		\$1,000	\$1,000
001.0010000.02.5125120.549008.	Jury Fees	\$2,000	\$2,000
001.0000.02.512.51.49.008	<= Legacy BARS Account # for Reference		
Fees Paid To Jurors		\$2,000	\$2,000

2027/2028 Budget Detail
Municipal Court
Ongoing Budget

		Year 2027	Year 2028
		\$99,300	\$99,300
001.0010000.02.5125120.549009.	Interpreter Fees	\$33,900	\$33,900
001.0000.02.512.51.49.009	<= Legacy BARS Account # for Reference		
Payments To Interpreters Required For Court		\$33,900	\$33,900
001.0010000.02.5233000.531001.	Office & Operating Supplies	\$1,000	\$1,000
001.0000.02.523.30.31.001	<= Legacy BARS Account # for Reference		
Probation/Work Crew/Court Compliance Officers		\$1,000	\$1,000
001.0010000.02.5233000.531008.	Uniforms	\$1,400	\$1,400
001.0000.02.523.30.31.008	<= Legacy BARS Account # for Reference		
Uniforms for Court Compliance Officers		\$1,400	\$1,400
001.0010000.02.5233000.535001.	Small Tools & Minor Equipment	\$750	\$750
001.0000.02.523.30.35.001	<= Legacy BARS Account # for Reference		
Alternative Sentencing Equipment		\$750	\$750
001.0010000.02.5233000.541001.	Professional Services	\$13,005	\$13,005
001.0000.02.523.30.41.001	<= Legacy BARS Account # for Reference		
Electronic Home Monitoring		\$0	\$0
Probation & Alternative Sentence - Urine Analysis		\$13,005	\$13,005
001.0010000.02.5233000.543002.	Lodging	\$1,000	\$1,000
001.0000.02.523.30.43.002	<= Legacy BARS Account # for Reference		
Lodging For Conference		\$1,000	\$1,000
001.0010000.02.5233000.543004.	Conference meals	\$250	\$250
001.0000.02.523.30.43.004	<= Legacy BARS Account # for Reference		
Conference meals for Court Compliance Officers		\$250	\$250
001.0010000.02.5233000.547004.	Sewer Charges	\$0	\$0
001.0000.02.523.30.47.004	<= Legacy BARS Account # for Reference		
Port-O-Let Services		\$0	\$0
001.0010000.02.5233000.549001.	Memberships & Dues	\$75	\$75
001.0000.02.523.30.49.001	<= Legacy BARS Account # for Reference		
Misdemeanant Corrections Association Dues		\$75	\$75
001.0010000.02.5233000.549003.	Registration	\$1,000	\$1,000
001.0000.02.523.30.49.003	<= Legacy BARS Account # for Reference		
Alternative Sentencing And Probation Training		\$1,000	\$1,000

This page left intentionally blank.

City of Lakewood 2027/2028 Budget

Human Resources



Department Functions by Criteria

Legally Mandated

- Employment and Labor Law Compliance
- Risk Management (legal and regulatory compliance, including workplace safety and workers' compensation)
- Personnel Recordkeeping and Reporting
- Civil Service administration

Important

- Recruitment
- Classification and Compensation
- Employee Benefits Administration
- Employee and Labor Relations
- Human Resources Information System/Records Management
- Organizational Development

Discretionary

- Employee Wellness Program
- Training and Development
- Employee Recognition



2025 / 2026 Accomplishments

- Negotiated and implemented Teamsters collective bargaining agreement.
- Implemented a learning management system (NeoGov Learn) for employees.
- Formed a Fiduciary Committee in partnership with the Finance Department to strengthen oversight and maximize performance of the City's 457(b) and 401(a) retirement plans.
- Added additional features to City 457(b) retirement plans to enhance benefit to employees.
- Achieved Association of Washington Cities "WellCity" status in consecutive years by leading an engaged employee wellness committee and implementing a comprehensive wellness program, resulting in 2% savings on medical insurance premiums.
- Updated and distributed ten (10) personnel policies.
- Provided four (4) Citywide employee recognition events and two (2) Volunteer recognition events.
- Reviewed over 4,000 job applications; an increase of over 50% from previous years. Applications per job posting increased by 79% in 2025 and an additional 19% in 2026.
- Hired and onboarded twenty-seven (27) regular and twelve (12) temporary employees. This includes recruiting and filling multiple Executive Leadership Team positions including City Manager, Communications Manager, Parks, Recreation, and Community Services Director, and Human Resources Director. Other senior leadership positions recruited and filled include Information Technology Manager, Assistant Police Chief, and Court Administrator.



2025 / 2026 Accomplishments cont.

- Coordinated Safety Committee meetings and required safety inspections, testing
- Appointed and onboarded a new Civil Service Commissioner.
- Held thirty (30) oral board interview panels and hired ten (10) civil service positions.
- Managed civil service promotional processes for the ranks of Police Sergeant and Captain.
- Proactively and strategically managed workers' compensation claims and benefit programs to return employees to work and reduce expense to the City. The City's L&I experience rating factor has improved for two consecutive years, resulting in an overall 18.17% reduction.

2027 / 2028 Anticipated Key Projects

- Implementation of Tyler ERP System for Human Resources.
 - Utilize Tyler ERP to include employee access, personnel records, time and attendance, personnel action workflows, etc.
 - Improve efficiency, accuracy, transparency and appropriate authorization on personnel transactions and processes.
- Negotiation of multiple collective bargaining agreements, including Lakewood Police Independent Guild, Lakewood Police Management Guild, and AFSCME.
- Establish Civil Service Promotional Registers (Police Sergeant, Captain, Detective, others as needed)
- Expand training and development opportunities for staff to meet operational and employee professional development needs.
- Develop strategies to modernize and streamline recruitment processes, strengthen market competitiveness, and expand capacity to attract and retain highly skilled and diverse talent.



Service / Program Changes

- Budget to bridge \$25,000 Auto deductible
- WCIA Assessment increases
- AEDs in all City facilities
- Increased expense of contract for third-party administration of workers' compensation claims
- Professional services budget for Diversity, Equity and Inclusion training and other training or consultant expenses.

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2027		Year 2028	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Repairs & Maintenance - Auto Physical	Auto Physical Repairs & Maintenance not covered by WCIA due to change in deductible.	-	-	\$ -	\$ 60,000	\$ -	\$ 60,000
WCIA Assessment	Increase assessment for Auto Physical Damage	-	-	\$ -	\$ 20,000	\$ -	\$ 20,000
AED (Automated External Defibrillator)	Replace batteries and pads due to expiration and purchase two additional units for city facilities.	-	-	\$ 6,000	\$ -	\$ -	\$ -
AWC Retro Program	AWC serves as the City's third-party administrator for workers' compensation claims. While the City is legally responsible for administering its workers' compensation program, the complexity of the program and frequent legislative changes require specialized expertise. AWC provides claims administration, case management, and regulatory guidance to help ensure claims are managed efficiently, compliantly, and in a timely manner. Additionally, proactive and strategic case management results in lower experience ratings with Department of Labor and Industries and reduces the premium to the City. If the contract with AWC were terminated, the City would need to add personnel with specialized workers' compensation expertise to assume responsibility for claims administration, case management, and regulatory compliance. This would require additional staffing and resources to ensure the program continues to be administered effectively and in accordance with applicable legal requirements.	-	-	-	36,240	-	38,050
Professional Services	Add Professional Services for Diversity, Equity & Inclusion Training and other city-wide training programs. This addition is offset by elimination of Learn Training Software in information technology budget.	-	-	-	20,000	-	20,000
Total - Risk Management		-	-	\$ 6,000	\$ 136,240	\$ -	\$ 138,050



Org Chart and Position Inventory

HUMAN RESOURCES Nicole Camus Human Resources Director 4.0 FTE
• Employee Benefits Administration • Recruitment & Selection • Civil Service • Employee Data/Recordkeeping • Safety • Employee/Labor Relations • Wellness Program • Training and Development • Volunteer Program • Administrative Support • WCIA Alternate Delegate • Support City's Diversity, Equity, Inclusion and Belonging Program

Position	FTE
Human Resources Director	1.00
Human Resources Analyst	1.00
Human Resources Analyst	1.00
Human Resources Analyst	1.00
Total	4.00



Financial Info General Fund

Risk Management

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
3XX	Supplies	24,548	45,691	2,500	5,800	5,800	6,000	6,000	200	3.4%
4XX	Services & Charges	3,280,475	3,706,753	4,227,353	4,264,883	4,264,883	4,219,220	4,221,830	(45,663)	-1.1%
Subtotal Operating Exp		\$ 3,305,023	\$ 3,752,444	\$ 4,229,853	\$ 4,270,683	\$ 4,270,683	\$ 4,225,220	\$ 4,227,830	\$ (45,463)	-1.1%
Capital & 1-Time Funded:										
4XX	Services & Charges	156	254	-	-	-	6,000		6,000	n/a
5XX	Intergovernmental	109,201	81,258	-	-	-	-	-	-	n/a
Subtotal One-time Exp		\$ 109,357	\$ 81,512	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000	n/a
Total Expenditures		\$ 3,414,380	\$ 3,833,956	\$ 4,229,853	\$ 4,270,683	\$ 4,270,683	\$ 4,231,220	\$ 4,227,830	\$ (39,463)	-0.9%

Human Resources

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	424,185	453,823	443,976	443,976	443,976	518,109	548,139	74,133	16.7%
2XX	Benefits	151,308	154,720	163,615	163,615	163,615	182,791	197,072	19,176	11.7%
3XX	Supplies	4,988	5,792	6,300	7,860	7,860	7,680	7,680	(180)	-2.3%
4XX	Services & Charges	42,221	72,967	37,480	38,520	38,520	37,580	37,580	(940)	-2.4%
9XX	Interfund Charges	118,318	198,393	143,786	153,540	152,420	155,195	162,526	1,655	1.1%
Subtotal Operating Exp		\$ 741,020	\$ 885,695	\$ 795,157	\$ 807,511	\$ 806,391	\$ 901,355	\$ 952,998	\$ 93,844	11.6%
Capital & 1-Time Funded:										
9XX	Interfund Charges	33,443	16,663	5,941	194,115	186,269	6,812	3,829	(187,303)	-96.5%
Subtotal One-time Exp		\$ 33,443	\$ 16,663	\$ 5,941	\$ 194,115	\$ 186,269	\$ 6,812	\$ 3,829	\$ (187,303)	-96.5%
Total Expenditures		\$ 774,463	\$ 902,358	\$ 801,098	\$ 1,001,626	\$ 992,660	\$ 908,167	\$ 956,827	\$ (93,459)	-9.3%



HUMAN RESOURCES Nicole Camus Human Resources Director 4.0 FTE
• Employee Benefits Administration • Recruitment & Selection • Civil Service • Employee Data/Recordkeeping • Safety • Employee/Labor Relations • Wellness Program • Training and Development • Volunteer Program • Administrative Support • WCIA Alternate Delegate • Support City's Diversity, Equity, Inclusion and Belonging Program

HUMAN RESOURCES DEPARTMENT OVERVIEW

Department Functions by Criteria

Legally Mandated:

These are functions and services required by federal, state, or local law, regulation, or other legal requirements. This tier represents the baseline level of service the City is obligated to provide, regardless of budget cycle or policy priorities.

- Employment and Labor Law Compliance
- Risk Management (legal and regulatory compliance, including workplace safety and workers' compensation)
- Personnel Recordkeeping and Reporting
- Civil Service administration

Important:

These are functions and services that, while not legally required, are important to the effective operation of the City and the well-being of the community. They support essential organizational, operational, public, or community needs and contribute significantly to the City's ability to achieve its goals and maintain service levels.

- Recruitment
- Classification and Compensation
- Employee Benefits Administration
- Employee and Labor Relations
- Human Resources Information System/Records Management
- Organizational Development

Discretionary:

These are functions and services that are not legally required and are not essential to core City operations. They provide additional value to the organization or community and reflect policy choices, available resources, and community priorities. These services may be adjusted, reduced, deferred, or discontinued based on budget conditions and organizational priorities.

- Employee Wellness Program
- Training and Development
- Employee Recognition

HUMAN RESOURCES DEPARTMENT OVERVIEW

2025/2026 Accomplishments

- Negotiated and implemented Teamsters collective bargaining agreement.
- Implemented a learning management system (NeoGov Learn) for employees.
- Formed a Fiduciary Committee in partnership with the Finance Department to strengthen oversight and maximize performance of the City's 457(b) and 401(a) retirement plans.
- Added additional features to City 457(b) retirement plans to enhance benefit to employees.
- Achieved Association of Washington Cities "WellCity" status in consecutive years by leading an engaged employee wellness committee and implementing a comprehensive wellness program, resulting in 2% savings on medical insurance premiums.
- Updated and distributed ten (10) personnel policies.
- Provided four (4) Citywide employee recognition events and two (2) Volunteer recognition events.
- Reviewed over 4,000 job applications; an increase of over 50% from previous years. Applications per job posting increased by 79% in 2025 and an additional 19% in 2026.
- Hired and onboarded twenty-seven (27) regular and twelve (12) temporary employees. This includes recruiting and filling multiple Executive Leadership Team positions including City Manager, Communications Manager, Parks, Recreation, and Community Services Director, and Human Resources Director. Other senior leadership positions recruited and filled include Information Technology Manager and Assistant Police Chief.
- Coordinated Safety Committee meetings and required safety inspections, testing and trainings.
- Appointed and onboarded a new Civil Service Commissioner.
- Held thirty (30) oral board interview panels and hired ten (10) civil service positions.
- Managed civil service promotional processes for the ranks of Police Sergeant and Captain.
- Proactively and strategically managed workers' compensation claims and benefit programs to return employees to work and minimize expense to the City.

HUMAN RESOURCES DEPARTMENT OVERVIEW

2027/2028 Anticipated Key Projects

- Implementation of Tyler ERP System for Human Resources.
- Negotiation of multiple collective bargaining agreements, including Lakewood Police Independent Guild, Lakewood Police Management Guild, and AFSCME.
- Support of Civil Service Commission and oversight of all rules and processes.
- Review and update key personnel 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 for efficiency, accuracy, and customer experience; identify and implement improvements as needed.
- Seek grant opportunities related to city-wide staff development, wellness, and risk management.
- Develop and implement a comprehensive employee engagement strategy, aligning programs and initiatives with organizational goals and workforce needs.
- 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 worker's compensation claims and benefit programs to return employees to work quickly and reduce expense to the City.
- Develop and implement risk-management strategies designed to minimize the City's exposure and build long-term resilience.
- Create and implement contemporary recruitment methods and diversity-focused talent pipelines built in collaboration with local community partners.

HUMAN RESOURCES DEPARTMENT OVERVIEW

Service/Program Changes

Risk Management:

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2027		Year 2028	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Repairs & Maintenance - Auto Physical	Auto Physical Repairs & Maintenance not covered by WCIA due to change in deductible.	-	-	\$ -	\$ 60,000	\$ -	\$ 60,000
WCIA Assessment	Increase assessment for Auto Physical Damage	-	-	\$ -	\$ 20,000	\$ -	\$ 20,000
AED (Automated External Defibrillator)	Replace batteries and pads due to expiration and purchase two additional units for city facilities.	-	-	\$ 6,000	\$ -	\$ -	\$ -
AWC Retro Program	AWC serves as the City's third-party administrator for workers' compensation claims. While the City is legally responsible for administering its workers' compensation program, the complexity of the program and frequent legislative changes require specialized expertise. AWC provides claims administration, case management, and regulatory guidance to help ensure claims are managed efficiently, compliantly, and in a timely manner. Additionally, proactive and strategic case management results in lower experience ratings with Department of Labor and Industries and reduces the premium to the City. If the contract with AWC were terminated, the City would need to add personnel with specialized workers' compensation expertise to assume responsibility for claims administration, case management, and regulatory compliance. This would require additional staffing and resources to ensure the program continues to be administered effectively and in accordance with applicable legal requirements.	-	-	-	36,240	-	38,050
Professional Services	Add Professional Services for Diversity, Equity & Inclusion Training and other city-wide training programs. This addition is offset by elimination of Learn Training Software in information technology budget.	-	-	-	20,000	-	20,000
Total - Risk Management		-	-	\$ 6,000	\$ 136,240	\$ -	\$ 138,050

HUMAN RESOURCES DEPARTMENT OVERVIEW

Position Inventory

Position	Group	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed
				Original	Adjusted	Year-end		
Human Resources Director	Non-Rep	1.00	-	1.00	1.00	1.00	1.00	1.00
Human Resources Manager	Non-Rep	-	1.00	-	-	-	-	-
Human Resources Analyst	Non-Rep	2.00	2.00	2.00	2.00	2.00	3.00	3.00
Human Resources Technician	Non-Rep	1.00	1.00	1.00	1.00	1.00	-	-
Total		4.00	4.00	4.00	4.00	4.00	4.00	4.00
<i>Change from prior year</i>		-	-	-	-	-	-	-

Position	FTE	2027			2028		
		Salary	Benefits	Total	Salary	Benefits	Total
Human Resources Director	1.00	192,525	68,940	261,465	203,691	72,629	276,320
Human Resources Analyst	1.00	108,528	50,289	158,817	114,816	55,396	170,212
Human Resources Analyst	1.00	108,528	45,089	153,617	114,816	49,537	164,353
Human Resources Analyst	1.00	108,528	18,473	127,001	114,816	19,510	134,326
Total	4.00	\$ 518,109	\$ 182,791	\$ 700,900	\$ 548,139	\$ 197,072	\$ 745,211

Performance Measures

			2026 YTD	Previous Years						
Informational Measures	Historic Average	Q1	Q2	2025	2024	2023	2022	2021	2020	2019
Human Resources										
Number of current (unexpired) Collective Bargaining Agreements as of EOQ (not cumulative)	3	3	3	4	4	3	2	3	4	3
Voluntary Employee Turnover Rate	<12%	4.00%	6.22%	5.70%	5.00%	1.80%	12.33%	7.79%	8.17%	7.97%
Number of recruitments in progress (not cumulative)	N/A	5	13	11	9	19	23	31	10	40
Percentage of employees hired during the quarter last year and still employed	86%	0%	50%	65%	84%	80%	90%	88%	77.5%	93%
Average number of days to complete external recruitment (excluding Police Officers)(not cumulative)	<45	87	40	132	49.38	38.5	44	41.25	58.00	36
Percentage of Applicants who are People of Color	45%	50%	57%	47%	45%	45%	45%	N/A	N/A	N/A
Percentage of new hires from underutilized EEO category	29%	31%	20%	54%	27%	32%	25%	N/A	N/A	N/A
Risk Management										
Percentage of employees in compliance with quarterly mandatory training (not cumulative).	91%	84%	91%	64%	96%	95%	97%	85.25%	91.25%	88.75%
Percentage Stay at Work applications of total medical releases to light duty	26%	0.00%	0.00%	0%	50%	38%	6%	33%	0	66%
Percentage workers comp developed claim expense of total annual premium cost = Loss Ratio%	164%	5.0%	16.0%	50%		62%	471%	149%	7.3%	131%
Worker's Compensation Experience Factor (not cumulative)	0.95	1.2744	1.2744	1.3295	1.0636	0.9151	0.8988	0.8908	1.0137	1.01587

HUMAN RESOURCES

Purpose/Description

The Human Resources Department is a strategic partner that empowers City leadership and employees to deliver exceptional, efficient, and cost-effective services to the community. Through innovative human resources and risk management programs, the Department attracts, develops, engages, and retains a talented and diverse workforce while fostering a safe, inclusive, and high-performing workplace.

The Department develops and administers fair, equitable, and responsive human resources and risk management systems that align with the City's strategic goals and operational priorities. By promoting employee well-being, strengthening organizational performance, and proactively managing risk, the Department helps build a resilient workforce prepared to meet the evolving needs of the community. The Department also safeguards the City's interests by ensuring compliance with applicable federal, state, and local laws, regulations, labor agreements, and employment policies, while promoting accountability, ethical practices, and sound governance across the organization.

Goals/Objectives

- Attract, develop, and retain a highly qualified, diverse workforce.
- Foster positive employee and labor relations.
- Promote a safe, healthy, and high-performing workplace.
- Ensure compliance with applicable laws, regulations, labor agreements, and City policies.
- Deliver fair, consistent, and transparent human resources practices that support organizational excellence.

Financial Information

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	424,185	453,823	443,976	443,976	443,976	518,109	548,139	74,133	16.7%
2XX	Benefits	151,308	154,720	163,615	163,615	163,615	182,791	197,072	19,176	11.7%
3XX	Supplies	4,988	5,792	6,300	7,860	7,860	7,680	7,680	(180)	-2.3%
4XX	Services & Charges	42,221	72,967	37,480	38,520	38,520	37,580	37,580	(940)	-2.4%
9XX	Interfund Charges	118,318	198,393	143,786	153,540	152,420	155,195	162,526	1,655	1.1%
Subtotal Operating Exp		\$ 741,020	\$ 885,695	\$ 795,157	\$ 807,511	\$ 806,391	\$ 901,355	\$ 952,998	\$ 93,844	11.6%
Capital & 1-Time Funded:										
9XX	Interfund Charges	33,443	16,663	5,941	194,115	186,269	6,812	3,829	(187,303)	-96.5%
Subtotal One-time Exp		\$ 33,443	\$ 16,663	\$ 5,941	\$ 194,115	\$ 186,269	\$ 6,812	\$ 3,829	\$ (187,303)	-96.5%
Total Expenditures		\$ 774,463	\$ 902,358	\$ 801,098	\$ 1,001,626	\$ 992,660	\$ 908,167	\$ 956,827	\$ (93,459)	-9.3%

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 \$5 million per occurrence self-insured layer, and \$15 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 \$1,000,000, for all perils other than flood and earthquake, and insured above that amount by the purchase of insurance. The City also maintains the recommended coverage for pollution liability, crime/fidelity, and information security.

In-house services include risk management consultation, loss control field services, claims, pre-defense and litigation administration, and loss analyses. WCIA contracts for the claim's 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.
- Maintain accurate inventory of City property and assets for insurance coverage.
- Complete all annual membership requirements and audits for WCIA.
- Increase employee awareness of risk management best practices, policies, procedures through training and utilization of resources.

Financial Information

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
3XX	Supplies	24,548	45,691	2,500	5,800	5,800	6,000	6,000	200	3.4%
4XX	Services & Charges	3,280,475	3,706,753	4,227,353	4,264,883	4,264,883	4,219,220	4,221,830	(45,663)	-1.1%
Subtotal Operating Exp		\$ 3,305,023	\$ 3,752,444	\$ 4,229,853	\$ 4,270,683	\$ 4,270,683	\$ 4,225,220	\$ 4,227,830	\$ (45,463)	-1.1%
Capital & 1-Time Funded:										
4XX	Services & Charges	156	254	-	-	-	6,000		6,000	n/a
5XX	Intergovernmental	109,201	81,258	-	-	-	-	-	-	n/a
Subtotal One-time Exp		\$ 109,357	\$ 81,512	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ 6,000	n/a
Total Expenditures		\$ 3,414,380	\$ 3,833,956	\$ 4,229,853	\$ 4,270,683	\$ 4,270,683	\$ 4,231,220	\$ 4,227,830	\$ (39,463)	-0.9%

Budget Detail

Human Resources

2027/2028 Budget Detail
Human Resources
Ongoing Budget

		Year 2027	Year 2028
		\$45,260	\$45,260
001.0010000.09.5181000.531001.	Office & Operating Supplies	\$2,600	\$2,600
001.0000.09.518.10.31.001	<= Legacy BARS Account # for Reference		
Basic Operating Supplies		\$1,700	\$1,700
Volunteer Recognition Event - Supplies and Raffle Prizes		\$400	\$400
Safety Program Supplies and Prizes		\$500	\$500
001.0010000.09.5181000.531005.	Meeting Meals	\$2,580	\$2,580
001.0000.09.518.10.31.005	<= Legacy BARS Account # for Reference		
Lunches/Refreshments For Interview Panels		\$2,580	\$2,580
001.0010000.09.5181000.541001.	Professional Services	\$28,500	\$28,500
001.0000.09.518.10.41.001	<= Legacy BARS Account # for Reference		
Benefit Administration - HSA/FSA		\$4,800	\$4,800
Background Checks		\$2,600	\$2,600
Employee Recognition Events - Catering and Venue Rental		\$8,100	\$8,100
Workshop Trainers		\$3,000	\$3,000
Mandatory Medical Services		\$10,000	\$10,000
001.0010000.09.5181000.541010.	Employee Training	\$500	\$500
001.0000.09.518.10.41.010	<= Legacy BARS Account # for Reference		
General Session webinars and classes		\$500	\$500
001.0010000.09.5181000.543001.	Transportation Charges	\$500	\$500
001.0000.09.518.10.43.001	<= Legacy BARS Account # for Reference		
National or Regional HR Association Conference Airfare		\$500	\$500
001.0010000.09.5181000.543002.	Lodging Charges	\$2,600	\$2,600
001.0000.09.518.10.43.002	<= Legacy BARS Account # for Reference		
Association of Washington Cities Labor Relations Institute - 2 Employees		\$800	\$800
National or Regional HR Association Conference		\$1,000	\$1,000
Washington Public Employees Labor Relations Association Fall Conference - 2 Employees		\$800	\$800
001.0010000.09.5181000.543003.	Mileage Reimbursements	\$1,000	\$1,000
001.0000.09.518.10.43.003	<= Legacy BARS Account # for Reference		
Assoc. Of Washington Cities Labor Relations Institute - 2 Employees		\$400	\$400
Washington Public Employees Labor Relations Association Fall Conference - 2 Employees		\$400	\$400
AWC Member Expo		\$200	\$200
001.0010000.09.5181000.543004.	Conference Meals	\$600	\$600
001.0000.09.518.10.43.004	<= Legacy BARS Account # for Reference		
Meals For Conferences Listed Above		\$600	\$600
001.0010000.09.5181000.544001.	Advertising	\$300	\$300
001.0000.09.518.10.44.001	<= Legacy BARS Account # for Reference		
Specialty Ads For Specific Jobs		\$300	\$300

2027/2028 Budget Detail
Human Resources
Ongoing Budget

		Year 2027	Year 2028
001.0010000.09.5181000.549001.	Memberships/Dues	\$750	\$750
001.0000.09.518.10.49.001	<= Legacy BARS Account # for Reference		
Public Employer Labor Relations Association - 2 Employees		\$450	\$450
Society for Human Resources Management		\$300	\$300
001.0010000.09.5181000.549003.	Registration	\$1,600	\$1,600
001.0000.09.518.10.49.003	<= Legacy BARS Account # for Reference		
Assoc. Of Washington Cities Labor Relations Institute 2 Employees		\$0	\$0
Civil Service Training		\$100	\$100
National or Regional HR Association Conference		\$800	\$800
Washington Public Employees Labor Relations 2 Employees		\$700	\$700
001.0010000.09.5181000.549004.	Subscription	\$280	\$280
001.0000.09.518.10.49.004	<= Legacy BARS Account # for Reference		
Summit Law Subscription		\$280	\$280
001.0010000.09.5189100.531009.	Wellness Program	\$2,500	\$2,500
001.0000.09.518.91.31.009	<= Legacy BARS Account # for Reference		
Promotion Of Healthy Diet And Exercise		\$2,500	\$2,500
001.0010000.09.5189100.543002.	Lodging	\$400	\$400
001.0000.09.518.91.43.002	<= Legacy BARS Account # for Reference		
Wellness Program Lodging		\$400	\$400
001.0010000.09.5189100.543003.	Mileage Reimbursements	\$200	\$200
001.0000.09.518.91.43.003	<= Legacy BARS Account # for Reference		
Healthy Worksite Summit		\$200	\$200
001.0010000.09.5189100.549003.	Registration	\$200	\$200
001.0000.09.518.91.49.003	<= Legacy BARS Account # for Reference		
Wellness Program Registration		\$200	\$200
001.0010000.09.5189100.543004.	Conference Meals	\$150	\$150
001.0000.09.518.91.43.004	<= Legacy BARS Account # for Reference		
Healthy Worksite Summit		\$150	\$150

2027/2028 Budget Detail

Risk Management

Ongoing Budget

		Year 2027	Year 2028
		\$4,225,220	\$4,227,830
504.5040000.09.5181100.531010.	Safety Supplies	\$6,000	\$6,000
504.0000.09.518.11.31.010	<= Legacy BARS Account # for Reference		
Safety Supplies To Stock Safety Cabinets		\$6,000	\$6,000
504.5040000.09.5181100.541001.	Professional Services	\$1,080	\$1,080
504.0000.09.518.11.41.001	<= Legacy BARS Account # for Reference		
AWC Drug & Alcohol Testing Consortium		\$1,080	\$1,080
504.5040000.09.5181100.543002.	Mileage Reimbursements	\$400	\$400
504.0000.09.518.11.43.002	<= Legacy BARS Account # for Reference		
Safety/Risk Mgmt Training		\$400	\$400
504.5040000.09.5181100.548001.	Repairs & Maintenance	\$1,000	\$1,000
504.0000.09.518.11.48.001	<= Legacy BARS Account # for Reference		
Maintenance of AED (Automated External Defibrillator Units)		\$1,000	\$1,000
504.5040000.09.5181100.549003.	Registration	\$1,000	\$1,000
504.0000.09.518.11.49.003	<= Legacy BARS Account # for Reference		
Safety/Risk Mgmt Training		\$1,000	\$1,000
504.5040000.09.5181200.541001.	Professional Services	\$121,800	\$124,410
504.0000.09.518.12.41.001	<= Legacy BARS Account # for Reference		
Assoc. Washington Cities Workers Comp Retro Program		\$33,000	\$33,000
New - Assoc. Washington Cities Workers Comp Retro Program		\$36,240	\$38,050
Ready Rebound/Tactical Athlete		\$32,560	\$33,360
City-Wide Training Including Diversity, Equity & Inclusion		\$20,000	\$20,000
504.5040000.09.5183100.546001.	WCIA Assessment	\$3,633,940	\$3,633,940
504.0000.09.518.31.46.001	<= Legacy BARS Account # for Reference		
Auto Physical Damage		\$36,300	\$36,300
Auto Physical Damage		\$20,000	\$20,000
Boiler & Machinery		\$7,571	\$7,571
Crime & Fidelity		\$1,245	\$1,245
Liability		\$3,142,963	\$3,142,963
Liability		(\$7,646)	(\$7,646)
Property		\$422,823	\$422,823
Property		\$7,646	\$7,646
Storage Tank		\$3,038	\$3,038
504.5040000.09.5183500.548001.	Repairs & Maintenance	\$240,000	\$240,000
504.0000.09.518.35.48.001	<= Legacy BARS Account # for Reference		
Repair Claims - Police (offset by insurance recoveries)		\$200,000	\$200,000
Repairs within Deductible		\$40,000	\$40,000
504.5040000.09.5183900.548001.	Repairs & Maintenance	\$220,000	\$220,000
504.0000.09.518.39.48.001	<= Legacy BARS Account # for Reference		
Repair Claims - General Operations (offset by insurance recoveries)		\$200,000	\$200,000
Repairs within Deductible		\$20,000	\$20,000

2027/2028 Budget Detail
Risk Management
1-Time Budget

		Year 2027	Year 2028
		\$6,000	\$0
504.5040000.09.5181100.548001.	Repairs & Maintenance	\$6,000	\$0
504.0000.09.518.11.48.001	<= Legacy BARS Account # for Reference		
New - Maintenance of AED (Automated External Defibrillator Units), Purchase of two complete units and cases in 2027, and replace expired batteries & pads.		\$6,000	\$0

Planning & Public Works 2027/2028 Budget

City Council | October 14, 2026 Study Session

Jeff Rimack, Planning & Public Works Director



Department functions by criteria



Legally mandated

Set by state and federal law.

EXAMPLES

Growth Management Act, building codes, NPDES

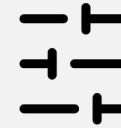


Important

Not required by statute, but supports daily operations.

EXAMPLES

Emergency planning, regional partnerships



Discretionary

Service levels above the legal minimum.

EXAMPLES

SSMCP, economic development

FIXED



FLEXIBLE



2025/2026 accomplishments



Kendrick Landing Apartments

\$36.6M

in capital projects delivered this budget cycle

- Alliance Mixed Use, Lakewood Town Center
Phase 1 occupied
- Kendrick Landing Apartments
- Camino permit system
- Title 12 Stormwater & Engineering Standards Manual
2025/2026 update
- Comprehensive Plan update and Shoreline Master Program



2027/2028 key projects



Western State Hospital forensic hospital construction

- **Western State Hospital forensic hospital**
Construction of a 590,000 SF, 350-bed facility
- **Downtown Transportation System Analysis**
Continue the analysis and RAISE grant implementation
- **Urban Forestry Program**
Continue policy development
- **Alliance Apartments**
Completion
- **HOME Tenant-Based Rental Assistance**
Continue the HOME-funded program



What's changing

Service changes, new requests and staffing



Service and program changes



Two divisions

Engineering and Capital Projects split into separate operational divisions.



Permit Center

Becomes its own division, reporting to the Assistant Director.



Lean improvements

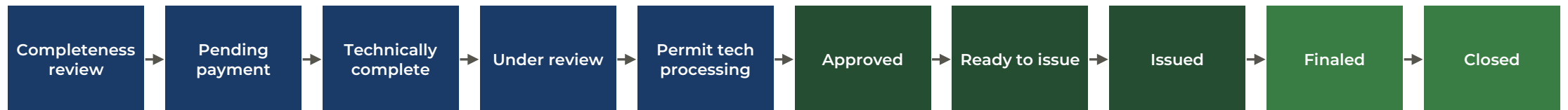
Process changes to improve efficiency and customer service.



Asset management

Standing up a new asset management system.

