

General Fund Revenues

2011-2012 Budget

<u>Account Number & Title</u>	2009	2010	2011	2011	2012	2012
	<u>Actuals</u>	<u>City Council</u>	<u>Dept Base</u>	<u>City Manager</u>	<u>Dept Base</u>	<u>City Manager</u>
001.308.00.00.000 ESTIMATED BEGINNING FUND BALANCE	0.00	3,496,000.00	3,496,000.00	3,496,000.00	3,496,000.00	3,763,920.00
001.311.10.00.000 REAL & PERSONAL PROPERTY TAX	5,862,130.00	5,973,490.00	6,033,220.00	6,121,000.00	6,093,550.00	6,182,210.00
001.311.30.00.000 SALE OF TAX TITLE PROPERTY	33,480.00	0.00	0.00	0.00	0.00	0.00
001.313.10.00.000 LOCAL RETAIL SALES & USE TAX	7,374,780.00	8,200,310.00	8,200,000.00	8,200,000.00	8,300,000.00	8,300,000.00
001.313.10.02.000 SALES TAX - PARKS	363,220.00	524,510.00	524,500.00	524,500.00	524,500.00	524,500.00
001.313.71.00.000 LOCAL CRIMINAL JUSTICE TAX	715,290.00	832,690.00	832,700.00	832,700.00	832,700.00	832,700.00
001.316.20.01.000 ADMISSIONS TAX	485,310.00	479,590.00	472,500.00	472,500.00	472,500.00	472,500.00
001.316.41.00.000 ELECTRIC - UTILITY TAX	1,052,140.00	1,075,130.00	1,382,550.00	1,382,550.00	1,385,630.00	1,385,630.00
001.316.43.00.000 GAS - UTILITY TAX	902,620.00	1,136,090.00	1,150,000.00	1,150,000.00	1,200,000.00	1,200,000.00
001.316.45.00.000 SOLID WASTE - UTILITY TAX	626,710.00	665,030.00	665,000.00	665,000.00	665,000.00	665,000.00
001.316.46.00.000 CABLE - UTILITY TAX	736,210.00	637,320.00	703,200.00	703,200.00	703,800.00	703,800.00
001.316.47.00.000 TELEPHONE - UTILITY TAX	1,459,430.00	1,598,630.00	2,093,130.00	2,093,130.00	2,098,050.00	2,098,050.00
001.316.48.00.000 SWM - UTILITY TAX	170,650.00	175,130.00	175,000.00	175,000.00	175,000.00	175,000.00
001.317.20.00.000 LEASEHOLD EXCISE TAX	4,540.00	1,020.00	1,000.00	1,000.00	1,000.00	1,000.00
001.317.51.00.000 PUNCH BOARDS AND PULL TABS	156,040.00	197,160.00	195,000.00	195,000.00	195,000.00	195,000.00
001.317.52.00.000 BINGO AND RAFFLES	0.00	53,290.00	55,000.00	55,000.00	55,000.00	55,000.00
001.317.53.00.000 AMUSEMENT GAMES	26,800.00	21,320.00	21,000.00	21,000.00	21,000.00	21,000.00
001.317.54.00.000 CARD GAMES	2,576,460.00	2,842,000.00	2,800,000.00	2,800,000.00	2,800,000.00	2,800,000.00
001.319.60.01.000 PENALTIES & INTEREST - BUSINESS TX	19,310.00	0.00	0.00	0.00	0.00	0.00
001.319.80.01.000 PENALTIES & INTEREST - GAMBLING	9,830.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
001.321.80.00.000 PENALTIES ON BUSINESS LICENSES	12,870.00	10,820.00	11,000.00	11,000.00	11,000.00	11,000.00
001.321.90.01.000 GENERAL BUSINESS LICENSE	206,170.00	319,300.00	310,000.00	310,000.00	310,000.00	310,000.00
001.321.90.02.000 SPECIALTY BUSINESS LICENSE	44,850.00	26,780.00	27,000.00	27,000.00	27,000.00	27,000.00
001.321.91.01.000 FRANCHISE FEES - CABLE	651,500.00	540,750.00	540,000.00	540,000.00	540,000.00	540,000.00
001.321.91.03.000 FRANCHISE FEES - WATER	278,420.00	243,080.00	245,000.00	245,000.00	245,000.00	245,000.00
001.321.91.04.000 FRANCHISE FEES - SEWER	0.00	0.00	350,000.00	350,000.00	350,000.00	350,000.00
001.321.91.05.000 FRANCHISE FEES - SOLID WASTE	453,520.00	391,400.00	400,000.00	400,000.00	400,000.00	400,000.00
001.321.92.01.000 TACOMA POWER CONTRACT	372,630.00	380,000.00	630,000.00	630,000.00	630,000.00	630,000.00
001.322.10.01.000 BUILDING PERMITS	470,690.00	700,000.00	600,000.00	600,000.00	700,000.00	700,000.00
001.322.10.01.001 ENERGY/INDOOR AIR QUALITY FEE	4,620.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
001.322.10.02.000 PLUMBING PERMITS	45,200.00	34,640.00	33,500.00	33,500.00	35,000.00	35,000.00
001.322.10.05.000 SIGN PERMITS	13,470.00	23,280.00	22,500.00	22,500.00	23,500.00	23,500.00
001.322.10.08.000 DEMOLITION PERMITS	7,490.00	11,360.00	11,000.00	11,000.00	12,000.00	12,000.00

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001.322.10.13.000 MECHANICAL PERMITS	35,570.00	39,750.00	38,500.00	38,500.00	39,500.00	39,500.00
001.322.10.14.000 POOL, ETC. PERMITS	800.00	1,130.00	1,100.00	1,100.00	1,150.00	1,150.00
001.322.10.15.000 MOBILE HOME PERMITS	1,020.00	1,700.00	1,700.00	1,700.00	1,600.00	1,600.00
001.322.10.21.001 POLICE ALARM PERMIT	76,480.00	3,090.00	12,000.00	12,000.00	12,500.00	12,500.00
001.322.30.03.003 ALL ANIMAL LICENSES	50,610.00	41,200.00	41,000.00	41,000.00	41,500.00	41,500.00
001.322.80.00.000 PENALTIES ON NON-BUSNS LICENSE	20,550.00	15,450.00	15,000.00	15,000.00	15,500.00	15,500.00
001.322.90.00.002 ALARM FINES	1,760.00	0.00	2,000.00	2,000.00	2,000.00	2,000.00
001.334.01.10.001 OTHER GOV AGENCY REIMBURSEMENT	200,830.00	293,550.00	300,000.00	300,000.00	300,000.00	300,000.00
001.334.01.20.001 Wash. State OPD Grant	20,000.00	0.00	0.00	0.00	0.00	0.00
001.336.00.84.001 VESSEL REG FEES FROM PIERCE CO	16,770.00	20,250.00	21,000.00	21,000.00	21,500.00	21,500.00
001.336.00.99.000 STREAMLINED MITIGATION	37,800.00	0.00	0.00	0.00	0.00	0.00
001.336.06.10.000 CRMNL JUSTICE-HI CRIME	139,490.00	115,660.00	115,000.00	115,000.00	115,500.00	115,500.00
001.336.06.21.000 CRMNL JUSTICE-VIOLNT CRIM	59,170.00	57,820.00	58,000.00	58,000.00	58,500.00	58,500.00
001.336.06.26.000 CRIMINAL JUSTICE - CTED SPECIAL PRO	48,900.00	47,800.00	50,000.00	50,000.00	50,000.00	50,000.00
001.336.06.51.000 CRIMINAL JUSTICE ASSISTANCE	19,360.00	6,750.00	6,500.00	6,500.00	6,500.00	6,500.00
001.336.06.94.000 LIQUOR EXCISE TAX	289,370.00	281,190.00	275,000.00	275,000.00	275,000.00	275,000.00
001.336.06.95.000 LIQUOR BOARD PROFITS	404,470.00	458,910.00	450,000.00	450,000.00	450,000.00	450,000.00
001.338.21.00.003 INTERGVMTL. REIMBURSEMENT	49,550.00	0.00	307,000.00	307,000.00	307,000.00	307,000.00
001.338.28.00.001 DISPATCH SERVICES TO DSHS/WSH	263,070.00	161,490.00	161,500.00	161,500.00	161,500.00	161,500.00
001.338.39.00.001 ANIMAL CONTROL SERVICES	58,140.00	7,570.00	7,800.00	7,800.00	7,800.00	7,800.00
001.338.47.02.000 SOUND TRANSIT	460.00	0.00	0.00	0.00	0.00	0.00
001.338.76.01.000 PIERCE CO - FT STEILACOOM PaRK	204,390.00	213,830.00	150,000.00	150,000.00	100,000.00	100,000.00
001.341.30.01.000 HEARING EXAMINER APPEALS	2,250.00	2,280.00	2,250.00	2,250.00	2,250.00	2,250.00
001.341.33.02.000 WARRANT PREPG COST	13,640.00	21,630.00	22,000.00	22,000.00	22,000.00	22,000.00
001.341.33.03.000 DEFERRED PROS ADMIN COST	3,000.00	4,330.00	4,300.00	4,300.00	4,400.00	4,400.00
001.341.50.00.000 SALES OF MAPS & PUBLICATIONS	800.00	2,780.00	2,700.00	2,700.00	2,750.00	2,750.00
001.341.61.00.000 MISCELLANEOUS PHOTOCOPIES	2,330.00	2,060.00	2,050.00	2,050.00	2,050.00	2,050.00
001.341.62.00.000 DIST/MNCPL COURT COPIES/FORMS	370.00	550.00	550.00	550.00	550.00	550.00
001.341.70.00.001 WELLNESS PROGRAM SALES	4,210.00	1,550.00	1,550.00	1,550.00	1,550.00	1,550.00
001.341.95.00.000 LEGAL SERVICES	8,840.00	4,330.00	4,400.00	4,400.00	4,400.00	4,400.00
001.341.99.01.000 PASSPORT FEES	2,830.00	27,040.00	0.00	0.00	0.00	0.00
001.342.10.00.000 LAW ENFORCMT SRVCS - CONTRACTS	514,540.00	400,000.00	400,000.00	400,000.00	400,000.00	400,000.00
001.342.33.00.000 ADULT PROBATION SERVICE CHARGE	302,230.00	189,260.00	190,000.00	190,000.00	191,000.00	191,000.00
001.342.36.00.000 HOUSING & MONITORING OF PRISONER	16,430.00	14,060.00	14,500.00	14,500.00	15,000.00	15,000.00

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001.342.36.01.000 COURT ELECTRONIC MONITORING	0.00	21,630.00	60,000.00	60,000.00	60,000.00	60,000.00
001.342.36.03.000 ELECTRIC MONITORING DUI	560.00	21,630.00	45,000.00	45,000.00	45,000.00	45,000.00
001.342.37.00.000 BOOKING FEES	27,840.00	37,850.00	40,000.00	40,000.00	40,000.00	40,000.00
001.342.50.00.002 DUI REIMBURSEMENT	25,350.00	4,120.00	4,400.00	4,400.00	4,400.00	4,400.00
001.342.90.01.001 JOHN SCHOOL	0.00	2,160.00	2,150.00	2,150.00	2,150.00	2,150.00
001.342.90.01.002 STATE CRIMINAL CNV FEE DUI	1,930.00	2,710.00	2,700.00	2,700.00	2,700.00	2,700.00
001.342.90.01.003 POLICE TRAINING REIMBURSEMENTS	150.00	0.00	0.00	0.00	0.00	0.00
001.342.90.02.004 CRIMINAL CNV FEE COURT	2,870.00	4,330.00	4,300.00	4,300.00	4,300.00	4,300.00
001.342.90.03.003 STATE CRIMINAL CNV FEE CN	2,310.00	0.00	0.00	0.00	0.00	0.00
001.343.21.02.000 COMM DEV-REVEIW FEE	1,350.00	3,410.00	3,500.00	3,500.00	3,500.00	3,500.00
001.345.80.00.001 SHORELINE DEVELOPMENT FEES	3,270.00	11,360.00	11,000.00	11,000.00	11,000.00	11,000.00
001.345.80.00.004 VARIANCE-SHORELINE	1,130.00-	0.00	0.00	0.00	0.00	0.00
001.345.81.01.000 ZONING AND SUBDIVISION FEES	1,060.00-	18,170.00	18,000.00	18,000.00	18,000.00	18,000.00
001.345.81.01.001 PRECONFERENCE APPLICATION	11,330.00	5,680.00	5,600.00	5,600.00	5,600.00	5,600.00
001.345.81.01.002 ZONING CERT W/SITE PLAN REVIEW	13,850.00	28,390.00	28,000.00	28,000.00	28,000.00	28,000.00
001.345.81.01.005 ZONING CERT/SITE PLAN REV.-SFD	3,380.00	17,040.00	17,000.00	17,000.00	17,000.00	17,000.00
001.345.81.02.000 LOT LINE ADJUSTMENT FEES	540.00	1,700.00	1,700.00	1,700.00	1,700.00	1,700.00
001.345.81.02.001 BOUNDARY LINE ADJUSTMENTS	440.00	1,130.00	1,150.00	1,150.00	1,150.00	1,150.00
001.345.81.03.000 SHORT PLAT FEES	7,200.00	9,650.00	9,650.00	9,650.00	9,650.00	9,650.00
001.345.81.03.003 PLAT ALTERATIONS	240.00	0.00	0.00	0.00	0.00	0.00
001.345.81.04.000 SUBDIVISION FEES	0.00	2,840.00	2,850.00	2,850.00	2,850.00	2,850.00
001.345.81.06.000 VARIANCE FEES	0.00	1,130.00	0.00	0.00	0.00	0.00
001.345.81.09.000 CONDITIONAL USE PERMIT	6,660.00	2,280.00	2,300.00	2,300.00	2,300.00	2,300.00
001.345.81.12.003 TEMPORARY USE PERMIT	1,450.00	2,280.00	2,300.00	2,300.00	2,300.00	2,300.00
001.345.81.14.000 DEVELOPMENT AGREEMENT	1,000.00	1,130.00	1,130.00	1,130.00	1,130.00	1,130.00
001.345.83.02.000 PLAN CHECK FEE	272,140.00	397,460.00	395,000.00	395,000.00	395,000.00	395,000.00
001.345.83.05.000 HOME OCCUPATION	0.00	570.00	550.00	550.00	550.00	550.00
001.345.83.05.001 HOME OCCUPATION LIMITED	2,450.00	3,980.00	4,000.00	4,000.00	4,000.00	4,000.00
001.345.83.06.000 DESIGN REVIEW	0.00	1,130.00	1,100.00	1,100.00	1,100.00	1,100.00
001.345.83.08.000 FIRE DEPARTMENT PLAN REVIEW	97,980.00	56,780.00	56,500.00	56,500.00	56,500.00	56,500.00
001.345.89.02.000 ENVIRONMENTAL REVIEW FEES	1,920.00	11,360.00	11,000.00	11,000.00	11,000.00	11,000.00
001.345.89.03.001 CD COMP PLAN AMENDMENT-MAP	0.00	2,280.00	2,200.00	2,200.00	2,200.00	2,200.00
001.345.89.03.004 ZONING MAP AMENDMENT	0.00	1,130.00	1,150.00	1,150.00	1,150.00	1,150.00

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001.345.89.04.002 MINOR MOD OF PERMIT APPROVAL	100.00	290.00	300.00	300.00	300.00	300.00
001.345.89.09.001 WRITTEN EXEMPTION DETERMINA	350.00	0.00	0.00	0.00	0.00	0.00
001.345.89.09.002 WRITTEN ZONING DETERMINATION	450.00	1,130.00	150.00	150.00	1,150.00	1,150.00
001.347.30.06.000 PARKING/BOATLAUNCH FEES	35,810.00	25,750.00	35,000.00	35,000.00	35,000.00	35,000.00
001.347.30.07.001 PARK FEES	7,910.00	12,360.00	12,360.00	12,360.00	12,360.00	12,360.00
001.347.30.08.000 FORT STEILACOOM PARK FEES	51,940.00	27,300.00	27,500.00	27,500.00	27,500.00	27,500.00
001.347.60.00.000 PROGRAM FEES	62,600.00	71,070.00	71,000.00	71,000.00	71,000.00	71,000.00
001.347.60.00.001 PROGRAM FEES TAXABLE	1,190.00	47,280.00	47,000.00	47,000.00	47,000.00	47,000.00
001.347.60.00.002 SKILL PROGRAM REIMBURSEMENT	0.00	1,620.00	1,600.00	1,600.00	1,600.00	1,600.00
001.347.60.03.000 SENIOR CENTER FEES	59,590.00	82,400.00	85,000.00	85,000.00	85,000.00	85,000.00
001.347.60.03.001 SENIOR CTR FEES TAXABLE	7,620.00	0.00	0.00	0.00	0.00	0.00
001.352.30.00.000 PROOF OF MOTOR VHCL INSURANCE	5,190.00	4,330.00	4,400.00	4,400.00	4,400.00	4,400.00
001.353.10.00.000 TRAFFIC INFRACTION PENALTIES	887,440.00	378,530.00	380,000.00	380,000.00	380,000.00	380,000.00
001.353.10.02.000 LOCAL SCHOOL ZONE SAFETY	36,120.00	0.00	0.00	0.00	0.00	0.00
001.353.70.00.000 NON-TRAFFIC INFRACTION PNLTIES	15,950.00	8,650.00	8,800.00	8,800.00	8,800.00	8,800.00
001.354.00.00.000 CIVIL PARKNG INFRCTN PENALTIES	10,720.00	1,080.00	1,100.00	1,100.00	1,100.00	1,100.00
001.354.00.01.000 PR-HANDICAPPED	11,510.00	5,410.00	5,600.00	5,600.00	5,600.00	5,600.00
001.354.10.01.000 DISABLE PARKING INFRACTIONS	0.00	32,450.00	32,500.00	32,500.00	32,500.00	32,500.00
001.354.20.01.000 INFRACTIONS - CAMERA	1,332,550.00	1,236,000.00	1,200,000.00	1,200,000.00	1,200,000.00	1,200,000.00
001.355.20.00.000 DRIVING UNDER INFLUENCE FINES	21,610.00	27,040.00	28,000.00	28,000.00	28,000.00	28,000.00
001.355.80.00.000 OTHER CRIMINAL TRAFFIC FINES	23,450.00	0.00	0.00	0.00	0.00	0.00
001.355.80.01.000 CRIMINAL TRAFFIC MISDEMEANORS	0.00	16,220.00	16,500.00	16,500.00	16,500.00	16,500.00
001.356.40.00.000 BOATING SAFETY FINES	1,620.00	550.00	550.00	550.00	550.00	550.00
001.356.90.00.000 OTHR CRIMINL NON-TRAFFIC FINES	16,860.00	4,330.00	4,400.00	4,400.00	4,400.00	4,400.00
001.356.90.04.000 OTHER NON TRAFFIC INFRACTIONS	0.00	21,630.00	21,750.00	21,750.00	21,750.00	21,750.00
001.357.20.00.001 SUPERIOR COURT RESTITUTION	6,050.00	0.00	0.00	0.00	0.00	0.00
001.357.30.00.000 COURT COST RECOUP	950.00	4,330.00	5,000.00	5,000.00	5,000.00	5,000.00
001.357.31.00.000 JURY DEMAND COST	1,310.00	1,080.00	1,100.00	1,100.00	1,100.00	1,100.00
001.357.32.00.000 WITNESS COST	100.00	110.00	110.00	110.00	110.00	110.00
001.357.33.00.000 PUBLIC DEFENSE COST	24,900.00	21,630.00	22,000.00	22,000.00	22,000.00	22,000.00
001.357.35.00.000 COURT INTERPRETER COST	5,440.00	14,060.00	14,000.00	14,000.00	14,000.00	14,000.00
001.359.90.00.000 MISC FINES AND PENALTIES	810.00	1,300.00	1,250.00	1,250.00	1,250.00	1,250.00
001.361.11.00.000 INVESTMENT INTEREST	29,970.00	0.00	0.00	0.00	0.00	0.00