PERMIT REVIEW PATH



New budget requests

\$63,500

new ongoing cost, 2027

\$12,000

one-time cost, 2027

\$7,715

ongoing cost, 2028

Request	Description and impact	2027	2028
EDB Gold Sponsor	Annual Economic Development Board Gold Sponsorship	\$6,000 ongoing	\$6,000 ongoing
Bridge inspection	Pierce County no longer does this work. It moves to a third-party inspector.	\$57,500 ongoing	Bi-annual expense
Locator equipment	Replaces a failing utility locator over 10 years old. Fleet & Equipment Fund.	\$12,000 one-time	\$1,715 ongoing
Total		\$12,000 one-time \$63,500 ongoing	\$7,715 ongoing



Staffing and divisions



Financials

Operating funds and special revenue funds



General Fund & Street Fund

\$5.13M

2027 operating, up 2.8% from 2026

	2026 Adj.	2027	2028	% Chg
Building	\$1,893,754	\$1,898,257	\$1,962,012	0.2%
Planning	\$1,576,070	\$1,571,415	\$1,645,796	-0.3%
Economic Development	\$437,378	\$462,859	\$479,428	5.8%
GIS	\$161,311	\$171,532	\$174,361	6.3%
Engineering & Capital	\$923,275	\$1,027,226	\$997,298	11.3%
Total Operating	\$4,991,788	\$5,131,289	\$5,258,895	2.8%
One-Time	\$1,049,398	\$108,836	\$68,368	-89.6%
Total General & Street	\$6,041,186	\$5,240,125	\$5,327,263	-13.3%

General Fund (001): Building, Planning, Economic Development, GIS. Street Fund (101): Engineering & Capital.



Special revenue funds

\$1.32M in 2027

\$1.34M in 2028

Fund	2027	2028
105 Abatement / Rental Housing Safety / 1406 Affordable Housing	\$449,075	\$466,043
190 CDBG	\$565,000	\$545,000
191 Neighborhood Stabilization Program	\$0	\$0
192 SSMCP (City is fiscal agent)	\$308,391	\$325,610
Total	\$1,322,466	\$1,336,653

Fund 105: only new allocations are budgeted; 2026 balances roll into 2027.

Fund 192: current-year estimate; revised after SSMCP Executive Leadership Team approval, expected late 2026.



Abatement Program



South Sound Military & Communities Partnership (SSMCP)



Capital projects

Transportation, sewer and surface water



Transportation: 2027/2028 projects



- **Custer Road / John Dower**
Intersection · 2027

- **47th Ave SW**
Clover Creek to Pacific Hwy · 2028

- **New York / McChord**
Pacific Hwy to Bridgeport · 2027

- **115th St Ct**
Bridgeport to ST ROW improvements · 2027

- **100th St**
Lakewood to Lakeview overlay · 2027

- **Steilacoom Blvd / Western State Hospital**
Signal · 2027

- **Lincoln Ave**
McChord to San Francisco improvements · 2027/2028

- **Clover Creek Drive**
Pacific Hwy to Hillcrest · 2027/2028

- **Mt. Tacoma**
Intersection improvements · 2027

- **Bridgeport Way / Pacific Hwy**
Intersection improvements · 2027



Transportation: how it's funded

\$13.7M

2027 Transportation CIP

\$3.8M

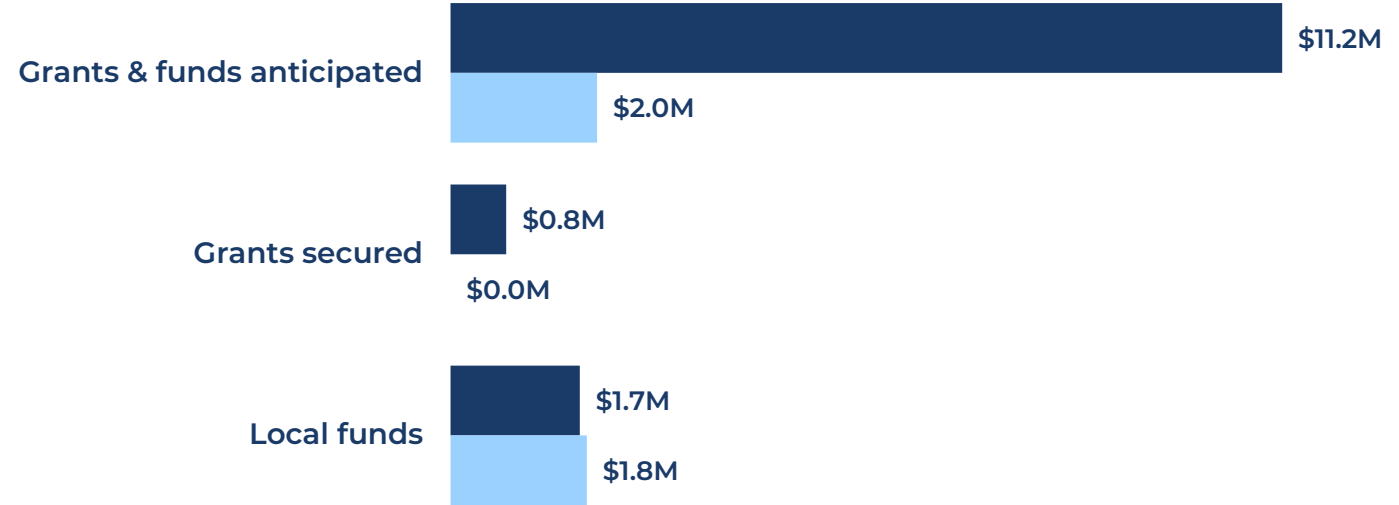
2028 Transportation CIP

82%

of 2027 funding is grants and funds still anticipated

Funding by source (\$ millions)

■ 2027 ■ 2028



Local funds: REET, VLF bond proceeds, MVET, General Fund, SWM, multi-modal, gas tax.



Sewer: 2027/2028 projects



Sewer extension construction

- **Washington Ave & West Thorne Lane**
Complete design; advance to construction · 2027
- **Grant Ave & Lake St extension**
2027/2028
- **Washington Ave & Lake St extension**
2028
- **Side sewer connection program**
\$50K per year

Sewer CIP funding	2027	2028
Fund 204 Sewer Surcharge	\$1,554,000	\$1,016,000
Fund 311 Sewer Availability Charge	\$283,000	\$302,000
Total Sewer CIP	\$1,837,000	\$1,318,000



Surface Water Management

An enterprise fund, supported by Surface Water Management (SWM) rate revenue.



Water quality plans

Develop capital plans for water quality improvements on older city systems.



Clover Creek gauging

Continue gauging station operations.



NPDES compliance

Maintain permit compliance with WA Department of Ecology.

Fund 401	2026 Adj.	2027	2028
Operating	\$3,435,873	\$3,290,585	\$3,363,617
One-Time & CIP	\$2,695,578	\$1,046,074	\$2,036,336
Total	\$6,131,451	\$4,336,659	\$5,399,953

Operating -4.2%

The 29.3% drop in the total is one-time and CIP money (-61.2%).



SWM capital projects

\$995K

2027 SWM capital projects

\$1.52M

2028 SWM capital projects

Funded entirely by storm drainage fees.

Project	2027	2028
Drainage Pipe Repair (annual)	\$395,000	\$395,000
Catch Basin & Storm Drainage Repair	\$175,000	\$175,000
Ponce de Leon Water Quality Upgrade	\$225,000	\$750,000
SMAP for New Catchment Area	\$125,000	N/A
Capital & Maintenance Analysis	\$75,000	\$75,000
Hillcrest/Clover Creek Storm Facility	N/A	\$125,000
Total	\$995,000	\$1,520,000



Key takeaways

\$5.13M

General & Street operating,
2027 (up 2.8%)

37.65 FTE

Total FTE, down 1.0 from
25/26 (transfer)

\$16.6M

Capital projects in 2027, then
\$6.7M in 2028

\$63,500

New ongoing requests in
2027

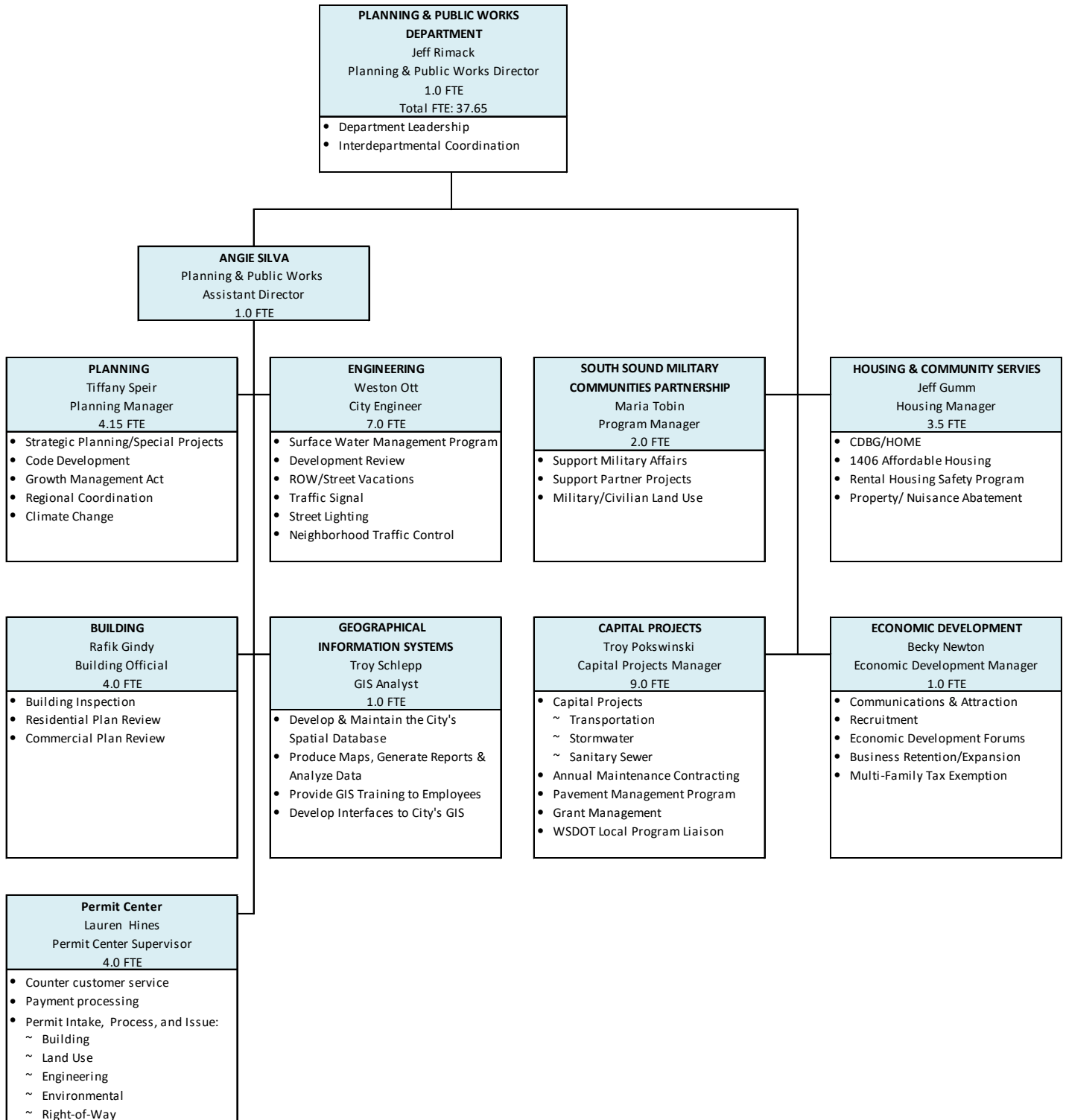
- **Operations are steady**
General & Street operating grows 2.8%. The swing comes from capital and one-time money.
- **Staffing drops by one**
The ARPA coordinator position ends in 2026.
- **New requests are small**
Bridge inspection is \$57,500 of the \$63,500, because Pierce County no longer does this work.
- **The organization changes**
The Permit Center becomes its own division operationally; a new asset management system stands up.



Questions & discussion

Planning & Public Works | 2027/2028 Budget





PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

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

Goal 1: Downtown Park(s) & Multi-Generational Community Center Development

Phase 1: Land Acquisition (2025)

- Identify and acquire suitable real estate within the downtown area for the development of an urban park(s) and multi-generational community center.

Phase 2: Planning, Design and Permitting (2026-2027)

- Develop a downtown master park plan that incorporates multi-generational recreational activities & gathering spaces, that may include a splash pad, play areas, walking and connector pathways and seating areas.
- Engage architects, landscape designers, community stakeholders, and residents.
- Ensure the park(s) design is inclusive, accessible, and sustainable, with green spaces, shaded areas, and eco-friendly features.
- Design the multi-generational community center space to be welcoming and accessible to individuals of all ages, backgrounds, and economic conditions, promoting social cohesion and community pride.
- Integrate public art and areas that celebrate the City's history and cultural heritage, such as public art installations, festival areas, and historical exhibits.

Phase 3: Project Financing and Construction (2028-2029)

- Identify and secure funding.
- Begin construction of the urban park(s).
- Construct a state-of-the-art multi-generational community center adjacent to the urban park(s), providing facilities for diverse activities such as sports, senior programs, teen activities, arts, education, and community events.

Phase 4: Community Engagement and Programming (2028-2030)

- Develop partnerships to ensure sustainability of operations.
- Launch community programs and events to activate the new space.
- Gather feedback for continuous improvement future initiatives.

Goal 4: Downtown and Lakewood Station District Subareas Revitalization for Sustainable Growth

- Update development standards and regulations to accommodate higher population density and incentivize alternative transportation options, to include walkable and bike-friendly infrastructure, to address increased demand and state-mandated changes to parking policy.
- Revisit the downtown and Lakewood Station district subarea plans to ensure alignment with current City Council goals and vision with a focus on current and future community needs.
- Ensure design standards enhance aesthetic quality and maintain community character.
- Develop strategies to attract investment and encourage redevelopment of underutilized spaces.
- Promote development to create vibrant, livable urban environments.
- Provide and promote incentives for businesses to invest in the downtown and Lakewood Transit subareas.
- Enhance public amenities and cultural attractions to increase the appeal of these areas.

Goal 3: Parks & Lake Access

- Interlaaken Bridge: Conduct a feasibility study that evaluates future options that include community input, traffic flow alternatives and impacts, open public spaces, pedestrian access, safety, environmental impact, community needs, and long-term sustainability.

Council Commitments

- Community engagement and transparency
- Regional and statewide leadership and partnership
- Economic development to attract and create jobs
- Environmental protection and preservation
- Supporting human services, housing and homelessness
- Commitment to diversity, equity, inclusion and belonging
- Recognizing the value and importance of JBLM and Camp Murray
- Rebuilding our roadway stem and adding sidewalks for pedestrian and bicycle access

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Department Functions by Criteria

Legally Mandated:

These are functions and services required by federal, state, or local law, regulation, or other legal requirements. This tier represents the baseline level of service the City is obligated to provide, regardless of budget cycle or policy priorities.

- Planning
 - o Growth Management Act.
 - o Comprehensive Plan, and by extension, the following items: Zoning; Subarea Plan; Development Regulations that implement policy; Climate Change and Resiliency; Affordable Housing;
 - o Participation in the Pierce County Growth Management Coordinating Committee and Pierce County Regional Council.
 - o Consistency with Multi-County Planning Policies and Pierce County County-Wide Planning Policies.
 - o Pierce County-Wide Planning Policies.
 - o State Environmental Policy Act (SEPA) and National Environmental Policy Act (NEPA).
 - o Shoreline Management.
 - o Critical Areas regulations.
- Building
 - o International Building Codes
 - o Washington State Energy Code
- Engineering Services and Capital Projects
 - o City Engineer per RCW.
 - o Comply with the City's stormwater NPDES permit requirements.
 - o Update the City's 6-Year Transportation Improvement Plan annually.
 - o Perform safety inspections of all the City's bridges on a biannual basis.
 - o Perform a safety inspection on the Lake Steilacoom Dam every 5 years.
 - o Perform a pavement condition evaluation on all of the City's streets & roads on a 4-year rotation
 - o Ensure SWM revenue is expensed only on SWM related activities and/or infrastructure.
 - o Spend Motor Vehicle Fuel tax revenue only on transportation related activities and/or infrastructure.

Important:

These are functions and services that, while not legally required, are important to the effective operation of the City and the well-being of the community. They support essential organizational, operational, public, or community needs and contribute significantly to the City's ability to achieve its goals and maintain service levels.

- Planning
 - o Emergency Management Planning and participation at local, regional, and statewide level.
 - o Maintaining partnerships with surrounding cities, Pierce County, JBLM, other federal and state agencies, and Tribal Nations.
 - o Working with neighborhood associations and diverse community groups.
- Economic Development
 - o Maintaining and improving relationships with the business community.
 - o Working with neighborhood associations.
 - o Improving permit counter client service relationships.
- Engineering Services and Capital Projects
 - o Certified agency to administer DOT (Department of Transportation) and FHWA (Federal Highway Administration) programs.
 - o Approved to conduct right-of-way acquisition with federal funds.

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Department Functions by Criteria (continued)

Discretionary:

These are functions and services that are not legally required and are not essential to core City operations. They provide additional value to the organization or community and reflect policy choices, available resources, and community priorities. These services may be adjusted, reduced, deferred, or discontinued based on budget conditions and organizational priorities.

- Planning
 - o International property maintenance regulations.
 - o South Sound Military Communities Partnership (SSMCP).
 - o Implementation of the Joint Land Use Study.
- Economic Development
 - o Business licensing.
 - o Job creation/workforce development.
 - o Developer forums.
 - o Business retention/expansion interviews.
 - o Publication of economic newsletters and/or indicator reports.
 - o Creating marketing, promotion and image plans.
 - o Tracking developer leads and inquiries.
 - o Permit facilitation.
 - o Automated, web-based permitting systems.
- Engineering Services and Capital Projects
 - o Provide and maintain basic services of transportation (vehicular, bicyclist and pedestrian) and surface water management to the citizens and businesses of the City.
 - o 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.
- Housing & Community Services
 - o HOME.
 - o Community Development Block Grant (CDBG) program.
 - o Dangerous building abatement program.
 - o Neighborhood Stabilization Program.
 - o Section 108 Program.
 - o Rental Housing Safety Program (RHSP).

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

2025/2026 Accomplishments

Planning

- Initiated planning and community outreach for the RAISE grant-funded Downtown Transportation System Analysis and Construction Improvements; this work continues into the 2027/2028 budget cycle.
- Stood up the Natural Environmental Climate Change (NECC) Program, establishing four task forces to address the City's 10-year and 3–5 year plans, Comprehensive Plan climate sub-elements, urban forestry, and heat mitigation, supporting the City's work toward HB 1181, GHG reduction, and resiliency requirements.
- Launched the Urban Forestry Program on May 28, 2025; the program is now developing policy recommendations for City Council review.
- Completed the 2025/2026 annual Comprehensive Plan update cycle.
- Completed the 2025/2026 annual development regulation amendment cycle.
- Completed a Shoreline Master Program update in support of the Edgewater Park capital project.
- Continued data collection and maintenance in support of the Buildable Lands Program Report, due in 2031.
- Participated in Neighborhood Coordination Program activities.
- Participated in regional planning coordination efforts.
- Served on Tacoma-Lakewood-Pierce County Continuum of Care, Comprehensive Plan to End Homelessness implementation, and Pierce County Human Services grant review panels.
- Participated in the South Sound Affordability Partners (SSHA3P) Staff Working Group.
- Completed a lean process analysis of permit review procedures and implemented new permitting software to streamline customer applications and track permit timelines, supporting compliance with SB 5290.

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

2025/2026 Accomplishments (continued)

South Sound Military Community Partnership

- SSMCP/JBLM/Military Compatibility
 - o Coordinate City long range planning efforts and SSMCP priorities (e.g., north clear zone and air corridor zone redevelopment)
 - o Assist with SSMCP state and federal legislative agendas' development
 - o Conduct four Elected Officials' meetings, two per year.
 - o Lead efforts to participate & advocate in state level legislative advocacy activities.
 - o Facilitate efforts to inform & educate stakeholders on military impacts across the South Puget Sound.
 - o 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.
 - o Support development of and access to, on and off-base new housing study, authorized by OLDCC (Office of Local Defense Communities Cooperation).
 - o Advocate for occupational licensure portability.
 - o Includes congestion relief on State Routes 507 and 510, and construction of new roundabouts.
- Pursue funding for I-5 Corridor Improvements:
 - o Includes the I-5 Mounts Road to Tumwater project, a multi-year transportation mega-project;
 - o Measure and communicate the economic benefits of JBLM to the region; update JBLM regional economic impact analyses report.
 - o Support improvements to family and childcare provider communications & connections.
 - o Support Behavior Health Care initiatives that expand services.
 - o Pursue other land use compatibility initiatives besides NCZ acquisition.
 - o Conduct regular meetings with NCZ property owners.
 - o Enforce the City's nonconforming use standards for NCZ properties.
 - o Enforce the City's lighting and development standards for NCZ properties.
 - o Issue conditional business licenses that restrict density and intensity for permitted NCZ use-types based on the JBLM 2015 ACUIZ Report.
 - o 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 AICU (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).

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

2025/2026 Accomplishments (continued)

Economic Development

- Completed all annual Business Retention & Expansion targets, including 100+ BRE visits, quarterly and annual BRE reports, the economic indicators report, the contaminated sites report, business events and forums, a business survey, the underutilized property map, newsletters and editorials, and the economic development recruitment brochure.
- Supported Downtown and Lakewood Station District development, including completion of the Devco project, adding more than 200 affordable housing units, and the addition of Canes Chicken, Grocery Outlet, Planet Fitness, and other retail businesses to the downtown district.
- Continued to work with the Parks Department on the formation of the downtown park and multi-generational community center.
- Completed removal of the Tactical Tailor building as part of North Clear Zone property acquisition.
- Expanded the Multifamily Tax Exemption (MFTE) program, adding five or more new projects and extending the residential target area to include Tillicum and Springbrook.
- Saw an increase in business license applications and completed an audit of City business licenses against Department of Revenue licensing requirements.
- Completed the Tax Increment Finance (TIF) program.

Building

- Issued the Alliance Mixed Use Lakewood Town Center permit; Phase I has received occupancy, with the remainder of the project scheduled for occupancy in early 2027.
- Completed permitting for LASA Phase III, adding 25 affordable housing units.
- Completed permitting for the new McDonald's location.
- Permitting underway for the Western State Hospital Forensic Hospital project.
- Springbrook Phase 2 Multi-Family and Meadow Lark Apartments Phase III remain in the planning stage.
- Issued a permit for the Kendrick Apartments, a project not originally anticipated in the 2025/2026 cycle, contributing to the continued buildout of the Lakewood Station District in line with the subarea plan.

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

2025/2026 Accomplishments (continued)

Capital Projects

- Capital projects completed this budget cycle totaled \$36.6 million.
- Completed the following overlay/road improvement projects: 112th (S Tacoma Way to Steele Street), 112th (Bridgeport to Gravelly), Steilacoom Boulevard (\$6 million, 87th to Weller), South Tacoma Way (88th to north city limits), and 112th (Farwest to Holden).
- Completed 7 miles of chip seal for the 2025 and 2026 program.
- Completed pavement patching design and construction throughout the City.
- Completed the 2025 Downtown Street Light Project.
- Completed sewer projects at Grant Avenue & Orchard Street and Rose Road; Silcox/Wadsworth sewer work and the Washington Avenue & West Thorne Lane sewer design remain ongoing.
- Completed intersection, roadway, and utility improvement projects at Interlaaken, Nyanza, and Custer/75th.
- Completed design for the Custer and Dower project; construction is scheduled for 2027.
- Completed pavement marking restriping, marker replacement, and crosswalk refresh citywide.
- Completed stormwater education and outreach activities.

Engineering

- Implemented the annual Surface Water Management and Sanitary Sewer capital projects.
- Continued implementation of a stormwater management program meeting NPDES Phase II permit requirements.
- Met state and federal stormwater requirements.
- Supported sanitary sewer connections for properties in the Woodbrook and Tillicum neighborhoods.
- Provided development review services for the Planning & Public Works Department.
- Managed the stormwater infrastructure cleaning and street sweeping vendor contracts.
- Maintained contract services for street light repairs.
- Managed the signal maintenance contract with Pierce County.
- Staffed and supported the American Lake Lake Management District in controlling aquatic weeds.
- Completed stormwater education and outreach activities.
- Updated Lakewood Municipal Code (LMC) Title 12 and the Engineering Standards Manual to provide clear, direct guidance on stormwater and roadway development requirements in the City of Lakewood.

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

2025/2026 Accomplishments (continued)

Community Services – CDBG & HOME

- Completed development and implementation of the Five Year 2025-2029 Consolidated Plan and the associated 2025 and 2026 Annual Action Plans.
- Completed the FY 2024 and 2025 Consolidated Annual Performance Evaluation Reports for CDBG and HOME.
- Completed 8-12 housing rehabilitation and major home repair projects for 2025 and 2026.
- Implemented the new HOME-funded Tenant-Based Rental Assistance Program. (Number of individuals assisted to follow.)
- Completed LASA Phase 4 at Gravelly Lake Commons; the project is open and occupied.
- Managed displacement response for residents at three or more apartment complexes due to accidents, hazards, or unsafe conditions through the Emergency Assistance for Displaced Residents program and CDBG Emergency Payments Program.

RHSP (Rental Housing Safety Program)

- For 2023, 9,548 rental units were registered, and 245 initial property inspections were performed by city and private inspectors.
- For 2024 (July 17, 2024) 9,928 rental units were registered, and 183 initial property inspections (403 units inspected) were performed by city and private inspectors.
- Performed upgrade to rental housing software.
- In 2023, closed 8 noncompliant properties; assisted 40 individual rental units with relocation assistance. Closed 3 noncompliant properties to date in 2024 (June 17, 2024); assisted 12 individual rental units with relocation assistance.

Dangerous Building Abatements/Unsafe Buildings

- In 2023, completed 10 dangerous building abatements (18 structures abated) and 4 public nuisance actions.
- For 2024 (July 17, 2024), completed 5 dangerous building abatements: currently, 14 dangerous building abatements and 7 public nuisances pending.

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

2027/2028 Anticipated Key Projects

Planning

- Continue Downtown Transportation System Analysis and Construction Improvements (RAISE grant implementation, Transportation Mitigation Fee Program).
- Continue Natural Environmental Climate Change (NECC) Program implementation through 2029, addressing the City's 10-year and 3–5 year plans, Comprehensive Plan climate sub-elements, urban forestry, and heat mitigation in support of HB 1181, GHG reduction, and resiliency requirements.
- Continue Urban Forestry Program policy development for City Council review.
- Prepare for Comprehensive Plan Implementation Progress Reports (IPRs), next due in 2029.
- Conduct the annual Comprehensive Plan update cycle.
- Conduct the annual development regulation amendment cycle.
- Prepare for the full Shoreline Master Program Update, due 12/31/29.
- Continue data collection and maintenance for the Buildable Lands Program Report, due in 2031.
- Prepare for Subarea Plan Reviews, due in 2029.
- Continue Neighborhood Coordination Program work plan and activities.
- Continue regional planning coordination efforts.
- Continue participation on Affordable Housing/Homelessness boards and committees (TPL-CoC, CPEH Implementation, Pierce County Human Services grant review panels).
- Continue participation in the South Sound Affordability Partners (SSHA3P) Staff Working Group.
- Continue compliance reporting and process updates under SB 5290 as the legislation continues to evolve.
- Continue implementation of state planning and permitting legislation passed in 2026 and throughout the 2027-2028 biennium, consistent with annual legislative updates to planning and permitting law over the past five years

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

2027/2028 Anticipated Key Projects (continued)

Economic Development

- Continue annual Business Retention & Expansion program, including BRE visits, quarterly and annual reports, the economic indicators report, the contaminated sites report, business events and forums, business surveys, the underutilized property map, newsletters and editorial content, and the recruitment brochure.
- Continue supporting Downtown and Lakewood Station District development, along with citywide development.
- Continue Multifamily Tax Exemption (MFTE) recruitment within existing residential target areas.
- Conduct annual review of the Business Licensing fee schedule.
- Continue business license auditing.
- Pursue industrial business recruitment.

Building

- Alliance Mixed Use Lakewood Town Center: remaining phases scheduled for occupancy in early 2027.
- Western State Hospital: new Forensic Hospital construction, including associated parking canopies.
- Canes Chicken: construction/permitting.
- Quick Quack Car Wash: construction/permitting.
- Grocery Outlet: construction/permitting.
- Lakewood Apartments: construction/permitting.
- Toto Apartments: construction/permitting.
- Springbrook Phase 2 Multi-Family: continued permitting/planning.
- Beyler Duplexes (4 structures): construction/permitting.
- Meadow Lark Apartments Phase III: continued permitting/planning.
- Sunset Bible Church: construction/permitting.

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

2027/2028 Anticipated Key Projects

Capital Projects

- Complete Silcox/Wadsworth sewer improvements.
- Complete Washington Avenue & West Thorne Lane sewer design and advance to construction.
- Complete construction for the Custer Road/John Dower intersection, following design completed in 2025/2026.
- 115th St Ct: Bridgeport to ST ROW improvements.
- Bridgeport Way/Pacific Highway intersection improvements.
- Mt. Tacoma intersection improvements.
- New York/McChord: Pacific Highway to Bridgeport improvements.
- Lincoln Avenue: McChord to San Francisco improvements.
- 100th: Lakewood to Lakeview overlay.
- Clover Creek Drive: Pacific Highway to Hillcrest Drive improvements.

Engineering

- Replace aging locate equipment (Fund 101), which is over 10 years old and experiencing failures.
- Update stormwater code and the Engineering Standards Manual (ESM) to incorporate Western Washington Stormwater Design Manual changes and Low Impact Development (LID) requirements.
- Conduct a SWM fee study and review for concurrency and program expansion planning.
- Continue Clover Creek gauging station operations.
- Maintain NPDES permit fee compliance with the WA Department of Ecology.
- Continue participation in the Regional Stormwater Monitoring Program (WA State).
- Maintain Sound Transit railroad crossing permits for four stormwater crossings.
- Maintain dam inspection fee compliance and the Waughop Lake WA ECY permit.
- Continue LID and stormwater modeling training and registration for staff.
- Continue American Lake Management District support, including staffing, contracting, applicator services, and spring/fall surveys and reporting.
- Maintain bridge repair/inspection professional services capacity, though currently unfunded for 2027/2028.
- Continue school zone flasher battery and relay maintenance.

CDBG & HOME

- Prepare and submit the annual CDBG/HOME Annual Action Plan.
- Prepare the Consolidated Annual Performance Evaluation Reports (CAPER) for CDBG and HOME.
- Continue housing rehabilitation and major home repair projects.
- Continue implementation of the HOME-funded Tenant-Based Rental Assistance (TBRA) Program.
- Continue management of the Emergency Assistance for Displaced Residents program and CDBG Emergency Payments Program.

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Service/ Program Changes

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2027		Year 2028	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
EDB Gold Sponsor	Add Economic Development Board Annual Gold Sponsorship	-	-	-	6,000	-	6,000
Bridge Inspection	Pierce County will no longer perform this work, which means we have to go out biannually to have the inspection done by third party from here out. Expertise to complete this does not exist within the department.	-	-	-	57,500	-	-
Locater Equipment	Purchase of a professional underground utility locator used to find buried cables, pipes, and electronic markers without digging. It can trace the path of underground utilities, estimate their depth, identify cables, and detect faults or breaks. Advanced models also provide additional fault-finding and troubleshooting features. (Budgeted in Fleet & Equipment Fund)	-	1	12,000	-	-	1,715
Total - General Fund / Street Fund		-	1	\$ 12,000	\$ 63,500	\$ -	\$ 7,715
Total		-	1	\$ 12,000	\$ 63,500	\$ -	\$ 7,715

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Capital Projects

See Capital Budget section for project details.

Transportation Capital Projects:

Project Costs		2027	2028
302.0001	Annual Program - Personnel, Engineering & Professional Svcs	648,000	680,000
302.0003	Annual Program - Safety: Neighborhood Traffic Safety/Traffic Calming	30,000	30,000
302.0004	Annual Program - Minor Capital	270,000	270,000
302.0005	Annual Program - Chip Seal Resurfacing Program	420,000	420,000
302.0097	115th Street Ct SW - Bridgeport Way to Sound Transit ROW	1,687,000	-
302.0115	Davisson Rd SW-112th to 108th	-	75,000
302.0120	Tyee Park School Sidewalks-Seminole Road	-	429,000
302.0122	47th Ave SW - Clover Creek to Pacific Highway	5,096,000	-
302.0136	100th Street; 59th to South Tacoma Way	870,000	-
302.0167	McChord Drive-Bridgeport to 47th	-	60,000
302.0168	Sound Transit - McChord/New York-Pac Hwy to Bridgeport	3,952,000	-
302.0169	Sound Transit - 47th Ave-McChord to Clover Creek	-	50,000
302.0170	Sound Transit - Lincoln Ave SW - McChord Dr. SW to San Francisco Ave	30,000	920,000
302.0171	Sound Transit - Chicago Ave SW - Springbrook Lane SW to McChord Dr.	-	77,000
302.0172	Sound Transit - San Francisco Av - Springbrook Ln SW to True	-	60,000
302.0173	Sound Transit - Clover Creek Drive-Pacific Highway to Hillcrest	35,000	455,000
302.0174	Sound Transit - Boston Ave SW - Interstate 5 to McChord Dr SW	-	30,000
302.0177	Steilacoom Blvd/Western State Hospital Signal	430,000	-
302.0184	Upgrade Accessible Pedestrian Routes	260,000	260,000
Total		\$ 13,728,000	\$ 3,816,000

Sewer Capital Projects:

Project Costs		2027	2028
311.0002	Side Sewer Connection Program	\$ 50,000	\$ 50,000
311.0009	Washington Ave. & W. Thorne Ln. Sewer Extension	\$ 1,622,000	\$ -
311.0010	Grant Ave & Lake St. Sewer Extension	\$ 130,000	\$ 1,136,000
311.0011	Washington Ave & Lake St Sewer Extension	\$ -	\$ 97,000
311.0000	Program Administration	\$ 35,000	\$ 35,000
Total		\$ 1,837,000	\$ 1,318,000

Surface Water Management Capital Projects

Project Costs		2027	2028
401.0028	2026 Drainage Pipe Repair Project	\$ 395,000	\$ 395,000
401.0034	Annual Catch Basin and Storm Drainage Repair	175,000	175,000
401.0035	Ponce De Leone Water Quality Upgrade	225,000	750,000
401.0036	SMAP for New Catchment Area	\$ 125,000	\$ -
401.0037	Storm Water Capital & Maintenance Analysis	75,000	75,000
401.0038	Hillcrest Drive/Clover Creek Detention/Retention Storm Facility	-	125,000
Total		\$ 995,000	\$ 1,520,000

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Position Inventory

Position	Group	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed
				Adopted	Adjusted	Year-end		
Planning & Public Works Director	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planning & Public Works Assistant 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
Economic Development Manager	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Services Manager/City Engineer	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planning 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	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Assistant Civil Engineer	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Construction Management Lead	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Construction Inspector	AFSCME	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Engineering Technician	AFSCME	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	AFSCME	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
Senior Planner	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Geographical Information Systems Analyst	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Associate Planner	AFSCME	3.00	3.00	2.00	2.00	2.00	2.00	2.00
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	1.25	1.00	1.25	1.00	1.00	1.00	1.00
Program Coordinator - Neighborhood	AFSCME	1.00	1.00	1.00	-	-	-	-
Program Coordinator - ARPA	AFSCME	1.00	1.00	1.00	1.00	1.00	-	-
Building Inspector	AFSCME	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Compliance Inspector	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Compliance/Safety Inspector - RSHP	AFSCME	1.00	1.00	0.50	0.50	0.50	0.50	0.50
Permit Supervisor	AFSCME	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Permit Technician	AFSCME	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Office Assistant	AFSCME	1.00	1.00	1.00	0.15	0.15	0.15	0.15
Total - Planning & Public Works		43.25	43.00	41.75	38.65	38.65	37.65	37.65
<i>Change from Prior Year</i>		-	(0.25)	(1.25)	(4.35)	(4.35)	(1.00)	-

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Position Inventory (continued)

Position	FTE	2027			2028		
		Salary	Benefits	Total	Salary	Benefits	Total
Planning & Public Works Director	0.50	\$ 114,372	\$ 24,607	\$ 138,979	\$ 120,996	\$ 25,607	\$ 146,603
Planning & Public Works Assistant Director	0.75	131,508	31,643	163,151	139,140	33,449	172,589
Economic Development Manager	1.00	170,376	51,337	221,713	180,264	55,151	235,415
Building Official	1.00	165,336	53,384	218,720	174,912	57,253	232,165
Geographical Information Systems Analyst	1.00	116,664	54,868	171,532	116,664	57,697	174,361
Planning Division Manager	1.00	173,760	42,372	216,132	183,840	44,233	228,073
Plans Examiner	1.00	95,706	13,464	109,170	97,614	13,721	111,335
Senior Planner	1.00	127,760	40,351	168,111	128,808	42,842	171,650
Associate Planner	1.00	101,526	26,937	128,463	103,572	28,781	132,353
Associate Planner	1.00	95,761	43,461	139,222	97,671	47,370	145,041
Building Inspector	1.00	108,899	30,807	139,706	111,073	32,686	143,759
Building Inspector	1.00	105,555	47,609	153,164	107,653	51,550	159,203
Permit Supervisor	0.72	78,935	29,470	108,405	78,935	31,559	110,494
Permit Supervisor	0.21	23,023	8,595	31,618	23,023	9,204	32,227
Permit Supervisor	0.07	7,674	2,864	10,538	7,674	3,068	10,742
Permit Technician	1.00	85,392	49,255	134,647	87,096	53,784	140,880
Permit Technician	1.00	90,168	28,951	119,119	90,168	30,581	120,749
Permit Technician	1.00	73,852	23,314	97,166	75,324	25,096	100,420
Office Assistant	0.15	14,076	4,372	18,448	14,076	4,608	18,684
Total - General Fund	15.40	\$ 1,880,343	\$ 607,661	\$ 2,488,004	\$ 1,938,503	\$ 648,240	\$ 2,586,743
Capital Projects Division Manager	0.20	\$ 34,751	\$ 13,879	\$ 48,630	\$ 36,767	\$ 14,689	\$ 51,456
Civil Engineer	0.25	40,412	14,859	55,271	40,824	15,847	56,671
Associate Civil Engineer	0.50	56,928	20,659	77,587	56,928	21,774	78,702
Associate Civil Engineer	0.50	54,619	20,653	75,272	55,720	22,246	77,966
Assistant Civil Engineer	0.50	56,672	10,998	67,670	57,807	11,191	68,998
Engineering Technician	0.20	18,187	6,508	24,695	18,554	6,885	25,439
Construction Management Lead	0.25	32,202	10,801	43,003	32,202	11,359	43,561
Other Pay:							
Commute Trip Reduction	-	3,000	-	3,000	3,000	-	3,000
Overtime	-	1,500	-	1,500	1,500	-	1,500
Total - Streets	2.40	\$ 298,271	\$ 98,357	\$ 396,628	\$ 303,302	\$ 103,991	\$ 407,293

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Position Inventory (continued)

Position	FTE	2027			2028		
		Salary	Benefits	Total	Salary	Benefits	Total
Program Manager - Housing Division	0.70	\$ 112,913	\$ 36,881	\$ 149,794	\$ 119,465	\$ 39,887	\$ 159,352
Program Coordinator-RHSP/Abatement	1.00	95,840	29,080	124,920	97,744	30,975	128,719
Code Compliance/Safety Inspector - RH	0.50	42,684	27,677	70,361	43,536	30,435	73,971
Total - Property Abatement/RHSP Fund	2.20	\$ 251,437	\$ 93,638	\$ 345,075	\$ 260,745	\$ 101,297	\$ 362,042
Program Manager - Housing Division (CDBG)	0.30	48,391	15,806	64,197	51,199	17,094	68,293
Program Coordinator - CDBG	1.00	112,080	32,715	144,795	112,080	34,391	146,471
Total - CDBG Fund	1.30	\$ 160,471	\$ 48,521	\$ 208,992	\$ 163,279	\$ 51,485	\$ 214,764
Program Manager - SSMCP/OEA	1.00	126,264	21,835	148,099	133,584	23,003	156,587
Program Coordinator - SSMCP/OEA	1.00	100,230	14,029	114,259	102,144	14,287	116,431
Total - OEA/SSMCP Fund	2.00	\$ 226,494	\$ 35,864	\$ 262,358	\$ 235,728	\$ 37,290	\$ 273,018
Planning & Public Works Director	0.25	57,186	12,302	69,488	60,498	12,802	73,300
Capital Projects Division Manager	0.65	112,944	45,067	158,011	119,496	47,737	167,233
Construction Management Lead	0.60	77,285	25,921	103,206	77,285	27,259	104,544
Civil Engineer	0.60	96,987	35,671	132,658	97,978	38,031	136,009
Associate Civil Engineer	0.50	62,650	29,848	92,498	63,896	32,192	96,088
Construction Inspector	0.50	52,812	27,790	80,602	52,812	29,414	82,226
Construction Inspector	0.50	43,260	14,491	57,751	44,126	15,120	59,246
Construction Inspector	1.00	99,868	39,306	139,174	101,856	41,932	143,788
Engineering Technician	0.40	36,374	13,020	49,394	37,107	13,770	50,877
Engineering Technician	1.00	103,609	45,457	149,066	103,608	48,742	152,350
Total - Transportation CIP	6.00	\$ 742,975	\$ 288,873	\$ 1,031,848	\$ 758,662	\$ 306,999	\$ 1,065,661
Planning & Public Works Director	0.25	57,188	12,293	69,481	60,498	12,804	73,302
Planning & Public Works Assistant Director	0.25	43,836	10,548	54,384	46,380	11,149	57,529
City Engineer	1.00	180,768	58,433	239,201	191,256	61,947	253,203
Capital Projects Division Manager	0.15	26,064	10,401	36,465	27,576	11,016	38,592
Civil Engineer	1.00	163,296	67,748	231,044	163,296	70,999	234,295
Civil Engineer	0.15	24,247	8,919	33,166	24,494	9,508	34,002
Civil Engineer	1.00	133,875	63,158	197,033	136,549	66,606	203,155
Associate Civil Engineer	0.50	62,650	29,850	92,500	63,896	32,193	96,089
Associate Civil Engineer	0.50	54,619	20,662	75,281	55,720	22,247	77,967
Assistant Civil Engineer	0.50	56,672	11,000	67,672	57,806	11,193	68,999
Associate Civil Engineer	0.50	56,928	20,661	77,589	56,928	21,776	78,704
Construction Management Lead	0.15	19,321	6,481	25,802	19,321	6,814	26,135
Construction Inspector	0.50	52,812	27,792	80,604	52,812	29,415	82,227
Construction Inspector	0.50	43,260	14,492	57,752	44,126	15,122	59,248
Compliance Inspector	1.00	108,790	46,549	155,339	108,790	49,460	158,250
Engineering Technician	0.40	36,374	13,020	49,394	37,110	13,770	50,880
Total - SWM	8.35	\$ 1,120,700	\$ 422,007	\$ 1,542,707	\$ 1,146,558	\$ 446,019	\$ 1,592,577
Total - Planning & Public Works	37.65	\$ 4,680,691	\$ 1,594,921	\$ 6,275,612	\$ 4,806,777	\$ 1,695,321	\$ 6,502,098

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Performance Measures

Performance Measures	Target	2026 YTD		Previous Year Ends				
		Q1	Q2	2025	2024	2023	2022	2021
CDBG								
# of owner-occupied units	16	9	10	7	8	10	10	7
# of new affordable housing units constructed	8	4	8	3	5	0- Boat St underway	Boat St not started	0
# persons assisted with CDBG emergency payments programs, including rent/mortgage assistance	50	29	39	8	109	142	122	394
# persons with access to affordable housing through fair housing activities or emergency relocation	42	1	1	22	32	8580	138	0
Nuisances and Abatements								
# of dangerous building abatements completed	25	0	3	9	17	12	18	16
RHSP								
# rental properties inspected	913	90		175	760	479	369	254
# rental units inspected	2,451	362		445	1189	1380	498	394
# of household units provided relocation assistance	< 20	0	0	6	18	54	22	N/A
Economic Development								
# of participants attending forums, focus groups, or special events	500	96	172	266	542	649	560	153

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Performance Measures (continued)

Informational Measures	Historic Average	2026 YTD		Previous Year Ends				
		Q1	Q2	2025	2024	2023	2022	2021
Measure- CDBG								
# of persons with new or improved access to public facility or infrastructure	0	0	0	0	\$0	0	5,345	0
# units assisted that are occupied by the elderly	12	3	4	3	\$4	20	12	28
\$ program income received (CDBG & NSP)	\$149,444	\$12,810	\$14,263	\$21,407	\$14,263	\$103,156	\$364,600	\$270,294
Measure - Nuisances and								
#of dangerous building abatements pending	65	15	15	11	\$15	46	8	78
# of public nuisances completed annually	3	0	0	5	\$0	4	6	5
# of public nuisances pending	10	7	7	6	\$7	18	5	16
Measure- RHSP								
# rental properties registered	3,732	486		1,451	\$0	1,913	5,120	1,921
# rental units registered	13,915	6,428		9,111	\$0	14,950	29,474	11,629
Measure- Economic Development								
\$ investment created through economic dev efforts	\$320,000,000	\$45,332,472	\$198,969,607	\$374,996,046	\$427,407,802	\$228,284,777	\$569,306,864	\$470,001,046
# of business retention/expansion of interviews conducted	80	22	47	91	87	110	103	106
# of new market rate, owner-occupied housing units constructed annually	40	20	30	34	46	49	143	89
# of projects where permit assistance was provided	40	17	39	137	51	99	80	60
# of special projects completed	50	20	29	48	42	58	55	64
# of economic development inquiries received	200	65	143	214	264	229	306	277
# of new business licenses issued in Lakewood	700	181	392	601	787	648	760	732
# of new development projects assisted	30	10	23	41	38	36	42	32
Measure- Building Permit								
# of permits issued	N/A	436	315	1,228	1,972	1,789	2,405	tbd
# of plan reviews performed	N/A			522	1,322	1,339	1,111	tbd
# of inspections performed	N/A	2,734	2,715	3,487	4,012	4,140	6,117	tbd
Average turnaround time for 1st review - Site Development Permits	30	SEE PW	SEE PW	NOT UNDER BLDG	108	62	50	30

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Performance Measures (continued)

Informational Measures	Historic Average	2026 YTD		Previous Year Ends				
		Q1	Q2	2025	2024	2023	2022	2021
Measure- Long Range Planning								
Annual Comprehensive Plan & Development Regulation Amendments (setting docket, drafting city-initiated amendments, SEPA review of city-initiated amendments and privately-initiated amendments)	N/A	Not Started	Ongoing for 2026; started for 2027 Docket	Completed	Completed	In-process	Completed	Completed for 2021
Annual Development Regulation Amendments	N/A	Not Started	Ongoing	Completed	Completed	In-process	Completed	Not started
Annual Shoreline Restoration Plan and Master Program Review	N/A	Ongoing	Completed	N/A	Completed		Completed	Completed for 2021
Biennial Review of Downtown Subarea Plan (2024, then every 5 years thereafter)	N/A	N/A	N/A	N/A	Completed	In-process	Completed	n/a
Biennial Review of Lakewood Station District Subarea Plan (2024, then every 5 years thereafter)	N/A	N/A	N/A	N/A	Completed	In-process	Not started	Subarea Plan app'd in 2021; next review 2023
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	In-process	In-process
Statutory Periodic Review of Comprehensive Plan per GMA (every 10 years)	N/A	N/A	N/A	N/A	Completed	In-process	In-process	Not started in '21
Participation on Countywide and Regional Planning Bodies (GMCC, PSRC Regional Staff Committee, SSHAP Staff Working Group, PC CPEH Implementation Advisory Board, Continuum of Care, Other Appointed Positions)	N/A	Continual	Continual	Continual	Continual	Continual	Ongoing	Continual
Reporting to City Council re Projects and Programs	N/A	Continual	Continual	Continual	Continual	Continual	Ongoing	Continual
Monthly Lakewood Planning Commission Meetings	N/A	6	5	4	3	20+	20+	20-24
Buildable Lands Report - Development and Tracking	N/A	N/A in 2026	N/A	N/A in 2025	N/A in 2024	N/A in 2023	Update completed in '22	Completed in '21
City Population and Employment Growth Targets - Development and Tracking	N/A	Continual	Continual	Continual	Continual	N/A in 2023	Completed	In-process
Dicennial Census Data Development and Tracking	N/A	N/A in 2026	N/A	N/A in 2025	N/A in 2024	N/A in 2023	Completed	In-process/ nearing completion

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Performance Measures (continued)

Permit Type- Current Planning	Target # of Days to first review	Q1				Q2					Total Permits at Year End				
		Total Permits	Average Days	% w/in Target?	# Outside Target	Target # of Days	Total Permits	Average Days	% w/in Target?	# Outside Target	2025	2024	2023	2022	2021
Zoning Certification	30	4	6	100%	0	30	3	23	100%	0	17	61	33	55	43
Conditional use	60	1	79	0.00	1.00	60	0	0	0	0	2	7	1	2	1
Design Review	30	0	0	0%	0	30	0	0	0%	0	6	37	17	18	19
Preliminary plat	60	0	0	0.00	0.00	60	0	0	0	0	1	0	0	1	0
Sign permit	30	7	16	86%	1	30	8	10	100%	0	71	126	64	40	62
SEPA Environmental	40	N/A	N/A	N/A	N/A	40	N/A	N/A	N/A	N/A	1	25	14	39	20
Shoreline permit	40	3	14	100%	0	40	9	16	100%	0	10	46	25	19	21

Permit Type	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
Commercial Building Permits	30	60	22	58.30%	25	30	50	13	82%	9
New commercial buildings	30	2	41	0.00%	2	30	2	31	50%	1
New multi-family	30	0	0	0.00%	0	30	0	0	0%	0
Residential Building Permits	30	45	22	77.80%	10	30	26	19	89%	3
New Single Family Homes	30	1	47	0.00%	1	30	0	0	0%	0
Mechanical	30	48	18	87.50%	6	30	65	11	95%	3
Plumbing	30	51	21	68.60%	16	30	36	24	75%	9
Accessory Dwelling Unit	30	0	0	0.00%	0	30	1	60	0	1

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Performance Measures (continued)

Performance Measures	Target	2026 YTD		Previous Year Ends				
		Q1	Q2	2025	2024	2023	2022	2021
SWM Operations & Maintenance								
# of City street curb miles swept	3,600	689.5	790.50	1,756	1,870	2,753	3,918	4,270
# of catch basins cleaned or inspected	3,400	0	543	57	116	2,041	3,501	3,242
Engineering Services								
Average turnaround time for 1st review - Site Development Permits	30	42.5	35	26	56	40	30	30
Average turnaround time for 1st review-Right of Way Permits	30	30	9	3	5	5	5	5
% of time traffic signals are repaired within 30 days	100%	100%	100%	100%	100%	100%	100%	N/A
% of time street lights are repaired within 30 days	100%	0%	0%	0%	23%	0%	86%	N/A

Informational Measures	Historic Average	2026 YTD		Previous Year Ends				
		Q1	Q2	2025	2024	2023	2022	2021
SWM Operations & Maintenance								
# of hours of storm drain pipe video inspections recorded	642	14	47	79	0	296	150	1,267
# of linear feet of storm drain pipe cleaned	23,597	0	26,435	3,500	0	3,820	53	1,752
# of tons of sweeping and vector waste disposed of	1,150	55	167	65	93	274	796	1,538
Engineering Services								
# of businesses/properties inspected for SWM compliance	197	51	68	61	49	193	257	110
# of traffic signals operated and maintained	68	65	65	65	64	64	64	68
# of City maintained street lights	2,555	2,960	2,959	2,960	2,786	2,736	2,637	2555

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Purpose & Description

The Planning and Public Works 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 Planning and Public Works 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.
- Maintain and improve the City's infrastructure and asset management practices to support safe, efficient, and reliable transportation, stormwater, and sewer systems.
- Deliver high-level customer service across all department divisions.
- Maintain efficient and effective administrative policies and procedures.
- Proactively engage with customers, contractors, developers, the local MBA, architects, and engineers to educate them on department roles, code requirements, policies, and procedures.
- Provide updated training to enable staff to make accurate determinations based on latest code standards.
- Manage divisions to link cost recovery to the cost of providing service while ensuring continuity of services.
- Implement capital and transit improvements to support the local economy.
- Improve and maintain efficient, timely, and customer-focused permitting services through continuous process and technology improvements, coordinated development services and inspections, clear administrative policies, standardized Permit Center procedures, and effective permitting software management.

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Department Summary – Financial Information

All Funds

Obj Code	Item	2024	2025	2026			2027	2028	27 Proposed - 26 Adj	
		Actual	Actual	Original	Adjusted	Year-end	Proposed	Proposed	\$ Chg	% Chg
General & Street Fund Operating:										
001	Building	2,114,616	2,164,973	1,864,146	1,893,754	1,891,812	1,898,257	1,962,012	4,503	0.2%
001	Planning	1,574,535	1,683,904	1,549,456	1,576,070	1,574,470	1,571,415	1,645,796	(4,655)	-0.3%
001	Economic Development	360,910	394,615	427,501	437,378	436,068	462,859	479,428	25,481	5.8%
001	GIS	33,218	157,777	161,311	161,311	161,311	171,532	174,361	10,221	6.3%
101	Engineering & Capital	660,979	690,468	912,836	923,275	939,398	1,027,226	997,298	103,951	11.3%
	Total Operating	\$ 4,744,258	\$ 5,091,736	\$ 4,915,250	\$ 4,991,788	\$ 5,003,059	\$ 5,131,289	\$ 5,258,895	\$ 139,501	2.8%
General & Street Fund 1-Time:										
001	Building	\$ 112,358	\$ 60,863	\$ 11,265	\$ 26,574	\$ (9,503)	\$ 24,114	\$ 13,618	(2,460)	-9.3%
001	Planning	241,866	294,324	48,285	896,882	875,878	45,236	39,445	(851,646)	-95.0%
001	Economic Development	35,316	1,386,338	1,812	57,615	53,718	3,343	1,856	(54,272)	-94.2%
001	GIS	-	-	-	-	-	-	-	-	n/a
101	Engineering & Capital	194,847	375,832	12,347	68,327	51,393	36,143	13,449	(32,184)	-47.1%
	Total 1-Time	\$ 584,387	\$ 2,117,357	\$ 73,709	\$ 1,049,398	\$ 971,486	\$ 108,836	\$ 68,368	\$ (940,562)	-89.6%
	Total General & Street Fund	\$ 5,328,645	\$ 7,209,093	\$ 4,988,959	\$ 6,041,186	\$ 5,974,545	\$ 5,240,125	\$ 5,327,263	\$ (801,061)	-13.3%
Other Special Revenue Funds:										
105	Abatement/RHSP/1406	1,061,205	392,662	486,625	1,514,951	1,553,475	449,075	466,043	(1,065,876)	-70.4%
190	CDBG	380,513	937,754	550,000	5,850,121	5,850,721	565,000	545,000	(5,285,121)	-90.3%
191	NSP	-	-	45,500	59,648	59,648	-	-	(59,648)	-100.0%
192	SSMCP	624,309	287,341	352,550	1,643,964	1,629,965	308,391	325,610	(1,335,573)	-81.2%
	al Other Special Revenue Funds	\$ 2,066,027	\$ 1,617,757	\$ 1,434,675	\$ 9,068,684	\$ 9,093,809	\$ 1,322,466	\$ 1,336,653	\$ (7,746,218)	-85.4%
Capital Project Funds:										
302	Transportation	14,652,027	19,329,047	13,681,000	28,722,029	29,114,855	13,728,000	3,816,000	(14,994,029)	-52.2%
311	Sewer	289,051	1,778,041	940,600	4,702,349	4,702,349	1,837,000	1,318,000	(2,865,349)	-60.9%
	Total CIP Funds	\$ 14,941,078	\$ 21,107,088	\$ 14,621,600	\$ 33,424,378	\$ 33,817,204	\$ 15,565,000	\$ 5,134,000	\$ (17,859,378)	-53.4%
Surface Water Management:										
401	SWM O&M Operating	2,452,765	2,516,949	3,136,812	3,435,873	3,435,112	3,290,585	3,363,617	(145,287)	-4.2%
401	SWM O&M 1-Time & CIP	1,152,048	2,451,861	787,882	2,695,578	2,844,656	1,046,074	2,036,336	(1,649,504)	-61.2%
	Total SWM Fund	\$ 3,604,813	\$ 4,968,810	\$ 3,924,694	\$ 6,131,451	\$ 6,279,768	\$ 4,336,659	\$ 5,399,953	\$ (1,794,791)	-29.3%
	Total Expenditures & Uses	\$ 25,940,563	\$ 34,902,748	\$ 24,969,928	\$ 54,665,698	\$ 55,165,325	\$ 26,464,250	\$ 17,197,869	\$ (28,201,448)	-51.6%

PLANNING & PUBLIC WORKS DEPARTMENT OVERVIEW

Department Summary - Financial Information

General & Street Fund

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	\$ 1,902,302	\$ 2,227,732	\$ 2,131,667	\$ 2,131,667	\$ 2,131,667	\$ 2,178,614	\$ 2,241,805	\$ 46,947	2.2%
2XX	Benefits	635,922	724,828	740,968	740,968	740,968	706,018	752,231	(34,950)	-4.7%
3XX	Supplies	12,769	4,454	14,155	14,155	14,155	10,690	10,940	(3,465)	-24.5%
4XX	Services & Charges	1,008,581	851,586	485,675	493,675	493,675	554,825	494,325	61,150	12.4%
9XX	Interfund Charges	1,184,684	1,283,137	1,542,786	1,611,323	1,622,594	1,681,142	1,759,594	69,819	4.3%
	Subtotal Operating Exp	\$ 4,744,258	\$ 5,091,736	\$ 4,915,250	\$ 4,991,788	\$ 5,003,059	\$ 5,131,289	\$ 5,258,895	\$ 139,501	2.8%
Capital & 1-Time Funded:										
1/2XX	Personnel	182,812	122,172	-	5,000	5,000	-	-	(5,000)	-100.0%
3XX	Supplies	-	17,176	-	-	-	-	-	-	n/a
4XX	Services & Charges	63,126	1,774,779	27,393	397,795	397,795	25,097	27,606	(372,698)	-93.7%
6XX	Capital Outlay	-	111,073	-	449,096	449,096	-	-	(449,096)	-100.0%
9XX	Interfund Charges	338,449	92,157	46,316	197,507	119,595	83,739	40,762	(113,768)	-57.6%
	Subtotal One-time Exp	\$ 584,387	\$ 2,117,357	\$ 73,709	\$ 1,049,398	\$ 971,486	\$ 108,836	\$ 68,368	\$ (940,562)	-89.6%
Total Expenditures		\$ 5,328,645	\$ 7,209,093	\$ 4,988,959	\$ 6,041,186	\$ 5,974,545	\$ 5,240,125	\$ 5,327,263	\$ (801,061)	-13.3%

PLANNING & PUBLIC WORKS BUILDING

Purpose & Description

The Building Division reviews and administers all building permits for compliance with federal, state, and City regulations; assists applicants in the development process while safeguarding the public's interest 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; 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.

Goals/Objectives

- Review plans and issue permits to safeguard life and property in compliance with city and state regulations.
- Conduct inspections to enforce codes to protect building occupants, ensuring safety and quality of life.
- Coordinate and work closely with outside agencies such as West Pierce Fire & Rescue, Pierce County Sewer, and Lakewood Water District during plan reviews, construction, and inspections.
- Manage construction permitting and building inspections in an efficient manner that achieves building safety and verifies compliance with all applicable requirements.
- Provide timely construction inspections to ensure compliance with approved plans.
- Provide updated training to enable staff to make accurate determinations based on the latest code standards.
- Work with engineers, architects, and developers to permit the use of modern technical methods, devices, and improvements.
- Conduct administrative dangerous building abatement hearings as required.
- Coordinate dangerous building abatements and other enforcement actions with CSRT.
- Manage the Division to link cost recovery to the cost of providing service while ensuring continuity of services.

Financial Information

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	685,967	796,124	821,126	821,126	821,126	803,843	822,775	(17,283)	-2.1%
2XX	Benefits	254,506	295,048	280,993	280,993	280,993	276,254	296,229	(4,739)	-1.7%
3XX	Supplies	4,401	802	2,600	2,600	2,600	4,350	4,350	1,750	67.3%
4XX	Services & Charges	796,516	702,042	265,365	265,365	265,365	270,970	270,970	5,605	2.1%
9XX	Interfund Charges	373,227	370,957	494,062	523,670	521,728	542,840	567,688	19,170	3.7%
Subtotal Operating Exp		\$ 2,114,616	\$ 2,164,973	\$ 1,864,146	\$ 1,893,754	\$ 1,891,812	\$ 1,898,257	\$ 1,962,012	\$ 4,503	0.2%
Capital & 1-Time Funded:										
4XX	Services & Charges	-	37,828	-	-	-	-	-	-	n/a
9XX	Interfund Charges	112,358	23,035	11,265	26,574	(9,503)	24,114	13,618	(2,460)	-9.3%
Subtotal One-time Exp		\$ 112,358	\$ 60,863	\$ 11,265	\$ 26,574	\$ (9,503)	\$ 24,114	\$ 13,618	\$ (2,460)	-9.3%
Total Expenditures		\$ 2,226,974	\$ 2,225,836	\$ 1,875,411	\$ 1,920,328	\$ 1,882,309	\$ 1,922,371	\$ 1,975,630	\$ 2,043	0.1%

PLANNING & PUBLIC WORKS PLANNING

Purpose/Description

Current Planning:

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; and supports the Planning Commission and the City's Hearing Examiner. 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.

Long-Range Planning:

The Long-Range portion of the planning division manages the city's comprehensive plan, subarea plans, the Neighborhood Coordination Program, supports the planning commission actions, creates and maintains long-range plans and regulations to carry out those plans for both the entire city and smaller portions such as individual neighborhoods throughout the city. Coordinates with other counties and cities, the Puget Sound Regional Council, the Pierce County Regional Council, Pierce County Growth Management Coordination Committee, Sound Transit, Pierce Transit, the Clover Park School District, local community and technical colleges, Joint Base Lewis McChord, regional and state agencies, Continuum of Care and other homelessness organizations, etc.

Goals/Objectives

Current Planning services include:

- Process land use permits applications in a timely fashion for compliance with federal, state, and city regulations.
- Provide support and recommendations to the Hearings Examiner.
- Facilitate pre-application conferences.
- Support the and the City's Hearing Examiner.
- Respond to public inquiries regarding development applications & land use regulation.
- Ensure new development is consistent with Comprehensive Plan.
- Work individually with major developments in the City to resolve issues emerging as development progresses.

Long Range planning services include:

- Revise the current land use and development regulations.
- Conduct policy studies and research.
- Track and analysis of relevant pending legislation and case law.
- Provide supervision to the South Sound Military Communities Partnership staff.
- Track census/demographic/population information.
- Provide public information and outreach.
- Coordinate annexations.

Financial Information

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	811,457	936,270	758,143	758,143	758,143	789,460	818,800	31,317	4.1%
2XX	Benefits	244,799	270,617	266,726	266,726	266,726	225,202	239,162	(41,524)	-15.6%
3XX	Supplies	6,111	301	1,650	1,650	1,650	1,500	1,500	(150)	-9.1%
4XX	Services & Charges	148,490	72,359	35,840	35,840	35,840	20,715	20,715	(15,125)	-42.2%
9XX	Interfund Charges	363,678	404,356	487,097	513,711	512,111	534,538	565,619	20,827	4.1%
Subtotal Operating Exp		\$ 1,574,535	\$ 1,683,904	\$ 1,549,456	\$ 1,576,070	\$ 1,574,470	\$ 1,571,415	\$ 1,645,796	\$ (4,655)	-0.3%
Capital & 1-Time Funded:										
4XX	Services & Charges	43,945	267,066	27,393	355,295	355,295	25,097	27,606	(330,198)	-92.9%
6XX	Capital Outlay	-	-	-	449,096	449,096	-	-	(449,096)	-100.0%
9XX	Interfund Charges	91,158	27,258	20,892	92,491	71,487	20,139	11,839	(72,352)	-78.2%
Subtotal One-time Exp		\$ 241,866	\$ 294,324	\$ 48,285	\$ 896,882	\$ 875,878	\$ 45,236	\$ 39,445	\$ (851,646)	-95.0%
Total Expenditures		\$ 1,816,401	\$ 1,978,228	\$ 1,597,741	\$ 2,472,952	\$ 2,450,348	\$ 1,616,651	\$ 1,685,241	\$ (856,301)	-34.6%

PLANNING & PUBLIC WORKS 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.
- Pursue industrial business recruitment to diversify and strengthen the City's tax base.
- 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 monthly newsletters and editorials, and quarterly economic indicators reports.
- Develop and implement department of revenue plan for business licensing, including updated fee schedule.
- Maintain efficient and timely approvals of all business licenses.

Financial Information

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	201,212	208,083	150,024	150,024	150,024	170,376	180,264	20,352	13.6%
2XX	Benefits	69,642	66,215	53,210	53,210	53,210	51,337	55,152	(1,873)	-3.5%
3XX	Supplies	-	410	1,005	1,005	1,005	240	240	(765)	-76.1%
4XX	Services & Charges	36,517	48,937	156,470	161,470	161,470	168,240	168,240	6,770	4.2%
9XX	Interfund Charges	53,539	70,970	66,792	71,669	70,359	72,666	75,532	997	1.4%
Subtotal Operating Exp		\$ 360,910	\$ 394,615	\$ 427,501	\$ 437,378	\$ 436,068	\$ 462,859	\$ 479,428	\$ 25,481	5.8%
Capital & 1-Time Funded:										
3XX	Supplies	-	17,176	-	-	-	-	-	-	n/a
4XX	Services & Charges	19,181	1,364,573	-	42,500	42,500	-	-	(42,500)	-100.0%
9XX	Interfund Charges	16,135	4,589	1,812	15,115	11,218	3,343	1,856	(11,772)	-77.9%
Subtotal One-time Exp		\$ 35,316	\$ 1,386,338	\$ 1,812	\$ 57,615	\$ 53,718	\$ 3,343	\$ 1,856	\$ (54,272)	-94.2%
Total Expenditures		\$ 396,226	\$ 1,780,953	\$ 429,313	\$ 494,993	\$ 489,786	\$ 466,202	\$ 481,284	\$ (28,791)	-5.8%

PLANNING & PUBLIC WORKS GEOGRAPHICAL INFORMATION SYSTEMS

Purpose/Description

The division 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

- Create, manage and analyze data and maps.

Financial Information

Obj Code	Item	2024	2025	2026			2027	2028	27 Proposed - 26 Adj	
		Actual	Actual	Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	21,923	109,224	112,728	112,728	112,728	116,664	116,664	3,936	3.5%
2XX	Benefits	11,295	48,553	48,583	48,583	48,583	54,868	57,697	6,285	12.9%
	Subtotal Operating Exp	\$ 33,218	\$ 157,777	\$ 161,311	\$ 161,311	\$ 161,311	\$ 171,532	\$ 174,361	\$ 10,221	6.3%
Capital & 1-Time Funded:										
	Subtotal One-time Exp	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures		\$ 33,218	\$ 157,777	\$ 161,311	\$ 161,311	\$ 161,311	\$ 171,532	\$ 174,361	\$ 10,221	6.3%

PLANNING & PUBLIC WORKS **ENGINEERING & CAPITAL PROJECTS**

Purpose and Description

The Engineering and Capital Projects Division of the Planning and Public Works Department is responsible for the City's street and drainage infrastructure. The Division supports safe and efficient transportation through asset management, development review, engineering services, and delivery of capital improvements within the public right-of-way.

Engineering

The Engineering Division supports public health, safety, and welfare through planning, construction, and maintenance support for the City's transportation, stormwater, and sanitary sewer systems.

Key responsibilities include:

- Reviewing private development projects for compliance with City transportation and stormwater standards.
- Managing transportation, stormwater, and sanitary sewer assets and ensuring development-related improvements meet City standards.
- Providing street, traffic, and stormwater engineering services.
- Managing neighborhood traffic control, traffic signal timing and coordination, street and school-zone lighting, and pavement markings.
- Managing right-of-way permitting and inspection and ensuring NPDES permit compliance.