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001.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	18,430.00	190,550.00	190,000.00	190,000.00	190,000.00	190,000.00
001.361.31.00.000 REALIZED GAINS (LOSSES) ON INVEST	14,860.00-	0.00	0.00	0.00	0.00	0.00
001.361.32.00.000 UNREALIZED GAINS (LOSSES) ON INVES	2,100.00-	0.00	0.00	0.00	0.00	0.00
001.361.40.00.000 SALES TAX INTEREST	15,500.00	20,600.00	20,000.00	20,000.00	20,000.00	20,000.00
001.361.40.01.000 PROPERTY TAX INTEREST	1,930.00	12,360.00	12,500.00	12,500.00	12,500.00	12,500.00
001.361.40.02.000 MUNICIPAL COURT-FINES-INTEREST	2,410.00	21,630.00	22,000.00	22,000.00	22,000.00	22,000.00
001.361.40.03.000 MUNICIPAL COURT D/M INT INCOME	23,910.00	0.00	0.00	0.00	0.00	0.00
001.361.90.00.000 OTHER INTEREST EARNINGS	1,510.00-	0.00	0.00	0.00	0.00	0.00
001.362.40.00.001 CITY HALL RENTAL	4,280.00	810.00	850.00	850.00	850.00	850.00
001.362.50.01.000 LONG TERM RENTS/LEASES	2,930.00	4,800.00	4,800.00	4,800.00	4,800.00	4,800.00
001.362.80.00.000 CONCESSION PROCEEDS	350.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
001.367.00.00.000 CONTRIB & DONATNS-PRVT SOURCES	700.00	0.00	0.00	0.00	0.00	0.00
001.367.00.02.000 SENIOR CENTER DONATIONS	600.00-	0.00	0.00	0.00	0.00	0.00
001.367.00.04.001 SUMMERFEST DONATIONS	0.00	30,900.00	30,000.00	30,000.00	30,000.00	30,000.00
001.367.00.07.001 POLICE MEMORIAL DONATIONS	20,000.00	0.00	0.00	0.00	0.00	0.00
001.367.00.18.001 LAKEWOOD PROMISE	5,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
001.367.11.00.000 PRIVATE CONTRIBUTIONS & DONATIONS	6,130.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
001.367.11.00.004 UNITED WAY GRANT FOR SR CENTER	21,060.00	0.00	0.00	0.00	0.00	0.00
001.367.12.00.003 OAK TREE MITIGATION	380.00	0.00	0.00	0.00	0.00	0.00
001.369.10.00.000 SALE OF SCRAP AND JUNK	130.00	0.00	0.00	0.00	0.00	0.00
001.369.40.00.000 OTHER JUDGEMENTS & SETTLEMENTS	80,040.00	0.00	0.00	0.00	0.00	0.00
001.369.81.01.000 CASHIER'S OVERAGE (CREDIT)	390.00	0.00	0.00	0.00	0.00	0.00
001.369.81.02.000 CASHIER'S SHORTAGES (DEBIT)	80.00-	0.00	0.00	0.00	0.00	0.00
001.369.90.01.000 GENERAL GOVT NSF FEES	230.00	0.00	0.00	0.00	0.00	0.00
001.369.90.03.000 NSF COURT REVENUES	690.00	0.00	0.00	0.00	0.00	0.00
001.369.90.03.001 PROPERTY ROOM REVENUES	43,930.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
001.369.90.04.000 MISC RECEIPTS-GENERAL GOVT	117,060.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
001.369.90.05.000 MISC RECEIPTS-COURT	260.00	110.00	100.00	100.00	100.00	100.00
001.369.90.08.000 TELEPHONE REIMBURSEMENTS	830.00	0.00	0.00	0.00	0.00	0.00
001.386.83.04.000 JIS TRAUMA	0.00	97,340.00	97,500.00	97,500.00	97,500.00	97,500.00
001.395.10.00.001 PROCEEDS FROM SALE OF CAPITAL AS	3,500.00	0.00	0.00	0.00	0.00	0.00
001.395.20.00.000 FIXED ASSET COMPENSATION-INS RECC	2,780.00	0.00	0.00	0.00	0.00	0.00
001.397.00.02.000 TRANSFER FROM FUND 101	28,080.00	28,360.00	0.00	0.00	0.00	0.00
001.397.00.03.000 TRANSFER FROM FUND 102	163,280.00	163,280.00	0.00	0.00	0.00	0.00

General Fund Revenues

2011-2012 Budget

<u>Account Number & Title</u>	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Dept Base	City Manager	Dept Base	City Manager
001.397.00.10.000 TRANSFER FROM FUND 401	252,140.00	252,340.00	259,700.00	259,700.00	269,700.00	269,700.00
001.397.00.13.000 TRANSFER FROM FUND 190	28,740.00-	0.00	494,780.00	0.00	494,780.00	0.00
001.397.21.93.001 TRNSFR IN - J-BYRNE GRANT	0.00	77,970.00	0.00	0.00	0.00	0.00
001.397.21.93.002 TRNSFR IN - COPS GRANT	0.00	357,420.00	0.00	0.00	0.00	0.00
001.397.21.93.003 TRNSFR IN - J-PC GRANT	105,010.00	0.00	0.00	0.00	0.00	0.00
001.397.21.95.004 TRNSFR IN - WATPA GRANT	42,950.00	0.00	0.00	0.00	0.00	0.00
001.397.58.92.002 TRANSFER - IN OEA GRANT 02	24,860.00	0.00	25,000.00	0.00	25,000.00	0.00
Total :	32,091,820.00	37,060,340.00	38,607,130.00	38,175,130.00	38,896,160.00	38,732,960.00

General Fund Expenditure by Object

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
00 ESTIMATED ENDING FUND BALANCE	0	3,407,500	3,452,570	3,763,920	3,452,570	3,817,990
02 INTERFUND TRANSFERS	3,112,230	50,000	50,000	1,106,230	50,000	1,116,220
11 SALARIES & WAGES	16,299,690	16,789,040	17,245,530	16,481,730	17,758,530	16,556,380
21 PERSONNEL BENEFITS	5,306,340	5,561,830	5,944,570	5,730,100	6,310,000	6,088,190
31 OFFICE & OPERATING SUPPLIES	571,050	655,650	602,120	602,120	602,320	602,320
32 FUEL CONSUMED	39,990	392,700	389,850	389,850	387,790	387,790
35 SMALL TOOLS & MINOR EQUIPMENT	228,180	216,050	178,670	180,670	153,010	155,010
41 PROFESSIONAL SERVICES	2,088,990	1,976,210	2,164,870	1,833,870	2,058,030	1,737,530
42 COMMUNICATION	223,650	234,680	239,860	239,860	240,690	240,690
43 TRAVEL	72,970	99,890	92,520	96,020	85,730	85,730
44 ADVERTISING	18,710	24,490	23,180	23,180	22,950	22,950
45 OPERATING RENTALS & LEASES	173,260	81,890	75,890	75,890	73,390	73,390
46 INSURANCE	487,800	413,830	413,830	413,830	413,830	413,830
47 UTILITY SERVICES	271,170	310,700	311,450	311,450	317,350	317,350
48 REPAIRS & MAINTENENCE	614,050	548,800	548,410	558,410	573,200	573,200
49 MISCELLANEOUS	284,660	455,880	455,460	435,460	502,250	462,250
51 INTER-GOV. PROFESSIONAL SVS	4,356,050	4,435,200	4,510,560	4,570,560	4,567,040	4,630,040
53 EXTERNAL TAXES AND ASSESSMENTS	17,250	15,000	15,000	15,000	15,000	15,000
63 OTHER IMPROVEMENTS	0	26,000	0	0	0	110,000
64 MACHINERY & EQUIPMENT	50,100	6,000	151,380	141,380	131,500	121,500
70 DEBT SERVICE - PRINCIPAL	0	100,000	100,000	100,000	100,000	100,000
75 CAPITAL LEASES AND INSTALLMENT F	106,560	139,160	0	0	0	0
77 PRINCIPAL PAYMENT 59TH STREET PF	42,790	44,400	44,400	44,400	44,400	44,400
83 INTEREST ON DEBT	34,210	152,080	152,080	144,880	152,080	144,880
89 INTEREST PAYMENT CAPITAL LEASE	10,900	6,960	0	0	0	0
94 INTERFUND CAPITAL OUTLAY	822,820	777,820	777,820	777,820	777,820	777,820
99 CONTINGENCY	0	138,500	138,500	138,500	138,500	138,500
TOTAL:	35,233,420	37,060,260	38,078,520	38,175,130	38,927,980	38,732,960

Version #: 1 *Version Date:* July 26, 2010

Fund: 001 - General

Dept: 01- Council

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

- **2011 and 2012**

Short-Term Goals and Objectives:

- To provide policy direction to the management of the City, to provide policy-level oversight to the delivery of services to our citizens in a manner that provides quality customer service.
- To facilitate the City's growth and development in a manner to improve the overall quality of life; to request citizens' involvement and to encourage citizen participation in City government.

Version #: 1 Version Date: July 28, 2010

Fund: 01 - Council

Dept: 573 - Lakewood Sister Cities Association (LSCA)

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description:

The Lakewood Sister Cities Association budget funds three distinct activities:

- Hosting of official dinners/gifts for our visiting sister and friendship cities.
- Sending City representatives to our sister and friendship cities (four cities) for economic trade, educational and cultural exchanges.
- An annual multicultural international festival and occasional in-state and sister City activities.

The City and the LSCA, an official City committee/board and nonprofit association, partner to nurture four existing sister cities relationships. The Association manages the relationships and is responsible for the majority of the expenses for growing and maintaining the relationships through fund raisers, dues, and grants. The City's budget covers membership to the Sister Cities International, money for a Festival Coordinator to plan and coordinate an annual multicultural International Festival, a City official's expenses while traveling to a sister City, and for official dinners and gifts during official City-to-City celebrations. The City's expenses are generally matched three-to-one or greater by LSCA volunteers. The LSCA pays for other official visit meals, activities, lodging, and occasional transportation. In addition, sister cities members travel at their own expense to sister cities as part of cultural, educational, and economic trade exchanges.

2011 + 2012 - Short-Term Goals and Objectives:

The City and Lakewood Sister Cities Association, an official City committee/board and nonprofit association, partner to manage and nurture four existing sister/friendship cities relationships in the areas of cultural, educational, and economic trade exchanges. The free annual International Festival provides citizens the opportunity to enjoy multicultural singers, dancers, entertainers, vendors, and food as well as participate in hands-on family activities and crafts. The Association has brought several internationally renowned entertainers to perform at the festival in recent years.

General Fund
Expenditure by Object

City Council

2011-2012 Budget

<u>Title/Object</u>	2009	2010	2011	2011	2012	2012
	<u>Actuals</u>	<u>City Council</u>	<u>Department Base</u>	<u>City Manager</u>	<u>Department Base</u>	<u>City Manager</u>
11 SALARIES & WAGES	65,370	65,340	65,470	71,560	65,590	71,560
21 PERSONNEL BENEFITS	6,670	6,820	6,920	9,120	6,990	9,320
31 OFFICE & OPERATING SUPPLIES	2,140	5,330	4,600	4,600	4,410	4,410
35 SMALL TOOLS & MINOR EQUIPMENT	0	550	550	550	550	550
41 PROFESSIONAL SERVICES	4,410	7,600	8,250	8,250	8,250	8,250
43 TRAVEL	5,940	7,760	8,810	8,810	8,810	8,810
44 ADVERTISING	0	1,200	0	0	0	0
49 MISCELLANEOUS	7,420	10,240	10,240	10,240	10,240	10,240
TOTAL:	91,950	104,840	104,840	113,130	104,840	113,140

Fund: 001-General Fund
Dept: 02-Municipal Court

2011 - 2012 Budget Highlights

Revenue highlights:

- Contract with University Place will generate revenue from recoupment of fines and costs imposed by the Judge. Contract will cover the cost of an additional FTE (Court Specialist I) and increased hours for the Probation Department. Additionally the contract helps to offset existing costs of one Court Compliance Officer.
- Detention/Probation division is estimated to generate over \$40,000 in revenue from Electronic Home Monitoring (EHM) fees collected by defendants. This is a cost savings to the City twofold as the defendants are monitored electronically at home instead of being incarcerated at the expense of the City.

Reorganization of Court Compliance Officers (CCO's):

- Reorganizing of the Court Compliance Officers resulted in an additional FTE (LPD Sergeant) who will supervise the Court Compliance Officers and transport of jail inmates. The Sergeant will also act as back up in the event of the CCO's absence which saves costs in police overtime, and providing building security for City Hall.

Judicial Division:

- Implemented contract with Official payments for fine payments to paid online
- Re-class of previous Senior Court Specialist position to Court Operations Supervisor for support to the Court Administrator
- Reorganization of desk duties to better utilize staff and time
- Cross train staff for support during staffing shortages

Detention/Correction Division:

- Work Crew program benefits continue with savings on booking fees and jail costs while providing labor for parks, public works and assisting in the beautification of the City.

Version #: 1 Version Date: July 30, 2010

Fund: 001—General Fund

Dept: 02—Municipal Court

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description:

The Municipal Court, along with the Alternative Sentencing Division, is responsible for Judicial and Court Services for the City of Lakewood, and oversees all misdemeanor charges and civil infractions filed with the court.

In an effort to impose sanctions on repeat offenders and also be fiscally responsible, alternative sentencing programs are offered to reduce jail and prisoner housing costs. Programs include Work Crew, Electronic Home Monitoring and use of alternative jails such as Fife and Wapato City Jail which offer housing at a reduced rate from Pierce County Jail.

Probation services are provided to insure court clients with Domestic Violence or Driving Under the Influence convictions maintain compliance with their conditions as set by the Court, and closely monitor offenders to reduce recidivism.

- **2011**

Short-Term Goals and Objectives:

- Maintain accounting and financial components for the Court, and insure compliance with State Auditor requirements.
- Monitor court clients' treatment status with various treatment agencies, and address non-compliance issues promptly.
- Oversee outside vendors to ensure effective use of resources

- Enhance the current Electronic Home Monitoring program.
- With additional Court Compliance Officer reconcile jail billings for accuracy.
- Continued specialized Domestic Violence Court in collaboration with Attorneys, Treatment Agencies, Probation and DSHS to better address the specialized needs of DV Victims and Defendants, including children who are involved.
- Work closely with the City of University Place to make the University Place Municipal Court a success.
- Improve training opportunities for staff
- Seek out and apply for grant funds whenever possible

- **2012**

Short-Term Goals and Objectives:

- Renewal of the University Place Municipal Court contract
- Continue to maintain accounting and financial components in compliance with State Auditor requirements
- Monitor court clients' treatment status with various treatment agencies, and address non-compliance issues promptly.
- Oversee outside vendors to ensure effective use of resources
- Conduct team building training for staff

Version # 1 Version Date: July 30, 2010

Fund: 001- General Fund

Dept: 02- Municipal Court

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

To maintain an efficient and effective Municipal Court while remaining in compliance with legal mandates and new legislation. Continue to enhance programs, creative alternative sanctions and provide ongoing professionalism and respect for all persons who interact with the Court. Keep current with ongoing caseload management changes implemented by the State and continue to be a well-respected court within the State of Washington.

2013 – 2016 Long-Range Goals and Objectives:

- Expand current Electronic Citation Project – coordinate with Police Department
- Continued development of alternative sentencing to include Day Jail, Community Service and other Alternative Sentencing Projects.
- Community and Youth outreach programs to assist to educate and involve our community in the Justice System.
- To serve our contracted cities in a well-organized and economical approach to obtain other contracts from smaller jurisdictions.

General Fund
Expenditure by Object

Court

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
11 SALARIES & WAGES	807,290	883,720	859,170	767,110	883,810	768,200
21 PERSONNEL BENEFITS	269,860	298,520	351,890	298,080	374,890	316,630
31 OFFICE & OPERATING SUPPLIES	15,750	15,720	13,250	13,250	11,600	11,600
32 FUEL CONSUMED	3,330	3,500	3,500	3,500	3,500	3,500
35 SMALL TOOLS & MINOR EQUIPMENT	3,990	8,220	7,590	9,590	6,220	8,220
41 PROFESSIONAL SERVICES	199,530	201,130	199,130	199,130	181,000	181,000
42 COMMUNICATION	1,330	1,120	1,660	1,660	940	940
43 TRAVEL	1,220	1,500	2,350	2,350	1,750	1,750
47 UTILITY SERVICES	1,470	2,500	2,500	2,500	2,500	2,500
48 REPAIRS & MAINTENENCE	2,930	8,550	5,000	5,000	2,500	2,500
49 MISCELLANEOUS	45,260	43,820	42,260	42,260	39,210	39,210
64 MACHINERY & EQUIPMENT	7,740	0	0	0	0	0
TOTAL:	1,359,700	1,468,300	1,488,300	1,344,430	1,507,920	1,336,050

Version #: 1 *Version Date:* July 26, 2010

Fund: 001 - General

Dept: 03 - Executive

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Administer and direct all city personnel to attain the policy goals of the City of Lakewood as adopted by the City Council. The primary objective of the City Manager's Office is to manage the overall operations of the City, while ensuring quality customer service and addressing the needs of the public.