Capital Projects

The Capital Projects Division provides professional engineering and construction services and manages capital improvements for transportation, traffic signals, and utility infrastructure.

Key responsibilities include:

- Developing and managing the City's capital improvement program.
- Preparing and pursuing transportation grants through multiple funding agencies.
- Overseeing the pavement management system and minor capital repairs.
- Managing the City's 13 bridges.
- Developing the 6-Year Transportation Improvement Plan.
- Providing staff support and serving as the City liaison for WSDOT-funded projects.

PLANNING & PUBLIC WORKS **ENGINEERING SERVICES & CAPITAL PROJECTS**

Goals/Objectives

Engineering

- Support implementation of annual Surface Water Management and Sanitary Sewer capital projects.
- Implement the stormwater management program and ensure compliance with NPDES Phase II and applicable state and federal requirements.
- Support sanitary sewer connections for properties in the Woodbrook and Tillicum neighborhoods.
- Provide development review services for the Planning & Public Works Department.
- Manage contracts for stormwater infrastructure cleaning, street sweeping, and streetlight repairs.
- Manage the traffic signal maintenance contract with Pierce County.
- Provide staff support to the American Lake Management District to manage aquatic weeds.

Capital Projects

- Provide professional engineering and construction administration services.
- Maintain an overall pavement condition rating above 70 and use the pavement management system to prioritize maintenance and preservation projects.
- Develop bid-ready engineering documents for minor transportation preservation projects, including chip seals, pavement patching, and other maintenance activities.
- Update and implement the annual 6-Year Transportation Improvement Program (TIP), including pursuing grant funding.
- Implement recommendations from the Non-Motorized Plan, including high-priority pedestrian and bicycle improvements.
- Ensure compliance with reporting and other requirements for federally funded projects.
- Serve as the City's liaison with WSDOT Local Programs.

PLANNING & PUBLIC WORKS ENGINEERING SERVICES & CAPITAL PROJECTS

Financial Information

Street Fund:

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	181,744	178,030	289,646	289,646	289,646	298,271	303,302	8,625	3.0%
2XX	Benefits	55,679	44,396	91,456	91,456	91,456	98,357	103,991	6,901	7.5%
3XX	Supplies	2,257	2,941	8,900	8,900	8,900	4,600	4,850	(4,300)	-48.3%
4XX	Services & Charges	27,059	28,248	28,000	31,000	31,000	94,900	34,400	63,900	206.1%
9XX	Interfund Charges	394,241	436,853	494,834	502,273	518,396	531,098	550,755	28,825	5.7%
Subtotal Operating Exp		\$ 660,979	\$ 690,468	\$ 912,836	\$ 923,275	\$ 939,398	\$ 1,027,226	\$ 997,298	\$ 103,951	11.3%
Capital & 1-Time Funded:										
1/2XX	Personnel	76,049	122,172	-	5,000	5,000	-	-	(5,000)	-100.0%
4XX	Services & Charges	-	105,312	-	-	-	-	-	-	n/a
6XX	Capital Outlay	-	111,073	-	-	-	-	-	-	n/a
9XX	Interfund Charges	118,798	37,275	12,347	63,327	46,393	36,143	13,449	(27,184)	-42.9%
Subtotal One-time Exp		\$ 194,847	\$ 375,832	\$ 12,347	\$ 68,327	\$ 51,393	\$ 36,143	\$ 13,449	\$ (32,184)	-47.1%
Total Expenditures		\$ 855,826	\$ 1,066,300	\$ 925,183	\$ 991,602	\$ 990,791	\$ 1,063,369	\$ 1,010,747	\$ 71,767	7.2%

Surface Water Management Fund:

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	580,519	530,031	1,023,194	1,093,194	1,093,194	1,120,700	1,146,558	27,506	2.5%
2XX	Benefits	234,307	198,146	377,976	377,976	377,976	422,007	446,019	44,031	11.6%
3XX	Supplies	1,124	2,425	3,200	3,200	3,200	3,100	3,100	(100)	-3.1%
4XX	Services & Charges	597,916	713,400	615,149	832,942	832,942	612,605	620,605	(220,337)	-26.5%
5XX	Intergovernmental	284,700	284,700	284,700	284,700	284,700	284,700	284,700	-	0.0%
7XX	Debt Svc-Principal	457,355	463,715	470,160	470,160	470,160	476,695	483,320	6,535	1.4%
8XX	Debt Svc-Interest/Issue	43,640	37,283	30,837	30,837	30,837	24,302	17,676	(6,535)	-21.2%
9XX	Interfund Charges	253,204	287,249	331,595	342,863	342,103	346,476	361,639	3,613	1.1%
	Subtotal Operating Exp	\$ 2,452,765	\$ 2,516,949	\$ 3,136,812	\$ 3,435,873	\$ 3,435,112	\$ 3,290,585	\$ 3,363,617	\$ (145,287)	-4.2%
Capital & 1-Time Funded:										
1/2XX	Personnel	6,003	4,287	-	141,964	141,964	-	-	(141,964)	-100.0%
4XX	Services & Charges	92,109	154,231	20,939	145,725	145,725	42,068	42,068	(103,657)	-71.1%
5XX	Intergovernmental	984,326	2,174,611	357,700	1,500,978	1,657,208	-	470,591	(1,500,978)	-100.0%
6XX	Capital Outlay	-	100,146	398,579	870,000	870,000	995,000	1,520,000	125,000	14.4%
9XX	Interfund Charges	69,610	18,586	10,664	36,911	29,759	9,006	3,677	(27,905)	-75.6%
	Subtotal One-time Exp	\$ 1,152,048	\$ 2,451,861	\$ 787,882	\$ 2,695,578	\$ 2,844,656	\$ 1,046,074	\$ 2,036,336	\$ (1,649,504)	-61.2%
Total Expenditures		\$ 3,604,813	\$ 4,968,810	\$ 3,924,694	\$ 6,131,451	\$ 6,279,768	\$ 4,336,659	\$ 5,399,953	\$ (1,794,791)	-29.3%

PLANNING & PUBLIC WORKS HOUSING & COMMUNITY SERVICES

Purpose & Description

The Housing & 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. Administer the projects and programs listed in the City's Consolidated Annual Action Plan.

Goals/Objectives

- 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.
- Target infrastructure improvements in low-income neighborhoods where roadways, sidewalks, and lighting improvements are deficient.
- Administer the Rental Housing Safety Program.
- Administer 1406 Affordable Housing Program

PLANNING & PUBLIC WORKS HOUSING & COMMUNITY SERVICES

Financial Information

This fund includes property abatement, rental housing safety program and 1406 affordable housing programs. Only new allocations are accounted for in the proposed 2027/2028 budget. Remaining balances from 2026 will be rolled over into 2027.

Property Abatement/Rental Housing Safety Program/1406 Affordable Housing:

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	204,649	226,826	42,696	42,696	42,696	251,437	260,745	208,741	488.9%
2XX	Benefits	75,844	80,054	14,983	14,983	14,983	93,638	101,297	78,655	525.0%
3XX	Supplies	1,201	1,368	-	-	-	-	-	-	n/a
4XX	Services & Charges	118,262	84,414	428,946	1,457,273	1,495,795	104,000	104,000	(1,353,273)	-92.9%
9XX	Interfund Charges	21,250	-	-	-	-	-	-	-	n/a
	Subtotal Operating Exp	\$ 421,205	\$ 392,662	\$ 486,625	\$ 1,514,952	\$ 1,553,474	\$ 449,075	\$ 466,042	\$ (1,065,877)	-70.4%
Capital & 1-Time Funded:										
5XX	Intergovernmental	640,000	-	-	-	-	-	-	-	n/a
	Subtotal One-time Exp	\$ 640,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures		\$ 1,061,205	\$ 392,662	\$ 486,625	\$ 1,514,951	\$ 1,553,475	\$ 449,075	\$ 466,043	\$ (1,065,876)	-70.4%

CDBG:

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	176,575	165,274	-	2,170,365	2,170,365	160,471	163,279	(2,009,894)	-92.6%
2XX	Benefits	58,715	55,116	-	-	-	48,521	51,485	48,521	n/a
3XX	Supplies	931	1,951	-	-	-	-	-	-	n/a
4XX	Services & Charges	144,292	715,413	550,000	3,679,756	3,680,356	356,008	330,236	(3,323,748)	-90.3%
Total Expenditures		\$ 380,513	\$ 937,754	\$ 550,000	\$ 5,850,121	\$ 5,850,721	\$ 565,000	\$ 545,000	\$ (5,285,121)	-90.3%

Neighborhood Stabilization Program:

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
4XX	Services & Charges	-	-	45,500	45,500	45,500	-	-	(45,500)	-100.0%
5XX	Intergovernmental	-	-	-	14,148	14,148	-	-	(14,148)	-100.0%
Total Expenditures		\$ -	\$ -	\$ 45,500	\$ 59,648	\$ 59,648	\$ -	\$ -	\$ (59,648)	-100.0%

PLANNING & PUBLIC WORKS SOUTH SOUND MILITARY COMMUNITIES PARTNERSHIP

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.

Financial Information

The proposed 2027 and 2028 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 2026.

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	218,111	178,649	235,624	235,624	235,624	226,494	235,728	(9,130)	-3.9%
2XX	Benefits	52,940	39,982	56,556	56,556	56,556	35,864	37,290	(20,692)	-36.6%
3XX	Supplies	11,088	5,125	-	-	-	-	-	-	n/a
4XX	Services & Charges	46,691	51,599	60,370	195,911	181,912	46,033	52,592	(149,878)	-76.5%
	Subtotal Operating Exp	\$ 328,831	\$ 275,355	\$ 352,550	\$ 488,091	\$ 474,092	\$ 308,391	\$ 325,610	\$ (179,700)	-36.8%
Capital & 1-Time Funded:										
3XX	Supplies	209	-	-	-	-	-	-	-	n/a
4XX	Services & Charges	262,833	4,653	-	1,154,956	1,154,956	-	-	(1,154,956)	-100.0%
5XX	Intergovernmental	32,436	7,333	-	917	917	-	-	(917)	-100.0%
	Subtotal One-time Exp	\$ 295,478	\$ 11,986	\$ -	\$ 1,155,873	\$ 1,155,873	\$ -	\$ -	\$ (1,155,873)	-100.0%
	Total Expenditures	\$ 624,309	\$ 287,341	\$ 352,550	\$ 1,643,964	\$ 1,629,965	\$ 308,391	\$ 325,610	\$ (1,335,573)	-81.2%

This page left intentionally blank.

6-Year CIP Transportation

**6 Year (2027-2032) Capital Improvement Plan
Transportation Projects**

SOURCES		2027	2028	2029	2030	2031	2032	Total
General Fund		\$ 228,300	\$ 302,800	\$ 294,300	\$ 330,300	\$ 367,300	\$ 406,300	\$ 1,929,300
1	Annual Program - Personnel, Engineering & Professional	198,300	230,300	264,300	300,300	337,300	376,300	1,706,800
3	Annual Program - Safety: Neighborhood Traffic	30,000	30,000	30,000	30,000	30,000	30,000	180,000
120	Tyee Park School Sidewalks-Seminole Road	-	42,500	-	-	-	-	42,500
REET (Real Estate Excise Tax)		\$ 394,400	\$ 916,000	\$ 850,000	\$ 530,000	\$ 530,000	\$ 530,000	\$ 3,750,400
4	Annual Program - Minor Capital	16,400	270,000	270,000	270,000	270,000	270,000	1,366,400
5	Annual Program - Chip Seal Resurfacing Program	-	312,500	-	-	-	-	312,500
120	Tyee Park School Sidewalks-Seminole Road	-	73,500	320,000	-	-	-	393,500
136	100th Street; 59th to South Tacoma Way	118,000	-	-	-	-	-	118,000
184	Annual Program - Upgrade Accessible Pedestrian Routes	260,000	260,000	260,000	260,000	260,000	260,000	1,560,000
TBD \$24.99/mi		\$ 673,600	\$ 107,500	\$ 107,750	\$ 108,750	\$ 110,500	\$ 108,000	\$ 1,216,100
4	Annual Program - Minor Capital	253,600	-	-	-	-	-	253,600
5	Annual Program - Chip Seal Resurfacing Program	420,000	107,500	107,750	108,750	110,500	108,000	962,500
SWM (Surface Water Management)		\$ -	\$ 63,000	\$ 609,000	\$ 176,000	\$ 37,400	\$ 512,000	\$ 1,397,400
118	Lakewood Drive - Custer/74th to intersection	-	-	-	-	2,400	-	2,400
120	Tyee Park School Sidewalks-Seminole Road	-	63,000	-	-	-	-	63,000
121	112th-Farwest to Butte	-	-	-	-	35,000	485,000	520,000
131	Custer Road-Steilacoom to John Dower	-	-	-	-	-	27,000	27,000
136	100th Street; 59th to South Tacoma Way	-	-	594,000	-	-	-	594,000
175	John Dower Road; 78th St to 75th St	-	-	15,000	176,000	-	-	191,000
Motor Vehicle Excise Tax (MVET)		\$ 298,300	\$ 298,300	\$ 298,300	\$ 298,300	\$ 298,300	\$ 298,300	\$ 1,789,800
1	Annual Program - Personnel, Engineering & Professional	298,300	298,300	298,300	298,300	298,300	298,300	1,789,800
Multi-Modal		\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 483,600
1	Annual Program - Personnel, Engineering & Professional	80,600	80,600	80,600	80,600	80,600	80,600	483,600
Gas Tax Increase (MVET)		\$ 70,800	\$ 70,800	\$ 70,800	\$ 70,800	\$ 70,800	\$ 70,800	\$ 424,800
1	Annual Program - Personnel, Engineering & Professional	70,800	70,800	70,800	70,800	70,800	70,800	424,800
Grants Secured		\$ 752,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 752,000
136	100th Street; 59th to South Tacoma Way	752,000	-	-	-	-	-	752,000
Grants & Funds Anticipated		\$ 11,230,000	\$ 1,977,000	\$ 5,706,000	\$ -	\$ -	\$ -	\$ 18,913,000
97	115th Street Ct SW - Bridgeport Way to Sound Transit ROW	1,687,000	-	-	-	-	-	1,687,000
115	Sound Transit - Davison Rd SW-112th to 108th	-	75,000	2,126,000	-	-	-	2,201,000
120	Tyee Park School Sidewalks-Seminole Road	-	250,000	-	-	-	-	250,000
122	Sound Transit - 47th Ave SW - Clover Creek to Pacific	5,096,000	-	-	-	-	-	5,096,000
167	McChord Drive-Bridgeport to 47th	-	60,000	780,000	-	-	-	840,000
168	Sound Transit - McChord/New York-Pac Hwy to Bridgeport	3,952,000	-	-	-	-	-	3,952,000
169	Sound Transit - 47th Ave-McChord to Clover Creek	-	50,000	750,000	-	-	-	800,000
170	Sound Transit - Lincoln Ave SW - McChord Dr. SW to San Francisco Ave SW	30,000	920,000	-	-	-	-	950,000
171	Sound Transit - Chicago Ave SW - Springbrook Lane SW to McChord Dr. SW	-	77,000	930,000	-	-	-	1,007,000
172	Sound Transit - San Francisco Av - Springbrook Ln SW to True	-	60,000	620,000	-	-	-	680,000
173	Sound Transit - Clover Creek Drive-Pacific Highway to Hillcrest	35,000	455,000	-	-	-	-	490,000
174	Sound Transit - Boston Ave SW - Interstate 5 to McChord Dr SW	-	30,000	500,000	-	-	-	530,000
175	John Dower Road; 78th St to 75th St	-	-	-	-	-	-	-
177	Steilacoom Blvd/Western State Hospital Signal	430,000	-	-	-	-	-	430,000
Total - SOURCES		\$13,728,000	\$3,816,000	\$8,016,750	\$1,594,750	\$1,494,900	\$2,006,000	\$30,656,400

**6 Year (2027-2032) Capital Improvement Plan
Transportation Projects**

USES		2027	2028	2029	2030	2031	2032	Total
1	Annual Program - Personnel, Engineering & Professional Svcs	648,000	680,000	714,000	750,000	787,000	826,000	4,405,000
3	Annual Program - Safety: Neighborhood Traffic Safety/Traffic Calming	30,000	30,000	30,000	30,000	30,000	30,000	180,000
4	Annual Program - Minor Capital	270,000	270,000	270,000	270,000	270,000	270,000	1,620,000
5	Annual Program - Chip Seal Resurfacing Program	420,000	420,000	107,750	108,750	110,500	108,000	1,275,000
97	115th Street Ct SW - Bridgeport Way to Sound Transit ROW	1,687,000	-	-	-	-	-	1,687,000
115	Sound Transit - Davisson Rd SW-112th to 108th	-	75,000	2,126,000	-	-	-	2,201,000
118	Lakewood Drive - Custer/74th to intersection	-	-	-	-	2,400	-	2,400
120	Tyee Park School Sidewalks-Seminole Road	-	429,000	320,000	-	-	-	749,000
121	112th-Farwest to Butte	-	-	-	-	35,000	485,000	520,000
122	Sound Transit - 47th Ave SW - Clover Creek to Pacific Highway	5,096,000	-	-	-	-	-	5,096,000
131	Custer Road-Steilacoom to John Dower	-	-	-	-	-	27,000	27,000
136	100th Street; 59th to South Tacoma Way	870,000	-	594,000	-	-	-	1,464,000
167	McChord Drive-Bridgeport to 47th	-	60,000	780,000	-	-	-	840,000
168	Sound Transit - McChord/New York-Pac Hwy to Bridgeport	3,952,000	-	-	-	-	-	3,952,000
169	Sound Transit - 47th Ave-McChord to Clover Creek	-	50,000	750,000	-	-	-	800,000
170	Sound Transit - Lincoln Ave SW - McChord Dr. SW to San Francisco Ave SW	30,000	920,000	-	-	-	-	950,000
171	Sound Transit - Chicago Ave SW - Springbrook Lane SW to McChord Dr. SW	-	77,000	930,000	-	-	-	1,007,000
172	Sound Transit - San Francisco Av - Springbrook Ln SW to True	-	60,000	620,000	-	-	-	680,000
173	Sound Transit - Clover Creek Drive-Pacific Highway to Hillcrest	35,000	455,000	-	-	-	-	490,000
174	Sound Transit - Boston Ave SW - Interstate 5 to McChord Dr SW	-	30,000	500,000	-	-	-	530,000
175	John Dower Road; 78th St to 75th St	-	-	15,000	176,000	-	-	191,000
177	Steilacoom Blvd/Western State Hospital Signal	430,000	-	-	-	-	-	430,000
180	Pacific Highway- RR Bridge to 108th Overlay	-	-	-	-	-	-	-
183	96th St-Tacoma Way to East City Limit Overlay	-	-	-	-	-	-	-
184	Annual Program - Upgrade Accessible Pedestrian Routes	260,000	260,000	260,000	260,000	260,000	260,000	1,560,000
Total - USES		\$ 13,728,000	\$ 3,816,000	\$ 8,016,750	\$ 1,594,750	\$ 1,494,900	\$ 2,006,000	\$ 30,656,400

6 Year (2027-2032) Capital Improvement Plan Transportation Projects

Project #: 1 Project Name: Annual Program - Personnel, Engineering & Professional Svcs
Project Description & Justification: Annual program that provides Public Works Engineering time for grant writing, feasibility studies, street capital program management, federal funding reporting requirements, and professional services for traffic studies, surveys, and structural engineering not anticipated but required.
Operational Impact: n/a

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Multi-Modal	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 80,600	\$ 483,600
Increased Gas Tax (MVET)	\$ 70,800	\$ 70,800	\$ 70,800	\$ 70,800	\$ 70,800	\$ 70,800	\$ 424,800
Motor Vehicle Fuel Tax (MVET)	\$ 298,300	\$ 298,300	\$ 298,300	\$ 298,300	\$ 298,300	\$ 298,300	\$ 1,789,800
General Fund	\$ 198,300	\$ 230,300	\$ 264,300	\$ 300,300	\$ 337,300	\$ 376,300	\$ 1,706,800
Total Funding Sources	\$ 648,000	\$ 680,000	\$ 714,000	\$ 750,000	\$ 787,000	\$ 826,000	\$ 4,405,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ 648,000	\$ 680,000	\$ 714,000	\$ 750,000	\$ 787,000	\$ 826,000	\$ 4,405,000
Total Project Costs	\$ 648,000	\$ 680,000	\$ 714,000	\$ 750,000	\$ 787,000	\$ 826,000	\$ 4,405,000

[illegible]

**6 Year (2027-2032) Capital Improvement Plan
Transportation Projects**

Project #:	3
Project Name:	Annual Program - Safety: Neighborhood Traffic Safety/Traffic Calming
Project Description & Justification:	
Annual program that provides traffic calming to local access roadways. Typical treatments are radar feedback signs, led signs, traffic circles, raised crosswalks, and other traffic calming devices.	
Operational Impact:	
Addition of capital infrastructure will require additional on-going maintenance that is consistent with other work performed in the city. For example: Radar feedback sign will cost approximately \$120 / year to provide power and approximately \$300 every 3 years to replace burned out bulbs.	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
General Fund	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000
Total Funding Sources	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Construction	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000
Total Project Costs	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ 300	\$ 600	\$ 800	\$ 1,200	\$ 1,300	\$ 1,500	\$ 5,700
Net M&O Impact	\$ 300	\$ 600	\$ 800	\$ 1,200	\$ 1,300	\$ 1,500	\$ 5,700

**6 Year (2027-2032) Capital Improvement Plan
Transportation Projects**

Project #:	4
Project Name:	Annual Program - Minor Capital
Project Description & Justification:	
Minor Capital primarily completes patching, striping, and pavement marking maintenance programs on arterial streets and some local access streets. Occasionally, sidewalk and curb repairs are made when damages occur under this program.	
Operational Impact:	
There is no operational impact since this work is upgrade / replacement of existing infrastructure.	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Real Estate Excise Tax (REET)	\$ 16,400	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 1,366,400
TBD \$20 VLF	\$ 253,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 253,600
Total Funding Sources	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 1,620,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 120,000
Construction	\$ 245,000	\$ 245,000	\$ 245,000	\$ 245,000	\$ 245,000	\$ 245,000	\$ 1,470,000
Contingency	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
Total Project Costs	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 270,000	\$ 1,620,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation Projects**

Project #:	5
Project Name:	Annual Program - Chip Seal Resurfacing Program
Project Description & Justification:	
Local street preservation program. Each annual project resurfaces approximately 6 lane miles of local access streets throughout the City. Local Access Streets make up approximately 220 lane miles of streets. City does not treat dead end cul de sac streets. Cycle is current running every 25 years.	
Operational Impact:	
No impact. Rehabilitation of existng infrastructure.	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Real Estate Excise Tax (REET)	\$ -	\$ 312,500	\$ -	\$ -	\$ -	\$ -	\$ 312,500
TBD \$20 VLF	\$ 420,000	\$ 107,500	\$ 107,750	\$ 108,750	\$ 110,500	\$ 108,000	\$ 962,500
Unfunded	\$ -	\$ -	\$ 332,250	\$ 331,250	\$ 349,500	\$ 352,000	\$ 1,365,000
Total Funding Sources	\$ 420,000	\$ 420,000	\$ 440,000	\$ 440,000	\$ 460,000	\$ 460,000	\$ 2,640,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000
Construction	\$ 385,000	\$ 385,000	\$ 405,000	\$ 405,000	\$ 425,000	\$ 425,000	\$ 2,430,000
Contingency	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
Total Project Costs	\$ 420,000	\$ 420,000	\$ 440,000	\$ 440,000	\$ 460,000	\$ 460,000	\$ 2,640,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #:	97
Project Name:	115th Street Ct SW - Bridgeport Way to Sound Transit ROW
Project Description & Justification:	
A portion of the Lakewood Station Access Improvement project, this project will improve 115th between Bridgeport and the Sound Transit railway. Improvements include curb, sidewalk, street lighting, and storm drainage. This is a priority 1 project.	
Operational Impact:	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ 1,687,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,687,000
Total Funding Sources	\$ 1,687,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,687,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ 140,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 140,000
Construction	\$ 1,512,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,512,000
Contingency	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Total Project Costs	\$ 1,687,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,687,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ 300	\$ 300	\$ 300	\$ 900
Net M&O Impact	\$ -	\$ -	\$ -	\$ 300	\$ 300	\$ 300	\$ 900

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #:	115
Project Name:	Sound Transit - Davisson Rd SW-112th to 108th
Project Description & Justification:	
A portion of the Lakewood Station Access Improvement project, this project will improve Davisson between 112th and 108th. Improvements include curb, sidewalk, street lighting, and storm drainage. This is a priority 2 project, meaning funds will only be authorized once priority 1 is complete.	
Operational Impact:	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ -	\$ 75,000	\$ 2,126,000	\$ -	\$ -	\$ -	\$ 2,201,000
Total Funding Sources	\$ -	\$ 75,000	\$ 2,126,000	\$ -	\$ -	\$ -	\$ 2,201,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Construction	\$ -	\$ -	\$ 2,065,000	\$ -	\$ -	\$ -	\$ 2,065,000
Contingency	\$ -	\$ -	\$ 61,000	\$ -	\$ -	\$ -	\$ 61,000
Total Project Costs	\$ -	\$ 75,000	\$ 2,126,000	\$ -	\$ -	\$ -	\$ 2,201,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ 200
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200	\$ 200

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #:	118
Project Name:	Lakewood Drive - Custer/74th to intersection
Project Description & Justification:	
The City of Tacoma, City of University Place, and City of Lakewood have previously agreed to initiate the Lakewood Drive/Orchard Corridor Project. Tacoma has taken the lead in the development of design. Lakewood's scope for this project is a new traffic signal and ramp upgrades in the intersection.	
Operational Impact:	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Surface Water Management Fund	\$ -	\$ -	\$ -	\$ -	\$ 2,400	\$ -	\$ 2,400
Unfunded/Grant Eligible	\$ -	\$ -	\$ -	\$ -	\$ 77,600	\$ 1,451,000	\$ 1,528,600
Unfunded	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ 145,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 1,596,000	\$ 1,676,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Planning	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ 12,000
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,640,000	\$ 1,640,000
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 24,000	\$ 24,000
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ 12,000	\$ 1,664,000	\$ 1,676,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #:	120
Project Name:	Tyee Park School Sidewalks-Seminole Road
Project Description & Justification:	
This project would construct curb and sidewalk along one side of Seminole/Arrowhead/Loch Lea between Tyee Park Elementary School and 112th Street. Improvements include 3' wide patch in front of curb and storm drainage. Lighting is not included. Phase project for CDBG allotment of \$250,000 per year (+ SWM \$63,000 in 2028 and \$54,000 in 2029)	
Operational Impact:	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ -	\$ 250,000	\$ 250,000	\$ -	\$ -	\$ -	\$ 500,000
General Fund	\$ -	\$ 42,500	\$ -	\$ -	\$ -	\$ -	\$ 42,500
Real Estate Excise Tax (REET)	\$ -	\$ 73,500	\$ 56,000	\$ -	\$ -	\$ -	\$ 129,500
Surface Water Management Fund	\$ -	\$ 63,000	\$ 54,000	\$ -	\$ -	\$ -	\$ 117,000
Unfunded	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Funding Sources	\$ -	\$ 429,000	\$ 360,000	\$ -	\$ -	\$ -	\$ 789,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ -	\$ 81,000	\$ -	\$ -	\$ -	\$ -	\$ 81,000
Construction	\$ -	\$ 325,000	\$ 336,000	\$ -	\$ -	\$ -	\$ 661,000
Contingency	\$ -	\$ 23,000	\$ 24,000	\$ -	\$ -	\$ -	\$ 47,000
Total Project Costs	\$ -	\$ 429,000	\$ 360,000	\$ -	\$ -	\$ -	\$ 789,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #:	121
Project Name:	112th-Farwest to Butte
Project Description & Justification:	
A Safe Routes to School Project extending sidewalk along 112th between Farwest and Holden was completed in 2026. This project would extend curbs and sidewalk along 112th between Holden and Butte. Pavement would be resurfaced between Farwest and Butte.	
Operational Impact:	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Surface Water Management Fund	\$ -	\$ -	\$ -	\$ -	\$ 35,000	\$ 485,000	\$ 520,000
Unfunded/Grant Eligible	\$ -	\$ -	\$ -	\$ -	\$ 200,000	\$ 2,825,000	\$ 3,025,000
Unfunded	\$ -	\$ -	\$ -	\$ -	\$ 33,000	\$ 460,000	\$ 493,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ 268,000	\$ 3,770,000	\$ 4,038,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ 268,000	\$ -	\$ 268,000
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,669,000	\$ 3,669,000
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,000	\$ 101,000
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ 268,000	\$ 3,770,000	\$ 4,038,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #:	122
Project Name:	Sound Transit - 47th Ave SW - Clover Creek to Pacific Highway
Project Description & Justification:	
A portion of the Lakewood Station Access Improvement project, this project will improve 47th Ave. between Clover Creek and Pacific. Improvements include curb, sidewalk, street lighting, bridge overcrossing of I-5 improvements, and storm drainage. This is a priority 1 project.	
Operational Impact:	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ 5,096,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,096,000
Total Funding Sources	\$ 5,096,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,096,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Construction	\$ 4,846,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,846,000
Contingency	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Total Project Costs	\$ 5,096,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,096,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #:	131
Project Name:	Custer Road-Steilacoom to John Dower
Project Description & Justification:	
Custer Road is a principal arterial without sidewalk between Steilacoom Boulevard. and John Dower Road. This project will complete the non-motorized gap and include street lighting between Steilacoom Boulevard. and John Dower Road. Storm drainage will be replaced.	
Operational Impact:	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Surface Water Management Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 27,000	\$ 27,000
Unfunded/Grant Eligible	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,050,000	\$ 1,050,000
Unfunded	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 138,000	\$ 138,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,215,000	\$ 1,215,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 203,000	\$ 203,000
Right-of-Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,012,000	\$ 1,012,000
Total Project Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,215,000	\$ 1,215,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 136							
Project Name: 100th Street; 59th to South Tacoma Way							
Project Description & Justification: 100th Street is a principal arterial. This project has been split into multiple phases. *An overlay in 2027 is anticipated to be completed using federal aid STP funds. *A roadway project construction between Lakeview and S Tacoma.							
Operational Impact:							
Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants - Secured	\$ 752,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 752,000
Real Estate Excise Tax (REET)	\$ 118,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 118,000
Surface Water Management Fund	\$ -	\$ -	\$ 594,000	\$ -	\$ -	\$ -	\$ 594,000
Unfunded/Grant Eligible	\$ -	\$ -	\$ 3,807,000	\$ -	\$ -	\$ -	\$ 3,807,000
Total Funding Sources	\$ 870,000	\$ -	\$ 4,401,000	\$ -	\$ -	\$ -	\$ 5,271,000
Project Costs	2027	2028	2029	2030	2031	2032	Total
Construction	\$ 845,000	\$ -	\$ 4,100,000	\$ -	\$ -	\$ -	\$ 4,945,000
Contingency	\$ 25,000	\$ -	\$ 301,000	\$ -	\$ -	\$ -	\$ 326,000
Total Project Costs	\$ 870,000	\$ -	\$ 4,401,000	\$ -	\$ -	\$ -	\$ 5,271,000
Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Project Balance	2021	2022	2023	2024	2025	2026	Total

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 167							
Project Name: McChord Drive-Bridgeport to 47th							
Project Description & Justification:							
A portion of the Lakewood Station Access Improvement project, this project will improve McChord Drive between Bridgeport and 47th. Improvements include curb, sidewalk, street lighting, and storm drainage. This is a priority 2 project, meaning funds will only be authorized once priority 1 is complete.							
*An overlay in 2027 is anticipated to be completed using federal aid STP funds.							
*A roadway project construction between Lakeview and S Tacoma.							
Operational Impact:							
Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ -	\$ 60,000	\$ 780,000	\$ -	\$ -	\$ -	\$ 840,000
Total Funding Sources	\$ -	\$ 60,000	\$ 780,000	\$ -	\$ -	\$ -	\$ 840,000
Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Construction	\$ -	\$ -	\$ 735,000	\$ -	\$ -	\$ -	\$ 735,000
Contingency	\$ -	\$ -	\$ 45,000	\$ -	\$ -	\$ -	\$ 45,000
Total Project Costs	\$ -	\$ 60,000	\$ 780,000	\$ -	\$ -	\$ -	\$ 840,000
Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 168
Project Name: Sound Transit - McChord/New York-Pac Hwy to Bridgeport

Project Description & Justification:

A portion of the Lakewood Station Access Improvement project, this project will improve McChord Drive/New York between Pacific and Bridgeport. Improvements include curb, sidewalk, street lighting, bridge overcrossing of I-5 improvements and storm drainage. This is a priority 1 project.

Operational Impact:

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ 3,952,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,952,000
Total Funding Sources	\$ 3,952,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,952,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Construction	\$ 3,752,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,752,000
Contingency	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Total Project Costs	\$ 3,952,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,952,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 169

Project Name: Sound Transit - 47th Ave-McChord to Clover Creek

Project Description & Justification:

A portion of the Lakewood Station Access Improvement project, this project will improve 47th between McChord and Clover Creek. Improvements include curb, sidewalk, street lighting, and storm drainage. This is a priority 2 project, meaning funds will only be authorized once priority 1 is complete.

Operational Impact:

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ -	\$ 50,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 800,000
Total Funding Sources	\$ -	\$ 50,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 800,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Construction	\$ -	\$ -	\$ 725,000	\$ -	\$ -	\$ -	\$ 725,000
Contingency	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Total Project Costs	\$ -	\$ 50,000	\$ 750,000	\$ -	\$ -	\$ -	\$ 800,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #:	170
Project Name:	Sound Transit - Lincoln Ave SW - McChord Dr. SW to San Francisco Ave SW
Project Description & Justification:	
A portion of the Lakewood Station Access Improvement project, this project will improve Lincoln between McChord and San Francisco. Improvements include curb, sidewalk, street lighting, and storm drainage. This is a priority 1 project.	
Operational Impact:	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ 30,000	\$ 920,000	\$ -	\$ -	\$ -	\$ -	\$ 950,000
Total Funding Sources	\$ 30,000	\$ 920,000	\$ -	\$ -	\$ -	\$ -	\$ 950,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Construction	\$ -	\$ 895,000	\$ -	\$ -	\$ -	\$ -	\$ 895,000
Contingency	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Total Project Costs	\$ 30,000	\$ 920,000	\$ -	\$ -	\$ -	\$ -	\$ 950,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 171
Project Name: Sound Transit - Chicago Ave SW - Springbrook Lane SW to McChord Dr. SW

Project Description & Justification:

A portion of the Lakewood Station Access Improvement project, this project will improve Chicago between Springbrook and McChord. Improvements include curb, sidewalk, street lighting, and storm drainage. This is a priority 2 project, meaning funds will only be authorized once priority 1 is complete.

Operational Impact:

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ -	\$ 77,000	\$ 930,000	\$ -	\$ -	\$ -	\$ 1,007,000
Total Funding Sources	\$ -	\$ 77,000	\$ 930,000	\$ -	\$ -	\$ -	\$ 1,007,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ -	\$ 77,000	\$ -	\$ -	\$ -	\$ -	\$ 77,000
Construction	\$ -	\$ -	\$ 900,000	\$ -	\$ -	\$ -	\$ 900,000
Contingency	\$ -	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ 30,000
Total Project Costs	\$ -	\$ 77,000	\$ 930,000	\$ -	\$ -	\$ -	\$ 1,007,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 172
Project Name: Sound Transit - San Francisco Av - Springbrook Ln SW to True

Project Description & Justification:

A portion of the Lakewood Station Access Improvement project, this project will improve San Francisco between Springbrook and True. Improvements include curb, sidewalk, street lighting, and storm drainage. This is a priority 2 project, funds will only be authorized once priority 1 is complete.

Operational Impact:

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ -	\$ 60,000	\$ 620,000	\$ -	\$ -	\$ -	\$ 680,000
Total Funding Sources	\$ -	\$ 60,000	\$ 620,000	\$ -	\$ -	\$ -	\$ 680,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
Construction	\$ -	\$ -	\$ 595,000	\$ -	\$ -	\$ -	\$ 595,000
Contingency	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Total Project Costs	\$ -	\$ 60,000	\$ 620,000	\$ -	\$ -	\$ -	\$ 680,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 173
Project Name: Sound Transit - Clover Creek Drive-Pacific Highway to Hillcrest

Project Description & Justification:

A portion of the Lakewood Station Access Improvement project, this project will improve Clover Creek Drive between Pacific and Hillcrest. Improvements include curb, sidewalk, street lighting, and storm drainage. This is a priority 1 project.

Operational Impact:

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ 35,000	\$ 455,000	\$ -	\$ -	\$ -	\$ -	\$ 490,000
Total Funding Sources	\$ 35,000	\$ 455,000	\$ -	\$ -	\$ -	\$ -	\$ 490,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ 35,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 35,000
Construction	\$ -	\$ 430,000	\$ -	\$ -	\$ -	\$ -	\$ 430,000
Contingency	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Total Project Costs	\$ 35,000	\$ 455,000	\$ -	\$ -	\$ -	\$ -	\$ 490,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 174
Project Name: Sound Transit - Boston Ave SW - Interstate 5 to McChord Dr SW

Project Description & Justification:

A portion of the Lakewood Station Access Improvement project, this project will improve Boston between I-5 and McChord. Improvements include curb, sidewalk, street lighting, and storm drainage. This is a priority 2 project, meaning funds will only be authorized once priority 1 is complete.

Operational Impact:

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ -	\$ 30,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 530,000
Total Funding Sources	\$ -	\$ 30,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 530,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Construction	\$ -	\$ -	\$ 475,000	\$ -	\$ -	\$ -	\$ 475,000
Contingency	\$ -	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
Total Project Costs	\$ -	\$ 30,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 530,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 175
Project Name: John Dower Road; 78th St to 75th St

Project Description & Justification:

Sidewalk exists on the east side of John Dower between Custer and 78th funded from a Safe Routes to School Grant for Dower Elementary. This project would extend sidewalk on the east side of John Dower between 78th and 75th. Complete overlay and curb on the west side of Dower included.

Operational Impact:

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Surface Water Management Fund	\$ -	\$ -	\$ 15,000	\$ 176,000	\$ -	\$ -	\$ 191,000
Unfunded/Grant Eligible	\$ -	\$ -	\$ 66,000	\$ 784,000	\$ -	\$ -	\$ 850,000
Unfunded	\$ -	\$ -	\$ 7,000	\$ 85,000	\$ -	\$ -	\$ 92,000
Total Funding Sources	\$ -	\$ -	\$ 88,000	\$ 1,045,000	\$ -	\$ -	\$ 1,133,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Planning	\$ -	\$ -	\$ 88,000	\$ -	\$ -	\$ -	\$ 88,000
Construction	\$ -	\$ -	\$ -	\$ 985,000	\$ -	\$ -	\$ 985,000
Contingency	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ 60,000
Total Project Costs	\$ -	\$ -	\$ 88,000	\$ 1,045,000	\$ -	\$ -	\$ 1,133,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 177
Project Name: Steilacoom Blvd/Western State Hospital Signal

Project Description & Justification:

Western State Hospital is in the midst of an expansion of its campus. As part of the work, the entrances to Western State Hospital will need to be renovated. This project will temporarily relocate a traffic signal and construct a new signal for the entrance to the hospital.

Operational Impact:

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Grants & Funds Anticipated	\$ 430,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,000
Total Funding Sources	\$ 430,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Construction	\$ 388,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 388,000
Contingency	\$ 12,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Total Project Costs	\$ 430,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 430,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 180
Project Name: Pacific Highway- RR Bridge to 108th Overlay

Project Description & Justification:

The pavement along Pacific Highway is in need of resurfacing. This project would resurface the road. Striping would be upgraded to MMA (plastic). Curb would remain in place. Sidewalk will be checked to ensure conformance with PROWAG.

Operational Impact:

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Unfunded/Grant Eligible	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ 1,000,000
Unfunded	\$ -	\$ -	\$ 352,000	\$ -	\$ -	\$ -	\$ 352,000
Total Funding Sources	\$ -	\$ -	\$ 1,352,000	\$ -	\$ -	\$ -	\$ 1,352,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Right-of-Way	\$ -	\$ -	\$ 47,000	\$ -	\$ -	\$ -	\$ 47,000
Construction	\$ -	\$ -	\$ 1,277,000	\$ -	\$ -	\$ -	\$ 1,277,000
Contingency	\$ -	\$ -	\$ 28,000	\$ -	\$ -	\$ -	\$ 28,000
Total Project Costs	\$ -	\$ -	\$ 1,352,000	\$ -	\$ -	\$ -	\$ 1,352,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 183
Project Name: 96th St-Tacoma Way to East City Limit Overlay

Project Description & Justification:

The pavement along 96th is in need of resurfacing. This project would resurface the road. Striping would be upgraded to MMA (plastic). Curb would remain in place. Sidewalk will be checked to ensure conformance with PROWAG.

Operational Impact:

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Unfunded/Grant Eligible	\$ -	\$ -	\$ -	\$ 40,000	\$ 1,000,000	\$ -	\$ 1,040,000
Unfunded	\$ -	\$ -	\$ -	\$ -	\$ 320,000	\$ -	\$ 320,000
Total Funding Sources	\$ -	\$ -	\$ -	\$ 40,000	\$ 1,320,000	\$ -	\$ 1,360,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ -	\$ -	\$ -	\$ 40,000	\$ -	\$ -	\$ 40,000
Construction	\$ -	\$ -	\$ -	\$ -	\$ 1,290,000	\$ -	\$ 1,290,000
Contingency	\$ -	\$ -	\$ -	\$ -	\$ 30,000	\$ -	\$ 30,000
Total Project Costs	\$ -	\$ -	\$ -	\$ 40,000	\$ 1,320,000	\$ -	\$ 1,360,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6 Year (2027-2032) Capital Improvement Plan
Transportation CIP Fund**

Project #: 184
Project Name: Annual Program - Upgrade Accessible Pedestrian Routes

Project Description & Justification:

Title II mandates that local governments create a plan to remove physical barriers in public facilities. Lakewood has completed it's ADA Transition Plan. This project will implement the removal of those barriers under an annual program.

Operational Impact:

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Real Estate Excise Tax (REET)	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 1,560,000
Total Funding Sources	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 1,560,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000
Construction	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 210,000	\$ 1,260,000
Contingency	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 120,000
Total Project Costs	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 260,000	\$ 1,560,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

6-Year CIP Sewer Projects

**6-Year (2027-2032) Capital Improvement Plan
Sewer CIP**

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Fund 204 Sewer Surcharge 4.75%	\$ 1,554,000	\$ 1,016,000	\$ 943,000	\$ 930,000	\$ 50,000	\$ 50,000	\$ 4,543,000
Fund 311 Sewer Availability Charge	\$ 283,000	\$ 302,000	\$ 287,000	\$ 190,000	\$ 35,000	\$ 35,000	\$ 1,132,000
Total Funding Sources	\$ 1,837,000	\$ 1,318,000	\$ 1,230,000	\$ 1,120,000	\$ 85,000	\$ 85,000	\$ 5,675,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
311.0002 Side Sewer Connection Program	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
311.0009 Washington Ave. & W. Thorne Ln. Sewer Extension	\$ 1,622,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,622,000
311.0010 Grant Ave & Lake St. Sewer Extension	\$ 130,000	\$ 1,136,000	\$ -	\$ -	\$ -	\$ -	\$ 1,266,000
311.0011 Washington Ave & Lake St Sewer Extension	\$ -	\$ 97,000	\$ 1,051,000	\$ -	\$ -	\$ -	\$ 1,148,000
311.0012 Boundary St. & Military Ave. Sewer Extension	\$ -	\$ -	\$ 94,000	\$ 1,035,000	\$ -	\$ -	\$ 1,129,000
311.0000 Program Administration	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 210,000
Total Project Costs	\$ 1,837,000	\$ 1,318,000	\$ 1,230,000	\$ 1,120,000	\$ 85,000	\$ 85,000	\$ 5,675,000

**6-Year (2027-2032) Capital Improvement Plan
Sewer CIP**

Project #: 311.0002
Project Name: Side Sewer Connection Program

Project Description & Justification:

Annual program that provides loan funding for design and construction of 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	2027	2028	2029	2030	2031	2032	Total
Fund 204 Sewer Surcharge 4.75%	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000
Fund 311 Sewer Availability Charge	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Funding Sources	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Engineering	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 30,000
Construction	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ 270,000
Construction Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Costs	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 300,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year (2027-2032) 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.

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	2027	2028	2029	2030	2031	2032	Total
Fund 204 Sewer Surcharge 4.75%	\$ 1,374,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,374,000
Fund 311 Sewer Availability Charge	\$ 248,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 248,000
Total Funding Sources	\$ 1,622,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,622,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ 1,560,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,560,000
Construction Engineering	\$ 62,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 62,000
Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Costs	\$ 1,622,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,622,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year (2027-2032) Capital Improvement Plan
Sewer CIP**

Project #: 311.0010
Project Name: Grant Ave & Lake St. Sewer Extension

Project Description & Justification:

This project will extend sewers along Grant Avenue and Lake Street. 1,425 feet of sewer will be extended along Grant Avenue between Maple Street and Spruce Street and Lake Street between Portland Avenue and Grant Avenue. Roadways will be reconstructed.

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	2027	2028	2029	2030	2031	2032	Total
Fund 204 Sewer Surcharge 4.75%	\$ 130,000	\$ 966,000	\$ -	\$ -	\$ -	\$ -	\$ 1,096,000
Fund 311 Sewer Availability Charge	\$ -	\$ 170,000	\$ -	\$ -	\$ -	\$ -	\$ 170,000
Total Funding Sources	\$ 130,000	\$ 1,136,000	\$ -	\$ -	\$ -	\$ -	\$ 1,266,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Engineering	\$ 130,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 130,000
Construction	\$ -	\$ 1,082,000	\$ -	\$ -	\$ -	\$ -	\$ 1,082,000
Construction Engineering	\$ -	\$ 54,000	\$ -	\$ -	\$ -	\$ -	\$ 54,000
Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Project Costs	\$ 130,000	\$ 1,136,000	\$ -	\$ -	\$ -	\$ -	\$ 1,266,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year (2027-2032) Capital Improvement Plan
Sewer CIP**

Project #:	311.0011
Project Name:	Washington Ave & Lake St Sewer Extension
Project Description & Justification: This project will extend sewer along Washington Avenue and Lake Street. Improvements include 1,725 feet of sewer main extension along Washington from Maple to Lake and Lake Street from Union Avenue to Grant Avenue. The roadway will be reconstructed.	
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	2027	2028	2029	2030	2031	2032	Total
Fund 204 Sewer Surcharge 4.75%	\$ -	\$ -	\$ 893,000	\$ -	\$ -	\$ -	\$ 893,000
Fund 311 Sewer Availability Charge	\$ -	\$ 97,000	\$ 158,000	\$ -	\$ -		\$ 255,000
Total Funding Sources	\$ -	\$ 97,000	\$ 1,051,000	\$ -	\$ -	\$ -	\$ 1,148,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Engineering	\$ -	\$ 97,000	\$ -	\$ -	\$ -	\$ -	\$ 97,000
Construction	\$ -	\$ -	\$ 1,012,000	\$ -	\$ -	-	\$ 1,012,000
Construction Engineering	\$ -	\$ -	\$ 39,000	\$ -	\$ -	-	\$ 39,000
Administration	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -
Total Project Costs	\$ -	\$ 97,000	\$ 1,051,000	\$ -	\$ -	\$ -	\$ 1,148,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	-	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year (2027-2032) Capital Improvement Plan
Sewer CIP**

Project #: 311.0012
Project Name: Boundary St. & Military Ave. Sewer Extension

Project Description & Justification:

This project will extend sewer mains from the Boundary Street/Portland Avenue Intersection to the City limit at the Camp Murray and Eagle Point parcel lines. The work includes extending sewer main 550 feet and roadway restoration.

Operational Impact:

If 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	2027	2028	2029	2030	2031	2032	Total
Fund 204 Sewer Surcharge 4.75%	\$ -	\$ -	\$ -	\$ 880,000	\$ -	\$ -	\$ 880,000
Fund 311 Sewer Availability Charge	\$ -	\$ -	\$ 94,000	\$ 155,000	\$ -	\$ -	155,000
Total Funding Sources	\$ -	\$ -	\$ 94,000	\$ 1,035,000	\$ -	\$ -	\$ 1,129,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Engineering	\$ -	\$ -	\$ 94,000	\$ -	\$ -	\$ -	\$ 94,000
Construction	\$ -	\$ -	\$ -	\$ 994,000	\$ -	\$ -	994,000
Construction Engineering	\$ -	\$ -	\$ -	\$ 41,000	\$ -	\$ -	41,000
Administration	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Total Project Costs	\$ -	\$ -	\$ 94,000	\$ 1,035,000	\$ -	\$ -	\$ 1,129,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year (2025-2030) Capital Improvement Plan
Sewer CIP**

Project #: 311.0000
Project Name: Program Administration

Project Description & Justification:

Program administration includes personnel costs for Planning & Public Works personnel as it relates to overall sewer projects (not project specific). It also includes personnel costs for Finance on an overtime basis for sewer billings (invoicing, collections, liens) on an overtime basis. At the onset of this program, Pierce County quoted \$100K for sewer billings contracted services.

Operational Impact:

Funding Sources	2025	2026	2027	2028	2029	2030	Total
Fund 311 Sewer Availability Charge	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 210,000
Total Funding Sources	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 210,000

Project Costs	2025	2026	2027	2028	2029	2030	Total
Administration	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 210,000
Total Project Costs	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 35,000	\$ 210,000

Impact on Operating Funds	2025	2026	2027	2028	2029	2030	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

6-Year CIP

Surface Water Management

**6-Year (2027-2032) Capital Improvement Plan
Surface Water Management Projects**

Ref #	Funding Sources	2027	2028	2029	2030	2031	2032	Total
	SWM Storm Drainage Fees	\$ 995,000	\$ 1,520,000	\$ 945,000	\$ 595,000	\$ 620,000	\$ 620,000	\$ 5,295,000
	Total Funding Sources	\$ 995,000	\$ 1,520,000	\$ 945,000	\$ 595,000	\$ 620,000	\$ 620,000	\$ 5,295,000

Ref #	Project Costs	2027	2028	2029	2030	2031	2032	Total
401.0028	2026 Drainage Pipe Repair Project	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 2,370,000
401.0034	Annual Catch Basin and Storm Drainage Repair	175,000	175,000	200,000	200,000	225,000	225,000	1,200,000
401.0035	Ponce De Leone Water Quality Upgrade	225,000	750,000	-	-	-	-	975,000
401.0036	SMAP for New Catchment Area	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000
401.0037	Storm Water Capital & Maintenance Analysis	75,000	75,000	-	-	-	-	150,000
401.0038	Hillcrest Drive/Clover Creek Detention/Retention Storm Facility	-	125,000	350,000	-	-	-	475,000
	Total Project Costs	\$ 995,000	\$ 1,520,000	\$ 945,000	\$ 595,000	\$ 620,000	\$ 620,000	\$ 5,295,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year (2027-2032) Capital Improvement Plan
Surface Water Management Projects**

Reference #: 401.0028
Project Name: 2026 Drainage Pipe Repair Project

Project Description & Justification:

This annual project will repair storm drain pipe and culverts city-wide. Repair locations will be based on pipe ratings as determined during video inspections.

Operational Impact:

The impact will be any new pipe will need inspected on occasion and cleaned as needed. The impact is negligible.

Funding Sources	2027	2028	2029	2030	2031	2032	Total
SWM Storm Drainage Fees	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 2,370,000
Total Funding Sources	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 2,370,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design & Engineering	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 240,000
Construction	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 325,000	\$ 1,950,000
Construction Engineering	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 180,000
Total Project Costs	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 395,000	\$ 2,370,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year (2027-2032) Capital Improvement Plan
Surface Water Management Projects**

Reference #: 401.0034

Project Name: Annual Catch Basin and Storm Drainage Repair

Project Description & Justification:

This annual project will raise sunken catch basin frame and grates in the roadway. In addition minor ponding, curb and gutter repairs, and culvert maintenance will be repaired city-wide. Repair locations will be based on reported surface water issues.

Operational Impact:

This will reduce the long term costs to the City related to vehicle damage claims and reduce the dependance on Operations and Maintenance crews to make these repairs.

Funding Sources	2027	2028	2029	2030	2031	2032	Total
SWM Storm Drainage Fees	\$ 175,000	\$ 175,000	\$ 200,000	\$ 200,000	\$ 225,000	\$ 225,000	\$ 1,200,000
Total Funding Sources	\$ 175,000	\$ 175,000	\$ 200,000	\$ 200,000	\$ 225,000	\$ 225,000	\$ 1,200,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design & Engineering	\$ 30,000	\$ 30,000	\$ 35,000	\$ 35,000	\$ 40,000	\$ 40,000	\$ 210,000
Construction	\$ 125,000	\$ 125,000	\$ 140,000	\$ 140,000	\$ 155,000	\$ 155,000	\$ 840,000
Construction Engineering	\$ 20,000	\$ 20,000	\$ 25,000	\$ 25,000	\$ 30,000	\$ 30,000	\$ 150,000
Total Project Costs	\$ 175,000	\$ 175,000	\$ 200,000	\$ 200,000	\$ 225,000	\$ 225,000	\$ 1,200,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year (2027-2032) Capital Improvement Plan
Surface Water Management Projects**

Reference #: 401.0035
Project Name: Ponce De Leone Water Quality Upgrade

Project Description & Justification:

This project will provide new water quality units to the Ponce De Leon creek which flows directly to Steilacoom Lake. This will help minimize environmental impacts caused by surface water runoff from Town Center and Gravelly Lake Dr SW. Design will be by a consultant.

Operational Impact:

There is no operational impact.

Funding Sources	2027	2028	2029	2030	2031	2032	Total
SWM Storm Drainage Fees	\$ 225,000	\$ 750,000			\$ -	\$ -	\$ 975,000
Total Funding Sources	\$ 225,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 975,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design & Engineering	\$ 225,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 225,000
ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ 700,000	\$ -	\$ -	\$ -	\$ -	\$ 700,000
Construction Engineering	\$ -	\$ 50,000	\$ -	\$ -		\$ -	\$ 50,000
Total Project Costs	\$ 225,000	\$ 750,000	\$ -	\$ -	\$ -	\$ -	\$ 975,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year (2027-2032) Capital Improvement Plan
Surface Water Management Projects**

Reference #: 401.0036
Project Name: SMAP for New Catchment Area

Project Description & Justification:

This project will be a planning study to evaluate the City's catchment areas and recommend a basin that should be the future focus of additional actions. This is part of the NPDES permit C.1 Stormwater Planning requirement in 2027.

Operational Impact:

There is no operational impact.

Funding Sources	2027	2028	2029	2030	2031	2032	Total
SWM Storm Drainage Fees	\$ 125,000	\$ -			\$ -	\$ -	\$ 125,000
Total Funding Sources	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design & Engineering	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000
ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Engineering	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
Total Project Costs	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 125,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year (2027-2032) Capital Improvement Plan
Surface Water Management Projects**

Reference #: 401.0037
Project Name: Storm Water Capital & Maintenance Analysis

Project Description & Justification:

This planning project will evaluate the City's capital and maintenance storm water program. This would align with best practices and the NPDES permit. This would be utilize the City's asset management sytem for infrastructe condition. The outcome would be an updated list of needed 401 SWM Capital projects and any changes to the current storm water maintenance program.

Operational Impact:

There is no operational impact.

Funding Sources	2027	2028	2029	2030	2031	2032	Total
SWM Storm Drainage Fees	\$ 75,000	\$ 75,000			\$ -	\$ -	\$ 150,000
Total Funding Sources	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design & Engineering	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000
ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction Engineering	\$ -	\$ -	\$ -	\$ -		\$ -	\$ -
Total Project Costs	\$ 75,000	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 150,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**6-Year (2027-2032) Capital Improvement Plan
Surface Water Management Projects**

Reference #: 401.0038

Project Name: Hillcrest Drive/Clover Creek Detention/Retention Storm Facility

Project Description & Justification:

This project will include survey, geotechnical investigation, consultant design and construction of a SWM capital project. It will mitigate the existing ponding during rain events.

Operational Impact:

There is no operational impact.

Funding Sources	2027	2028	2029	2030	2031	2032	Total
SWM Storm Drainage Fees	\$ -	\$ 125,000	\$ 350,000		\$ -	\$ -	\$ 475,000
Total Funding Sources	\$ -	\$ 125,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 475,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Design & Engineering	\$ -	\$ 125,000	\$ -	\$ -	\$ -	\$ -	\$ 125,000
ROW	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction	\$ -	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ 300,000
Construction Engineering	\$ -	\$ -	\$ 50,000	\$ -		\$ -	\$ 50,000
Total Project Costs	\$ -	\$ 125,000	\$ 350,000	\$ -	\$ -	\$ -	\$ 475,000

Impact on Operating Funds	2027	2028	2029	2030	2031	2032	Total
Revenue Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/(Decrease)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Net M&O Impact	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Budget Detail Planning & Public Works

2027/2028 Budget Detail
Planning & Public Works - Building
Ongoing Budget

		Year 2027	Year 2028
		\$275,320	\$275,320
001.0010000.07.5585000.531001.	Office & Operating Supplies	\$2,000	\$2,000
001.0000.07.558.50.31.001	<= Legacy BARS Account # for Reference		
General Operating Supplies		\$1,000	\$1,000
General Operating Supplies (Permit Center)		\$500	\$500
General Operating Supplies (Admin)		\$500	\$500
001.0010000.07.5585000.531008.	Uniforms	\$600	\$600
001.0000.07.558.50.31.008	<= Legacy BARS Account # for Reference		
Building Official Uniforms		\$600	\$600
001.0010000.07.5585000.535001.	Small Tools & Minor Equipment	\$500	\$500
001.0000.07.558.50.35.001	<= Legacy BARS Account # for Reference		
Small Tools & Minor Equipment		\$500	\$500
001.0010000.07.5585000.535004.	Furniture Equipment	\$1,250	\$1,250
001.0000.07.558.50.35.004	<= Legacy BARS Account # for Reference		
Furniture Equipment		\$500	\$500
Furniture Equipment (Permit Center)		\$500	\$500
Furniture Equipment (Admin)		\$250	\$250
001.0010000.07.5585000.541001.	Professional Services	\$264,500	\$264,500
001.0000.07.558.50.41.001	<= Legacy BARS Account # for Reference		
Special Inspections/Peer Technical Reviews		\$5,000	\$5,000
Fire Marshal Contract		\$236,000	\$236,000
Lakewood Water District Backflow Prevention Program		\$18,500	\$18,500
General Services (Director)		\$5,000	\$5,000
001.0010000.07.5585000.543002.	Lodging Charges	\$1,000	\$1,000
001.0000.07.558.50.43.002	<= Legacy BARS Account # for Reference		
Training		\$400	\$400
Training (Permit Center)		\$300	\$300
Training (Admin)		\$300	\$300
001.0010000.07.5585000.543003.	Mileage Reimbursements	\$600	\$600
001.0000.07.558.50.43.003	<= Legacy BARS Account # for Reference		
Training & Meetings (Permit Center)		\$300	\$300
Training & Meetings (Admin)		\$300	\$300
001.0010000.07.5585000.543005.	Parking Reimbursements	\$65	\$65
001.0000.07.558.50.43.005	<= Legacy BARS Account # for Reference		
Training & Meetings (Permit Center)		\$40	\$40
Training & Meetings (Admin)		\$25	\$25
001.0010000.07.5585000.549001.	Memberships & Dues	\$1,305	\$1,305
001.0000.07.558.50.49.001	<= Legacy BARS Account # for Reference		
International Code Council Certification		\$865	\$865
International Code Council Membership		\$240	\$240
Washington Association of Building Officials		\$200	\$200

2027/2028 Budget Detail
Planning & Public Works - Building
Ongoing Budget

		Year 2027	Year 2028
		\$275,320	\$275,320
001.0010000.07.5585000.549003.	Registration	\$2,650	\$2,650
001.0000.07.558.50.49.003	<= Legacy BARS Account # for Reference		
First Aid/CPR		\$100	\$100
Washington Association of Building Officials - Annual Meeting		\$100	\$100
Washington Association of Building Officials - Educational Institute-4 attendees		\$1,600	\$1,600
Washington Association of Building Officials - Educational Institute Director-ICC Certs		\$250	\$250
Washington Association of Building Officials - Spring/Winter		\$100	\$100
Permit CenterTraining		\$500	\$500
001.0010000.07.5585000.549005.	Printing & Binding	\$850	\$850
001.0000.07.558.50.49.005	<= Legacy BARS Account # for Reference		
Printing & Binding		\$600	\$600
Printing & Binding (Admin)		\$250	\$250

2027/2028 Budget Detail
Planning & Public Works - Current Planning
Ongoing Budget

		Year 2027	Year 2028
		\$21,515	\$21,515
001.0010000.07.5586000.531001.	Office & Operating Supplies	\$800	\$800
001.0000.07.558.60.31.001	<= Legacy BARS Account # for Reference		
General Office & Operating Supplies		\$800	\$800
001.0010000.07.5586000.535004.	Furniture Equipment	\$500	\$500
001.0000.07.558.60.35.004	<= Legacy BARS Account # for Reference		
Furniture Equipment		\$500	\$500
001.0010000.07.5586000.541007.	Hearing Examiner	\$6,000	\$6,000
001.0000.07.558.60.41.007	<= Legacy BARS Account # for Reference		
Hearing Examiner Services (Admin)		\$6,000	\$6,000
001.0010000.07.5586000.543002.	Lodging Charges	\$1,700	\$1,700
001.0000.07.558.60.43.002	<= Legacy BARS Account # for Reference		
American Planning Association of Washington (APA-WA)		\$800	\$800
Planning Association of Washington (PAW) Conference		\$600	\$600
APA/PAW Director's Conference (Admin)		\$300	\$300
001.0010000.07.5586000.543003.	Mileage Reimbursements	\$400	\$400
001.0000.07.558.60.43.003	<= Legacy BARS Account # for Reference		
Training And Meeting		\$400	\$400
001.0010000.07.5586000.543004.	Conference Meals	\$340	\$340
001.0000.07.558.60.43.004	<= Legacy BARS Account # for Reference		
American Planning Association of Washington (APA-WA)		\$100	\$100
Planning Association of Washington (PAW) Conference		\$100	\$100
APA/PAW Director's Conference (Admin)		\$140	\$140
001.0010000.07.5586000.543005.	Parking Reimbursements	\$75	\$75
001.0000.07.558.60.43.005	<= Legacy BARS Account # for Reference		
Training and Meetings		\$75	\$75
001.0010000.07.5586000.544001.	Advertising	\$8,000	\$8,000
001.0000.07.558.60.44.001	<= Legacy BARS Account # for Reference		
Advertising / Public Notices		\$8,000	\$8,000
001.0010000.07.5586000.549001.	Memberships & Dues	\$450	\$450
001.0000.07.558.60.49.001	<= Legacy BARS Account # for Reference		
Planning Association off Washington		\$450	\$450
001.0010000.07.5586000.549003.	Registration	\$2,700	\$2,700
001.0000.07.558.60.49.003	<= Legacy BARS Account # for Reference		
Planning Association of Washington		\$450	\$450
Planner Education & Training		\$2,000	\$2,000
GIS Training		\$250	\$250
001.0010000.07.5586000.549005.	Printing & Binding	\$550	\$550
001.0000.07.558.60.49.005	<= Legacy BARS Account # for Reference		
Printing & Binding		\$500	\$500
Maps (Admin)		\$50	\$50

2027/2028 Budget Detail
Planning & Public Works - Long Range Planning
Ongoing Budget

		Year 2027	Year 2028
		\$700	\$700
001.0010000.07.5586500.531001.	Office & Operating Supplies	\$200	\$200
001.0000.07.558.65.31.001	<= Legacy BARS Account # for Reference		
General Office & Operating Supplies		\$200	\$200
001.0010000.07.5586500.544001.	Advertising	\$500	\$500
001.0000.07.558.65.44.001	<= Legacy BARS Account # for Reference		
Advertising / Public Notices for Comprehensive Plan Amendments		\$500	\$500

2027/2028 Budget Detail
Planning & Public Works - Planning
1-Time Budget

		Year 2027	Year 2028
		\$25,097	\$27,606
001.0019999.07.5586500.549001.	Membership Dues	\$25,097	\$27,606
001.9999.07.558.65.49.001	<= Legacy BARS Account # for Reference		
SSHA ³ P Contribution		\$25,097	\$27,606

2027/2028 Budget Detail
Planning & Public Works - Economic Development
Ongoing Budget

		Year 2027	Year 2028
		\$168,480	\$168,480
001.0010000.13.5587000.531001.	Office & Operating Supplies	\$240	\$240
001.0000.13.558.70.31.001	<= Legacy BARS Account # for Reference		
General		\$240	\$240
001.0010000.13.5587000.541001.	Professional Services	\$122,470	\$122,470
001.0000.13.558.70.41.001	<= Legacy BARS Account # for Reference		
Build Your Better Website Refresh		\$3,630	\$3,630
Increase Economic Development Expansion & Retention,		\$118,840	\$118,840
001.0010000.13.5587000.541078.	Tacoma/Pierce County Economic Development Board	\$30,000	\$30,000
001.0000.13.558.70.41.078	<= Legacy BARS Account # for Reference		
Tacoma/Pierce County Economic Development Board		\$30,000	\$30,000
001.0010000.13.5587000.543002.	Lodging Charges	\$400	\$400
001.0000.13.558.70.43.002	<= Legacy BARS Account # for Reference		
WA Economic Development Assoc Summer Conference		\$400	\$400
001.0010000.13.5587000.543004.	Conference Meals	\$150	\$150
001.0000.13.558.70.43.004	<= Legacy BARS Account # for Reference		
WA Economic Development Assoc Summer Conference		\$150	\$150
001.0010000.13.5587000.543005.	Parking Reimbursements	\$50	\$50
001.0000.13.558.70.43.005	<= Legacy BARS Account # for Reference		
Other Meetings And Workshops		\$50	\$50
001.0010000.13.5587000.544001.	Advertising	\$800	\$800
001.0000.13.558.70.44.001	<= Legacy BARS Account # for Reference		
Local Publications		\$800	\$800
001.0010000.13.5587000.549001.	Memberships & Dues	\$6,540	\$6,540
001.0000.13.558.70.49.001	<= Legacy BARS Account # for Reference		
International Council Of Shopping Centers		\$175	\$175
International Economic Development Council		\$385	\$385
Washington Economic Development Assoc.		\$650	\$650
New Clear Zone Parcel Purchases		\$1,525	\$1,525
Woodworth Industrial Park Dues - Lots 8, 17, 18, 19, 20		\$3,805	\$3,805
001.0010000.13.5587000.549003.	Registration	\$7,830	\$7,830
001.0000.13.558.70.49.003	<= Legacy BARS Account # for Reference		
Economic Development Board - Annual Meeting - One Attendees		\$100	\$100
Lakewood Chamber Of Commerce Monthly Meetings		\$480	\$480
Summits, Workshops, Annual Meetings		\$500	\$500
Webinar Trainings		\$150	\$150
WA Economic Development Assoc. Spring/Summer Conferences		\$600	\$600
New - Economic Development Board Annual-Gold Sponsorship		\$6,000	\$6,000

2027/2028 Budget Detail
Planning & Public Works - Engineering & Capital
Ongoing Budget