2011 and 2012 Short-Term Goals and Objectives:

Oversee each department's service delivery consistent with Council Policy.

Continue to promote community relations through the timely sharing of information with citizens and other jurisdictions through regular newsletters, the news media, the City's website and all other means possible.

Continue to represent Lakewood's interests at the State level including maintaining a strong relationship with local legislators and other governmental agencies.

Promote involvement by neighborhoods and residents in City government by supporting existing programs and neighborhood groups.

Support the City's economic development emphasis with focus on the I-5 Corridor.

Support the City's public safety emphasis.

Version # 1 Version Date: July 26, 2010

Fund: 001 - General

Dept: 03 - Executive

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

Oversight of service delivery system consistent with Council's policy priorities.

Maintain a cohesive strategic community relations program to serve the needs of the citizens and the City Council.

Mobilize residents and neighborhoods through outreach programs to encourage involvement in the community.

The continuation of an economic development emphasis to provide for redevelopment and new development opportunities within the City with focus on the I-5 Corridor, City Center, and Tillicum and Woodbrook.

The continuation of the City's public safety emphasis.

General Fund
Expenditure by Object

Executive

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
11 SALARIES & WAGES	321,540	321,850	336,290	336,040	346,230	339,230
21 PERSONNEL BENEFITS	121,360	124,540	132,040	130,930	138,670	137,790
31 OFFICE & OPERATING SUPPLIES	2,130	4,010	4,500	4,500	2,800	2,800
35 SMALL TOOLS & MINOR EQUIPMENT	390	200	200	200	200	200
41 PROFESSIONAL SERVICES	28,850	3,000	3,000	3,000	0	3,000
42 COMMUNICATION	1,800	1,300	1,300	1,300	1,300	1,300
43 TRAVEL	3,660	3,200	3,700	3,700	3,700	3,700
44 ADVERTISING	0	2,080	2,080	2,080	2,080	2,080
49 MISCELLANEOUS	31,350	34,290	34,350	7,350	34,350	7,350
TOTAL:	511,080	494,470	517,460	489,100	529,330	497,450

Fund: 001 – General Fund

Dept: 04 – Finance and Information Systems Department

2011-2012 Budget Highlights

Finance Expenditure Highlights:

- Provides assistance with increased workload by converting a temporary accountant position to a full time Fiscal Analyst position and adding an Administrative Assistant position (transferred from Legal).

IS Expenditure Highlights:

- Expand the successful virtualization program to replace more standard servers with virtual servers on a blade server. This will provide energy savings, require less AC use, and provide greater redundancy for fast system recovery.
- Stretch the replacement schedule for computer hardware, with plans to replace equipment on an as needed basis.
- Expand mapping support for Police, Emergency Services, and City Staff with more map books and improved on-line mapping.

Version #: 1 Version Date: July 31, 2010

Fund: 001 – General Fund

Dept: 04 – Finance and Information Systems

Division: 514 - Finance

Schedule A: **FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES**

Function/Program Description:

The Finance Department is responsible for oversight of all financial matters related to the city's operations. Payroll, Accounts Payable, Accounts Receivable, Accounting, Financial Reporting and Auditing are all part of the division's daily functions. The division's primary focus is to serve internal customers, but plays a critical part in assuring public confidence in the financial status of the city.

• 2011

Short-Term Goals and Objectives:

- Review and update the 5-year financial plan for the city
- Continue to expand and improve upon knowledge of Eden system capabilities
- Design and implement billing processes for side sewer loans to customers
- Incorporate long-term, CDBG-funded home loans into Eden system
- Training citywide staff on additional functionality in the EDEN system

• 2012

Short-Term Goals and Objectives:

- Review and update the 5-year financial plan for the city
- Redevelop financial reports to the council and the citizens for better clarity and information
- Continue to expand and improve upon knowledge of Eden system capabilities
- Develop a system by which encumbrances are actively tracked in budget status reports

Version # 1 *Version Date:* September 20, 2010

Fund: 001 – General Fund

Dept: 04 - Finance and Information Systems

Division: 514 - Finance

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- Align 5-year financial strategic plan with long-term objectives of the City Council
- Create efficiencies by automating as many processes as practical
- Develop, track, and report financial health metrics to find useful fiscal trends
- Guide overall process improvements for internal business practices of the city

Version #: 1.0 *Version Date:* July 30, 2010

Fund: 001.0000.04.518.80

Dept: Information Systems Division

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description:

Information Systems is responsible for maintenance and support of the City of Lakewood network infrastructure hardware and software, for the City's phone system, for the City's intranet and internet presence (website), for developing and maintaining the City's GIS data and for producing maps and GIS reports. Information Systems also coordinates new purchases and maintenance of computer hardware and software, replacement and licensing of telephones, cell phones, and intra-site communications.

- **2011**

Short-Term Goals and Objectives:

- Improve connectivity and data transfer speeds between City Hall and the other sites
- Use virtualization to reduce the costs of purchasing and maintaining servers and to save maintenance and power costs
- Expand opportunities for citizens to interact with the City of Lakewood on the internet, especially in the area of online payments, judicious use of social media, and citizen feedback
- Maintain the City of Lakewood's network and hardware in a way that provides the staff with the tools they need in the most economical way possible

- Maintain good communications with City of Lakewood staff
- Continued responsiveness to the changing needs of City of Lakewood staff especially in providing for mapping and helpdesk needs

- **2012**

- **Short-Term Goals and Objectives:**

- Integrate City of Lakewood sites external to City Hall more seamlessly into the City of Lakewood network.
- Continue to use virtualization to reduce the costs of purchasing and maintaining servers and to save maintenance and power costs
- Continue to expand opportunities for citizens to interact with the City of Lakewood on the internet, especially in the area of online payments, judicious use of social media, and citizen feedback
- Maintain the City of Lakewood's network and hardware in a way that provides the staff with the tools they need in the most economical way possible
- Maintain good communications with City of Lakewood staff
- Continued responsiveness to the changing needs of City of Lakewood staff especially in providing for mapping and helpdesk needs

Version # 1.0 Version Date: July 30, 2010

Fund: 001.0000.04.518.80

Dept Information Systems Division

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- To provide the staff of the City of Lakewood with the hardware, software and data they need to do their jobs efficiently. Keep abreast of current industry trends and implement those that are cost effective in improving the City of Lakewood's service to its citizens.
- Get the hardware replacement budget evened out from year to year so that equipment is replaced regularly without extraordinary budget request amounts.
- Continue to integrate the new police station into the ongoing NIS service operations.
- Expand opportunities for staff to do their own mapping, while making sure standards are maintained and that data sets are kept up to date.
- Move to an Enterprise agreement with Microsoft (through DIS) in 2013. This will be cost effective as it will be around 2013 and the years following that we will need to upgrade to MS office 2010, Windows 8, Exchange 2010 and other upgraded Microsoft products.
- Continue to improve communications between City Hall and other City of Lakewood facilities, between our network and the outside world, and for officers and other staff working in the field.
- Reinstate large scale staff training on computer applications of general use.

General Fund
Expenditure by Object

Finance and
Information Systems

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manger
11 SALARIES & WAGES	1,149,560	1,185,830	1,232,160	1,313,280	1,269,140	1,316,470
21 PERSONNEL BENEFITS	364,810	412,040	443,110	481,900	470,540	510,760
31 OFFICE & OPERATING SUPPLIES	47,720	50,500	46,500	46,500	39,500	39,500
35 SMALL TOOLS & MINOR EQUIPMENT	29,400	47,680	32,360	32,360	30,940	30,940
41 PROFESSIONAL SERVICES	84,480	43,100	31,300	39,300	28,300	28,300
42 COMMUNICATION	56,070	49,000	47,000	47,000	47,000	47,000
43 TRAVEL	7,260	9,270	7,020	10,520	5,180	5,180
48 REPAIRS & MAINTENENCE	167,560	173,440	169,520	179,520	169,840	179,840
49 MISCELLANEOUS	26,520	34,940	25,190	25,190	19,630	19,630
51 INTER-GOV. PROFESSIONAL SVS	61,570	62,980	450	60,450	450	63,450
64 MACHINERY & EQUIPMENT	9,030	6,000	151,380	141,380	131,500	121,500
75 CAPITAL LEASE PRINCIPAL PAYMENT	106,560	139,160	0	0	0	0
89 INTEREST PAYMENT CAPITAL LEASE	10,910	6,960	0	0	0	0
TOTAL:	2,121,450	2,220,900	2,185,990	2,377,400	2,212,020	2,362,570

Fund: 001 - General Fund

Dept: 06 – Legal Department & City Clerk’s Office

2011 /12 Budget Highlights

Expenditure highlights:

- Contract Work Flow
- Public Disclosure
- CSRT Support
- Inactive Records Storage
- Agenda Work Flow
- University Place Prosecution Services
- In-house Litigation and Administrative Hearings

Version #: 1 Version Date: July 15, 2010

Fund: 001 - General

Dept: 006 - Legal Department & City Clerk's Office

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Serving the citizens and the City with timely expert legal guidance and technical assistance.

The Legal Department serves as the legal advisor to the City Manager and to the City Council and all officers and officials of the City with regard to their respective offices and positions, and represents the City and its departments, boards, commissions, committees, agencies, officers, officials and other representatives of the City in all litigation as well as the prosecution of criminals, the support of victims, and by handling any civil proceedings to which the City is a party, whether as plaintiff or defendant.

The City Clerk's Office provides legislative and administrative support to the City Council, directs the City's records management program, serves as the designated public records officer and serves as the repository of official City documents, contracts and agreements.

- **2011**

- **Short-Term Goals and Objectives:**

- All services are provided by professionals who maintain their qualifications and education through training opportunities throughout the year;
- Provide accurate and timely document preparation and review: Public Disclosure, Council Work, Contracts, Court Documentation, Research Memos and Legal Opinions;
- Represent the City professionally and effectively in Administrative Hearings and Litigation, Prosecution and at City Council Meetings, as well as through serving on City Committees, participating in City sponsored events, serving in the Community and involvement in professional municipal organizations;

- Continue to oversee the Contracts Work Flow Task Force with the goal of developing a streamlined procedure for processing contracts throughout the City and database tracking system;
 - Develop on off-site inactive records storage process;
 - Streamline the flow of Agenda work throughout the City;
 - Continue to develop and update the public records request database application and process.
 - Assist with development of an electronic records retention system;
 - Provide prosecution services to University Place;
 - Continue to support the Community Services Resource Team
-
- **2012**
 - **Short-Term Goals and Objectives:**
 - All services are provided by professionals who maintain their qualifications and education through training opportunities throughout the year;
 - Provide accurate and timely document preparation and review: Public Disclosure, Council Work, Contracts, Court Documentation, Research Memos and Legal Opinions;
 - Represent the City professionally and effectively in Administrative Hearings and Litigation, Prosecution and at City Council Meetings, as well as through serving on City Committees, participating in City sponsored events, serving in the Community and involvement in professional municipal organizations;
 - Maintain and assess the Contract Work Flow process and update as needed.

Version #: 1 Version Date: July 16, 2010

Fund: 001 – General Fund

Dept: 06 –Legal Department & City Clerk’s Office

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

Provide training to the City Council, Management Team and Departments as needed in order to maintain a proactive approach to the implementation of new laws and requirements.

Elevate the reputation of the City’s Legal Department & City Clerk’s Office through active participation in community and professional associations and activities, as well as participation in City events.

Comply with the Public Records Act and Retention of Public Records and implement technological systems to manage and retain electronic records in accordance with State laws.

Apply for grants to facilitate the display of digital images of permanent land use records through the WA State Archives

General Fund
Expenditure by Object

Legal and
City Clerk

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
11 SALARIES & WAGES	726,170	1,000,260	955,860	922,110	986,180	928,450
21 PERSONNEL BENEFITS	242,390	342,660	345,020	321,530	368,390	339,850
31 OFFICE & OPERATING SUPPLIES	10,200	20,550	16,250	16,250	18,200	18,200
35 SMALL TOOLS & MINOR EQUIPMENT	3,110	4,800	4,800	4,800	5,500	5,500
41 PROFESSIONAL SERVICES	14,500	42,000	48,000	48,000	46,000	46,000
42 COMMUNICATION	770	4,500	6,000	6,000	7,500	7,500
43 TRAVEL	3,500	10,860	8,000	8,000	6,000	6,000
44 ADVERTISING	0	7,000	7,000	7,000	7,000	7,000
46 INSURANCE	0	350	350	350	350	350
48 REPAIRS & MAINTENENCE	0	1,200	1,200	1,200	1,200	1,200
49 MISCELLANEOUS	12,500	22,880	22,580	22,580	22,790	22,790
51 INTER-GOV. PROFESSIONAL SVS	610	95,850	137,850	137,850	83,800	83,800
Grand Totals	1,013,750	1,552,910	1,552,910	1,495,670	1,552,910	1,466,640

Fund: 001 -General Fund**Dept: 07 - Community Development****2011 /12 Budget Highlights****Revenue highlights:**

- In general, building permit fees are expected to increase in 2011 and 2012 in comparison to the previous year. Anticipate a fairly large increase in permit fees associated with the redevelopment of the Hudtloff Middle School and initial development in the Woodbrook Industrial Business Park.

Expenditure highlights:

- Temporary reduction in staffing levels in 2011, although augmented with an increased reliance on contract services.
- One new FTE (plans examiner) in 2012.

Version #: 1 Version Date: July 21, 2010

Fund: 001

Dept: 07 – Community Development Department

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description:

Administration
Long Range Planning
Current Planning
Building Safety
Code Enforcement

2011 - Short-Term Goals and Objectives:

Administration:

- Coordinate overall management and operations of community development, public works, parks & recreation, and economic development functions.
- Review & respond to emerging issues, pending legislation, inter-jurisdictional concerns, and provide guidance with regards to special projects and problems.
- Implement new department-wide performance measurements.
- Act as SEPA Responsible Official and Community Development Director for the purposes of administering the State Environmental Policy Act, Title 17 LMC and Title 18A LMC.

Long Range Planning:

- Begin implementation of the Tillicum Neighborhood Plan (new commercial zoning & revised housing incentives program).

- Work with the economic development division to promulgate the International District Sub-Area Plan.
- Provided funds are made available, begin work on the JBLM Joint Land Use Study (JLUS).
- Find ways to fund public infrastructure at the Woodbrook Business Park.
- Complete at least one half of the Shoreline Management Plan (SMP) mandatory update (completion date, March 2012).
- Assist the Parks, Recreation and Services Department in updating their master plan.
- Administer the work of the Planning Advisory and Landmarks & Heritage Advisory boards.
- Participate in regional and countywide planning organization, state military communities committees, and inter-jurisdictional processes with other entities.

Current Planning:

- Process land use permit applications in a timely fashion.
- Respond to public inquires regarding development applications & land use regulations relevant to individual sites & areas.
- Ensure new development is consistent with comprehensive plan policies & does not have adverse impacts on the community.
- Work individually with major developments in the City to resolve issues emerging as development progresses.
- In conjunction with the public works, GIS & IS staff, develop & periodically update a map of development projects to be placed on the City's website for reference.

Building Safety:

- Manage construction permitting and building inspections in an efficient manner which achieves building safety and verifies compliance with all applicable requirements at any level.
- Provide timely construction inspections to ensure compliance with approved plans.
- Ensure that development services and inspections performed by different agencies are coordinated and effective.
- Provide updated training to enable staff to make accurate determinations based on latest code standards.

Community Services and Resource Team (CSRT):

- Promote attractive and well-maintained residential neighborhoods and business districts, stop neighborhood and business area decline, and encourage a safe and desirable living and working environment.
- Resolve property-maintenance nuisances throughout the community.
- Resolve non-property-specific code enforcement issues such as sign violations (i.e., campaign signs & illegal advertising on public ROW).
- Participate in complex enforcement actions which may involve Lakewood Police and Legal Departments and other local, state, or federal jurisdictions.
- Initiate and follow through with abatements of the most egregious code violations and pursuant to the current Lakewood Neighborhood Stabilization Program.
- Interact with citizens to address specific concerns and defend city actions including attending appeal hearings, and/or otherwise engaging the legal system to gain compliance with city regulations.
- Inasmuch as possible, coordinate code enforcement actions with other city departments.

2012 - **Short-Term Goals and Objectives:**

By and large, the 2012 goals and objectives are the same as the 2011 goals and objectives, and are, therefore, not repeated under this heading, with the following notable exceptions:

Long Range Planning:

- Initiate work on the City's Comprehensive Plan Update mandatory update (completion date, December 2011).

Current Planning:

- Perform subdivision code update.
- Update land use regulations to reflect any recommendations that originate from the International District Sub-Area Plan.

Version # 1 Version Date: July 21, 2010

Fund: 001

Dept: 07 – Community Development Department

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- Implement new regulations regarding climate change.
- Promote increased homeownership opportunities.
- Work with the Clover Park School District, Pierce College and the Clover Park Technical College to construct new facilities, thereby promoting enhanced educational opportunities.
- Perform Comprehensive plan review/update; requires synchronization with public works department goals and objectives (statutory adoption deadline 12-01-14).
- Perform other code updates as may be required in order to respond to changed state regulations or requirements.
- Either purchase new permitting software or substantially update the existing permitting system.
- Allow some land use and building permits to be applied for and issued electronically.

General Fund
Expenditure by Object

Community
Development

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
11 SALARIES & WAGES	1,157,710	1,220,370	1,186,780	1,120,170	1,222,290	1,149,120
21 PERSONNEL BENEFITS	381,650	433,480	397,030	393,240	419,100	430,790
31 OFFICE & OPERATING SUPPLIES	10,030	18,740	13,740	13,740	18,740	18,740
32 FUEL CONSUMED	3,610	6,300	7,200	7,200	7,200	7,200
35 SMALL TOOLS & MINOR EQUIPMENT	1,200	3,000	2,800	2,800	2,800	2,800
41 PROFESSIONAL SERVICES	77,750	79,750	69,750	69,750	49,750	49,750
42 COMMUNICATION	6,060	6,400	7,450	7,450	7,450	7,450
43 TRAVEL	1,130	3,500	3,000	3,000	3,000	3,000
44 ADVERTISING	4,210	4,000	4,000	4,000	4,000	4,000
48 REPAIRS & MAINTENENCE	3,340	5,000	5,000	5,000	5,000	5,000
49 MISCELLANEOUS	8,330	17,520	18,030	18,030	18,030	18,030
51 INTER-GOV. PROFESSIONAL SVS	499,190	255,000	255,000	255,000	255,000	255,000
TOTAL:	2,154,210	2,053,060	1,969,780	1,899,380	2,012,360	1,950,880

Fund: 001 – General Fund

Dept: 09 – Human Resources Department

2011 /12 Budget Highlights

Expenditure highlights:

- Support Council's priorities in public safety, redevelopment and capital improvement
- Merge new online application database with current recruitment processes
- Revise and update the City's Accident Prevention Program
- Increase employee awareness of safety requirements, policies, procedures and resources
- Develop improved promotional processes for selection of the best qualified candidates
- Audit HR processes and provide electronic access where possible
- Promote the City's Wellness Program resulting in qualification for reduced premiums

Assist Departments with training, recruitment, and safety program efforts.