		Year 2027	Year 2028
		\$104,000	\$43,750
Engineering:			
101.1010000.21.5423000.531001.	Office & Operating Supplies	\$100	\$350
101.0000.21.542.30.31.001	<= Legacy BARS Account # for Reference		
Paint		\$100	\$100
Batteries for School Zone Flashers		\$0	\$250
Capital:			
101.1010000.21.5425000.541001.	Professional Services	\$57,500	\$0
101.0000.21.542.50.41.001	<= Legacy BARS Account # for Reference		
New - For Bridge Repair/Inspections (every other year)		\$57,500	\$0
101.1010000.21.5426400.535001.	Small Tools & Minor Equipment	\$1,500	\$1,500
101.0000.21.542.64.35.001	<= Legacy BARS Account # for Reference		
Various Operations & Maintenance Equipment for Inspectors, Etc.		\$1,500	\$1,500
101.1010000.21.5433000.511900.	Commute Trip Reduction	\$3,000	\$3,000
101.0000.21.543.30.11.900	<= Legacy BARS Account # for Reference		
Commute Trip Reduction		\$3,000	\$3,000
101.1010000.21.5433000.531001.	Office & Operating Supplies	\$1,000	\$1,000
101.0000.21.543.30.31.001	<= Legacy BARS Account # for Reference		
Office & Operating Supplies		\$1,000	\$1,000
101.1010000.21.5433000.535004.	Furniture Equipment	\$500	\$500
101.0000.21.543.30.35.004	<= Legacy BARS Account # for Reference		
Furniture Equipment		\$500	\$500
101.1010000.21.5433000.549005.	Printing & Binding	\$100	\$100
101.0000.21.543.30.49.005	<= Legacy BARS Account # for Reference		
Forms and Copies		\$100	\$100
101.1010000.21.5442000.511002.	Overtime	\$1,500	\$1,500
101.0000.21.544.20.11.002	<= Legacy BARS Account # for Reference		
Overtime For Engineering Functions		\$1,500	\$1,500
101.1010000.21.5442000.531001.	Office & Operating Supplies	\$1,000	\$1,000
101.0000.21.544.20.31.001	<= Legacy BARS Account # for Reference		
Engineering Operational Supplies		\$1,000	\$1,000
101.1010000.21.5442000.531008.	Work Gear	\$500	\$500
101.0000.21.544.20.31.008	<= Legacy BARS Account # for Reference		
Work & Safety Gear For Engineering Division		\$500	\$500
101.1010000.21.5442000.541001.	Professional Services	\$33,000	\$33,000
101.0000.21.544.20.41.001	<= Legacy BARS Account # for Reference		
Consultants, Private Vendor, Print Or Copy Plans,		\$22,000	\$22,000
Consultant for Traffic Counts		\$10,000	\$10,000
Sound Transit Rent Permit BPW Vicinity - PX85-16078 (for Equipment in RR ROW)		\$1,000	\$1,000

2027/2028 Budget Detail
Planning & Public Works - Engineering & Capital
Ongoing Budget

		Year 2027	Year 2028
		\$104,000	\$43,750
101.1010000.21.5442000.549001.	Memberships/Dues	\$3,500	\$500
101.0000.21.544.20.49.001	<= Legacy BARS Account # for Reference		
OMWBE (Office of Minority & Women's Business Enterprise) Due every other year, WAC 326-02-034.		\$3,000	\$0
Professional Engineering Licensing and American Public Works Association		\$500	\$500
101.1010000.21.5442000.549003.	Registration	\$800	\$800
101.0000.21.544.20.49.003	<= Legacy BARS Account # for Reference		
State American Public Works Association (APWA) Conference for CIP Manager		\$800	\$800

2027/2028 Budget Detail
Planning & Public Works - Surface Water Management Engineering
Ongoing Budget

		Year 2027	Year 2028
		\$615,705	\$623,705
401.4010000.41.5311000.531001.	Office & Operating Supplies	\$1,500	\$1,500
401.0000.41.531.10.31.001	<= Legacy BARS Account # for Reference		
Operational Supplies		\$1,000	\$1,000
Operational Supplies (Admin)		\$500	\$500
401.4010000.41.5311000.531007.	Maps	\$50	\$50
401.0000.41.531.10.31.007	<= Legacy BARS Account # for Reference		
Maps (Admin)		\$50	\$50
401.4010000.41.5311000.531008.	Work Gear	\$500	\$500
401.0000.41.531.10.31.008	<= Legacy BARS Account # for Reference		
Work Gear For 3 Employees		\$500	\$500
401.4010000.41.5311000.535001.	Small Tools & Minor Equipment	\$300	\$300
401.0000.41.531.10.35.001	<= Legacy BARS Account # for Reference		
Tool/Equipment Supplies		\$150	\$150
Tools/Equipment For Projects, Inspections		\$150	\$150
401.4010000.41.5311000.535004.	Furniture & Equipment	\$750	\$750
401.0000.41.531.10.35.004	<= Legacy BARS Account # for Reference		
Furniture Equipment		\$500	\$500
Furniture Equipment (Admin)		\$250	\$250
401.4010000.41.5311000.541001.	Professional Services	\$188,500	\$197,500
401.0000.41.531.10.41.001	<= Legacy BARS Account # for Reference		
General Services as Needed:		\$15,000	\$15,000
(Survey, Geotech, Hydrologist, Biologist, Emergency Repair, Stormwater Code, ESM Update)			
Lab Testing Of Water and Soil Samples - non-PCD		\$2,000	\$2,000
Clover Creek Gauging Station Operating Costs-Us		\$9,500	\$9,500
NPDES Permit Fee - WA State Dept of Ecology		\$30,000	\$32,000
Pierce County SWM Billing Services		\$70,000	\$75,000
Pierce County Chambers-Clover Watershed Small		\$10,000	\$10,000
Regional Stormwater Monitoring Program - WA State		\$42,000	\$44,000
Sound Transit Railroad Crossing Permits For 4 Storm		\$4,000	\$4,000
Dam Inspection Fee Department of Ecology		\$1,500	\$1,500
Waughop Lk. WA ECY Permit		\$1,000	\$1,000
Pierce Conservation Dist. Interlocal Agreement - Lake Testing Services		\$3,500	\$3,500
401.4010000.41.5311000.543001.	Transportation	\$1,240	\$1,240
401.0000.41.531.10.43.001	<= Legacy BARS Account # for Reference		
Lodging Costs For Spring And Fall APWA State		\$800	\$800
Lodging Costs (Admin)		\$300	\$300
Condereence Meal (Admin)		\$140	\$140
401.4010000.41.5311000.543003.	Mileage Reimbursements	\$300	\$300
401.0000.41.531.10.43.003	<= Legacy BARS Account # for Reference		
Training And Meeting (Admin)		\$300	\$300
401.4010000.41.5311000.544001.	Advertising	\$1,500	\$500
401.0000.41.531.10.44.001	<= Legacy BARS Account # for Reference		
Advertising		\$1,500	\$500
401.4010000.41.5311000.544002.	Interfund Utility Tax	\$321,960	\$321,960
401.0000.41.531.10.44.002	<= Legacy BARS Account # for Reference		
Utility Tax on Swm Fees		\$321,960	\$321,960
401.4010000.41.5311000.544003.	B & O Taxes to the State	\$93,905	\$93,905
401.0000.41.531.10.44.003	<= Legacy BARS Account # for Reference		
B&O Taxes On SWM Fees Revenue		\$93,905	\$93,905

2027/2028 Budget Detail
Planning & Public Works - Surface Water Management Engineering
Ongoing Budget

		Year 2027	Year 2028
		\$615,705	\$623,705
401.4010000.41.5311000.544005.	Other Taxes	\$1,000	\$1,000
401.0000.41.531.10.44.005	<= Legacy BARS Account # for Reference		
SWM Charges On SWM-Owned Properties		\$1,000	\$1,000
401.4010000.41.5311000.549001.	Memberships/Dues	\$200	\$200
401.0000.41.531.10.49.001	<= Legacy BARS Account # for Reference		
Engineering License Renewals (1 FTEs); APWA		\$200	\$200
401.4010000.41.5311000.549003.	Registration	\$2,500	\$2,500
401.0000.41.531.10.49.003	<= Legacy BARS Account # for Reference		
LID & Stormwater Modeling (Admin)		\$250	\$250
APWA Conferences & Other		\$2,000	\$2,000
GIS Training		\$250	\$250
401.4010000.41.5311000.549005.	Printing & Binding	\$500	\$500
401.0000.41.531.10.49.005	<= Legacy BARS Account # for Reference		
Printing And Binding		\$500	\$500
401.4010000.41.5311000.549011.	Special Events	\$1,000	\$1,000
401.0000.41.531.10.49.011	<= Legacy BARS Account # for Reference		
National Pollutant Discharge Elimination System		\$1,000	\$1,000

This page left intentionally blank.

City of Lakewood 2027/2028 Budget

Administrative Services



Department Functions by Criteria

Legally Mandated

- **Financial reporting:** Complete required budgets, reports, audits, and financial records.
- **Payroll and payments:** Process payroll, invoices, payments, and manage City cash.
- **Grants and assets:** Track grants, capital assets, and required financial records.
- **Public records:** Keep and dispose of records as required by law.
- **Technology:** Maintain the basic IT systems needed to operate the City.
- **Emergency and security:** Support emergency operations, backups, disaster recovery, and cybersecurity.

Important

- **Revenue and operations:** Collect revenue and manage the City's fleet, equipment, and assets.
- **Financial planning:** Develop long-term financial forecasts, capital plans, and budget materials.
- **IT planning:** Plan, maintain, and replace technology systems, software, and equipment.
- **Controls and improvement:** Improve financial processes, controls, and staff training.
- **Technology support:** Provide day-to-day IT support and manage technology projects.
- **Continuity and data:** Maintain business continuity, disaster recovery, data management, and system integration.

Discretionary

- **Enhanced financial reporting:** Provide financial reports, budget documents & presentations beyond required levels.
- **Professional recognition:** Participate voluntarily in GFOA financial reporting and budget award programs.
- **Expanded financial planning:** Provide forecasting and analysis beyond core planning requirements.
- **Enhanced cybersecurity:** Provide additional monitoring, security training, and advanced threat protection.
- **Technology modernization:** Invest in enhanced technology upgrades, replacements, and modernization.
- **Optional IT services:** Provide project management and technology consulting for optional projects.
- **Enhanced technology reporting:** Provide additional performance monitoring, analytics, and reporting.



2025 / 2026 Accomplishments

- **Earned major GFOA awards** for financial reporting, budgeting, and transparency, including the Triple Crown Recognition.
- **Strengthened the City's finances** by issuing \$8.55 million in bonds, maintaining an AA+ credit rating, saving about \$140,000 through refinancing, and recovering about \$125,000 in taxes.
- **Managed the City's budget and financial compliance**, including the 2025/2026 biennial budget, required audits, state requirements, and financial reporting.
- **Increased financial oversight and service** through retirement plan oversight, grant support, sewer billing expansion, capital planning, and management of partner-agency funds.
- **Modernized City financial systems & technology** by implementing a new ERP system, upgrading Microsoft 365 tools, and replacing the intranet.
- **Improved public safety and City services** by moving digital records to Axon Evidence and supporting the permit system replacement.
- **Strengthened cybersecurity** through disaster recovery, security monitoring, regular audits, testing, and employee training.
- **Upgraded infrastructure** by replacing computers, servers, storage, Wi-Fi, cameras, and consolidating data centers.
- **Maintained secure and reliable systems** through regular software updates, vulnerability assessments, and required compliance checks.



2027 / 2028 Anticipated Key Projects

- **Maintain strong financial reporting** through GFOA awards, including financial reporting, budgeting, and Triple Crown recognition.
- **Strengthen financial transparency** by completing budget reviews, adjustments, and improved interim financial reports.
- **Modernize financial systems** by implementing a new ERP system and updating emergency finance procedures.
- **Manage debt and capital financing** by issuing bonds for approved projects and identifying opportunities to reduce interest costs.
- **Maintain compliance** with state, federal, and accounting requirements, including BARS, GASB, federal grants, and collective bargaining agreements.
- **Protect City information** by strengthening security, access controls, privacy, and technology policies.
- **Make access secure and easier** with stronger logins, fewer passwords, role-based access, and automatic removal of access when employees leave.
- **Upgrade the City's network and technology** to improve speed, reliability, security, backups, and disaster recovery.
- **Modernize City systems** by replacing outdated equipment and standardizing tools for communication, collaboration, and daily work.
- **Strengthen 24/7 cybersecurity** through continuous monitoring, faster response to threats, and improved tracking of security incidents.

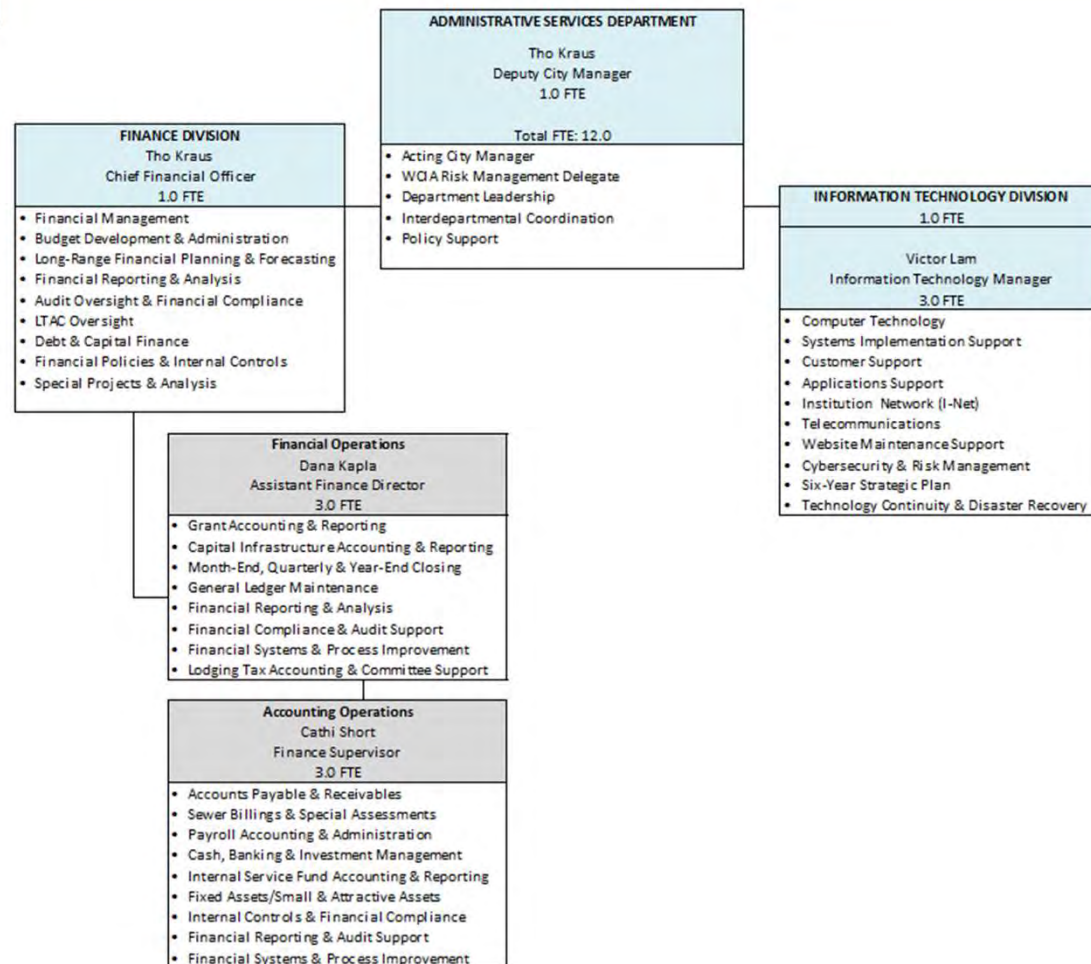


Service / Program Changes

- **Public Defender Increase**
 - \$113K in 2027 (total \$1,460,000) & \$318K in 2028 (total \$1,665,000)
- **Non-Departmental Supplies & Services**
 - \$5,700/year added (drinking water filtration, shredding, postage/shipping)
 - \$53,050 Moved Clean Air Assessment from Police
- **Fleet & Equipment:**
 - Fuel Cost Increase \$46,400/year added (total per year \$496,060)
 - Police Vehicle Replacement
 - Municipal Court Trailer Replacement
 - Parks O&M New and Replacement Vehicle/Equipment
 - Planning & Public Works Equipment
- **Information Technology**
 - Replace Computers & Laptops
 - Replace System Storage and Servers
 - Replace Network Switches
 - Replace PBX Phone System with Cloud Voice
 - Update 2-Factor Authentication



Org Chart and Position Inventory



Financial Information

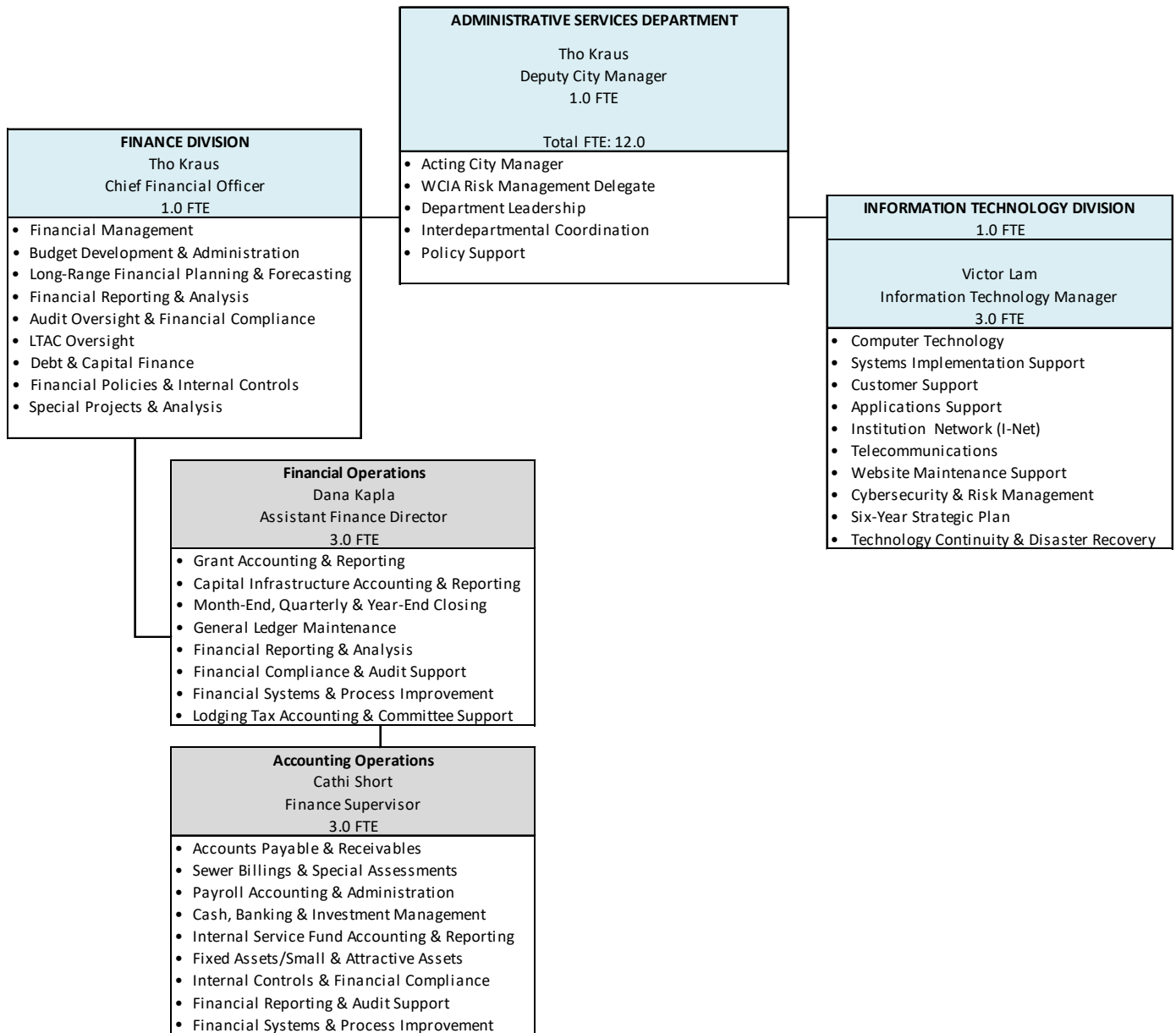
Division	2024	2025	2026			2027	2028	27 Proposed - 26 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Proposed	Proposed	\$ Chg	% Chg
Operating Expenditure:									
Finance	\$ 1,693,456	\$ 1,668,562	\$ 1,915,621	\$ 1,986,189	\$ 1,988,759	\$ 2,049,191	\$ 2,139,687	\$ 63,002	3.2%
Non-Departmental	842,198	1,129,357	764,500	1,479,040	1,479,040	1,650,790	1,855,790	171,750	11.6%
Subtotal Operating Exp	\$ 2,535,654	\$ 2,797,919	\$ 2,680,121	\$ 3,465,229	\$ 3,467,799	\$ 3,699,981	\$ 3,995,477	\$ 234,752	6.8%
Capital & 1-Time Funded:									
Finance	66,885	177,292	143,562	573,797	558,124	13,188	7,278	(560,609)	-97.7%
Non-Departmental	6,191	28,187	-	-	-	-	-	-	n/a
Subtotal One-time Exp	\$ 73,076	\$ 205,479	\$ 143,562	\$ 573,797	\$ 558,124	\$ 13,188	\$ 7,278	\$ (560,609)	-97.7%
Total - General Fund	\$ 2,608,730	\$ 3,003,398	\$ 2,823,683	\$ 4,039,026	\$ 4,025,923	\$ 3,713,169	\$ 4,002,755	\$ (325,857)	-8.1%
Operating Expenditure:									
Fleet & Equipment	882,768	857,573	795,720	1,027,785	1,027,785	1,074,185	1,074,185	46,400	4.5%
Information Technology	1,850,860	2,196,678	3,109,705	3,219,608	3,219,608	3,605,655	4,048,448	386,047	12.0%
Subtotal Operating Exp	\$ 2,733,628	\$ 3,054,251	\$ 3,905,425	\$ 4,247,393	\$ 4,247,393	\$ 4,679,840	\$ 5,122,633	\$ 432,447	10.2%
Capital & 1-Time Funded:									
Fleet & Equipment	1,589,005	863,364	-	-	-	1,533,100	1,090,100	1,533,100	n/a
Information Technology	1,647,131	1,332,176	995,340	1,948,058	1,948,058	365,350	279,000	(1,582,708)	-81.2%
Subtotal One-time Exp	\$ 3,236,136	\$ 2,195,540	\$ 995,340	\$ 1,948,058	\$ 1,948,058	\$ 1,898,450	\$ 1,369,100	\$ (49,608)	-2.5%
Total - Internal Svc Funds	\$ 5,969,764	\$ 5,249,791	\$ 4,900,765	\$ 6,195,451	\$ 6,195,451	\$ 6,578,290	\$ 6,491,733	\$ 382,839	6.2%
Lodging Tax Fund	\$ 1,060,544	\$ 1,230,697	\$ 1,271,250	\$ 3,205,850	\$ 3,205,850	\$ 2,413,743	\$ 1,271,250	(792,107)	-24.7%
Total	\$ 9,639,038	\$ 9,483,886	\$ 8,995,698	\$13,440,327	\$13,427,224	\$12,705,202	\$11,765,738	\$ (735,125)	-5.5%



Closing / End of Presentation

- The proposed budget focuses on maintaining essential City services, meeting legal requirements, and protecting the City's financial stability.
- It provides funding for important needs such as replacing aging equipment, improving technology, strengthening cybersecurity, and maintaining reliable City operations.
- These investments will help us continue providing quality services, protect public resources, and prepare the City for future needs.
- Overall, the proposed budget takes care of priorities, make some important improvements, and continue moving the City forward while being responsible with taxpayer dollars.





ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

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

The Administrative Services Department does not have a primary alignment with a specific City Council goal, rather it provides the financial and technology/infrastructure support to departments in achieving the City's goals and objectives.

Finance supports the City Council's goals and strategic priorities by providing the financial planning, information, and oversight needed to help the City achieve them. Finance works across the organization to prepare and monitor the City's budget, support capital planning, coordinate grants, evaluate funding options, and provide information on the City's overall financial position.

Information Technology supports the City Council's goals and strategic priorities by providing the technology, systems, and resources needed for City departments to deliver services and carry out their work. IT works with departments to maintain existing technology, plan for future needs, manage replacements and ongoing technology expenses, and monitor technology spending to ensure it remains within approved budgets.

City Council Commitments

- Financial Stewardship
- Community engagement and transparency
- Commitment to diversity, equity, inclusion and belonging

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Department Functions by Criteria

Legally Mandated:

These are functions and services required by federal, state, or local law, regulation, or other legal requirements. This tier represents the baseline level of service the City is obligated to provide, regardless of budget cycle or policy priorities.

- Annual State Financial Statements and Required Financial Reporting and Audit Requirements
- Adopted Biennial Budget Preparation, Adoption, and Required Mid-Biennium Review
- Quarterly Financial Reporting
- Payroll Administration and Compliance
- Accounts Payable and Disbursement Processing
- General Ledger and Financial Records Maintenance
- Cash Management and Investment Administration
- Grant Financial Administration, Accounting, Monitoring, and Compliance
- Capital and Fixed Asset Accounting and Required Financial Records
- Public Records Retention and Destruction in accordance with Washington State Public Records Act
- Information Technology Infrastructure, Systems, and Access Necessary to Support Required Operations
- IT Business Continuity, Backup, and Disaster Recovery Necessary to Support Essential City Operations
- Technology Support for Emergency Operations and Critical City Services
- Cybersecurity and Technology Controls Necessary to Protect City Systems and Data

Important:

These are functions and services that, while not legally required, are important to the effective operation of the City and the well-being of the community. They support essential organizational, operational, public, or community needs and contribute significantly to the City's ability to achieve its goals and maintain service levels.

- Accounts Receivable and Revenue Collection
- Fleet and Equipment Administration
- Six-Year Financial Forecast and Long-Range Financial Planning
- Six-Year Information Technology Strategic Plan
- Capital Improvement Program Financial Planning
- Capital and Fixed Asset Management Beyond Required Accounting and Recordkeeping
- Internal Financial Controls and Process Improvement
- Training and Professional Development
- Preparation of the Budget Document and Supporting Financial Materials
- Information Technology Infrastructure, Systems and Software Administration
- IT Asset Management and Technology Lifecycle Planning
- Technology Support and Service Management and Project Management & Implementation
- Business Continuity and Technology Disaster Recovery
- Data Management and System Integration

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Department Functions by Criteria (continued)

Discretionary/Enhanced:

These are functions and services that are not legally required and are not essential to core City operations. They provide additional value to the organization or community and reflect policy choices, available resources, and community priorities. These services may be adjusted, reduced, deferred, or discontinued based on budget conditions and organizational priorities.

- Enhanced Quarterly Financial Reporting Beyond the Minimum Level Required by State Law
- Enhanced Budget Documents and Financial Presentations Beyond Statutory Requirements.
- Voluntary Participation in Government Finance Officers Association (GFOA) Awards Program:
 - Certificate of Achievement for Excellence in Financial Reporting
 - Distinguished Budget Presentation
 - Popular Annual Financial Reporting
 - Triple Crown Recognition for achieving all three GFOA recognitions
- Expanded Financial Forecasting Beyond Core Planning Requirements
- Enhanced Cybersecurity Monitoring, Security Awareness, and Advanced Threat Protection
- Enhanced Technology Upgrades, Replacements, and Modernization
- IT Project Management and Technology Consulting Services for Optional Projects and Initiatives
- Enhanced Technology Performance Monitoring, Analytics, and Reporting

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

2025/2026 Accomplishments

Finance

- GFOA Awards Program Received:
 - Certificate of Achievement for Excellence in Financial Reporting (2013-2024)
 - Distinguished Budget Presentation Award (2015/2016 - 2025/2026)
 - Popular Annual Financial Reporting Award (2015-2024)
 - Triple Crown Recognition for achieving all three GFOA recognitions (2016-2024)
 Only 441 governments received the 2024 designation.
- Issued \$8.55 million in LTGO and Refunding Bonds, maintained the City's AA+ credit rating, and achieved approximately \$140,000 in present-value savings by refinancing existing debt.
- Strengthened the City's financial position and internal systems by improving transparency, efficiency, accountability, and customer service.
- Successfully developed the 2025/2026 biennial budget during economic uncertainty while streamlining the process to reduce the workload on departments.
- Implemented new and revised BARS requirements from the Washington State Auditor's Office.
- Completed the mid-biennial budget review and all required budget adjustments, including carry-forwards, mid-biennium, and year-end adjustments, while maintaining financial transparency.
- Met the City's continuing-disclosure requirements under SEC Rule 15c2-12 through timely and accurate debt-related reporting.
- Launched the City's transition from the legacy Eden financial system to Tyler Enterprise ERP, including configuration, data validation, procedures, testing, workflows, implementation planning, and Human Resources module support.
- Supported implementation of the Camino permitting system by integrating financial and IT processes, payment reconciliation, and reporting.
- Continued improving quarterly financial reports to provide timely and accessible financial information to City leadership, Council, departments, and the public.
- Took on fiscal agent and fiduciary responsibilities for the Washington Auto Theft Prevention Authority's Puget Sound Auto Theft Task Force and established procedures to properly manage and safeguard participating agencies' funds.
- Expanded sewer availability billing to approximately 50 additional eligible properties and ensured accurate account setup, billing, and ongoing administration.
- Implemented Teamsters Collective Bargaining Agreement.
- Established Fiduciary Committee in partnership with the Human Resources Department to strengthen oversight and maximize performance of the City's 457(b) and 401(a) retirement plans.
- Supported grant audits for programs funded by the Office of Justice Programs, Bureau of Justice Assistance, and Washington State Health Care Authority by providing required financial records and documentation.
- Updated the six-year Capital Facilities, Property Management and Information Technology in coordination with respective departments.
- Maintained finance procedures manual for the City's emergency operations program.
- Finalized the audit of the City's outstanding phone service provider to verify tax compliance and recover approximately \$125K in taxes and applicable costs.
- Supported Department of Retirement Systems Audit.
- Reviewed four new GASB (Governmental Accounting Standards Board) Statements with early implementation when feasible.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

2025/2026 Accomplishments (continued)

Information Technology

- Business Systems
 - Implement new ERP (Enterprise Resource Planning) system to replace current financial system.
 - Migrate in-car camera and digital records to Axon Evidence system.
 - Expand Microsoft 365 SharePoint/replace current intranet
 - Expand Microsoft 365 Teams deployment.
 - Continue/expand Cybersecurity: Develop & implement Disaster Recovery as a Service (DRaaS) including incident recovery plan & tabletop exercise; End Point Detection & Response (EPDR) & Security Operation Center (SOC); Managed Service & Support Provider (MSSP); and cloud computing service.
 - Consolidate City Hall data center with Police Station data center.
 - Evaluate and support permit system replacement.
- Routine
 - Replace and expand computer and hardware (server/host replacement, laptops, computers, storage area network).
 - Implement recurring software patches and upgrades.
 - Conduct annual cyber security audits to ensure compliance with Criminal Justice Information System (CJIS), Washington Cities Insurance Authority (WCIA) American International Group (AIG) Audit and Payment Card Industry/Data Security Standards (PCIDSS).
 - Expand, upgrade and replace Wi-Fi and video surveillance systems to include additional cameras in public areas.
 - Expand city's Security Information and Event Management (SIEM).
 - Expand the City's cybersecurity awareness campaign program.
 - Conduct penetration and vulnerability assessment.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

2027/2028 Anticipated Key Projects

Finance

- Voluntary Participation in Government Finance Officers Association (GFOA) Financial Reporting and Budget Awards Program:
 - Annual Comprehensive Financial Report - Excellence in Financial Reporting
 - Biennial Budget Document — Distinguished Budget Presentation Award
 - Popular Annual Financial Reporting Award
 - Triple Crown Recognition for achieving all three GFOA recognitions
- Complete Mid-biennial review and budget adjustments (carry forward, mid-biennium, & year-end) and present in the spirit of full disclosure and financial transparency.
- 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.
- Implement new Enterprise Resource Planning (ERP) system to replace current financial system, including support to Human Resources implementation.
- Issue bonds in support of specific projects, pending City Council Approval:
 - Fort Steilacoom Park H-Barn Complex Restoration & Renovation
 - Tax Increment Financing for Downtown Parks construction
 - Parks Capital Projects
- Review opportunities for early redemption of bonds to take advantage of interest rate savings.
- Review SAO BARS and implement accounting and reporting changes as appropriate.
- Review and implement GASB statements and apply early implementation when possible.
- Implement collective bargaining agreements, including retroactive payments as appropriate.
- Monitor 2 CFR 200 Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards and update policies as required per regulations.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

2027/2028 Anticipated Key Projects (continued)

Information Technology

- Protect City Information
 - Meet current security requirements for protecting sensitive City and public safety information.
 - Strengthen controls over who can access City information and systems.
 - Establish consistent technology and security rules for every City department.
 - Use nationally recognized security practices to protect City information.
 - Update privacy and public-records practices to address the use of artificial intelligence and other new technologies.
- Make Access Secure and Easier
 - Strengthen login protections for employees.
 - Make it easier for employees to securely access the systems they need with fewer separate passwords.
 - Improve the City's data security framework to ensure all City computers, phones, tablets, and other equipment are fully protected.
 - Limit access to sensitive information based on each employee's job responsibilities.
 - Automatically remove access when employees leave the City.
- Improve the City's Network
 - Upgrade the City's technology network to make it faster, more reliable, and more secure.
 - Keep employees, visitors, public safety, equipment, and payment systems separated to better protect City information.
 - Replace older wireless equipment with modern, more secure systems.
- Modernize City Technology
 - Upgrade and unify the City Hall and Police Station infrastructure into one modern platform.
 - Replace outdated computer equipment and reduce software costs where possible.
 - Improve the City's ability to recover quickly from major technology failures, outages, or disasters.
 - Strengthen backups to ensure important City information can be restored if it is accidentally deleted, damaged, or affected by a cyberattack.
 - Simplify and modernize the City's core technology systems.
- Improve Citywide Business Systems
 - Standardize City employees' tools for email, documents, communication, meetings, and collaboration.
 - Make it easier and safer for employees to access the applications they need.
 - Bring telephone, meetings, messaging, and other communication tools together into one system.
- 24/7 Security Monitoring
 - Provide continuous protection against technology and security threats.
 - Monitor City computers and systems around the clock for suspicious activity.
 - Improve the City's ability to identify and respond to security incidents quickly.
 - Bring information from across City systems together so potential problems can be identified sooner.
 - Maintain the records needed to investigate incidents and demonstrate that City information is being properly protected.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Service/ Program Changes

Finance & Non-Departmental:

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2027		Year 2028	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Primary Public Defender	Increase primary public defender services to \$1.4M in 2027 and \$1.6M in 2028.	-	-	\$ -	\$ 134,000	\$ -	\$ 334,000
Conflict Public Defender	Decrease conflict public defender services too \$60K in 2027 and \$65K in 2028.	-	-	\$ -	\$ (21,000)	\$ -	\$ (16,000)
	Total - Public Defender	-	-	\$ -	\$ 113,000	\$ -	\$ 318,000
Water Filtration Supplies	Add costs of water filtration supplies for city-wide drinking water. These costs had been previously absorbed within the existing budget, however with rising costs elsewhere, the existing budget is unable to accommodate.	-	-	\$ -	\$ 3,860	\$ -	\$ 3,860
Shredding Services	Add costs of shredding services. These costs had been previously absorbed within the existing budget, however with rising costs elsewhere, the existing budget is unable to accommodate.	-	-	\$ -	\$ 800	\$ -	\$ 800
Postage & Shipping	Add costs of shredding services. These costs had been previously absorbed within the existing budget, however with rising costs elsewhere, the existing budget is unable to accommodate.	-	-	-	1,040	-	1,040
Clean Air Assessment	Move from Police/CSRT to Non-Departmental No financial impact - reduced Police/increase non-departmental.	-	-	-	53,050	-	53,050
	Total - Other Non-Departmental	-	-	\$ -	\$ 58,750	\$ -	\$ 58,750
	Total	-	-	\$ -	\$ 142,375	\$ -	\$ 347,375

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW**Service/ Program Changes** (continued)**Fleet & Equipment:**

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2027		Year 2028	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Police - Vehicle Replacement	Replace 11 Vehicles in 2027 and 11 Vehicles in 2028 2027 Vehicle funded by replacement reserves \$894,525 and General Fund \$195,575. 2028 Vehicles funded via Lease Program or State LOCAL funding program.	-	-	\$ 1,090,100	-	1,090,100	31,020
Total - Police		-	-	\$ 1,090,100	\$ -	\$1,090,100	\$ 31,020
Municipal Court - Trailer Replacement	Replace 2003 trailer #42140 used for work crew program. The trailer boards are completely rotted out. All the metal on the trailer is full of rust and the trailer lights do not work. The cost to repair is significant. Given the increased and increasing number of court defendants who are opting for or being required to participate in the program, there is an acute need for a fully functional and safe work crew utility trailer. Portion Funded by Replacement Reserves \$10,200	-	-	\$ 16,000	\$ -	\$ -	\$ 1,600
				(10,200)	-	-	-
Total - Municipal Court		-	-	\$ 5,800	\$ -	\$ -	\$ 1,600

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Service/ Program Changes (continued)

Fleet & Equipment (continued):

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2027		Year 2028	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Replace Parks Pressure Washer	Replace equipment #42901. The 2011 Landa Pressure Washer has failed and is not repairable. This unit is needed to clean picnic shelters, graffiti, sidewalks, fleet equipment after snow and ice operations, and to maintain city assets. It has been out of service since June, 2025. Portion Funded by Replacement Reserves	-	-	\$ 12,000	\$ -	\$ -	\$ 535
				\$ (6,649)			
Replace O&M Skid Steer	Replace equipment 43210. This is a 2018 JD Wheeled SkidSteer; it doesn't have the horsepower or traction needed for road-side and fireline mowing. We will trade-in the current unit for the tracked unit with the heavy mower and paving attachments. The new unit will have the power to operate attachments on terrain and support asphalt repairs as well. Trade in value of current skidsteer estimated at \$20,000. \$80,000 equipment w/ \$30,000 mower attachment and paver attachment of \$30,000. Portion Funded by Replacement Reserves	-	-	\$ 130,000	\$ -	\$ -	\$ 7,830
				\$ (41,354)			
New Parks JD997 Mower	Add new mower for parks maintenance. With new turf at Wards Lake and American lake, a smaller finishing mower that maintains lawns and can be readily loaded by one staff is needed.	-	1	\$ 25,000	\$ -	\$ -	\$ 4,000
Replace Parks John Deere Tractor	Replace John Deere Tractor #42810 with loader. The 2006 tractor has aged parts, worn tires and the number and type of repair and replacements that warrant a new tractor. The tractor has a high burden of work at Fort Steilacoom Park to support events and movement of materials. A tractor with loader is necessary for operations. Potential \$10K trade in value. Portion Funded by Replacement Reserves	-	-	\$ 75,000	\$ -	\$ -	\$ 3,810
				\$ (40,592)	\$ -	\$ -	\$ -
Replace O&M Service Truck	Replace Ford F150 Service Truck #42271. Replacement is based on mileage, age, service record, and extended maintenance costs. The Supervisor truck (42271) accrues several miles and will hit the 120,000 threshold for replacement in 2028. There is extended lead time for these orders and we need to place the order in 2027 to receive it in 2028. Portion Funded by Replacement Reserves	-	-	\$ 60,000	\$ -	\$ -	\$ 2,400
				\$ (28,800)			

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW**Service/ Program Changes** (continued)**Fleet & Equipment** (continued):

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2027		Year 2028	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
Replace Facilities Maintenance Van	Replace 42610, a 2006 Chevy Express van, which is inoperable. This van is equipped with supplies and materials to make property management repairs throughout the City system. Potential surplus proceeds of \$5,000. Portion Funded by Replacement Reserves	-	-	\$ 60,000	\$ -	\$ -	\$ 8,570
Replace O&M Dump Trailer	Replace dump trailer #42520. Dump trailers are in high demand. A second dump trailer was brought into the system in 2019, however, Courts and other departments continued to use the original trailer off and on, and demand has established the need for two dump trailers in the Streets maintenance division. Replacement of # 42520 with a modern trailer unit is needed for safety reasons. Portion Funded by Replacement Reserves	-	-	\$ 18,000	\$ -	\$ -	\$ 1,800
New O&M Electric Brine Tank System	Add new Electric Brine Tank System to more efficiently and safely distribute salt brine on roads. This will also result in less labor hours to prepare, deploy and clean the brine tank.	-	1	\$ 20,000	\$ -	\$ -	\$ -
Replace O&M Trailer	The current cargomate trailer #42510 leaks and causes the equipment inside to get moldy. It holds street barricades and important equipment for roadway emergency response. The trailer has to hold these items properly for safe transport and ease of deployment. Portion Funded by Replacement Reserves	-	-	\$ 15,000	\$ -	\$ -	\$ 1,500
Total - Parks Maintenance		-	2	\$ 271,610	\$ -	\$ -	\$ 30,445
PPW	Streets Locates Equipment	-	1	\$ 12,000	\$ -	\$ -	\$ 1,715
Total - Planning & Public Works		-	1	12,000	-	-	1,715
Total		-	3	\$ 1,379,510	\$ 46,400	\$1,090,100	\$ 111,180

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Service/ Program Changes (continued)

Information Technology Operations:

Service/ Program	Description & Justification, and Operational Impact	Change		Year 2027		Year 2028	
		FTE	Fleet	1-Time	Ongoing	1-Time	Ongoing
DEIB Software	Eliminate Learning Management Software and transfer budget to risk management professional services to city-wide training, including Diversity, Equity and Inclusion		-		(20,000)	-	(20,000)
Total - Operations		-	-	\$ -	\$ (20,000)	\$ -	\$ (20,000)

Information Technology 6-Year Strategic Plan:

Ref#	Project Name	2027	2028
503.0015	Replace Computers & Laptops	\$ 187,000	\$ 152,000
503.0075	Replace System Storage & Servers	\$ -	\$ -
503.0073	Replace Network Switches	\$ 96,000	\$ 120,000
503.0074	Replace PBX Phone System with Cloud Voice	\$ 45,000	\$ -
503.0072	Update 2-Factor Authentication	\$ -	\$ 7,000
Total Project Costs		\$ 328,000	\$ 279,000

See Information Technology 6-Year Strategic Plan for details.

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Position Inventory

Position	Group	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed
				Original	Adjusted	Year-end		
Deputy City Manager/Chief Financial Officer	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Information Officer	Non-Rep	1.00	1.00	1.00	1.00	-	-	-
Information Technology Manager	Non-Rep	-	-	-	-	1.00	1.00	1.00
Assistant Finance Director	Non-Rep	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Supervisor	Non-Rep	1.00	1.00	1.00	1.00	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	-	-	-	-	-	-
IT Analyst	AFSCME	1.00	1.00	1.00	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	-	-	-
Payroll Technician	AFSCME	-	-	-	-	1.00	1.00	1.00
Finance Technician	AFSCME	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Total		13.00	12.00	12.00	12.00	12.00	12.00	12.00
<i>Change from prior year</i>		-	(1.00)	-	-	-	-	-

GIS Analyst position to Planning & Public Works Department.

Position	FTE	2027			2028		
		Salary	Benefits	Total	Salary	Benefits	Total
Deputy City Manager/Chief Financial Officer	1.00	\$ 229,272	\$ 60,618	\$ 289,890	\$ 242,568	\$ 63,339	\$ 305,907
Assistant Finance Director	1.00	162,102	52,179	214,281	171,504	55,791	227,295
Finance Supervisor	1.00	131,022	45,073	176,095	138,622	49,020	187,642
Finance Analyst	1.00	114,283	31,985	146,268	116,568	33,930	150,498
Finance Analyst	1.00	103,940	40,384	144,324	106,014	43,685	149,699
Payroll Technician	1.00	91,161	48,458	139,619	92,999	51,556	144,555
Finance Technician	1.00	95,712	36,208	131,920	95,712	38,535	134,247
Finance Technician	1.00	95,712	27,021	122,733	95,712	28,581	124,293
Total - General Fund	8.00	\$ 1,023,204	\$ 341,926	\$ 1,365,130	\$ 1,059,699	\$ 364,437	\$ 1,424,136
Information Technology Manager	1.00	169,296	60,684	229,980	179,112	64,679	243,791
Information Technology Administrator	1.00	134,040	42,773	176,813	134,040	45,668	179,708
Information Technology Administrator	1.00	124,888	40,469	165,357	127,376	43,680	171,056
Information Technology Specialist	1.00	103,608	31,347	134,955	103,608	32,935	136,543
Total - Information Technology Fund	4.00	\$ 531,832	\$ 175,273	\$ 707,105	\$ 544,136	\$ 186,962	\$ 731,098
Total	12.00	\$ 1,555,036	\$ 517,199	\$ 2,072,235	\$ 1,603,835	\$ 551,399	\$ 2,155,234

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Performance Measures

Performance Measures	Target	YTD		Previous Year Ends				
		Q1	Q2	2023	2022	2021	2020	2019
% of accounts receivable aged balances over 60 days versus annual billing	5%	11.51%	4.79%	0.70%	1.47%	0.17%	0.07%	1.54%
GFOA Award Received for the Annual Comprehensive Financial Report (ACFR) (2013-2022) ⁽¹⁾	Yes	Pending	Pending	Yes	Yes	Yes	Yes	Yes
GFOA Award Received for the Popular Annual Financial Report (PAFR) (2013-2022)	Yes	Pending	Pending	Yes	Yes	Yes	Yes	Yes
GFOA Award Received for 2023 & 2024 Biennium's Budget Document ⁽¹⁾	Yes	n/a	n/a	Yes	Yes	Yes	Yes	Yes
Clean Audit for Prior Fiscal Year ⁽²⁾	Yes	Pending	Pending	Yes	Yes	Yes	Yes	Yes
Bond Rating Per Standard & Poor's ⁽³⁾	AA	AA	AA	AA	AA	AA	AA	AA

Informational Measures	Historic Average	YTD		Previous Year Ends				
		Q1	Q2	2023	2022	2021	2020	2019
# of invoices paid annually	7577	2,004	4,028	7,986	7,453	7,221	7,160	8,350
% of invoices paid within 30 days of invoice date ⁽⁴⁾	95%	86.1%	88.3%	88.7%	89%	89.25%	89.18%	89.83%

(1) Received Triple Crown Medallion Award which signifies government has received all three GFOA awards (the Certificate of Achievement for Excellence in Financial Reporting Award (FY 2022), the Distinguished Budget Presentation Award (2021/2022 Budget), and the Popular annual Financial Report (FY 2022).

(2) <https://sao.wa.gov/reports-data/audit-reports>

(3) Bond rating upgraded June 2018.

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

Performance Measures	Target	YTD		Previous Year Ends				
		Q1	Q2	2023	2022	2021	2020	2019
Overall Phish-Phone Percentage (Cyber Phishing)	29%	12%	N/A	N/A	7%	5%	19%	N/A

Informational Measures	Historic Average	YTD		Previous Year Ends				
		Q1	Q2	2023	2022	2021	2020	2019
# of users served	248	240	240	250	250	259	223	259
# of personal computers maintained	466	450	400	450	500	492	444	428
# of applications maintained	140	140	135	143	140	140	139	139
# of servers maintained (LAN/WAN)	83	50	40	49	85	81	82	83
# of Cell Phones maintained	222	222	222	230	250	205	205	229
# of Shoretel phones operated and maintained	290	290	290	290	290	290	290	290
% of IT system up-time during normal business hours	97%	99%	99%	100%	90%	100%	100%	99%
% of communications up-time during normal business hours	98%	99%	99%	100%	90%	100%	100%	100%
Number of help desk requests received (YTD)	1612	1500	1567	2315	1,498	1,601	1,466	1,885
Help desk requests resolved: Total requests resolved (YTD)	1570	1400	1500	2286	1,732	1,478	1,311	1,759

ADMINISTRATIVE SERVICES DEPARTMENT OVERVIEW

Purpose & Description

The Administrative Services Department provides city-wide financial, technology, and administrative services that support effective City operations and public service delivery.

The Department includes two divisions:

- Finance manages budgeting, accounting, financial reporting, audits, cash and investments, accounts payable and receivable, financial analysis, grants, Fleet & Equipment Administration, and other City-wide financial activities.
- Information Technology Manages technology systems, cybersecurity, technical support, business continuity, and other technology services that support City operations, employees, emergency services, and the public.

The Department supports responsible use of public resources, regulatory compliance, efficient operations, reliable technology, and informed decision-making.

The Department provides staff support to the Lodging Tax Advisory Committee.

Goals/Objectives

- Provide transparent, accurate, and accountable financial services through sound financial management, including reliable budgets, forecasts, financial reports, accounting systems, and controls.
- Improve the efficiency, effectiveness, and sustainability of City operations through professional expertise, analysis, technology, and continuous process improvement.
- Provide secure, reliable, and responsive technology services that support City operations, cybersecurity, public records, and continuity of essential services.
- Ensure City assets and resources are managed, maintained, and replaced responsibly.
- Strengthen controls, reduce risks, and continuously improve the quality, effectiveness, and efficiency of City services.

Financial Information

Division	2024	2025	2026			2027	2028	27 Proposed - 26 Adj	
	Actual	Actual	Original	Adjusted	Year-end	Proposed	Proposed	\$ Chg	% Chg
Operating Expenditure:									
Finance	\$ 1,693,456	\$ 1,668,562	\$ 1,915,621	\$ 1,986,189	\$ 1,988,759	\$ 2,049,191	\$ 2,139,687	\$ 63,002	3.2%
Non-Departmental	842,198	1,129,357	764,500	1,479,040	1,479,040	1,650,790	1,855,790	171,750	11.6%
Subtotal Operating Exp	\$ 2,535,654	\$ 2,797,919	\$ 2,680,121	\$ 3,465,229	\$ 3,467,799	\$ 3,699,981	\$ 3,995,477	\$ 234,752	6.8%
Capital & 1-Time Funded:									
Finance	66,885	177,292	143,562	573,797	558,124	13,188	7,278	(560,609)	-97.7%
Non-Departmental	6,191	28,187	-	-	-	-	-	-	n/a
Subtotal One-time Exp	\$ 73,076	\$ 205,479	\$ 143,562	\$ 573,797	\$ 558,124	\$ 13,188	\$ 7,278	\$ (560,609)	-97.7%
Total - General Fund	\$ 2,608,730	\$ 3,003,398	\$ 2,823,683	\$ 4,039,026	\$ 4,025,923	\$ 3,713,169	\$ 4,002,755	\$ (325,857)	-8.1%
Operating Expenditure:									
Fleet & Equipment	882,768	857,573	795,720	1,027,785	1,027,785	1,074,185	1,074,185	46,400	4.5%
Information Technology	1,850,860	2,196,678	3,109,705	3,219,608	3,219,608	3,605,655	4,048,448	386,047	12.0%
Subtotal Operating Exp	\$ 2,733,628	\$ 3,054,251	\$ 3,905,425	\$ 4,247,393	\$ 4,247,393	\$ 4,679,840	\$ 5,122,633	\$ 432,447	10.2%
Capital & 1-Time Funded:									
Fleet & Equipment	1,589,005	863,364	-	-	-	1,533,100	1,090,100	1,533,100	n/a
Information Technology	1,647,131	1,332,176	995,340	1,948,058	1,948,058	365,350	279,000	(1,582,708)	-81.2%
Subtotal One-time Exp	\$ 3,236,136	\$ 2,195,540	\$ 995,340	\$ 1,948,058	\$ 1,948,058	\$ 1,898,450	\$ 1,369,100	\$ (49,608)	-2.5%
Total - Internal Svc Funds	\$ 5,969,764	\$ 5,249,791	\$ 4,900,765	\$ 6,195,451	\$ 6,195,451	\$ 6,578,290	\$ 6,491,733	\$ 382,839	6.2%
Lodging Tax Fund	\$ 1,060,544	\$ 1,230,697	\$ 1,271,250	\$ 3,205,850	\$ 3,205,850	\$ 2,413,743	\$ 1,271,250	(792,107)	-24.7%
Total	\$ 9,639,038	\$ 9,483,886	\$ 8,995,698	\$13,440,327	\$13,427,224	\$12,705,202	\$11,765,738	\$ (735,125)	-5.5%

ADMINISTRATIVE SERVICES FINANCE**Purpose/Description**

The purpose of the Finance Division is to provide accurate, timely, transparent, and reliable financial information and services that support sound financial decision-making, effective City operations, and responsible stewardship of public resources. The Division serves as a financial resource and strategic partner to the City leadership, departments, and the community by providing reliable financial information, analysis, and guidance to support responsible fiscal decisions and long-term financial sustainability.

The Finance Division is responsible for the City's core financial management and accounting functions, including:

- Accounts payable and accounts receivable
- Payroll administration
- Cash and investment management
- Financial forecasting and long-range financial planning
- Biennial budget preparation, monitoring, and financial analysis
- Internal control development, monitoring, and evaluation
- Audit coordination and support
- Quarterly, year-end, and annual financial reporting
- General accounting and financial recordkeeping
- Capital project and capital asset accounting
- Grant accounting and financial compliance
- Non-departmental and centralized financial services
- Fleet and equipment administration
- Financial guidance and support to City leadership and departments

Goal/Objective

- Provide timely, accurate, and transparent financial information and services.
- Promote responsible and sustainable use of public resources.
- Ensure compliance with applicable laws, regulations, policies, and accounting standards.
- Maintain strong internal controls and protect City assets and financial information.
- Provide reliable financial data, budgeting, and reporting to support decision-making.
- Improve financial processes, systems, and practices.
- Provide responsive financial guidance and support to City departments.
- Maintain professional knowledge and expertise in government finance and accounting.

Financial Information

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	881,618	900,647	956,690	956,690	956,690	1,023,204	1,059,699	66,514	7.0%
2XX	Benefits	334,446	298,431	367,776	367,776	367,776	341,926	364,437	(25,850)	-7.0%
3XX	Supplies	1,367	3,063	2,890	2,890	2,890	2,405	2,405	(485)	-16.8%
4XX	Services & Charges	171,571	213,754	183,135	234,195	234,195	234,680	234,680	485	0.2%
9XX	Interfund Charges	304,454	252,667	405,130	424,638	427,208	446,976	478,465	22,338	5.3%
	Subtotal Operating Exp	\$ 1,693,456	\$ 1,668,562	\$ 1,915,621	\$ 1,986,189	\$ 1,988,759	\$ 2,049,191	\$ 2,139,687	\$ 63,002	3.2%
Capital & 1-Time Funded:										
1/2XX	Personnel	-	28,364	-	-	-	-	-	-	n/a
9XX	Interfund Charges	66,885	148,928	143,562	573,797	558,124	13,188	7,278	(560,609)	-97.7%
	Subtotal One-time Exp	\$ 66,885	\$ 177,292	\$ 143,562	\$ 573,797	\$ 558,124	\$ 13,188	\$ 7,278	\$ (560,609)	-97.7%
Total Expenditures		\$ 1,760,341	\$ 1,845,854	\$ 2,059,183	\$ 2,559,986	\$ 2,546,883	\$ 2,062,379	\$ 2,146,965	\$ (497,607)	-19.4%

ADMINISTRATIVE SERVICES **Non-DEPARTMENTAL**

Purpose/Description

The purpose of the Non-Departmental section is to account for centralized expenditures, services, and obligations that benefit the City as a whole and are not appropriately assigned to a specific department or operating function. Non-Departmental expenditures support common City-wide needs, administrative requirements, and organizational services that are shared across multiple departments.

The Non-Departmental section is responsible for accounting for City-wide expenditures and centralized services, including:

- Public Defense Services
- City-wide postage, mailing, and bulk mail services
- Centralized office supplies, including paper and other commonly used supplies
- City-wide coffee, water, and other common-use supplies
- Organizational and professional membership dues
- City-wide subscriptions and publications
- Interfund Transfers (Intergovernmental)

Goals/Objectives

- Provide and manage centralized goods, services, and expenditures that support multiple City departments.
- Ensure non-departmental expenditures are accurately budgeted, recorded, monitored, and reported in accordance with City financial policies and accounting practices.

Financial Information

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
3XX	Supplies	7,836	7,815	6,975	6,975	6,975	9,970	9,970	2,995	42.9%
4XX	Services & Charges	834,362	1,121,542	757,525	1,472,065	1,472,065	1,640,820	1,845,820	168,755	11.5%
Subtotal Operating Exp		\$ 842,198	\$ 1,129,357	\$ 764,500	\$ 1,479,040	\$ 1,479,040	\$ 1,650,790	\$ 1,855,790	\$ 171,750	11.6%
Capital & 1-Time Funded:										
4XX	Services & Charges	6,191	28,187	-	-	-	-	-	-	n/a
Subtotal One-time Exp		\$ 6,191	\$ 28,187	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	n/a
Total Expenditures		\$ 848,389	\$ 1,157,544	\$ 764,500	\$ 1,479,040	\$ 1,479,040	\$ 1,650,790	\$ 1,855,790	\$ 171,750	11.6%

ADMINISTRATIVE SERVICES HOTEL/MOTEL LODGING TAX

Purpose/Description

Lodging Tax Fund Support

Finance provides accounting, financial reporting, and administrative support for the City's Lodging Tax Fund. This includes maintaining the fund's financial records, monitoring revenues and expenditures, preparing budget and financial reports, and ensuring transactions are properly recorded and reported in accordance with applicable requirements.

Finance also coordinates and provides administrative support for the Lodging Tax Advisory Committee (LTAC), including scheduling and coordinating committee meetings, preparing meeting materials, supporting the funding application and review process, and coordinating recommendations for consideration by the City Council.

Financial Information

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
1XX	Salaries & Wages	67,747	61,526	-	-	-	-	-	-	n/a
2XX	Benefits	24,179	19,543	-	-	-	-	-	-	n/a
3XX	Supplies	202	32,017	-	-	-	-	-	-	n/a
4XX	Services & Charges	866,566	1,015,761	1,169,400	1,104,000	1,104,000	2,413,743	1,271,250	1,309,743	118.6%
5XX	Intergovernmental	-	-	-	2,000,000	2,000,000	-	-	(2,000,000)	-100.0%
6XX	Capital Outlay	101,850	101,850	101,850	101,850	101,850	-	-	(101,850)	-100.0%
Total Expenditures		\$ 1,060,544	\$ 1,230,697	\$ 1,271,250	\$ 3,205,850	\$ 3,205,850	\$ 2,413,743	\$ 1,271,250	\$ (792,107)	-24.7%

ADMINISTRATIVE SERVICES FLEET & EQUIPMENT

Purpose/Description

The Fleet & Equipment Fund provides centralized financial management for the City's vehicles and equipment, including funding, cost allocation, financial reporting, and replacement planning. Operating departments are responsible for the use, condition, readiness, and identification of needs for their assigned vehicles and equipment, with department assessments informing Finance's budgeting, forecasting, lifecycle planning, and funding recommendations. Finance administers the fund and allocates costs to operating funds based on usage.

Goals/Objectives

- Manage fund in a financially responsible manner that supports the City's operational needs while maintaining fiscal sustainability and accountability.
- Establish and maintain equitable and consistent cost allocations to user departments.

Financial Information

Obj Code	Item	2024 Actual	2025 Actual	2026			2027 Proposed	2028 Proposed	27 Proposed - 26 Adj	
				Original	Adjusted	Year-end			\$ Chg	% Chg
Operating Expenditure:										
3XX	Supplies	419,626	478,813	463,140	482,705	482,705	521,605	521,605	38,900	8.1%
4XX	Services & Charges	463,142	378,760	332,580	545,080	545,080	552,580	552,580	7,500	1.4%
Subtotal Operating Exp		\$ 882,768	\$ 857,573	\$ 795,720	\$ 1,027,785	\$ 1,027,785	\$ 1,074,185	\$ 1,074,185	\$ 46,400	4.5%
Capital & 1-Time Funded:										
6XX	Capital Outlay	1,589,005	863,364	-	-	-	1,533,100	1,090,100	1,533,100	n/a
Subtotal One-time Exp		\$ 1,589,005	\$ 863,364	\$ -	\$ -	\$ -	\$ 1,533,100	\$ 1,090,100	\$ 1,533,100	n/a
Total Expenditures		\$ 2,471,773	\$ 1,720,937	\$ 795,720	\$ 1,027,785	\$ 1,027,785	\$ 2,607,285	\$ 2,164,285	\$ 1,579,500	153.7%

ADMINISTRATIVE SERVICES INFORMATION TECHNOLOGY

Purpose/Description

The purpose of the Information Technology Division is to provide secure, reliable, efficient, and responsive technology services and solutions that support effective City operations, enhance employee productivity, improve access to City services and information, and enable departments to achieve their operational and strategic objectives. The Division serves as a technology resource and strategic partner to City leadership and departments by maintaining reliable technology infrastructure, secure information systems, responsive technical support, and innovative solutions that advance organizational effectiveness and service delivery.

The Information Technology Division provides centralized technology leadership, services, and support to enable secure, reliable, efficient, and effective City operations. The Division:

- Plans and manages the City's information technology resources, services, standards, and policies.
- Provides and maintains reliable technology infrastructure, systems, applications, networks, communications, and digital services.
- Provides IT support, technical assistance, and training to City departments.
- Develops and implements technology solutions that improve efficiency and service delivery.
- Protects City information and systems through cybersecurity and risk management.
- Ensures technology continuity through backup, recovery, and disaster recovery.
- Manages technology assets, procurement, vendors, and lifecycle replacement.
- Evaluates emerging technologies and continually improves IT services to meet City needs.

Goals/Objectives

- Provide reliable, secure, and effective technology services that support City operations.
- Provide responsive technology support, guidance, and training to City employees.
- Use technology and automation to improve efficiency, processes, and service delivery.
- Partner with City departments to understand needs and provide practical, sustainable, and cost-effective solutions.
- Protect City data and systems through effective cybersecurity, risk management, and disaster recovery.
- Manage technology resources, standards, procurement, and lifecycle planning.
- Evaluate emerging technologies and continuously improve IT services to meet the City's changing needs.

Financial Information

Obj		2024	2025	2026			2027	2028	27 Proposed - 26 Adj	
Code	Item	Actual	Actual	Original	Adjusted	Year-end	Proposed	Proposed	\$ Chg	% Chg
Operating Expenditure:										
1XX	Salaries & Wages	559,844	498,739	519,040	519,040	519,040	531,832	544,136	12,792	2.5%
2XX	Benefits	238,040	164,046	182,872	182,872	182,872	175,273	186,962	(7,599)	-4.2%
3XX	Supplies	98,980	65,512	214,020	276,020	276,020	175,000	175,000	(101,020)	-36.6%
4XX	Services & Charges	953,996	1,468,381	2,193,773	2,241,676	2,241,676	2,723,550	3,142,350	481,874	21.5%
Subtotal Operating Exp		\$ 1,850,860	\$ 2,196,678	\$ 3,109,705	\$ 3,219,608	\$ 3,219,608	\$ 3,605,655	\$ 4,048,448	\$ 386,047	12.0%
Capital & 1-Time Funded:										
3XX	Supplies	302,654	242,939	586,590	658,590	658,590	-	-	(658,590)	-100.0%
4XX	Services & Charges	334,063	320,018	133,750	1,026,468	1,026,468	-	-	(1,026,468)	-100.0%
5XX	Intergovernmental	355,786	-	-	-	-	-	-	-	n/a
6XX	Capital Outlay	654,628	769,219	275,000	263,000	263,000	365,350	279,000	102,350	38.9%
Subtotal One-time Exp		\$ 1,647,131	\$ 1,332,176	\$ 995,340	\$ 1,948,058	\$ 1,948,058	\$ 365,350	\$ 279,000	\$ (1,582,708)	-81.2%
Total Expenditures		\$ 3,497,991	\$ 3,528,854	\$ 4,105,045	\$ 5,167,666	\$ 5,167,666	\$ 3,971,005	\$ 4,327,448	\$ (1,196,661)	-23.2%

This page left intentionally blank.

6-Year Strategic Plan Information Technology

**6-Year (2027-2032) Strategic Plan
Information Technology**

Funding Sources	2027	2028	2029	2030	2031	2032	Total
General Government/General Fund	\$ 328,000	\$ 279,000	\$ -	\$ -	\$ -	\$ -	\$ 607,000
Unfunded	\$ -	\$ -	\$ 281,500	\$ 249,500	\$ 269,500	\$ 169,500	\$ 970,000
Total Funding Sources	\$ 328,000	\$ 279,000	\$ 281,500	\$ 249,500	\$ 269,500	\$ 169,500	\$ 1,577,000

Ref#	Project Name	2027	2028	2029	2030	2031	2032	Total
503.0015	Replace Computers & Laptops	\$ 187,000	\$ 152,000	\$ 169,500	\$ 169,500	\$ 169,500	\$ 169,500	\$ 1,017,000
503.0072	Update 2-Factor Authentication	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000
503.0073	Replace Network Switches	\$ 96,000	\$ 120,000	\$ 12,000	\$ -	\$ -	\$ -	\$ 228,000
503.0074	Replace PBX Phone System with Cloud Voice	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
503.0075	Replace System Storage & Servers	\$ -	\$ -	\$ 100,000	\$ 80,000	\$ 100,000	\$ -	\$ 280,000
	Total Project Costs	\$ 328,000	\$ 279,000	\$ 281,500	\$ 249,500	\$ 269,500	\$ 169,500	\$ 1,577,000

**6-Year (2027-2032) Strategic Plan
Information Technology**

Reference #: 503.0015

Project Name: Replace Computers & Laptops

Project Description & Justification:

The City will replace laptops, desktop computers, and Police rugged tablets that have reached the end of their five-year service life. Replacing aging equipment helps ensure employees have reliable, secure devices and supports the technology used by Police officers in the field.

As devices age beyond their expected service life, they may become more difficult to support, receive security updates, and maintain reliably. Funding for these equipment needs will help the City maintain secure and dependable technology, improve operational reliability, and support compliance with CJIS security requirements.

2027: 29 rugged tablets (\$145,000)+ 21 laptops (\$42,000)

2028: 10 rugged tablets (\$50,000) + 50 laptops (\$102,000)

2029+: Average of 2027 and 2028 (projected)

Project Cost / Operational Impact:

No operational impact as ongoing m&o is already included in the operating budget.

Funding Sources	2027	2028	2029	2030	2031	2032	Total
General Government/General Fund	\$ 187,000	\$ 152,000	\$ -	\$ -	\$ -	\$ -	\$ 339,000
Unfunded	\$ -	\$ -	\$ 169,500	\$ 169,500	\$ 169,500	\$ 169,500	\$ 678,000
Total Funding Sources	\$ 187,000	\$ 152,000	\$ 169,500	\$ 169,500	\$ 169,500	\$ 169,500	\$ 1,017,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Project Expense	\$ 187,000	\$ 152,000	\$ 169,500	\$ 169,500	\$ 169,500	\$ 169,500	\$ 1,017,000
Total Project Costs	\$ 187,000	\$ 152,000	\$ 169,500	\$ 169,500	\$ 169,500	\$ 169,500	\$ 1,017,000

**6-Year (2027-2032) Strategic Plan
Information Technology**

Reference #:	503.0072
Project Name:	Update 2-Factor Authentication
Project Description & Justification:	
The City will modernize its identity and access security by replacing two-factor authentication (2FA) tokens with phishing-resistant FIDO2 hardware security keys for City and Police staff. This upgrade will strengthen account security and support applicable CJIS multi-factor authentication (MFA) requirements. FIDO2 security keys provide each authorized employee with a unique hardware-based credential, reducing reliance on code-based authentication methods that are more susceptible to phishing and credential theft. The new solution will strengthen access controls, simplify identity management, and improve security for City and Police systems. FIDO2 Hardware Security Keys 2028: Initial purchase of 100 security keys at \$70 per key — \$7,000 one-time cost Annual savings: Approximately \$15,200 per year by retiring legacy vendor token subscriptions and licensing.	
Project Cost / Operational Impact:	
Elimates \$15,200 subscription and licensing costs.	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
General Government/General Fund	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000
Total Funding Sources	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Project Expense	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000
Total Project Costs	\$ -	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000

**6-Year (2027-2032) Strategic Plan
Information Technology**

Reference #: 503.0073
Project Name: Replace Network Switches

Project Description & Justification:

The City will replace older network switches as they reach End of Support Life, meaning the manufacturer will no longer provide technical support, security updates, or replacement parts. Replacing equipment helps prevent outages, keeps the network reliable, and ensures all systems stay under active vendor support.