Version #: 1 **Version Date:** July 30, 2010

Fund: General Fund

Dept: Human Resources

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Through the functions listed below, we assist government to run effectively and efficiently, integrating employee skills and behaviors with organizational objectives and activities.

- Recruitment and selection
- Job analysis and classification
- Employee performance evaluation and compensation
- Benefits administration
- Employee relations, labor contract negotiations and administration
- Civil Service
- Personnel/Safety policies and procedures
- Safety Program
- Workers compensation
- Training; legally mandated, safety, employee orientation and career development
- Legal compliance (FLSA, EEO, FMLA...)
- Records management; EDEN, applicant tracking, personnel files
- Wellness program
- Employee recognition/awards

Short-Term Goals and Objectives:

- **2011**
 - Facilitate teamwork among all departments as members of the entire city team, working to achieve common goals.
 - Address rising healthcare costs, employee illnesses and injuries, and employee absences.

- Merge new online application database with current recruitment processes.
- Revise and update the City's Accident Prevention Program.
- Increase employee awareness of safety requirements, policies, procedures and resources.
- Decrease the time period required to review, process, and approve policy changes.
- Research, promote, and provide valuable training opportunities for all employees.
- Develop improved promotional processes for selection of the best qualified candidates for vacancies.

Short-Term Goals and Objectives:

- **2012**
 - Audit HR processes and provide electronic access where possible.
 - Transition hard copy personnel files into a new comprehensive electronic files database.
 - Facilitate teamwork among all departments as members of the entire city team, working to achieve common goals.
 - Promote Wellness Program resulting in increased productivity and a reduction of employee illnesses/injuries, and employee absences.
 - Increase employee awareness of Safety Program.
 - Research, promote, and provide valuable training opportunities for all employees.

Version # 1 Version Date: July 30, 2010

Fund: General Fund

Dept: Human Resources

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- Enhance organizational development and promote positive, cooperative teamwork within each department and citywide.
- Train and develop a diverse workforce to ensure they are equipped to meet the challenges and goals of the City.
- Explore succession planning efforts to prepare for retirement of baby boomers and its impact to the workforce.
- Provide a framework of internal services, on which employees can depend.
- Restructure processes to be more “green”.
- Become an “employer of choice” in the public sector, by earning a reputation based on treating employees fairly, providing competitive benefits and a positive work environment.
- Earn a 2% medical premium discount and state wide recognition for our Wellness Program from AWC.
- Expand and encourage positive labor/management relationships.
- Improve promotional processes for Civil Service positions.
- Utilize technology to provide services in a more comprehensive manner

General Fund
Expenditure by Object

Human Resources

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
11 SALARIES & WAGES	411,330	412,670	352,350	338,750	362,880	342,110
21 PERSONNEL BENEFITS	136,320	144,860	119,470	116,130	126,170	122,400
31 OFFICE & OPERATING SUPPLIES	9,020	15,630	11,550	11,550	11,550	11,550
35 SMALL TOOLS & MINOR EQUIPMENT	1,520	26,000	22,000	22,000	5,000	5,000
41 PROFESSIONAL SERVICES	18,890	38,680	34,930	34,930	34,930	34,930
42 COMMUNICATION	1,280	1,600	800	800	800	800
43 TRAVEL	1,530	4,850	4,600	4,600	4,600	4,600
44 ADVERTISING	9,510	9,510	5,900	5,900	5,670	5,670
48 REPAIRS & MAINTENENCE	0	530	530	530	530	530
49 MISCELLANEOUS	2,100	6,600	5,800	5,800	5,800	5,800
51 INTER-GOV. PROFESSIONAL SVS	860	1,550	1,550	1,550	1,550	1,550
TOTAL:	592,360	662,480	559,480	542,540	559,480	534,940

Fund: 001 - General Fund

Dept: 11 - Parks, Recreation and Community Services

2011 - 2012 Budget Highlights

- Administration Division
 - Utilize current technology and best practices to manage access and use of all city parks and programs.
 - Support the City's emergency management program by providing residents with temporary shelter during emergencies.
 - Develop partnerships to offset cost of park and recreation programs, services, events, projects and structures.

- Recreation and Senior Services Divisions
 - Provide a continuum of recreation programs and services that promote healthy lifestyles and positive alternatives for all ages and abilities in Lakewood.
 - Expand programs in local schools to develop new markets and ensure the community is aware of available services.

- Human Services Division
 - Provide effective delivery of human services according to Council's approved program priorities and policies.
 - Prevent homelessness by coordinating emergency resources and services to displaced residents.

- All Parks and Fort Steilacoom Park Divisions
 - Maintain parks at 2009 service levels (which includes a reduced level of service at three neighborhood parks)
 - Provide support services to recreation division, at Fort Steilacoom park and special events throughout the city

- Capital Improvements
 - Complete Lakewood Legacy Plan (20 year Park and Recreation Master Plan) (2011)
 - Implement Wards Lake Park improvements based on master site plan (CDBG Grant and SWM funds) (2011)
 - Seal coat and stripe parking lots at Harry Todd, Wards Lake, Washington and Fort Steilacoom Park. (2011)
 - Investigate transfer of maintenance and operations at Fort Steilacoom Park golf course. (2011)
 - Pave parking lot at Fort Steilacoom Maintenance Shop (2012)
 - Discovery Trail markers (2012)
 - Evaluate all park structures to establish condition and develop a depreciation schedule (2012)
 - Park playground repairs (2012)

Version #: 1 **Version Date:** July 20, 2010

Fund: General Fund

Dept: Parks, Recreation and Community Services

Schedule A: **SHORT-TERM GOALS AND OBJECTIVES**

Function/Program Description: Our goal is to create a safe, vibrant and healthy community in Lakewood where people have access to a variety of resources and are inspired with the knowledge, skills and energy to be independent and of service to others. We will preserve and maintain parklands and open spaces to create safe places for people to visit. We will establish partnerships to ensure that a comprehensive system of programs, facilities and services are available to meet the recreation and human service needs of the Lakewood community. Parks, recreation and human services contribute to the vitality of Lakewood; encourage economic development, create neighborhood identity, reduce crime and negative health issues with prevention programs and improve the quality of life for our citizens.

2011 Short-Term Goals and Objectives:

- Manage and maintain public facilities and infrastructure so they are safe and accessible neighborhood assets
 - Provide daily, seasonal and annual maintenance at city managed park sites
 - Provide seasonal lifeguards at two swimming beaches
- Utilize partnerships to provide safe and healthy programs and services for people of all ages and abilities. This will improve access to services and increase the number and quality of programs in the community.
 - Create school-based programs to provide safe and healthy alternatives.
 - Provide free / low cost summer recreation programs for youth
 - Provide programs and services to older adults through the Senior Activity Center
 - Provide fee based programs to generate revenue to offset operations
- Collaborate to ensure there are human service delivery systems in Lakewood
 - Provide funding to local human service providers which support our most vulnerable citizens
 - Monitor contract performance to ensure the City's investment produces change in the lives of those served.
 - Provide relocation assistance as needed during emergencies and health and safety closures.
 - Promote effective collaboration by coordinating the Lakewood Community Collaboration.
- Implement a Capital Improvement Program to include:
 - Complete the Lakewood Legacy Plan
 - Expand the interpretive sign program at Fort Steilacoom Park (Discovery Trail)

- Implement elements of the Wards Lake Master Plan
- Golf Course / FSP improvements?

§ **2012 Short-Term Goals and Objectives:**

§ Manage and maintain public facilities and infrastructure so they are safe and accessible neighborhood assets

- Provide daily, seasonal and annual maintenance at city managed park sites
- Provide seasonal lifeguards at two swimming beaches

§ Utilize partnerships to provide safe and healthy programs and services for people of all ages and abilities. This will improve access to services and increase the number and quality of programs in the community.

- Create school-based programs to provide safe and healthy alternatives.
- Provide free / low cost summer recreation programs for youth
- Provide programs and services to older adults through the Senior Activity Center
- Provide fee based programs to generate revenue to offset operations

§ Collaborate to ensure there are human service delivery systems in Lakewood

- Provide funding to local human service providers which support our most vulnerable citizens
- Monitor contract performance to ensure the City's investment produces change in the lives of those served.
- Provide relocation assistance as needed during emergencies and health and safety closures.
- Promote effective collaboration by coordinating the Lakewood Community Collaboration.

§ Implement a Capital Improvement Program to include:

- Implement the Lakewood Legacy Plan CIP
- Expand the interpretive sign program at Fort Steilacoom Park (Discovery Trail)
- Implement elements of the Wards Lake Master Plan
- Golf Course / FSP improvements?
- Evaluate all Park Structures to establish condition and depreciation schedules
- Foster Partnerships to enhance Fort Steilacoom Park and other City of Lakewood Parks
- Ft. Steilacoom golf course Improvements
- Sewer connection to FSP facilities (we signed a document saying we would hook up by 2016)

Version # 1 Version Date: July 20, 2010

Fund: General Fund

Dept: 11- Parks, Recreation and Community Services

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- Preserve, maintain and acquire sufficient park land and open space areas to provide for our community's growing needs (including critical, historic or unique features).
 - Implement Legacy Plan Goals, Outcomes and CIP
 - Ensure a public open space area will be within 1/2 mile of every Lakewood resident and the space is ADA accessible.
 - Develop neighborhood parks on School District properties
 - Develop a water spray park at a City park site and expand waterfront access to the public
 - Restore the Flett Blueberry Farm and establish a U-pick blueberry farm operation
 - Implement Fort Steilacoom Park improvements including expansion of the sewer service, restoring the barns (farmers market, community use, public restrooms near lake/dog park) and adding synthetic field surfaces with lighting to provide year round programming.

- Provide a continuum of recreation programs, facilities and services that are affordable and promote healthy lifestyles and positive alternatives for all ages and abilities in Lakewood.
 - Establish partnerships (school districts/colleges, non profit organizations, businesses, community groups, service clubs and city/county agencies) to ensure a comprehensive system of services are available as well as ways for citizens to volunteer and give back to the community.
 - Establish relationships with individuals who will continue with our programs through life (youth to older adult)
 - Create a multi purpose community center in Lakewood where all citizens and visitors feel welcome.
 - Develop a pedestrian friendly community to encourage walking and biking connections to parks and public spaces.
 - Develop an annual arts event which promotes awareness of and access to visual and performing arts.
 - Develop a community water festival or series of events which celebrate the Lakes of Lakewood.

- Provide recreation programs for our low-income residents by obtaining consistent, long-term funding.
- Ensure continued support of Human Services through funding and partnerships so all residents of Lakewood have access to resources to meet their basic human needs.
 - Secure sustainable funding sources to support human services in Lakewood
 - Pursue sustainable funding streams to ensure availability of resources for relocating Lakewood's most vulnerable citizens in instances where conditions may create homelessness.
 - Increase partnerships and participation in the Lakewood Community Collaboration to ensure Lakewood citizens have access to comprehensive resources which will help them gain self-sufficiency.

General Fund
Expenditure by Object

Parks, Recreation,
and Human Services

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
11 SALARIES & WAGES	804,810	892,300	924,990	914,440	951,410	920,990
21 PERSONNEL BENEFITS	270,430	305,210	295,910	293,890	314,360	311,900
31 OFFICE & OPERATING SUPPLIES	110,170	106,020	102,940	102,940	101,730	101,730
32 FUEL CONSUMED	18,240	29,500	23,700	23,700	21,700	21,700
35 SMALL TOOLS & MINOR EQUIPMENT	15,920	2,400	8,070	8,070	3,250	3,250
41 PROFESSIONAL SERVICES	43,460	485,790	479,600	479,600	448,100	448,100
42 COMMUNICATION	13,670	11,510	10,920	10,920	10,920	10,920
43 TRAVEL	570	800	900	900	1,050	1,050
44 ADVERTISING	470	150	150	150	150	150
45 OPERATING RENTALS & LEASES	28,710	26,000	19,000	19,000	16,500	16,500
47 UTILITY SERVICES	101,040	76,700	78,200	78,200	76,200	76,200
48 REPAIRS & MAINTENENCE	37,890	26,000	26,000	26,000	24,020	24,020
49 MISCELLANEOUS	67,300	59,020	59,970	59,970	59,970	59,970
51 INTER-GOV. PROFESSIONAL SVS	57,250	71,900	62,950	62,950	63,940	63,940
64 MACHINERY & EQUIPMENT	10,410	0	0	0	0	0
TOTAL:	1,580,340	2,093,300	2,093,300	2,080,730	2,093,300	2,060,420

Version #: 1 Version Date: August 4, 2010

Fund: 001 - General

Dept: 12 - Fleet

Schedule A: **FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES**

Function/Program Description: City Fleet

- 2011

Short-Term Goals and Objectives:

- To continue to reduce costs by refurbishing police cars rather than replacing the vehicles when the vehicles reach the end of their life cycle.
- To continue to monitor fuel economy and reducing the city fleet's carbon footprint.
- To research how to lower the costs of "greening" the city fleet.
- Investigate the options of the "refurbishing" vehicles to other divisions within the city.

- 2012

Short-Term Goals and Objectives:

- To continue to reduce costs by refurbishing police cars rather than replacing the vehicles when the vehicles reach the end of their life cycle.
- To continue to monitor fuel economy and reducing the city fleet's carbon footprint.
- To research how to lower the costs of "greening" the city fleet.
- Investigate the options of the "refurbishing" vehicles to other divisions within the city.

Version # 1 Version Date: August 4, 2010

Fund: 001 – General

Dept: 12 – Fleet

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- Comprehensive research regarding the 2013 police pursuit model vehicles due to the discontinuance of the current Crown Victoria police vehicle.
- The comprehensive research regarding the emergency equipment to outfit the new police pursuit model vehicles since the current equipment will not transfer into the new vehicles.
- Continue researching “greening” of the city fleet.
- Research refurbishing vehicles in the city fleet for cost reduction operation.
- Continuing of Certified Automotive Fleet Manager education.
- Continue to network with vendors and suppliers for potential cost reduction.
- Continue to network with Pacific Fleet Managers Association for ideas regarding the maintaining and efficient operation of the city fleet.

General Fund
Expenditure by Object

Fleet

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
11 SALARIES & WAGES	53,670	53,540	55,130	55,420	56,780	55,420
21 PERSONNEL BENEFITS	18,890	20,160	20,620	20,650	21,870	21,820
31 OFFICE & OPERATING SUPPLIES	2,730	530	530	530	530	530
32 FUEL CONSUMED	220	0	0	0	0	0
35 SMALL TOOLS & MINOR EQUIPMENT	610	350	350	350	350	350
41 PROFESSIONAL SERVICES	10	1,000	500	500	500	500
42 COMMUNICATION	1,190	360	360	360	360	360
43 TRAVEL	2,120	1,800	1,800	1,800	1,800	1,800
45 OPERATING RENTALS & LEASES	6,540	0	0	0	0	0
46 INSURANCE	47,270	0	0	0	0	0
48 REPAIRS & MAINTENENCE	2,430	500	500	500	500	500
49 MISCELLANEOUS	560	500	250	250	250	250
TOTAL:	136,240	78,740	80,040	80,360	82,940	81,530

Fund: 001 – General Fund
Dept: 13 – Economic Development

2011 - 2012 Budget Highlights

- Seek funding and development opportunities to further industrial development in the Woodbrook Business Park.
- Enhance development opportunities along the I-5 Corridor, Pacific Hwy, Tillicum, Woodbrook Business Park, South Tacoma Way, Lakewood's HubZone, and in the Lakewood Towne Center.
- Implement Community Development Block Grant (CDBG) business loan program.
- Partner with Workforce in the Department of Labor Grant, in coordination with the OEA Grant, for workforce enhancements for Lakewood businesses.
- Update the Hotel Study.
- Conduct and complete a retail study of multiple nodes in Lakewood.
- Continue expanding work with consultants in media and re-imaging, marketing, web based databases, investment, retail and hotel study, real estate outreach and others, as needed, to accomplish the goals and initiatives of Economic Development to drive development, investment, and tourism to Lakewood with focus on specific opportunities and locations.
- As the Colonial Center reuse feasibility contract is completed, look at implementation and adaptive reuse opportunities.
- Continue to implement the EB-5 Program.
- Conduct International District Study and implement work plan. (2012)

Version #: 1 Version Date: July 30, 2010

Fund: 001

Dept: 13 – Economic Development

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description:

Grow new investment and redevelopment opportunities and projects in the City.

Grow employment base, increase the revenue base and diversity and expand Lakewood's economy consistent with Council Priority focus areas and the long range vision for the community

2011 - Short-Term Goals and Objectives:

- Grow economic development efforts along the I-5 Corridor and Pacific Highway SW through business expansion, redevelopment, and business recruitment while seeking new development and investment.
- Begin to implement the Woodbrook Business Park Plan to attract new investment, infrastructure, and businesses; and coordinate these efforts with other city departments.
- Work with the consultants/stakeholder team, city departments, and others to redevelop the area and create new investment as well as creation of new building products and business opportunities in Tillicum.
- Work with the owners of the Colonial Center, after the completion of the study, on moving that center to a revitalized retail cultural and residential destination, if possible.
- Work with other property owners on redevelopment opportunities in focused areas in the city.

- Continue a re-imaging campaign for the city to grow awareness of the opportunity for new retail, housing, and industry in Lakewood. Continue work with a public relations work firm, and complementary advertising where needed, to re-position Lakewood in the Puget Sound and more broadly with investment development sectors.
- Use the services of a real estate consulting firm to enlarge the city's reach for investment, new companies, and job creation.
- Update the HVS Hotel Study.
- Completion of the International District Study and begin implementation of its work plan.
- Continue the existing business retention/expansion program; coordinate these efforts with new partners.
- Business attraction and economic diversification.
- Continue work with the Lakewood Towne Center to expand business opportunities.
- Coordinate with city departments and external contractors and collaborative partners on the CDBG loan program and potential incubator project at Clover Park Technical College.
- Coordinate overall management and operations of economic development, with other city departments, to facilitate development projects.
- Review and respond to emerging issues, pending legislation, and provide guidance with regards to special projects and economic development initiatives.
- Implement new department-wide performance measurements.
- The City is the project coordinator for a Department of Labor Grant.

- Move the current OEA grant process to completion, then apply for grant funding to establish an ongoing JBLM/stakeholder Regional Steering Committee (See OEA04) to assist in planning for military growth.
- Apply for a JBLM Joint Land Use Study (JLUS) grant (See OEA03). Provided funds are made available, coordinate with multiple city departments and external stakeholders to begin work.

2012 - Short-Term Goals and Objectives:

- Grow economic development efforts along the I-5 Corridor and Pacific Highway SW through business expansion, redevelopment, and business recruitment while seeking new development and investment.
- Continue implementation of the Woodbrook Business Park Plan to attract new investment, infrastructure, and businesses; and coordinate these efforts with other city departments.
- Work with the consultants/stakeholder team, city departments, and others to redevelop the area and create new investment as well as creation of new building products and business opportunities in Tillicum.
- Work with the owners of the Colonial Center on moving that center to a revitalized retail cultural and residential destination.
- Work with other property owners on redevelopment opportunities in focused areas in the city.
- Continue a re-imaging campaign for the city to grow awareness of the opportunity for new retail, housing, and industry in Lakewood. Continue with a public relations work firm, and complementary advertising where needed, to re-position Lakewood in the Puget Sound and more broadly with investment development sectors.
- Use the services of a real estate consulting firm to enlarge the city's reach for investment, new companies, and job creation.

- Continue implementation of the International District Study work plan.
- Conduct and complete a Buxton-type study of multiple retail nodes in Lakewood and begin implementation of its work plan.
- Continue the existing business retention/expansion program; coordinate these efforts with new partners.
- Continue work with the Lakewood Towne Center to expand business opportunities.
- Business attraction and economic diversification.
- Coordinate with city departments and external contractors and collaborative partners on the CDBG loan program and potential incubator project at Clover Park Technical College.
- Coordinate overall management and operations of economic development, with other city departments, to facilitate development projects.
- Review and respond to emerging issues, pending legislation, and provide guidance with regards to special projects and economic development initiatives.
- Review and enhance department-wide performance measurements.
- The City is the project coordinator for a Department of Labor Grant.
- Continue working with multiple city departments and external stakeholders on a JBLM Joint Land Use Study (JLUS) grant (See OEA03).
- Continue representation and working with the JBLM/stakeholder Regional Steering Committee (See OEA04) on regional issues related to military growth.

Version #: 1 **Version Date:** July 30, 2010

Fund: 001

Dept: 13 – Economic Development

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- Drive investment, redevelopment, and new business to the priority areas of the City of Lakewood.
- Grow existing business and business expansion as a means to create new Lakewood jobs, new investment, and help to stabilize the city's economy.
- Raise Lakewood incomes.
- Grow and foster a more positive image and perception about the City of Lakewood. Grow the number of stories highlighting positive business experiences and best practices occurring in the city. Utilize advertising where effective and gains can be assisted by additional media exposure. Seek national exposure in targeted niches for stories about Lakewood. These niches would be in tourism and areas that would foster investment, redevelopment, new development, new retail, and new jobs.
- With assistance from a real estate consulting firm, have properties purchased and developed or redeveloped consistent with council goals and priorities.
- Examine economic development best practices across the nation to incorporate those that would “grow our business” to be offered in Lakewood. Provide updates to our website that will facilitate this process.
- As particular sites or situations are identified, develop plans or strategies to move those locations or opportunities to a different state or situation (i.e. Town Center listed on I-5 with better directional signage, assembling ownership of parcels to deliver a new outcome, etc.).

- Raise Lakewood's tax base.
- Avoid obsolescence.
- Continue working with the community development department, plus investors and developers, on implementation of the International District Study.
- Continue working with the community development department, external investors, and developers on potential implementation of the Buxton-type study of multiple retail nodes.
- Work individually with major developments in the city to resolve issues emerging as development progresses.
- Further redevelopment and development of identified target areas.
- Examine plans and products from outputs of all phases of OEA grants for opportunities to grow the local and regional economic base.
- Participate in regional and countywide economic development organizations, military communities committees, and multi-stakeholder efforts around OEA initiatives and military growth.

General Fund
Expenditure by Object

Economic
Development

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
11 SALARIES & WAGES	171,340	174,860	241,800	206,820	249,070	207,870
21 PERSONNEL BENEFITS	52,790	55,340	81,860	76,920	86,790	81,950
31 OFFICE & OPERATING SUPPLIES	1,260	880	1,400	1,400	1,400	1,400
35 SMALL TOOLS & MINOR EQUIPMENT	50	0	0	0	0	0
41 PROFESSIONAL SERVICES	40	54,000	286,000	47,000	270,500	47,000
42 COMMUNICATION	670	720	750	750	800	800
43 TRAVEL	3,310	700	6,800	6,800	4,300	4,300
44 ADVERTISING	0	0	3,500	3,500	3,500	3,500
49 MISCELLANEOUS	2,280	1,000	6,330	6,330	6,020	6,020
TOTAL:	231,740	287,500	628,440	349,520	622,380	352,840

Fund: 001 - General Fund

Dept: 15 - Public Safety

Division: Police

2011/2012 Budget Highlights

Consolidating Expenses/Changes to Budget Format:

- **Supplies** – All operational supply budget moved from various units to administration (001.15.521.10) in preparation for Centralized Purchasing with on-line purchase orders;
- **Gasoline**- Budget for gasoline for all police department is consolidated under administration to streamline payment process (001.15.521.various to 001.15.521.10);
- **Refurbishing patrol vehicles** - Refurbishing cars rather than replacing them potentially saving the city \$15,000 per upgraded car and helping the vehicles handle better on the street.
- **Alarm Program** – ATB program success:
 - **Financial Impact** – Cost of program is \$48,000 per year; revenue to date is \$79,000, with four months of deposits yet to come. The cost of the previous system was more than \$100,000 to the city while revenue was averaging \$11,000.
 - **Cost Avoidance**- Old program took .5 FTE Sr. OA to manage the public contact and clerical work. This program is handled nearly exclusively by ATB.

Program Changes:

- **Restructuring of Command Staff** -
 - Management realignment with the appointment of two Lieutenants. The new structure includes Lieutenant oversight of Professional Standards, Community Safety Resource Team, Patrol, Patrol Specialty, Criminal Investigations and Administration.

- **Training – Training Program**
 - New training rooms and indoor range provide opportunity to conduct in-service training much more frequently, requiring fewer administrative hours and fewer large ‘blocks’ of time.
 - Training rooms also provide opportunity to host outside training, providing spots in the hosted class free of charge to our officers.
 - LPD is now able to schedule training without threat of rescheduling or canceling of training due facility issues.
 - The quality of the training facilities has allowed LPD to become a coveted training ‘hub’ of the collaborative cities and metro partners.

- **PRISm System**
 - LPD awarded a federal grant of approx. \$83,000 for a new state-of-the-art firearms simulator system. This system is in use and supplements training by frequently allowing officers to go through hundreds of different scenarios testing their judgment and effectiveness in high stress situations. PRISm system is being used by collaborative cities for training purposes.

- **Community Safety Resource Team**
 - Utilizing one Lt and three Community Service Officers from the Police Department, the Community Support and Resource Team provides a range of services to the community, including Crime Free Hotel/Motel training, access to Code Enforcement and Abatement processes as well as assisting in parking patrols, nuisance abatement and abatements of dangerous buildings.

- **Junior Police Academy**
 - More than 150 children attended this year as the academy. They were introduced to a number of police units including K-9 and SWAT as well as focusing on safety in general.

Version #: 1 **Version Date:** August 4, 2010

Fund: 001 - General

Dept: 15 – Police

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Police service; animal control; and emergency management.

§ 2011

Short-Term Goals and Objectives:

- To address violent crime increases in 2011.
 - Lakewood's violent crime rate in 2009 was 9.5 incidents of Part 1 violent crime per 1,000 citizens. This ratio ties Lakewood with Tacoma for the highest violent crime rate in the state. This is due to the increase in aggravated assaults and robberies.
 - Lakewood's violent crime rose from 9.2 per 1,000 in 2007 to 9.5 per 1,000 in 2009.
 - Lakewood established a gang emphasis unit in 2009 in response to the growing problem of gang violence. The unit is supported from Recovery Act funds provided by the Bureau of Justice Assistance through Pierce County Regional Task Force for 12 months in 2009-2010. In 2011, funds for overtime will be made available through a state grant.

- To address "all-over" crime rate in 2011
 - Lakewood experienced an increase of .3 per 1,000 from 2008 to 2009.
 - Property crime in Lakewood in 2009 declined 7.5 incidents per 1,000 citizens.
 - Lakewood is the lead agency for the Washington Auto Theft Prevention Authority Task Force. Funds are provided from the state to maintain a multi-jurisdictional approach to car theft and related crimes.

- To continue our partnership established with Western State Hospital and the Lakewood Police Department.
 - Through state funding, the police department has been able to provide supportive and investigative services at Western State Hospital that will continue to impact the incidents of assaults and rapes. The department has personnel dedicated to WSH and the surrounding community – one investigator and one neighborhood patrol officer. The assigned police personnel have made significant progress through the weekly meetings with WSH Administration and staff in the implementation of “best practices” regarding procedures, investigations and reporting. The department has support from WSH and partners to look into the creation of a mental health court similar to what is provided in Thurston County and if grant funds become available for coordination, we will initiate a start to that service.
- To continue to impact and reduce quality-of-life crimes
 - Single family residential neighborhoods experience little violent crime. The majority of the problems that face these neighborhoods are property crimes and quality of life issues. Property crime concerns are primarily business and residential burglaries, car prowls, and metal theft. Quality-of-life crimes involve speeding, vandalism such as graffiti, noise, litter, identity theft and fraud.
 - The Neighborhood Policing Unit has continued to concentrate efforts on areas of Lakewood impacted by blight and quality-of-life crime through enforcement and education. The Neighborhood Policing Unit has developed integrated strategies with city staff (especially community development) to remove nuisances, increase safety and improve the overall quality-of-life in Lakewood.
- To implement cost control measures
 - To access and implement efficient and economical ways of conducting day-to-day business. It is imperative in the current economic climate to acquire “best business practices” in controlling costs. This can be done by purchasing commonly used items in bulk to obtain the “best” pricing.
 - The department is purchased a range simulator in 2009 to reduce reliance on ammunition which cost has increased more than 400% since 2004.

- The alarm program has been modified to include a third party to take on the role of billing and educating the public about alarm protection. This has reduced the need for office assistance, brought in additional funds and allowed the department to be consistent in practice and fee structure with surrounding Pierce County.
- Personnel in the department are actively pursuing grants that further the goals of the department and mission statement of the city government. Currently, more than four LPD staff are grant or contract funded.
- Fleet costs are being reduced by refurbishing cars rather than replacing them when they reach the end of life cycle. A news article from the News Tribune published 7/20/2010 outlines the features and savings.
- To complete the automation of the property/evidence room processing
 - The completion of the property room evidence/inventory process via the current system is cumbersome and flawed. The department is seeking to replace the PRIMS (Property Room Information Management System) and move to Evidence-On-Q. This will facilitate audits and inspections of the property room and will automate the information.
 - The property/evidence room receives more than 19,000 pieces of evidence per year. The current staffing level of 1 supervisor and 2 evidence custodians does not allow for adequate staffing to handle the property/evidence without excessive overtime. The addition of an Evidence Custodian would alleviate this burden.
- To continuously improve on a citywide emergency planning, training and exercise process
 - The sustaining of the National Incident Management System (NIMS) certifications, continue updates for all emergency operations plan, further the development and implementation of a City unified incident management team and command post, develop and implement a City Emergency Coordination Center and ECC staff, prepare the City of the potential for pandemics and disasters natural or manmade, and initiate regular exercises of City emergency plans.
- To staff patrol squads at 7 officers plus a 1 sergeant.

- To continue to improve efficiency, effectiveness and expenditures in regards to dispatch and recording keeping.

§ 2012

Short-Term Goals and Objectives:

- To address violent crime increases in 2012.
 - Lakewood established a gang emphasis unit in 2009 in response to the growing problem of gang violence. The unit is was supported from Recovery Act funds provided by the Bureau of Justice Assistance through Pierce County Regional Task Force for 12 months in 2009-2010. In 2011, funds for overtime will be made available through a state grant.
- To address “all-over” crime rate in 2012
 - Lakewood is the lead agency for the Washington Auto Theft Prevention Authority Task Force. Funds are provided from the state to maintain a multi-jurisdictional approach to car theft and related crimes.
- To continue our partnership established with Western State Hospital and the Lakewood Police Department.
 - Through state funding, the police department has been able to provide supportive and investigative services at Western State Hospital that will continue to impact the incidents of assaults and rapes. The department has personnel dedicated to WSH and the surrounding community – one investigator and one neighborhood patrol officer. The assigned police personnel have made significant progress through the weekly meetings with WSH Administration and staff in the implementation of “best practices” regarding procedures, investigations and reporting. The department has support from WSH and partners to look into the creation of a mental health court similar to what is provided in Thurston County and if grant funds become available for coordination, we will initiate a start to that service.

- To continue to impact and reduce quality-of-life crimes
 - Single family residential neighborhoods experience little violent crime. The majority of the problems that face these neighborhoods are property crimes and quality of life issues. Property crime concerns are primarily business and residential burglaries, car prowls, and metal theft. Quality-of-life crimes involve speeding, vandalism such as graffiti, noise, litter, identity theft and fraud.
 - The Neighborhood Policing Unit has continued to concentrate efforts on areas of Lakewood impacted by blight and quality-of-life crime through enforcement and education. The Neighborhood Policing Unit has developed integrated strategies with city staff (especially community development) to remove nuisances, increase safety and improve the overall quality-of-life in Lakewood.

- To implement cost control measures
 - To access and implement efficient and economical ways of conducting day-to-day business. It is imperative in the current economic climate to acquire “best business practices” in controlling costs. This can be done by purchasing commonly used items in bulk to obtain the “best” pricing.
 - The department is purchased a range simulator in 2009 to reduce reliance on ammunition which cost has increased more than 400% since 2004.
 - The alarm program has been modified to include a third party to take on the role of billing and educating the public about alarm protection. This has reduced the need for office assistance, brought in additional funds and allowed the department to be consistent in practice and fee structure with surrounding Pierce County.
 - Personnel in the department are actively pursuing grants that further the goals of the department and mission statement of the city government. Currently, more than four LPD staff are grant or contract funded.
 - Fleet costs are being reduced by refurbishing cars rather than replacing them when they reach the end of life cycle. A news article from the News Tribune published 7/20/2010 outlines the features and savings.

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 - The property/evidence room receives more than 19,000 pieces of evidence per year. The current staffing level of 1 supervisor and 2 evidence custodians does not allow for adequate staffing to handle the property/evidence without excessive overtime. The addition of an Evidence Custodian would alleviate this burden.

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 - The sustaining of the National Incident Management System (NIMS) certifications, continue updates for all emergency operations plan, further the development and implementation of a City unified incident management team and command post, develop and implement a City Emergency Coordination Center and ECC staff, prepare the City of the potential for pandemics and disasters natural or manmade, and initiate regular exercises of City emergency plans.

- To staff patrol squads at 7 officers plus a 1 sergeant.

- To continue to improve efficiency, effectiveness and expenditures in regards to dispatch and recording keeping.

Version # 1 Version Date: July 27, 2010

Fund: 001-General Fund

Dept: 15 – Public Safety

Schedule B: 2012 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

The Public Safety division will continue the emphasis in crime reduction measures along the 1-5 corridor to assist in the promotion of economic redevelopment. The Public Safety division will continue its liaison with Western State Hospital to help improve resident patient safety, staff and the surrounding community. The Public Safety division will continue the emphasis to improve police services by increasing police/community partnerships. The Public Safety division will continue to work cooperatively with Pierce County, Washington State Patrol, the FBI and neighboring city public safety agencies, remaining a partner in task forces aimed at major and person crimes. The work will continue to ensure the City sustains a disaster response plan, training with exercises to ensure the City's preparedness for emergencies.

2012 – 2016 Long-Range Goals and Objectives:

- Sustain and improve current programs to promote crime prevention best practices in bars, motels, rental housing and mobile home parks.
- Continue the comprehensive program with Western State Hospital that is designed to increase education to hospital staff regarding aggressive patients. To identify, arrest, prosecute and incarcerate patients with the mental capacity to act with intent.
- Continue to establish a cooperative relationship with the school district regarding youth problems.
- Implement, train and sustain professional best practices in all areas of operation as evidence by external evaluation from the national Commission on Accreditation of Law Enforcement agencies.
- Sustain employee morale and discipline.

- To continue to improve efficiency, effectiveness and expenditures in regards to dispatch and recording keeping.

- Establish working relationships with emerging economic developments along the I-5 corridor to promote crime prevention through environmental design techniques for deterrence of criminal elements to ensure success and attraction of other economic development.

- Establish genuine and cooperative partnerships with other law enforcement agencies with a focus on the following:
 - Communication interoperability within Pierce County, King County and Snohomish County.
 - Metro Civil Disturbance Team
 - Washington Auto Theft Task Force
 - Regional Gang Task Force
 - Organized Crime Drug Enforcement Task Forces
 - FBI Anti-Prostitution Task Force
 - WSP Innocence Lost Task Force
 - Marine Service
 - Dive Team
 - SWAT
 - Metro Lab Team
 - Metro K9
 - Drug Recognition Expert
 - Washington Traffic Safety DUI, School Zone, Speeding and Seat belt Enforcement Task Forces

- ÿ Establish an in-house training program that with the goal of making it self-sustaining through nominal fees to attendees and users. Possibly establish some types of training in Lakewood as a regional hub.