Access Switch Replacements:

2027: Replace 16 Access Switches Across City Facilities - \$96,000 (\$6,000 per switch)

These switches provide basic network connectivity for staff, building systems, and video surveillance at below locations:

City Hall Access Switches — 10 units

Police Station Access Switches — 5 units

Operations & Maintenance (O&M) Access Switch — 1 unit

2029: Replace 2 Access Switches at Remote Sites - \$12,000 (\$6,000 per switch)

These switches support user access and video surveillance systems at remote locations:

Fort Steilacoom Park Access Switch — 1 unit

Signal Building Access Switch — 1 unit

Core Network Switch Replacements

2028: Replace 4 Core Switches at City Hall and Police Station - \$120,000 (\$30,000 per switch)

These core switches are the central devices that move all network traffic within each building. They are essential for daily operations, and if one fails, the entire site would lose network connectivity.

City Hall Core Switches — 2 units

Police Station Core Switches — 2 units

Project Cost / Operational Impact:

No operational impact as ongoing m&o is already included in the operating budget.

Funding Sources	2027	2028	2029	2030	2031	2032	Total
General Government/General Fund	\$ 96,000	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ 216,000
Unfunded	\$ -	\$ -	\$ 12,000	\$ -	\$ -	\$ -	\$ 12,000
Total Funding Sources	\$ 96,000	\$ 120,000	\$ 12,000	\$ -	\$ -	\$ -	\$ 228,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Project Expense	\$ 96,000	\$ 120,000	\$ 12,000	\$ -	\$ -	\$ -	\$ 228,000
Total Project Costs	\$ 96,000	\$ 120,000	\$ 12,000	\$ -	\$ -	\$ -	\$ 228,000

**6-Year (2027-2032) Strategic Plan
Information Technology**

Reference #: 503.0074

Project Name: Replace PBX Phone System with Cloud Voice

Project Description & Justification:

The City currently utilizes a ShoreTel phone system that has reached its End of Support Life (EOSL) and is no longer supported by the manufacturer. To eliminate the risk of hardware failure and unpatched security vulnerabilities, the City is transitioning to a modern, cloud-based phone solution integrated with Microsoft Teams. This platform enables staff to place voice calls, join video meetings, and message directly from their computers using softphones, while continuing to provide physical desk phones where operationally required.

Hardware Replacement

2027: Desk Phone Replacement: 100 units at \$450 per phone — \$45,000

Project Cost / Operational Impact:

No operational impact as ongoing m&o is already included in the operating budget.

Funding Sources	2027	2028	2029	2030	2031	2032	Total
General Government/General Fund	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Unfunded	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Funding Sources	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Project Expense	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000
Total Project Costs	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 45,000

**6-Year (2027-2032) Strategic Plan
Information Technology**

Reference #:	503.0075
Project Name:	Replace System Storage & Servers
Project Description & Justification:	
The City's core information technology environment currently operates on six physical virtualization hosts and six Storage Area Network (SAN) arrays. Several of these systems are approaching or have reached the end of their expected service life and manufacturer support. Funding is needed to address these aging systems and maintain reliable, secure, and supportable technology infrastructure. Storage System Replacements (SAN Arrays) - \$100,000 2029: Replace Dell Storage Array at City Hall This array is reaching end-of-support life. It provides storage for citywide application data, digital records, retention archives, and long-term storage required for operational continuity and CJIS compliance. Server Replacements 2030: Replace 2 Dell Servers at City Hall - \$80,000 These hosts are reaching end-of-manufacture support and must be refreshed to maintain supportability and security compliance. They provide the compute and storage infrastructure required to operate citywide applications, databases, backup repositories, digital records, and essential public services on a 24/7 basis. 2031: Replace Dell Storage Array at Police Station - \$100,000 This array supports police systems, application data, digital records, video evidence retention, and long-term archival storage. End-of-support status prevents the system from receiving security patches and firmware updates, creating compliance and operational risks.	
Project Cost / Operational Impact:	
No operational impact as ongoing m&o is already included in the operating budget.	

Funding Sources	2027	2028	2029	2030	2031	2032	Total
Unfunded	\$ -	\$ -	\$ 100,000	\$ 80,000	\$ 100,000	\$ -	\$ 280,000
Total Funding Sources	\$ -	\$ -	\$ 100,000	\$ 80,000	\$ 100,000	\$ -	\$ 280,000

Project Costs	2027	2028	2029	2030	2031	2032	Total
Project Expense	\$ -	\$ -	\$ 100,000	\$ 80,000	\$ 100,000	\$ -	\$ 280,000
Total Project Costs	\$ -	\$ -	\$ 100,000	\$ 80,000	\$ 100,000	\$ -	\$ 280,000

This page left intentionally blank.

Budget Detail

Administrative Services

2027/2028 Budget Detail
Administrative Services - Fleet & Equipment
Ongoing Budget

		Year 2027	Year 2028
		\$1,074,185	\$1,074,185
501.5010000.51.5211000.532001.	Gasoline	\$424,000	\$424,000
501.0000.51.521.10.32.001	<= Legacy BARS Account # for Reference		
Police Vehicles		\$385,000	\$385,000
New - Police Vehicles		\$39,000	\$39,000
501.5010000.51.5211000.548005.	Repairs & Maintenance	\$392,580	\$392,580
501.0000.51.521.10.48.005	<= Legacy BARS Account # for Reference		
Police Vehicles		\$392,580	\$392,580
501.5010000.51.5487900.531006.	Operating Supplies	\$7,475	\$7,475
501.0000.51.548.79.31.006	<= Legacy BARS Account # for Reference		
Police Vehicles & Equipment		\$7,475	\$7,475
501.5010000.51.5487900.532001.	Gasoline	\$67,930	\$67,930
501.0000.51.548.79.32.001	<= Legacy BARS Account # for Reference		
General Operations Vehicle & Equipment		\$64,660	\$64,660
New - General Operations Vehicle & Equipment		\$3,270	\$3,270
501.5010000.51.5487900.532002.	Diesel	\$22,200	\$22,200
501.0000.51.548.79.32.002	<= Legacy BARS Account # for Reference		
General Operations Vehicle & Equipment		\$18,070	\$18,070
New - General Operations Vehicle & Equipment		\$4,130	\$4,130
501.5010000.51.5487900.548005.	Repairs & Maintenance	\$160,000	\$160,000
501.0000.51.548.79.48.005	<= Legacy BARS Account # for Reference		
General Operation Vehicles & Equipment		\$160,000	\$160,000

2027/2028 Budget Detail
Administrative Services - Fleet & Equipment
1-Time Budget

		Year 2027	Year 2028
		\$1,533,100	\$1,090,100
501.5019999.51.5942100.564005.	Police Vehicles	\$1,090,100	\$1,090,100
501.9999.51.594.21.64.005	<= Legacy BARS Account # for Reference		
#40661 2017 Ford Explorer/Interceptor		\$99,100	\$0
#40511 2016 Ford Explorer/Interceptor		\$99,100	\$0
#40552 2016 Ford F-150		\$99,100	\$0
#41101 2017 Ford Explorer/Interceptor		\$99,100	\$0
#40691 2017 Ford Explorer/Interceptor		\$99,100	\$0
#40990 2014 Ford Explorer/Interceptor		\$99,100	\$0
#40481 2016 Ford Explorer/Interceptor		\$99,100	\$0
#40841 2017 Chevy Tahoe		\$99,100	\$0
#41140 2014 Ford Explorer/Interceptor		\$99,100	\$0
#40601 2016 Ford Explorer/Interceptor		\$99,100	\$0
#40591 2017 Ford Explorer/Interceptor		\$99,100	\$0
#41080 2013 Ford Explorer/Interceptor		\$0	\$99,100
#40761 2019 Ford Explorer/Interceptor		\$0	\$99,100
#40771 2019 Ford Explorer/Interceptor		\$0	\$99,100
#40831 2016 Ford Explorer/Interceptor		\$0	\$99,100
#40701 2019 Ford Explorer/Interceptor		\$0	\$99,100
#40751 2017 Chevy Tahoe		\$0	\$99,100
#40651 2019 Ford Explorer/Interceptor		\$0	\$99,100
#41531 2016 Dodge Ram		\$0	\$99,100
#40541 2017 Ford Escape		\$0	\$99,100
#40671 2018 Ford Explorer/Interceptor		\$0	\$99,100
#40501 2019 Ford Explorer/Interceptor		\$0	\$99,100

Replace 11 Vehicles in 2027 Funded by Reserves \$894,525 & General Fund \$195,575

Replace 11 Vehicle in 2028 via Lease Program or State LOCAL Program

501.5019999.51.5944800.564005.	General Operations Vehicles & Equipment	\$443,000	\$0
501.9999.51.594.48.64.005	<= Legacy BARS Account # for Reference		
Replace Vehicle #42610 2006 Chevy Express Van (\$15,200 from Reserves)		\$60,000	\$0
Replace O&M Service Truck #42271 (\$28,800 from Reserves)		\$60,000	\$0
Municipal Court Work Crew Trailer Replacement (\$10,200 from Reserves)		\$16,000	\$0
PRCS Replace Pressure Washer #42901 (\$6,650 from Reserves)		\$12,000	\$0
Replace O&M Skid Steer Equipment #43210 (\$41,354 from Reserves)		\$130,000	\$0
Replace O&M Dumpster Trailer		\$18,000	\$0
New Electric Brien Tank System		\$20,000	\$0
New Parks JD997 Mower		\$25,000	\$0
Replace O&M Trailer #42510 (\$10,795 from Reserves)		\$15,000	\$0
Replace John Deere Tractor #42810 (\$40,592 from Reserves)		\$75,000	\$0
Streets Locates Equipment		\$12,000	\$0

2027/2028 Budget Detail
Administrative Services - Non-Departmental
Ongoing Budget

		Year 2027	Year 2028
		\$1,650,790	\$1,855,790
001.0010000.99.5125120.541004.	Primary Public Defender	\$1,400,000	\$1,600,000
001.0000.99.512.51.41.004	<= Legacy BARS Account # for Reference		
Primary Public Defender		\$1,266,000	\$1,266,000
Primary Public Defender		\$134,000	\$334,000
001.0010000.99.5125120.541035.	Conflict Public Defender	\$60,000	\$65,000
001.0000.99.512.51.41.035	<= Legacy BARS Account # for Reference		
Conflict Public Defender		\$81,000	\$81,000
Conflict Public Defender		(\$21,000)	(\$16,000)
001.0010000.99.5131000.549001.	Memberships/Dues	\$4,340	\$4,340
001.0000.99.513.10.49.001	<= Legacy BARS Account # for Reference		
Air Force Association Community Partner		\$180	\$180
Association of US Army (AUSA)		\$175	\$175
Association of Defense		\$450	\$450
Lakewood Chamber Of Commerce		\$700	\$700
Pierce County Cities & Towns Association (PCCTA)		\$50	\$50
Pierce County Regional Council (PCRC)		\$1,600	\$1,600
Lakewood Sister City Local Chapter (LSCA)		\$100	\$100
Sister Cities International		\$810	\$810
Secretary of State Logo/Trademark Renewal		\$165	\$165
Secretary of State Trademark Renewal		\$110	\$110
001.0010000.99.5184000.531001.	Office & Operating Supplies	\$9,970	\$9,970
001.0000.99.518.40.31.001	<= Legacy BARS Account # for Reference		
Copier Paper		\$3,000	\$3,000
Envelopes		\$2,375	\$2,375
Thermal Rolls		\$165	\$165
Card Stock - Business Cards		\$40	\$40
Tissue Paper		\$60	\$60
Shredder Bags		\$50	\$50
Batteries		\$155	\$155
Water/Coffee Meeting Supplies		\$265	\$265
New - Water Filtration Supplies		\$3,860	\$3,860
001.0010000.99.5184000.541001.	Professional Services	\$53,850	\$53,850
001.0000.99.518.40.41.001	<= Legacy BARS Account # for Reference		
New - Shredding Services		\$800	\$800
New - Clean Air Assessment (Previously in Police/CSRT Budget)		\$53,050	\$53,050
001.0010000.99.5184000.542002.	Postage/Shipping	\$43,365	\$43,365
001.0000.99.518.40.42.002	<= Legacy BARS Account # for Reference		
Postage & Shipping		\$35,000	\$35,000
New - Postage & Shipping		\$1,040	\$1,040
Mail Pickup		\$7,100	\$7,100
Bulk Mail Permit Renewal		\$225	\$225
001.0010000.99.5184000.545004.	Rentals	\$3,640	\$3,640
001.0000.99.518.40.45.004	<= Legacy BARS Account # for Reference		
City Wide Water Cooler Rental		\$3,640	\$3,640
001.0010000.99.5184000.549001.	Memberships/Dues	\$75,140	\$75,140
001.0000.99.518.40.49.001	<= Legacy BARS Account # for Reference		
Association of Washington Cities (AWC)		\$53,000	\$53,000
Costco Membership		\$140	\$140
Puget Sound Regional Council (PSRC)		\$22,000	\$22,000

2027/2028 Budget Detail
Administrative Services - Fleet & Equipment
Ongoing Budget

		Year 2027	Year 2028
		\$1,074,185	\$1,074,185
501.5010000.51.5211000.532001.	Gasoline	\$424,000	\$424,000
501.0000.51.521.10.32.001	<= Legacy BARS Account # for Reference		
Police Vehicles		\$385,000	\$385,000
New - Police Vehicles		\$39,000	\$39,000
501.5010000.51.5211000.548005.	Repairs & Maintenance	\$392,580	\$392,580
501.0000.51.521.10.48.005	<= Legacy BARS Account # for Reference		
Police Vehicles		\$392,580	\$392,580
501.5010000.51.5487900.531006.	Operating Supplies	\$7,475	\$7,475
501.0000.51.548.79.31.006	<= Legacy BARS Account # for Reference		
Police Vehicles & Equipment		\$7,475	\$7,475
501.5010000.51.5487900.532001.	Gasoline	\$67,930	\$67,930
501.0000.51.548.79.32.001	<= Legacy BARS Account # for Reference		
General Operations Vehicle & Equipment		\$64,660	\$64,660
New - General Operations Vehicle & Equipment		\$3,270	\$3,270
501.5010000.51.5487900.532002.	Diesel	\$22,200	\$22,200
501.0000.51.548.79.32.002	<= Legacy BARS Account # for Reference		
General Operations Vehicle & Equipment		\$18,070	\$18,070
New - General Operations Vehicle & Equipment		\$4,130	\$4,130
501.5010000.51.5487900.548005.	Repairs & Maintenance	\$160,000	\$160,000
501.0000.51.548.79.48.005	<= Legacy BARS Account # for Reference		
General Operation Vehicles & Equipment		\$160,000	\$160,000

2027/2028 Budget Detail
Administrative Services - Fleet & Equipment
1-Time Budget

		Year 2027	Year 2028
		\$1,533,100	\$1,090,100
501.5019999.51.5942100.564005.	Police Vehicles	\$1,090,100	\$1,090,100
501.9999.51.594.21.64.005	<= Legacy BARS Account # for Reference		
#40661 2017 Ford Explorer/Interceptor		\$99,100	\$0
#40511 2016 Ford Explorer/Interceptor		\$99,100	\$0
#40552 2016 Ford F-150		\$99,100	\$0
#41101 2017 Ford Explorer/Interceptor		\$99,100	\$0
#40691 2017 Ford Explorer/Interceptor		\$99,100	\$0
#40990 2014 Ford Explorer/Interceptor		\$99,100	\$0
#40481 2016 Ford Explorer/Interceptor		\$99,100	\$0
#40841 2017 Chevy Tahoe		\$99,100	\$0
#41140 2014 Ford Explorer/Interceptor		\$99,100	\$0
#40601 2016 Ford Explorer/Interceptor		\$99,100	\$0
#40591 2017 Ford Explorer/Interceptor		\$99,100	\$0
#41080 2013 Ford Explorer/Interceptor		\$0	\$99,100
#40761 2019 Ford Explorer/Interceptor		\$0	\$99,100
#40771 2019 Ford Explorer/Interceptor		\$0	\$99,100
#40831 2016 Ford Explorer/Interceptor		\$0	\$99,100
#40701 2019 Ford Explorer/Interceptor		\$0	\$99,100
#40751 2017 Chevy Tahoe		\$0	\$99,100
#40651 2019 Ford Explorer/Interceptor		\$0	\$99,100
#41531 2016 Dodge Ram		\$0	\$99,100
#40541 2017 Ford Escape		\$0	\$99,100
#40671 2018 Ford Explorer/Interceptor		\$0	\$99,100
#40501 2019 Ford Explorer/Interceptor		\$0	\$99,100

Replace 11 Vehicles in 2027 Funded by Reserves \$894,525 & General Fund \$195,575

Replace 11 Vehicle in 2028 via Lease Program or State LOCAL Program

501.5019999.51.5944800.564005.	General Operations Vehicles & Equipment	\$443,000	\$0
501.9999.51.594.48.64.005	<= Legacy BARS Account # for Reference		
Replace Vehicle #42610 2006 Chevy Express Van (\$15,200 from Reserves)		\$60,000	\$0
Replace O&M Service Truck #42271 (\$28,800 from Reserves)		\$60,000	\$0
Municipal Court Work Crew Trailer Replacement (\$10,200 from Reserves)		\$16,000	\$0
PRCS Replace Pressure Washer #42901 (\$6,650 from Reserves)		\$12,000	\$0
Replace O&M Skid Steer Equipment #43210 (\$41,354 from Reserves)		\$130,000	\$0
Replace O&M Dumpster Trailer		\$18,000	\$0
New Electric Brien Tank System		\$20,000	\$0
New Parks JD997 Mower		\$25,000	\$0
Replace O&M Trailer #42510 (\$10,795 from Reserves)		\$15,000	\$0
Replace John Deere Tractor #42810 (\$40,592 from Reserves)		\$75,000	\$0
Streets Locates Equipment		\$12,000	\$0

2027/2028 Budget Detail
Administrative Services - Information Technology
Ongoing Budget

	Year 2027	Year 2028
	\$2,898,550	\$3,317,350
503.5030000.04.5188000.531001. Office & Operating Supplies	\$20,000	\$20,000
503.0000.04.518.80.31.001 <= Legacy BARS Account # for Reference		
CW-General Office & Consumable Supplies	\$7,000	\$7,000
- Pens, paper, whiteboards, batteries, chargers, small desk items, minor phone accessories.		
CW-Networking & A/V Consumables	\$8,000	\$8,000
- Cables, connectors, patch panels, adapters, minor A/V items, small tech accessories.		
CW-Backup Media & Storage Supplies	\$5,000	\$5,000
- Backup tapes and any future archival media.		
503.5030000.04.5188000.531002. Printer & Copier Supplies	\$55,000	\$55,000
503.0000.04.518.80.31.002 <= Legacy BARS Account # for Reference		
CW - Copier/Printer/Scanner Maint. & Support	\$45,000	\$45,000
- KelleyCreate contract, plotter support, scanner/copier maintenance, repair services.		
CW - Print/Scan Supplies & Repair Parts	\$10,000	\$10,000
- Toner, drums, fusers, rollers, belts, plotter ink & paper, scanner parts, misc repair components.		
503.5030000.04.5188000.535001. Small Tools & Minor Equipment	\$10,000	\$10,000
503.0000.04.518.80.35.001 <= Legacy BARS Account # for Reference		
CW - Minor IT Equipment & Peripherals	\$6,000	\$6,000
- Cameras, speakers, keyboards, mice, hard drives, monitors, docking stations, adapters, cables, small A/V items.		
CW - Small Tools & Field Equipment	\$4,000	\$4,000
- Hand tools, labelers, testers, crimpers, screwdrivers, small installation tools.		
503.5030000.04.5188000.535003. Computer Software/Replacement	\$30,000	\$30,000
503.0000.04.518.80.35.003 <= Legacy BARS Account # for Reference		
CW - Perpetual SW Licenses, Security Tools & Minor Apps	\$30,000	\$30,000
503.5030000.04.5188000.535030. Computer Hardware/Replacement	\$60,000	\$60,000
503.0000.04.518.80.35.030 <= Legacy BARS Account # for Reference		
CW - Infrastructure IT Hardware Replacements & Additions	\$30,000	\$30,000
- network switches, Wi Fi access points, firewalls, surveillance cameras, AV equipment, UPS units, and PD in car IT hardware; excludes peripherals and low value accessories.		
PD - Surveillance & Peripheral	\$30,000	\$30,000
- cameras, mounts, docks, antennas; excludes peripherals and low value accessories.		
503.5030000.04.5188000.541001. Professional Services	\$160,000	\$160,000
503.0000.04.518.80.41.001 <= Legacy BARS Account # for Reference		
CW - Court/Chambers AV systems support - Continuant	\$10,000	\$10,000
CW - General HW Prof. Svcs. support - Zones/Xiologix	\$10,000	\$10,000
CW - General Profesional support Services	\$10,000	\$10,000
CW - IT Managed Service Provider (MSP/Avasek)	\$120,000	\$120,000
CW - SharePoint support Services	\$10,000	\$10,000

2027/2028 Budget Detail
Administrative Services - Information Technology
Ongoing Budget

	Year 2027	Year 2028
503.5030000.04.5188000.541090. Software as a Subscription	\$1,112,675	\$1,531,475
503.0000.04.518.80.41.090 <= Legacy BARS Account # for Reference		
AD - GASB Acct. Debtbook - 5th Asset Inc.	\$20,000	\$20,000
CM - PMP - Monday.com	\$3,000	\$3,000
CM - Survey subs. Tool - SurveyMonkey	\$600	\$600
CM - Website Accessibility - CivicPlus	\$33,700	\$33,700
New - CivicPlus Website	\$11,465	\$11,465
CW - Adobe Acrobat - Adobe/Zones	\$17,000	\$17,000
CW - Bulk email services - Mailchimp	\$1,800	\$1,800
CW - Devolutions Remote Desktop Manage	\$1,000	\$1,000
CW - Domain registration - Go Daddy, Dreamhost	\$500	\$500
CW - DRaaS, offsite DR - Flexential / Azure Site Recovery	\$70,000	\$70,000
CW - EDR Security sys. & SOC Services - Crowdstrike	\$80,000	\$80,000
CW - Email Archive system - Arectera/Zones	\$10,000	\$10,000
CW - Email SPAM Security awareness - KnowBe4	\$10,000	\$10,000
CW - IT Monitor Tools - checkmk	\$5,000	\$5,000
CW - M365 Cloud backup - Rubrik/CDWG	\$12,000	\$12,000
CW - Manage Engine Endpoint Central -Zoho	\$14,000	\$14,000
CW - Manage Engine ServiceDesk -Zoho	\$12,000	\$12,000
CW - Microsoft 365 annual Licenses - Microsoft/LiftOff	\$160,000	\$160,000
CW - Microsoft Sentinel SIEM / Log Aggregation - Microsoft	\$6,000	\$6,000
CW - Microsoft Server, Cals, SQL Licenses - Microsoft/Zones	\$112,400	\$112,400
CW - MYLakewood311-CRM - Accela	\$20,000	\$20,000
CW - Network 2FA - Safenet/Thales/CDWG	\$15,200	\$15,200
New - CW - Network 2FA - Safenet/Thales/CDWG (Not Needed with FIDO Implementation)	\$0	(\$15,200)
CW - OnPrem Network backup software - Veeam/Xiologix	\$8,000	\$8,000
CW - PaperCut Printing utility - KelleyCreate	\$4,000	\$4,000
CW - Password Vault - Passbolt	\$500	\$500
CW - Social Media Archive subsc. - Irch. Social/Civicplus	\$9,000	\$9,000
CW - Text Message Archiving - Smarsh	\$10,450	\$10,450
CW - Video Conferencing - Zoom	\$10,000	\$10,000
CW - Video Surveillance management - Verkada/CDWG	\$25,000	\$25,000
CW - Web Firewall Services - SharkGate	\$360	\$360
CW - Web Security Certification - GoDaddy	\$300	\$300
CW - Websites hosting services - DreamHost	\$3,000	\$3,000
HR - AD/SSO integration - NeoGov	\$3,500	\$3,500
HR - Insight Onboarding - NeoGov	\$12,000	\$12,000
HR - Learn Training SW - NeoGov	\$20,000	\$20,000
New - HR - Learn Training SW - NeoGov	(\$20,000)	(\$20,000)
HR - Recruiting / GovJobs - NeoGov	\$2,500	\$2,500
LG - Case Mgmnet - LexisNexis	\$14,500	\$14,500
LG - PRA Mgmnt, Review, redaction - NextGen/Civicplus	\$31,000	\$31,000
MC - E-Docs / Forms - Omega Ocourt	\$8,000	\$8,000
MC - Probation Case Management - TylerTech	\$1,500	\$1,500
MC- Document Management System - GRM/V-vault	\$35,000	\$35,000
PD - American messaging Curier service	\$2,000	\$2,000
PD - Cradlepoint Device mon./manag. - Always connect	\$19,000	\$19,000
PD - Evidence Management System - FileOnQ	\$18,000	\$18,000
PD - Law enforcement policy Manuals Lexipol	\$30,000	\$30,000
PD - Linux Network - Linux	\$10,000	\$10,000
PD - Online Investigation - leads online	\$10,000	\$10,000

2027/2028 Budget Detail
Administrative Services - Information Technology
Ongoing Budget

	Year 2027	Year 2028
503.5030000.04.5188000.541090. Software as a Subscription (continued)		
503.0000.04.518.80.41.090 <= Legacy BARS Account # for Reference		
PD - Power Policy - PowerDMS/NeoGov	\$11,000	\$11,000
PD - Power Ready / PowerFTO - PowerDMS/NeoGov	\$6,500	\$6,500
PD - Power Standards - PowerDMS/NeoGov	\$1,000	\$1,000
PD - Power Time - PowerDMS/NeoGov	\$6,500	\$6,500
PD - Software for Background check	\$1,200	\$1,200
PK - Boat launch station - Ventek	\$2,500	\$2,500
PK - Recreation Management System - ActiveNetworks	\$20,000	\$20,000
PPW - AI Permit Assist - Binoloop	\$25,200	\$25,200
PPW - AutocAD Engr. - DLT Solutions	\$25,000	\$25,000
PPW - Bluebeam DWG reviewing tool - Arkance	\$9,500	\$9,500
PPW - File sharing - DropBox	\$2,500	\$2,500
PPW - Permit Management System - Clarity	\$69,000	\$69,000
PPW - Rental Housing Safety Prog - RHSP/Tolemi	\$41,000	\$41,000
PPW - Short Term Rental Monitoring - Granicus	\$8,500	\$8,500
Flock Cameras Subscription Period 11/1/2028 - 10/30/2028 and Includes:	\$0	\$434,000
Flock Safety Platform - Essentials Qty 1		
Flock Safety Flock OS - Enhanced LPR Upgrade Qty 1		
Flock Safety LPR Products - Flock Safety LPR, fka Falcon Qty 56		
Flock Safety Video Products - Flock Safety Video Camera PTZ w/LTE Service fka Condor Qty 2		
Flock Safety Professional Services - Subscription - Electrical Implementation Qty 2		
503.5030000.04.5188000.542001. Telecommunications	\$313,220	\$313,220
503.0000.04.518.80.42.001 <= Legacy BARS Account # for Reference		
CH - Cellular Services - At&T/Tmobile	\$62,000	\$62,000
CW - Other Comm. Expenses	\$30,000	\$30,000
CW - Phone Services POTs lines - Lumen	\$18,000	\$18,000
CW - Phone Services SIP/DIDs - Zayo	\$22,000	\$22,000
CW - Primary ISP - Verizon DIA 1G	\$21,000	\$21,000
CW - Secondary ISP - Optic/Lumen	\$20,000	\$20,000
PD - Cellmodems in car - TMobile	\$56,000	\$56,000
PD - Cellphones - TMobile	\$62,000	\$62,000
PD - Cellular Services - AT&T	\$1,000	\$1,000
PD - Investigation Cell-phones/IOT devices - Verizon	\$15,000	\$15,000
PD - iSAT - Mackay Comm.	\$720	\$720
PD - TV service	\$2,500	\$2,500
PK - In Car GPS Services	\$3,000	\$3,000
503.5030000.04.5188000.543001. Transportation	\$1,000	\$1,000
503.0000.04.518.80.43.001 <= Legacy BARS Account # for Reference		
CW - Conference & Training Travel Fare	\$1,000	\$1,000
- Airfare and transportation costs for staff attending conferences, certifications, and job related training.		
503.5030000.04.5188000.543002. Lodging	\$1,250	\$1,250
503.0000.04.518.80.43.002 <= Legacy BARS Account # for Reference		
CW - Overnight Lodging	\$1,250	\$1,250
503.5030000.04.5188000.543004. Conference Meals	\$500	\$500
503.0000.04.518.80.43.004 <= Legacy BARS Account # for Reference		
CW - Per Diem	\$500	\$500

2027/2028 Budget Detail
Administrative Services - Information Technology
Ongoing Budget

	Year 2027	Year 2028
503.5030000.04.5188000.548002. Computer Hardware Maintenance	\$125,000	\$125,000
503.0000.04.518.80.48.002 <= Legacy BARS Account # for Reference		
CW - Badge printer maintenance - BadgePass	\$2,000	\$2,000
CW - Firewalls/VPNs - Fortigate/Xiologix	\$10,000	\$10,000
CW - Network Storage system - Xiologix	\$50,000	\$50,000
CW - Network/WiFi Switches - Xiologix	\$25,000	\$25,000
CW - Other HW Maintenance and repairs	\$20,000	\$20,000
CW - Servers/Hosts Maint. Support - Xiologix	\$18,000	\$18,000
503.5030000.04.5188000.548003. Computer Software Maintenance	\$994,995	\$994,995
503.0000.04.518.80.48.003 <= Legacy BARS Account # for Reference		
AD - Tax and License Compliance Software	\$1,600	\$1,600
AD - Tyler Technology Financial System - Tyler Tech	\$85,000	\$85,000
AD - Tyler Technology Munis ERP Financial system - Tyler Tech	\$187,000	\$187,000
CW - E-mail Archive - Veritas Aarctera E-Vault - Zones	\$13,000	\$13,000
CW - RecoverPoint Replication - EMC - Xiologix	\$7,000	\$7,000
HR - Access Control System -Lendel -EPI	\$1,500	\$1,500
LG - Case Management system (LawBase) - Synaptec	\$3,500	\$3,500
LG - Cerberus FTP - Advanced Systems Concept	\$4,000	\$4,000
MC - Court Audio recording sys - AV Capture All	\$3,500	\$3,500
PD - Biometric Identity Verif.n & Enrol. - Fingerprint Scanner	\$1,200	\$1,200
PD - BluePeak Skills Manager	\$12,500	\$12,500
PD - Crimereports Community Engagement	\$7,200	\$7,200
PD - Digital forensic SW - Cellebrite	\$22,500	\$22,500
PD - IAPro/BlueTeam next gen Licenses - Versaterm	\$2,500	\$2,500
PD - Netmotion VPN (Absoulute SW) - CDWG	\$21,000	\$21,000
PD - Oxygen Forensic CellPhone Data Ext.	\$1,000	\$1,000
PD - Planit Messaging	\$3,000	\$3,000
PD - Property & Ownership Search Engine - Realquest	\$300	\$300
PPW - Geographic Info. System - GIS	\$13,000	\$13,000
PPW - Pavement Management SW - DevMeca	\$4,000	\$4,000
AXON Cameras Subscription:	Annual Cost	\$600,695
PD - Axon Auto Translate unlt. Svcs - Axon	\$25,000	
PD - Axon Basic+Pro licenses - Axon	\$8,300	
PD - Axon Evidance.com added storage - Axon	\$17,000	
PD - Axon Fleet 3 in car cameras -66 - Axon	\$105,000	
PD - Axon Interview room - 7 - Axon	\$26,000	
PD - Axon Officer Safety 7 plan -body cam + 100 - Axon	\$290,000	
PD - Axon Sidearm Sensor - Axon	\$3,000	
PD - Axon Additional Fleet 3 In-Car Cameras	\$42,465	
PD - Axon Additional License & Storage Usage	\$47,600	
PD - Axon Taser CEW Starter + Battery, Warranty, Training	\$5,950	
PD - Axon GeoTab Vehicle	\$30,380	
503.5030000.04.5188000.549001. Membership Dues	\$1,800	\$1,800
503.0000.04.518.80.49.001 <= Legacy BARS Account # for Reference		
CW - ACCIS	\$300	\$300
CW - MS-ISAC	\$1,500	\$1,500
503.5030000.04.5188000.549003. Registration	\$12,750	\$12,750
503.0000.04.518.80.49.003 <= Legacy BARS Account # for Reference		
CW - ACCIS Conference	\$600	\$600
CW - Digital Summit	\$150	\$150
CW - Team Training (IT Security/ ITIL)	\$12,000	\$12,000
503.5030000.04.5188000.549004. Subscriptions	\$360	\$360
503.0000.04.518.80.49.004 <= Legacy BARS Account # for Reference		
CW - Lobby Music Services - Pandora	\$360	\$360

2027/2028 Budget Detail
Administrative Services - Information Technology
1-Time Budget

	Year 2027	Year 2028
	\$365,350	\$279,000
503.5030015.04.5188000.535030. Computer Replacement	\$187,000	\$152,000
503.0015.04.518.80.35.030 <= Legacy BARS Account # for Reference		
New - Replace Ruggedized Laptops (29 in 2027 / 10 in 2028)	\$145,000	\$50,000
New - Replace Laptops (21 in 2027 / 50 in 2028)	\$42,000	\$102,000
503.5030072.04.5188000.535030.	\$0	\$7,000
503.0072.04.518.80.35.030 <= Legacy BARS Account # for Reference		
New - Update 2-Factor Authentication	\$0	\$7,000
503.5030073.04.5188000.535030.	\$96,000	\$120,000
503.0073.04.518.80.35.030 <= Legacy BARS Account # for Reference		
New - Replace Network Switches	\$96,000	\$120,000
503.5030073.04.5188000.535030.	\$45,000	\$0
503.0073.04.518.80.35.030 <= Legacy BARS Account # for Reference		
New - Replace Phone System	\$45,000	\$0
503.5030075.04.5188000.541001.	\$37,350	\$0
503.0075.04.518.80.41.001 <= Legacy BARS Account # for Reference		
New - CivicPlus Website Implementation	\$37,350	\$0

This page left intentionally blank.