General Fund
Expenditure by Object

Police

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
11 SALARIES & WAGES	10,203,060	10,403,660	10,854,960	10,255,530	11,178,810	10,275,120
21 PERSONNEL BENEFITS	3,295,110	3,358,350	3,687,930	3,524,950	3,916,410	3,739,490
31 OFFICE & OPERATING SUPPLIES	180,520	206,390	191,860	191,860	191,860	191,860
32 FUEL CONSUMED	11,550	350,000	350,000	350,000	350,000	350,000
35 SMALL TOOLS & MINOR EQUIPMENT	150,000	95,450	79,300	79,300	79,300	79,300
41 PROFESSIONAL SERVICES	808,080	727,660	726,770	726,770	726,770	726,770
42 COMMUNICATION	117,760	128,670	133,320	133,320	133,320	133,320
43 TRAVEL	42,530	48,840	38,840	38,840	38,840	38,840
44 ADVERTISING	640	550	550	550	550	550
45 OPERATING RENTALS & LEASES	5,250	890	890	890	890	890
46 INSURANCE	26,860	12,480	12,480	12,480	12,480	12,480
47 UTILITY SERVICES	90	0	0	0	0	0
48 REPAIRS & MAINTENENCE	349,620	299,800	308,360	308,360	308,360	308,360
49 MISCELLANEOUS	12,900	6,800	8,610	8,610	8,610	8,610
51 INTER-GOV. PROFESSIONAL SVS	3,526,180	3,920,310	4,025,130	4,025,130	4,134,670	4,134,670
64 MACHINERY & EQUIPMENT	22,930	0	0	0	0	0
83 INTEREST ON DEBT	0	7,200	7,200	0	7,200	0
TOTAL:	18,753,080	19,567,050	20,426,200	19,656,590	21,088,070	20,000,260

Fund: 98 – Facilities Maintenance Fund

Dept: Public Works

2011 /2012 Budget Highlights

Expenditure highlights:	2011	2012
Maintenance & Operation	\$531,550	\$582,570
Custodial	\$182,690	\$192,820
Souder Station Security	<u>\$113,500</u>	<u>\$113,000</u>
Total	\$827,740	\$888,390

FY 2011 - 2012 budget by Facility

	Project Name	2011 Budget	2012 Budget	Comments
1	City Hall	444,790	433,350	Utilities, maintenance, custodial service and etc including \$7,500 for Monument Maintenance (2011 only), \$15,350 for contract landscape maintenance and \$34,000 for contract custodial services.
2	Police Facility	269,450	270,583	Utilities, maintenance, custodial service and etc including \$37,250 for contract custodial services, \$14,000 for landscape maintenance and \$12,200 for LIP common area maintenance.
3	Souder Station	113,500	183,948	Security only for 2011; Security for all of 2012 plus 6 months of maintenance including \$14,400 for landscape maintenance, \$19,800 for contract sweeping and pressure washing and \$15,000 for contract custodial services.
	TOTALS	\$827,740	\$888,390	

Version #: 1 *Version Date:* July 26, 2010

Fund: 001 - General

Dept: 98 - Facilities Maintenance

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Facilities Maintenance 511.50, 518.30, 521.50 & 542.65

2011 Short-Term Goals and Objectives:

- § To respond to maintenance and custodial requests in a timely manner.
- § To maintain the building systems at the various city facilities (City Hall & Police facility) so that they perform in the most efficient and effective manner practical.
- § To continually monitor building maintenance activities at the various city facilities for its quality, cost effectiveness and/or additional needs.
- § To provide custodial services to City Hall and the Police facility.
- § To continually monitor the custodial services provided for its quality, cost effectiveness and/or additional needs.

2012 Short-Term Goals and Objectives:

- § To respond to maintenance and custodial requests in a timely manner.

- § To maintain the building systems at the various city facilities (City Hall, Police facility & Sounder Station) so that they perform in the most efficient and effective manner practical.
- § To continually monitor building maintenance activities at the various city facilities for its quality, cost effectiveness and/or additional needs.
- § To provide custodial services to City Hall, the Police facility and the Sounder Station.
- § To continually monitor the custodial services provided for its quality, cost effectiveness and/or additional needs.

Version # 1 Version Date: June 26, 2010

Fund: 001 – General

Dept: 98 - Facilities Maintenance

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- § To continually monitor the operation of the building systems at City Hall & the Police facility to assure that they are operating in the most efficient manner practical.
- § To monitor the building structure and appearance of City Hall and the Police facility and maintain them properly to guarantee the longevity and integrity of said buildings and their respective infrastructure.
- § To continue to provide cost effective building and grounds maintenance services as well as security service at the Lakewood Sounder Transit Center.

General Fund
Expenditure by Object

Facilities

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
11 SALARIES & WAGES	156,260	171,840	177,770	177,700	183,540	179,040
21 PERSONNEL BENEFITS	52,870	59,850	62,770	62,760	65,820	65,490
31 OFFICE & OPERATING SUPPLIES	49,580	70,350	54,000	54,000	59,000	59,000
32 FUEL CONSUMED	600	1,200	3,250	3,250	3,190	3,190
35 SMALL TOOLS & MINOR EQUIPMENT	3,080	12,600	5,850	5,850	4,100	4,100
41 PROFESSIONAL SERVICES	110,340	143,500	128,640	128,640	114,930	114,930
42 COMMUNICATION	6,150	5,500	6,300	6,300	6,300	6,300
43 TRAVEL	0	210	100	100	100	100
45 OPERATING RENTALS & LEASES	82,260	0	1,000	1,000	1,000	1,000
47 UTILITY SERVICES	168,580	231,500	230,750	230,750	238,650	238,650
48 REPAIRS & MAINTENENCE	49,250	31,780	30,300	30,300	59,250	49,250
49 MISCELLANEOUS	0	122,120	125,700	125,700	181,200	161,200
51 INTER-GOV. PROFESSIONAL SVS	61,670	1,290	1,310	1,310	1,310	1,310
63 OTHER IMPROVEMENTS	0	26,000	0	0	0	110,000
TOTAL:	740,640	877,740	827,740	827,660	918,390	993,560

Version #: 1 *Version Date:* September 20, 2010

Fund: 001

Dept: 99: Non-Departmental

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description:

The Non-Departmental functional area budgets items that are inappropriate to budget on a department by department basis. This area of the budget handles such items as the ending fund balance, insurance premiums, citywide memberships, and other expenditures of a general nature.

- **2011**

Short-Term Goals and Objectives:

Accurately and efficiently budget for general expenditures that do not apply to a single department.

- **2012**

Short-Term Goals and Objectives:

Accurately and efficiently budget for general expenditures that do not apply to a single department.

Version # 1 Version Date: September 20, 2010

Fund: 001

Dept: 99: Non-Departmental

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

The long term goal of the Non-Departmental area of the budget is to appropriately and accurately budget and monitor the expenditures of funds that affect the city as a whole, independent of a single operational department.

General Fund
Expenditure by Object

Non-Departmental

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
00 ESTIMATED ENDING FUND BALANCE	3,112,230	3,457,500	3,502,570	4,870,150	3,502,570	4,934,210
11 SALARIES & WAGES	0	2,800	2,800	2,800	2,800	2,800
31 OFFICE & OPERATING SUPPLIES	124,360	141,000	141,000	141,000	141,000	141,000
32 FUEL CONSUMED	2,440	2,200	2,200	2,200	2,200	2,200
35 SMALL TOOLS & MINOR EQUIPMENT	18,920	14,800	14,800	14,800	14,800	14,800
41 PROFESSIONAL SERVICES	309,620	149,000	149,000	49,000	149,000	49,000
42 COMMUNICATION	15,990	24,000	24,000	24,000	24,000	24,000
43 TRAVEL	0	6,600	6,600	6,600	6,600	6,600
45 OPERATING RENTALS & LEASES	50,500	55,000	55,000	55,000	55,000	55,000
46 INSURANCE	413,680	401,000	401,000	401,000	401,000	401,000
48 REPAIRS & MAINTENENCE	1,040	2,000	2,000	2,000	2,000	2,000
49 MISCELLANEOUS	65,370	96,150	96,150	103,150	96,150	103,150
51 INTER-GOV. PROFESSIONAL SVS	36,930	26,320	26,320	26,320	26,320	26,320
53 EXTERNAL TAXES AND ASSESSMENTS	17,250	15,000	15,000	15,000	15,000	15,000
70 DEBT SERVICE - PRINCIPAL	0	100,000	100,000	100,000	100,000	100,000
77 PRINCIPAL PAYMENT 59TH STREET PI	42,790	44,400	44,400	44,400	44,400	44,400
83 INTEREST ON DEBT	34,210	144,880	144,880	144,880	144,880	144,880
94 INTERFUND CAPITAL OUTLAY	822,820	777,820	777,820	777,820	777,820	777,820
99 CONTINGENCY	0	138,500	138,500	138,500	138,500	138,500
TOTAL:	5,068,150	5,598,970	5,644,040	6,918,620	5,644,040	6,982,680

Fund: 101 - Street Operation and Maintenance
Dept: Public Works

2011 - 2012 Budget Highlights

Revenue highlights 2011: (Estimated beginning fund balance in 2011: \$646,300)

- \$1,991,930 recurring revenue (motor vehicle fuel tax, utility taxes, etc.)

Expenditure highlights 2011: (Estimated ending fund balance in 2011: \$293,000)

- \$2,345,230 in recurring expenses

Revenue highlights 2012: (Estimated beginning fund balance in 2012: \$325,940)

- \$2,002,930 recurring revenue (motor vehicle fuel tax, utility taxes, etc.)

Expenditure highlights 2012: (Estimated ending fund balance in 2012: \$40,930)

- \$2,287,940 in recurring expenses

Maintenance Item	Maintenance Description	2011			2012		
		Pierce County \$	Private Contract \$	City \$	Pierce County \$	Private Contract \$	City \$
Preservation	Pavement Overlays		5,000			5,000	15,000
Roadway	Patching, chip seal		20,000	89,650		15,000	41,650
Structures	Ret. Walls, Bridges, Guard rails	6,500	6,500	10,000	5,000	5,000	10,000
Street Lighting	Street lighting	500	10,000	54,250	500	5,000	45,250
Traffic Control	Signals, Striping, Signs	121,000	2,000	349,250	111,000	2,000	294,900
Snow & Ice Control	Snow & Ice Control		500	29,550		500	29,500
Street Cleaning	Street Cleaning for chip seal						
Roadside	landscaping, irrigation, shoulders, brushing		20,000	289,000		20,000	284,000
Street Light Charges	Utility companies charges		500,000			500,000	
Vehicle costs				134,000			142,930
	TOTALS	128,000	564,000	955,700	116,500	552,500	863,230

Includes hiring 2.5 FTEs, purchasing of equipment for street and signal maintenance purposes and reducing Pierce County and Private contract maintenance expenses accordingly.

Version #: 1 **Version Date:** July 27, 2010

Fund: 101 – Street Operations and Maintenance

Dept: 21 – Public Works

Schedule A: 2011 NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Provide safe and efficient movement of vehicles, pedestrians and bicyclists through the City's street network through efficient operations and routine maintenance preservation.

2011 Short-Term Goals and Objectives:

- Maintain overall pavement rating to a minimum level of a 70 via conducting appropriate level of pavement maintenance and preservation as outlined in the pavement management system.
- Evaluate the cost effectiveness of Pierce County and other maintenance contracts versus privatization and/or City of Lakewood employees of roadway operations and maintenance (or portions thereof). Hire additional employees and/or outsource as appropriate.
- Continue to develop and adjust comprehensive tracking system for monitoring expenditures and level of service for all City Street Maintenance Contracts.
- Update City of Lakewood standard plans and public work standards for the consistent development of City infrastructure. Modify Municipal Code as required.
- Continue to develop and adjust appropriate level(s) of service for all maintenance functions comparing cost with benefits. (safety, time lines for completion, quality, and durability of products).
- Complete the transition of responsibility of traffic signal maintenance and repair from Pierce County to Public Works Operations & Maintenance Traffic section.

Version #: 1 *Version Date:* July 28, 2010

Fund: 101 – Street Operations and Maintenance

Dept: 21 – Public Works

Schedule A: 2012 NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Provide safe and efficient movement of vehicles, pedestrians and bicyclists through the City's street network through efficient operations and routine maintenance preservation.

2012 Short-Term Goals and Objectives:

- Maintain overall pavement rating to a minimum level of a 70 via conducting appropriate level of pavement maintenance and preservation as outlined in the pavement management system.
- Continue to evaluate the cost effectiveness of Pierce County and other maintenance contracts versus privatization and/or City of Lakewood employees of roadway operations and maintenance (or portions thereof).
- Continue to develop and adjust comprehensive tracking system for monitoring expenditures and level of service for all City Street Maintenance Contracts.
- Update City of Lakewood standard plans and public work standards for the consistent development of City infrastructure. Modify Municipal Code as required.
- Continue to develop and adjust appropriate level(s) of service for all maintenance functions comparing cost with benefits. (safety, time lines for completion, quality, and durability of products).

Version #: 1 *Version Date:* July 27, 2010

Fund: 101 – Street Operations and Maintenance

Dept: 21 – Public Works

Schedule B: 2012 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2012 – 2016 Long-Range Goals and Objectives:

- Continue with enhancement of the comprehensive tracking system for monitoring expenditures and levels of service.
- Development and implementation of a comprehensive tracking system for maintenance issues throughout the City to identify areas that have extraordinarily high amounts of calls for maintenance on the roadway or the roadside.
- Hire additional personnel to conduct, service and respond to general and emergency maintenance requirements of the City of Lakewood infrastructure.
- Reduce the dependency of private and inter-local maintenance contracts and conduct majority of infrastructure maintenance with City of Lakewood personnel.
- Identify and build a long-term maintenance facility for the purpose of conducting, storing & performing routine maintenance with City staff and equipment.
- Identifying local and surrounding agencies as participants of an inter-local agreement cooperative for maintenance and resource needs.

Version #: 1 *Version Date:* July 28, 2010

Fund: 101 – Street Operations and Maintenance

Dept: 21 – Public Works

Schedule B: 2013 – 2017 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2017 Long-Range Goals and Objectives:

- Continue with enhancement of the comprehensive tracking system for monitoring expenditures and levels of service.
- Development and implementation of a comprehensive tracking system for maintenance issues throughout the City to identify areas that have extraordinarily high amounts of calls for maintenance on the roadway or the roadside.
- Hire additional personnel to conduct, service and respond to general and emergency maintenance requirements of the City of Lakewood infrastructure.
- Reduce the dependency of private and inter-local maintenance contracts and conduct majority of infrastructure maintenance with City of Lakewood personnel.
- Identify and build a long-term maintenance facility for the purpose of conducting, storing & performing routine maintenance with City staff and equipment.
- Identifying local and surrounding agencies as participants of an inter-local agreement cooperative for maintenance and resource needs.
- Evaluate current equipment on-hand with project equipment needs; effectiveness and cost comparisons of ownership to lease/rental option of equipment.

Fund 101
Revenues

Street Maintenance
and Operations

2011-2012 Budget

<u>Account Number & Title</u>	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Dept Base	City Manager	Dept Base	City Manager
101.308.00.00.000 ESTIMATED BEGINNING FUND BALANC	0.00	305,900.00	650,000.00	646,300.00	335,070.00	325,940.00
101.316.41.00.000 ELECTRIC - UTILITY TAX	302,460.00	304,500.00	0.00	0.00	0.00	0.00
101.316.47.00.000 TELEPHONE - UTILITY TAX	452,420.00	488,250.00	0.00	0.00	0.00	0.00
101.321.92.01.000 TACOMA POWER CONTRACT	246,340.00	250,000.00	0.00	0.00	0.00	0.00
101.322.40.01.001 OVERSIZE LOAD PERMITS	0.00	0.00	150.00	150.00	150.00	150.00
101.322.40.03.000 RIGHT OF WAY PERMITS	66,750.00	38,000.00	38,000.00	38,000.00	38,000.00	38,000.00
101.322.40.04.000 SITE DEVELOPMENT PERMITS	3,730.00	10,000.00	10,000.00	10,000.00	10,000.00	10,000.00
101.333.20.20.012 SAFETEA-21 GRAVELLY LK DR OVERLAP	704,540.00	0.00	0.00	0.00	0.00	0.00
101.333.97.00.003 FED EMERG MGT ASSIST-DISASTER RE	50.00	0.00	0.00	0.00	0.00	0.00
101.334.01.80.000 STATE MILITARY DEPARTMENT	3,080.00	0.00	0.00	0.00	0.00	0.00
101.336.00.87.000 MOTR VHCL FUEL TAX STREET	927,000.00	900,000.00	900,000.00	900,000.00	900,000.00	900,000.00
101.343.20.02.000 ENGINEERING REVIEW FEE	1,600.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
101.361.11.00.000 INVESTMENT INTEREST	10,820.00	0.00	0.00	0.00	0.00	0.00
101.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	3,730.00	75,000.00	5,000.00	5,000.00	5,000.00	5,000.00
101.361.31.00.000 REALIZED GAINS (LOSSES) ON INVEST	6,070.00-	0.00	0.00	0.00	0.00	0.00
101.361.32.00.000 UNREALIZED GAINS (LOSSES) ON INVE	930.00-	0.00	0.00	0.00	0.00	0.00
101.361.90.00.000 OTHER INTEREST EARNINGS	330.00-	0.00	0.00	0.00	0.00	0.00
101.367.00.00.000 CONTRIBUTIONS & DONATIONS	20,740.00	0.00	0.00	0.00	0.00	0.00
101.369.10.00.000 SALE OF SCRAP AND JUNK	170.00	0.00	1,000.00	1,000.00	1,000.00	1,000.00
101.369.40.00.000 OTHER JUDGEMENTS & SETTLEMENTS	1,550.00	9,000.00	0.00	0.00	0.00	0.00
101.395.20.00.101 INSURANCE RECOVERY STREETS	47,370.00	35,000.00	0.00	0.00	0.00	0.00
101.397.00.01.000 TRANSFER FROM FUND 001	0.00	0.00	1,021,780.00	1,021,780.00	1,029,780.00	1,029,780.00
101.397.00.03.000 TRANSFER FROM FUND 102	5,000.00	0.00	0.00	0.00	0.00	0.00
101.397.00.10.000 TRANSFER FROM FUND 401	47,170.00	0.00	15,000.00	15,000.00	18,000.00	18,000.00
Total :	2,837,190.00	2,416,650.00	2,641,930.00	2,638,230.00	2,338,000.00	2,328,870.00

Fund 101
Expenditure by Object

Street Operations
and Maintenance

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
00 ESTIMATED ENDING FUND BALANCE	28,080	54,060	321,360	293,000	69,290	40,930
11 SALARIES & WAGES	383,750	641,580	835,870	744,600	885,660	760,480
21 PERSONNEL BENEFITS	135,450	185,810	257,570	315,250	273,840	336,000
31 OFFICE & OPERATING SUPPLIES	35,370	109,250	167,750	167,750	128,250	128,250
32 FUEL CONSUMED	8,980	10,000	16,000	16,000	16,000	16,000
35 SMALL TOOLS & MINOR EQUIPMENT	19,310	69,650	67,200	67,200	47,950	47,950
41 PROFESSIONAL SERVICES	321,830	219,260	90,390	90,390	61,890	61,890
42 COMMUNICATION	8,010	12,400	8,500	8,500	8,500	8,500
43 TRAVEL	150	350	3,350	3,350	1,850	1,850
44 ADVERTISING	3,000	3,200	1,000	1,000	1,000	1,000
45 OPERATING RENTALS & LEASES	18,950	131,860	28,260	28,260	18,260	18,260
46 INSURANCE	0	20,000	10,000	10,000	5,000	5,000
47 UTILITY SERVICES	409,280	516,260	543,960	543,960	540,110	540,110
48 REPAIRS & MAINTENENCE	1,293,760	90,500	67,500	67,500	48,430	48,430
49 MISCELLANEOUS	10,350	19,620	22,370	22,370	19,370	19,370
51 INTER-GOV. PROFESSIONAL SVS	962,950	282,350	157,850	157,850	146,350	146,350
61 LAND	1,140	0	0	0	0	0
64 MACHINERY & EQUIPMENT	113,550	50,500	1,250	1,250	0	0
91 INTERFUND PROFESSIONAL SERVICE	340	0	0	0	38,500	38,500
94 INTERFUND CAPITAL OUTLAY	56,510	0	100,000	100,000	110,000	110,000
TOTAL:	3,810,841	2,416,650	2,700,180	2,638,230	2,420,250	2,328,870

Fund: 102 – Street Capital Projects

Dept: Public Works

2011 /12 Budget Highlights

Revenue highlights: (Estimated Fund Balance in 2011 and 2012 respectively: \$215,730 and \$482,720)

- \$1,420,000 annually from Real Estate Excise Tax; Motor Vehicle Fuel Tax; and Utility Fees
- \$4,574,000 in grants

Expenditure highlights:

- \$830,000 in recurring expenses
- \$6,400,000 in capital improvement projects

FY 2011 - 2012 CAPITAL PROJECTS

	Project Name	2011 Budget	2012 Budget	Funding Sources			
				Grants	Street Fund	SWM Fund	Other
1	Bridgeport Way – Steil to 83 rd	696,000	0	484,000	92,000	120,000	
2	Bridgeport Way – 75 th to N. City Lim	1,800,000	0	1,350,000	250,000	200,000	
3	100 th St – GLD to 59 th Ave	1,810,000	0	1,560,000	150,000	100,000	
4	High Accident Location Safety Impr	50,000	50,000	0	100,000	0	
5	Lakewood Station Connection	350,000	0	330,000	20,000	0	
6	Neighborhood Traffic Management	15,000	15,000	0	30,000	0	
7	Murray Rd & 150 th Corridor Capacity	550,000	0	450,000	0	100,000	
8	GLD – 100 th to Bridgeport	230,000	230,000	400,000	60,000	0	
9	Bridgeport Way – 83 rd to 75 th	10,000	50,000	0	60,000	0	
10	Bridgeport Way North Gateway	75,000	0	0	0	0	75,000
11	Traffic Signal Upgrade (LED lamps)	65,000	0	0	65,000	0	
12	So Tac Way – SR512 to 96 th	0	50,000	0	50,000	0	
13	Resurfacing Program – Various	0	330,000	0	330,000	0	
	TOTALS	\$5,651,000	\$725,000	\$4,574,000	\$1,207,000	\$520,000	\$75,000

Version #: 1 Version Date: July 29, 2010

Fund: 102 – Street Capital Projects

Dept: 22 – Public Works

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Provide safe and efficient movement of vehicles, pedestrians, and bicyclists through the City's street network via implementation of a comprehensive capital improvement program.

- **2011**

Short-Term Goals and Objectives:

- Implement current year of the City of Lakewood 6-Year TIP (2011-2016).
- Maintain / improve current pavement management rating (PCI = 74) through effective pavement preservation.
- Identify future transportation upgrades from the Travel Demand Model (TDM) and update Comprehensive Plan as necessary.
- Analyze and upgrade traffic signal timing and coordination in response to development, growth, and JBLM population changes to provide efficient travel through the City's major corridors.
- Evaluate and potentially implement transportation funding options / strategies.
- Evaluate City's top 20 accident locations and implement safety improvements and/or include project(s) in 6-Year TIP update.
- Update, through the Citizens Transportation Advisory Committee, the City's Six Year Comprehensive Transportation Improvement Program (TIP) to address, as much as fiscally practical, the transportation needs identified in the City's Comprehensive Plan and information gathered from other sources (including accident data, Travel Demand Model, Non-Motorized Transportation Plan, Tillicum Neighborhood Plan, and Woodbrook Business Park Plan), and adopt an updated Program by June 30th of each year.

- **2012**

- **Short-Term Goals and Objectives:**

- Implement current year of the City of Lakewood 6-Year TIP (2012-2017).
- Maintain / improve current pavement management rating (PCI = 74) through effective pavement preservation.
- Identify future transportation upgrades from the Travel Demand Model (TDM) and update Comprehensive Plan as necessary.
- Analyze and upgrade traffic signal timing and coordination in response to development, growth, and JBLM population changes to provide efficient travel through the City's major corridors.
- Evaluate and potentially implement transportation funding options / strategies.
- Evaluate City's top 20 accident locations and implement safety improvements and/or include project(s) in 6-Year TIP update.
- Update, through the Citizens Transportation Advisory Committee, the City's Six Year Comprehensive Transportation Improvement Program (TIP) to address, as much as fiscally practical, the transportation needs identified in the City's Comprehensive Plan and information gathered from other sources (including accident data, Travel Demand Model, Non-Motorized Transportation Plan, Tillicum Neighborhood Plan, and Woodbrook Business Park Plan), and adopt an updated Program by June 30th of each year.

Version # 1 Version Date: July 29, 2010

Fund: 102 - Street Capital Projects

Dept: 22 - Public Works

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- Develop financial strategy to reduce dependence on grants to fund capital improvement projects. Much needed improvements on moderate-traffic corridors have little chance of receiving grant funds. Evaluate and potentially implement transportation funding options / strategies.
- Continue to implement the City's intelligent transportation system (ITS) including closed-circuit television (CCTV); traffic management center (TMC) at City Hall; and web-based traffic information system for providing real-time traffic information to the traveling public including: construction zones, temporary road closures, and congestion.
- Raise overall pavement condition index (PCI) from a 74 (FY 2009) to an 80 and thereby provide a more cost effective pavement management program.
- Implement recommendations from the *Non-Motorized Transportation Plan* including completing high priority pedestrian and bikeway improvements.
- Implement recommendations from the *Tillicum Neighborhood Plan* and *Woodbrook Business Park Plan* completing high priority transportation infrastructure improvement projects to support redevelopment.

Fund 102
Revenues

Street Capital
Projects

2011-2012 Budget

<u>Account Number & Title</u>	2009	2010	2011	2011	2012	2012
	<u>Actuals</u>	<u>City Council</u>	<u>Dept Base</u>	<u>City Manager</u>	<u>Dept Base</u>	<u>City Manager</u>
102.308.00.00.000 ESTIMATED BEGINNING FUND BALANCE	0.00	925,560.00	300,000.00	300,000.00	215,730.00	215,730.00
102.316.46.00.000 CABLE - UTILITY TAX	61,950.00	62,570.00	0.00	0.00	0.00	0.00
102.317.30.00.000 REAL ESTATE TAX FIRST 1/4 %	487,660.00	450,000.00	450,000.00	450,000.00	459,000.00	459,000.00
102.317.34.00.000 REAL ESTATE TAX SECOND 1/4 %	509,980.00	450,000.00	450,000.00	450,000.00	459,000.00	459,000.00
102.321.50.01.000 SOLID WASTE RECYCLING LICENSES & I	6,700.00	0.00	0.00	0.00	0.00	0.00
102.321.92.01.000 TACOMA POWER CONTRACT	135,240.00	137,870.00	0.00	0.00	0.00	0.00
102.333.20.00.000 INDIRECT FEDERAL GRANT	0.00	4,810,000.00	4,374,000.00	4,374,000.00	200,000.00	200,000.00
102.333.20.20.001 BRIDGEPORT WAY SW	61,390.00	0.00	0.00	0.00	0.00	0.00
102.333.20.20.009 WSDOT PAC HWY INTERMODAL	5,530.00	0.00	0.00	0.00	0.00	0.00
102.333.20.20.042 WSDOT - 100TH ST SW (GLD TO 59TH)	3,280.00	0.00	0.00	0.00	0.00	0.00
102.333.20.20.054 WSDOT-STEILACOOM BLVD (FARWEST 1	12,090.00	900,000.00	0.00	0.00	0.00	0.00
102.333.20.20.057 WSDOT SRYS-PARK LODGE SIDEWALKS	10,410.00	0.00	0.00	0.00	0.00	0.00
102.333.20.20.205 BRIDGEPORT WAY 59TH TO STEILACOO	961,980.00	0.00	0.00	0.00	0.00	0.00
102.334.03.60.000 WSDOT GRANTS	86,280.00	1,024,000.00	0.00	0.00	0.00	0.00
102.336.00.87.000 MOTOR VEHICLE FUEL TAX	369,500.00	375,000.00	375,000.00	375,000.00	375,000.00	375,000.00
102.338.47.01.000 PIERCE TRANSIT	129,960.00	0.00	0.00	0.00	0.00	0.00
102.339.18.11.001 ENERGY EFFICIENCY & CONSERVATION	7,860.00	0.00	0.00	0.00	0.00	0.00
102.361.11.00.000 INVESTMENT INTEREST	17,630.00	0.00	0.00	0.00	0.00	0.00
102.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	8,900.00	0.00	0.00	0.00	0.00	0.00
102.361.31.00.000 REALIZED GAINS (LOSSES) ON INVESTM	9,870.00-	0.00	0.00	0.00	0.00	0.00
102.361.32.00.000 UNREALIZED GAINS (LOSSES) ON INVES	1,610.00-	0.00	0.00	0.00	0.00	0.00
102.361.90.00.000 OTHER INTEREST EARNINGS	540.00-	0.00	0.00	0.00	0.00	0.00
102.367.00.00.000 CONTRIB & DONATNS-PRVT SOURCES	13,160.00	95,000.00	75,000.00	75,000.00	0.00	0.00
102.367.12.00.000 PLANNING AND DEVELOPMENT CONTRII	20,500.00	0.00	0.00	0.00	0.00	0.00
102.369.90.00.000 MISC REVENUES	3,250.00	0.00	0.00	0.00	0.00	0.00
102.397.00.01.000 TRANSFER FROM FUND 001	307,000.00	0.00	34,450.00	34,450.00	36,440.00	36,440.00
102.397.00.10.000 TRANSFER FROM FUND 401	479,670.00	3,770,000.00	520,000.00	520,000.00	0.00	0.00
Total :	3,687,900.00	13,000,000.00	6,578,450.00	6,578,450.00	1,745,170.00	1,745,170.00

Fund 102
Expenditure by Object

Street Capital
Projects

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
00 ESTIMATED ENDING FUND BALANCE	0	407,350	147,730	132,000	264,720	362,750
02 INTERFUND TRANSFERS	168,280	163,280	168,000	0	168,000	0
11 SALARIES & WAGES	393,970	795,490	611,690	555,950	478,850	411,570
21 PERSONNEL BENEFITS	135,480	196,290	188,380	159,850	185,150	154,400
31 OFFICE & OPERATING SUPPLIES	2,890	1,000	1,000	1,000	1,000	1,000
35 SMALL TOOLS & MINOR EQUIPMENT	28,270	101,740	28,800	28,800	28,600	28,600
41 PROFESSIONAL SERVICES	649,620	513,000	323,000	323,000	210,000	210,000
42 COMMUNICATION	6,250	4,500	4,500	4,500	4,500	4,500
44 ADVERTISING	1,460	350	350	350	350	350
45 OPERATING RENTALS & LEASES	100	0	0	0	0	0
48 REPAIRS & MAINTENENCE	1,800	0	0	0	300,000	300,000
49 MISCELLANEOUS	3,120	1,000	1,000	1,000	1,000	1,000
51 INTER-GOV. PROFESSIONAL SVS	11,030	1,000	1,000	1,000	1,000	1,000
61 LAND	44,520	450,000	650,000	650,000	200,000	200,000
63 OTHER IMPROVEMENTS	3,527,170	10,360,000	4,716,000	4,716,000	65,000	65,000
64 MACHINERY & EQUIPMENT	74,400	0	0	0	0	0
91 INTERFUND PROFESSIONAL SERVICE	390	5,000	5,000	5,000	5,000	5,000
94 INTERFUND CAPITAL OUTLAY	6,870	0	0	0	0	0
TOTAL:	5,055,635	13,000,000	6,846,450	6,578,450	1,913,170	1,745,170

Fund: 104 – Hotel/Motel Fund

Dept: 01 – Economic Development

2011 Budget Highlights

Revenue highlights: (Estimated beginning fund balance in 2011: \$770,160)

- \$400,000 estimated earnings. Applicable to all short-term and long-term goals.
- Continue to foster activities and investments that grow the lodging tax fund.

Expenditure highlights: (Estimated ending fund balance in 2011: \$770,160)

- \$400,000 estimated expenditures through LTAC.
- Contracts completed and achieve their goals.

2012 Budget Highlights

Revenue highlights: (Estimated beginning fund balance in 2012: \$718,660)

- \$400,000 estimated earnings. Applicable to all short-term and long-term goals.
- Continue to foster activities and investments that grow the lodging tax fund.

Expenditure highlights: (Estimated ending fund balance in 2012: \$718,660)

- \$400,000 estimated expenditures through LTAC.
- Contracts completed and achieve their goals.

Version #: 1 Version Date: July 30, 2010

Fund: 104

Dept: Lodging Tax Grant Funds

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description:

The City levies taxes on the sale of or charges made for furnishing lodging (also known as transient occupancy taxes). Lodging taxes are restricted in their use to the encouragement of tourism and cultural activities and tourism facilities in Lakewood. All lodging taxes are deposited in a separate Hotel Tax Fund (Account 104) where they accrue interest and where balances are carried forward each year.

2011 + 2012 – Short-Term Goals and Objectives:

- To grow or enlarge the tourism products (hotels, restaurants, and other destinations) and activities in Lakewood.
- To increase the number of tourists in Lakewood and their length of stay.
- To grow lodging tax generation by increasing the number of hotels and the length of stay in hotels by lodging customers.

Version # 1 *Version Date:* July 30, 2010

Fund: 104

Dept: Lodging Tax Grant Funds

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- To grow or enlarge the tourism products (hotels, restaurants, and other destinations) and activities in Lakewood.
- To increase the number of tourists in Lakewood and their length of stay.
- To grow lodging tax generation by increasing the number of hotels and the length of stay in hotels by lodging customers.

Fund 104
Revenues

Lodging Tax

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
104.308.00.00.000 ESTIMATED BEGINNING FUND BAL	0.00	830,000.00	770,160.00	770,160.00	718,660.00	627,300.00
104.313.30.00.000 HOTEL/MOTEL SPECIAL/ILODGING TAX	344,040.00	315,000.00	315,000.00	315,000.00	315,000.00	315,000.00
104.313.30.01.000 HOTEL/MOTEL TRANSIENT/STADIUM	137,620.00	85,000.00	85,000.00	85,000.00	85,000.00	85,000.00
104.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	4,800.00	0.00	0.00	0.00	0.00	0.00
Total :	486,460.00	1,230,000.00	1,170,160.00	1,170,160.00	1,118,660.00	1,027,300.00

Fund 104
Expenditure by Object

Lodging Tax

2011-2012 Budget

<u>Title/Object</u>	2009	2010	2011	2011	2012	2012
	<u>Actuals</u>	<u>City Council</u>	<u>Department Base</u>	<u>City Manager</u>	<u>Department Base</u>	<u>City Manager</u>
00 ESTIMATED ENDING FUND BALANCE	149,460	704,370	770,160	627,300	718,660	483,700
11 SALARIES & WAGES	47,810	52,990	0	24,280	0	24,330
21 PERSONNEL BENEFITS	16,360	25,290	0	10,580	0	11,270
41 PROFESSIONAL SERVICES	441,930	447,350	400,000	508,000	400,000	508,000
TOTAL:	655,560	1,230,000	1,170,160	1,170,160	1,118,660	1,027,300

Version #: 1 Version Date: August 4, 2010

Fund: 105 - Property Abatement

Dept: Community Development Department

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Administration of a revolving fund to remove dangerous buildings and structures using the Uniform Building and Construction Codes.

2011 - Short-Term Goals and Objectives:

- Process Notice and Orders issued by the Building Official to remove dangerous buildings and structures. Currently there are about 26 cases pending with another 10 cases under consideration.

2012 - Short-Term Goals and Objectives:

- Continue efforts to abate dangerous buildings and structures. With current staffing, 2011's case load should be about the same as 2010.

Version # 1 Version Date: August 4, 2010

Fund: 105 - Property Abatement

Dept: Community Development Department

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- Continue existing program; perform 30 abatement cases per year.
- Expand the size of the loan fund to a total of \$500,000.
- Use abatement funds in coordination with HUD funds to demolish dangerous residential and commercial buildings and replace with either affordable housing and/or commercial structures, the purpose of which is to revitalize neighborhoods.

Fund 105
Revenues

Abatement

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
105.308.00.00.000 ESTIMATED BEGINNING FUND BAL	0.00	210,000.00	0.00	0.00	0.00	0.00
105.343.95.00.000 ABATEMENT CHARGES	25,200.00	30,000.00	240,000.00	240,000.00	240,000.00	240,000.00
105.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	790.00	0.00	0.00	0.00	0.00	0.00
Total :	25,990.00	240,000.00	240,000.00	240,000.00	240,000.00	240,000.00

Fund 105
Expenditure by Object

Abatement

2011-2012 Budget

<u>Title/Object</u>	2009	2010	2011	2011	2012	2012
	<u>Actuals</u>	<u>City Council</u>	<u>Department Base</u>	<u>City Manager</u>	<u>Department Base</u>	<u>City Manager</u>
31 OFFICE & OPERATING SUPPLIES	30	0	0	0	0	0
41 PROFESSIONAL SERVICES	92,390	240,000	240,000	240,000	240,000	240,000
51 INTER-GOV. PROFESSIONAL SVS	860	0	0	0	0	0
TOTAL:	93,280	240,000	240,000	240,000	240,000	240,000

Fund: 180's Seizure Funds

Dept: Public Safety

2011/2012 Budget Highlights

- **180- Narcotics Seizure RCW 69.50.505**

This fund supports the drug emphasis enforcement in the Public Safety Department. 2010 revenue is \$60,180.35 at this writing.

- **181- Civil Seizure RCW 10.105.101**

This fund supports the vice emphasis enforcement in the Public Safety Department. 2010 revenue is \$40,609.16 at this writing.

Version #: 1 Version Date: August 9, 2010

Fund: 180 - Narcotics Seizure

Dept: 180 - Police

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Funds from civil seizure in accordance with RCW 69.50.505 are to be used to enhance the ability of the department to detect and disrupt crimes related to the sale, manufacture and distribution of illegal substances.

- **2011**

Short-Term Goals and Objectives: Using funds and proceeds from civil seizures, the department will fund overtime, purchase of clandestine equipment and services for operations aimed at detecting the sale, manufacture and distribution of illegal substances that affect the City of Lakewood.

- **2012**

Short-Term Goals and Objectives: Using funds and proceeds from civil seizures, the department will fund overtime, purchase of clandestine equipment and services for operations aimed at detecting the sale, manufacture and distribution of illegal substances that affect the City of Lakewood.

Version # 1 Version Date: August 9, 2010

Fund: 180 Narcotics

Dept: Police

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

Use of these funds will enhance the ability of the department to carry out narcotics emphasis in partnership with Pierce County and regional agencies. These partnerships form the framework of cooperative services with DEA, FBI, ICE, Washington State Patrol, Pierce County Sheriff, Pierce County Prosecutor, City of Tacoma, City of Fife, City of Puyallup, City of Milton, City of Fircrest, City of University Place, City of Steilacoom, City of DuPont, City of Seattle and other King and Thurston County agencies.

2013 – 2016 Long-Range Goals and Objectives:

Using these specific funds to continue participation on a regional level with other agencies in cooperative emphasis that reduce and interrupt drug related crime and to increase the quality of life for citizens living in Lakewood.

Fund 180
Revenues

Narcotics Seizure

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
180.308.00.00.000 ESTIMATED BEGINNING FUND BAL	0.00	200,000.00	110,000.00	110,000.00	0.00	0.00
180.357.50.01.000 FORFEITURE SETTLEMENTS	3,650.00	0.00	0.00	0.00	0.00	0.00
180.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	1,970.00	0.00	0.00	0.00	0.00	0.00
180.369.30.00.001 DRUG RELATED FORFEITS	291,790.00	100,000.00	0.00	0.00	0.00	0.00
180.369.90.00.000 MISC REVENUES	2,210.00	0.00	0.00	0.00	0.00	0.00
Total :	299,620.00	300,000.00	110,000.00	110,000.00	0.00	0.00

Fund 180
Expenditure by Object

Narcotics Seizure

2011-2012 Budget

<u>Title/Object</u>	2009	2010	2011	2011	2012	2012
	<u>Actuals</u>	<u>City Council</u>	<u>Department Base</u>	<u>City Manager</u>	<u>Department Base</u>	<u>City Manager</u>
00 ESTIMATED ENDING FUND BALANCE	0	156,730	0	0	0	0
11 SALARIES & WAGES	25,250	65,000	60,000	60,000	0	0
21 PERSONNEL BENEFITS	8,290	0	0	0	0	0
31 OFFICE & OPERATING SUPPLIES	60,130	51,000	41,000	41,000	0	0
35 SMALL TOOLS & MINOR EQUIPMENT	17,630	10,100	0	0	0	0
41 PROFESSIONAL SERVICES	2,130	2,020	0	0	0	0
42 COMMUNICATION	1,400	0	0	0	0	0
43 TRAVEL	12,540	15,150	6,000	6,000	0	0
48 REPAIRS & MAINTENENCE	420	0	3,000	3,000	0	0
TOTAL:	127,787	300,000	110,000	110,000	0	0

Version #: 1 Version Date: August 9, 2010

Fund: 181 - Felony Seizure

Dept: 181 - Police

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Funds from felony seizure in accordance with RCW 10.105.101 are to be used to enhance the ability of the department to detect and disrupt crimes that are felonious in nature.

- **2011**

Short-Term Goals and Objectives: Using funds and proceeds from felony seizures, the department will fund overtime, purchase of clandestine equipment and services for operations aimed at detecting the activities related to felonies that affect the City of Lakewood.

- **2012**

Short-Term Goals and Objectives: Using funds and proceeds from felony seizures, the department will fund overtime, purchase of clandestine equipment and services for operations aimed at detecting the activities related to felonies that affect the City of Lakewood.

Version # 1 Version Date: August 9, 2010

Fund: 181 Felony Seizure

Dept: Police

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

Use of these funds will enhance the ability of the department to carry out vice and felony related emphasis in partnership with Pierce County and regional agencies. These partnerships form the framework of cooperative services with DEA, FBI, ICE, Washington State Patrol, Pierce County Sheriff, Pierce County Prosecutor, City of Tacoma, City of Fife, City of Puyallup, City of Milton, City of Fircrest, City of University Place, City of Steilacoom, City of DuPont, City of Seattle and other King and Thurston County agencies.

2013 – 2016 Long-Range Goals and Objectives:

Using these specific funds to continue participation on a regional level with other agencies in cooperative emphasis that reduce and interrupt vice and felony related crime and to increase the quality of life for citizens living in Lakewood.

Fund 181
Revenues

Felony Seizure

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
181.308.00.00.000 ESTIMATED BEGINNING FUND BAL	0.00	109,300.00	95,000.00	95,000.00	7,000.00	7,000.00
181.342.90.01.001 JOHN SCHOOL	150.00	700.00	700.00	700.00	0.00	0.00
181.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	500.00	0.00	0.00	0.00	0.00	0.00
181.366.20.00.001 INTERFUND RENTS	0.00	0.00	42,000.00	42,000.00	42,000.00	42,000.00
181.369.30.00.002 CIVIL FORFEITURES	-1,970.00	0.00	0.00	0.00	0.00	0.00
Total :	-1,320.00	110,000.00	137,700.00	137,700.00	49,000.00	49,000.00

Fund 181
Expenditure by Object

Felony Seizure

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
00 ESTIMATED ENDING FUND BALANCE	0	95,000	127,700	127,700	49,000	49,000
31 OFFICE & OPERATING SUPPLIES	6,190	10,000	10,000	10,000	0	0
35 SMALL TOOLS & MINOR EQUIPMENT	4,390	5,000	0	0	0	0
41 PROFESSIONAL SERVICES	1,470	0	0	0	0	0
48 REPAIRS & MAINTENANCE	430	0	0	0	0	0
64 MACHINERY & EQUIPMENT	56,720	0	0	0	0	0
TOTALS:	69,200	110,000	137,700	137,700	49,000	49,000

Version #: 1 Version Date: July 22, 2010

Fund: 190.52 Community Development Block Grant

Dept: Community Development Department

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Administration of the Community Development Block Grant entitlement program by the U. S. Department of Housing and Urban Development.

2011 - Short-Term Goals and Objectives:

- Facilitate the development and implementation of the Five Year (FY 2010 – 2015) Consolidated Plan and associated Annual Action Plans.
- Prepare FY 2010 Consolidated Annual Performance Evaluation Report for CDBG and HOME Programs.

2012 - Short-Term Goals and Objectives:

- Facilitate the development and implementation of the Five Year (FY 2010 – 2015) Consolidated Plan and associated Annual Action Plans.
- Prepare FY 2011 Consolidated Annual Performance Evaluation Report for CDBG and HOME Programs.

Version # 1 Version Date: July 21, 2010

Fund: 190.52 Community Development Block Grant

Dept: Community Development Department

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- Update Consolidated Plans, Actions Plans, and Performance Evaluation Reports as required and approved by the U.S. Housing and Urban Development.
- Re-evaluate the City's small business loan program.

Version #: 1 Version Date: July 22, 2010

Fund: 190.53 Community Development Block Grant – HOME Partnership Act Grant

Dept: Community Development Department

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Administration of the U.S. Department of Housing and Urban Development HOME Investment Act Grant.

2011 - Short-Term Goals and Objectives:

- Facilitate the development and implementation of the Five Year (FY 2010 – 2015) Consolidated Plan and associated Annual Action Plans.
- Prepare FY 2010 Consolidated Annual Performance Evaluation Report for CDBG and HOME Programs.

2012 - Short-Term Goals and Objectives:

- Facilitate the development and implementation of the Five Year (FY 2010 – 2015) Consolidated Plan and associated Annual Action Plans.
- Prepare FY 2011 Consolidated Annual Performance Evaluation Report for CDBG and HOME Programs.

Version # 1 Version Date: July 22, 2010

Fund: 190.53 HOME Investment Partnership Act Grant

Dept: Community Development Department

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

Administration of the U.S. Department of Housing and Urban Development HOME Investment Act Grant.

2013 – 2016 Long-Range Goals and Objectives:

- Update Consolidated Plans, Actions Plans, and Performance Evaluation Reports as required and approved by the U.S. Housing and Urban Development.
- Continue the extension of the HOME Consortium agreement with the City of Tacoma (FY 2012 – 2014).
- On behalf of non-profit housing providers, use HOME funds for land acquisition.

Version #: 1 Version Date: July 22, 2010

Fund: 190.55 Community Development Block Grant – Recovery (R)

Dept: Community Development Department

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Administration of the Community Development Block Grant Recovery Program.

2011 - Short-Term Goals and Objectives:

- Provide construction funds for the Grant Avenue leg of the Tillicum sewer project.

2012 - Short-Term Goals and Objectives:

- Provide construction funds for the Grant Avenue leg of the Tillicum sewer project.

Version # 1 Version Date: July 22, 2010

Fund: 190.55 Community Development Block Grant – Recovery (R)

Dept: Community Development Department

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

Administration of the Community Development Block Grant Recovery (CDBG-r) Program.

2013 – 2016 Long-Range Goals and Objectives:

None; once the program funds are expended this grant expires.

Fund 190
Revenues

Grant Fund

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
190.330.00.00.000 PIERCE CO HUMAN SERVICES GRANT	0.00	25,000.00	0.00	0.00	0.00	0.00
190.331.14.20.005 2004-05 CDBG	18,880.00	0.00	0.00	0.00	0.00	0.00
190.331.14.20.006 2005-2006 CDBG	18,440.00	0.00	0.00	0.00	0.00	0.00
190.331.14.20.007 2006-07 CDBG	143,590.00	0.00	0.00	0.00	0.00	0.00
190.331.14.20.008 2007-08 CDBG	286,350.00	0.00	0.00	0.00	0.00	0.00
190.331.14.20.009 2008-09 CDBG	87,950.00	0.00	0.00	0.00	0.00	0.00
190.331.14.20.010 2009-10 CDBG	0.00	641,050.00	0.00	0.00	0.00	0.00
190.331.14.20.011 2010-11 CDBG	0.00	0.00	691,810.00	691,810.00	691,810.00	691,810.00
190.331.14.20.100 CDBG MAJOR REPAIR LOAN PROGRAM I	10,390.00	0.00	0.00	0.00	0.00	0.00
190.333.14.20.000 HOME Grant thru TCRA	267,270.00	0.00	0.00	0.00	0.00	0.00
190.333.14.90.001 HUD LEAD HAZARD CONTROL PROGRAM	80.00	0.00	0.00	0.00	0.00	0.00
190.333.16.58.001 CRIME VICTIMS ADVOCACY	13,720.00	0.00	13,370.00	13,370.00	13,370.00	13,370.00
190.333.16.58.003 DOJ STOP THROUGH PIERCE CO	7,000.00	0.00	0.00	0.00	0.00	0.00
190.334.00.30.000 RECORDS MGMT GRANT	24,620.00	0.00	0.00	0.00	0.00	0.00
190.334.02.70.001 IAC AMERICAN LK BOAT LAUNCH	136,940.00	0.00	0.00	0.00	0.00	0.00
190.334.03.11.004 SHORELINE MASTER PROGRAM	11,820.00	0.00	40,000.00	40,000.00	20,000.00	20,000.00
190.337.21.63.001 PC HUMAN SERVICES GRANT SHB 2163	330.00	0.00	0.00	0.00	0.00	0.00
190.338.14.20.000 HOME Grant thru TCRA	0.00	419,190.00	406,200.00	406,200.00	406,200.00	406,200.00
190.338.59.00.001 HOME REIMBURSEMENTS FROM TACOM	9,590.00	0.00	0.00	0.00	0.00	0.00
190.339.11.42.001 CDBG RECOVERY GRANT	0.00	172,540.00	172,540.00	172,540.00	0.00	0.00
190.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	270.00	0.00	0.00	0.00	0.00	0.00
190.397.00.06.000 TRANSFER FROM FUND 301	334,310.00	0.00	0.00	0.00	0.00	0.00
190.397.00.14.000 TRANSFER FROM FUND 104	149,450.00	0.00	0.00	0.00	0.00	0.00
Total :	1,521,000.00	1,257,780.00	1,323,920.00	1,323,920.00	1,131,380.00	1,131,380.00

Fund 190
Expenditure by Object

Grants

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
00 ESTIMATED ENDING FUND BALANCE	-28740	177,870	172,540	172,540	0	0
11 SALARIES & WAGES	190,220	169,220	155,570	155,140	173,590	186,530
21 PERSONNEL BENEFITS	54,710	56,160	59,660	59,550	69,320	71,780
31 OFFICE & OPERATING SUPPLIES	2,000	2,200	1,650	1,650	1,810	1,810
32 FUEL CONSUMED	0	2,000	1,500	1,500	1,900	1,900
35 SMALL TOOLS & MINOR EQUIPMENT	50	0	0	0	0	0
41 PROFESSIONAL SERVICES	184,550	204,610	543,500	543,500	355,000	355,000
42 COMMUNICATION	2,270	3,000	2,560	2,560	2,650	2,650
43 TRAVEL	310	430	100	100	100	100
44 ADVERTISING	1,710	6,000	4,900	4,900	5,000	5,000
48 REPAIRS & MAINTENENCE	473,920	460,170	240,350	240,890	351,030	335,630
49 MISCELLANEOUS	1,360	2,440	400	400	800	800
51 INTER-GOV. PROFESSIONAL SVS	600	150	150	150	180	180
61 LAND	0	173,530	141,040	141,040	170,000	170,000
Grand Totals	882,960	1,257,780	1,323,920	1,323,920	1,131,380	1,131,380

Version #: 1 Version Date: July 22, 2010

Fund: 191.01 Neighborhood Stabilization Program (NSP) Grant

Dept: Community Development Department

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Demolish and abate blighted and/or unsafe buildings; and to purchase, rehabilitate and sell foreclosed homes to low, moderate and middle income households for the expressed purpose of increasing homeownership opportunities.

2011 - Short-Term Goals and Objectives:

- City to acquire, rehabilitate and sell ONE foreclosed property;
- City to redevelop approximately FIVE demolished or vacant properties; &
- City to remove unfit structures from approximately 18 blighted properties.

2012 - Short-Term Goals and Objectives:

- 2012 Short-Term Goals and Objectives are the same as 2011 (Program expires March 31, 2013).

Version #: 1 Version Date: July 22, 2010

Fund: 191.01 Neighborhood Stabilization Program (NSP) Grant

Dept: Community Development Department

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

None; program expires March 13, 2013.

Fund 191
Revenues

Neighborhood
Stabilization Program

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
191.333.14.20.006 NEIGHBORHOOD STABILIZATION PROG	0.00	626,790.00	19,590.00	19,710.00	0.00	20,090.00
Total :	0.00	626,790.00	19,590.00	19,710.00	0.00	20,090.00

Fund 191
Expenditure by Object

Neighborhood
Stabilization Program

2011-2012 Budget

<u>Title/Object</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Department Base</u>	<u>2011 City Manager</u>	<u>2012 Department Base</u>	<u>2012 City Manager</u>
11 SALARIES & WAGES	0	31,340	13,330	13,460	0	13,460
21 PERSONNEL BENEFITS	0	0	6,260	6,250	0	6,630
41 PROFESSIONAL SERVICES	0	595,450	0	0	0	0
TOTAL:	0	626,790	19,590	19,710	0	20,090

Version #: 1 Version Date: July 28, 2010

Fund: 192 OEA Grant Fund

Dept: OEA03

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Joint Land Use Study (JLUS) (OEA04) - Function/Program Description:

Administration of a Joint Land Use Study (JLUS) grant (\$200,000) provided by the Office of Economic Adjustment. A JLUS is a cooperative land use planning effort between affected local government and the military installation. The recommendations present a rationale and justification, and provide a policy framework to support adoption and implementation of compatible development measures designed to prevent urban encroachment; safeguard the military mission; and protect the public health, safety, and welfare.

2011 - Short-Term Goals and Objectives:

\$180,000 - Grant from Dept of Defense, OEA (grant currently un-contracted)

\$ 20,000 - Other

\$200,000 - Total 2011 Cost

- Complete the JLUS by the end of 2011.

2012 - Short-Term Goals and Objectives:

- Work with surrounding communities to adopt JLUS recommendations.

Version # 1 Version Date: July 28, 2010

Fund: 192 OEA Grant Fund

Dept: OEA03

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2011- JBLM Joint Land Use Study (OEA03) (grant not currently contracted)

2013 – 2016 Long-Range Goals and Objectives:

- Encourage communities within the sphere of JBLM to adopt land use regulations which reduce potential levels of encroachment.
- Act as a regional clearinghouse on military related issues within the region.

Version #: 1 Version Date: July 28, 2010

Fund: 192 OEA Grant Fund

Dept: OEA04

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description:

2011 – JBLM Regional Coordination Partnership start-up (OEA04) (grant currently not contracted)

\$180,000 - Grant from Dept of Defense, OEA

\$ 20,000 - Other

\$200,000 - Total 2011 Cost

2011 - Short-Term Goals and Objectives:

- The Growth Coordination planning process currently underway for JBLM and surrounding local jurisdictions has identified a number of potential projects designed to better respond to, and anticipate, the impacts and benefits of current and continued growth in the area. Continued effort is needed to ensure that these projects can be fully implemented and to foster strong, two-way, coordinated communication between all of the parties involved in governance responsibilities in the Pierce-Thurston region.
- Develop work plan, scope, and OEA application to transition the Regional Steering Committee to a more established model.
- Apply for an Office of Economic Adjustment (OEA) grant to transition the JBLM Regional Coordination Partnership to an ongoing implementation body. The funding expectation is for a multi year effort, with OEA grant funding at 100% for the first year with a 10% non-federal match, 75% funding year two (10% match), 50% funding year three (10% match), 25% funding year four (10% match). As is typical for OEA grants of this type, the funding will

decrease over a five-year period, with the expectation that the Partnership will be fully self-financed within this timeframe. OEA grant funding will begin in 2011, and will end in 2015.

- The Partnership would develop strong working relationships and communication between JBLM and the surrounding communities and service providers.
- The Partnership would look at the additional tools and program component that would assure the effort is sustainable and durable, including:
 - using tools such as a web portal
 - organizing subcommittees that would report back to the Partnership's executive board on things such as coordination of resources for military and their families
 - demographic models and statistics for soldiers and families
 - additional studies that might be needed for local implementation of initiatives.

These efforts are similar to growth implementation efforts that are ongoing elsewhere.

- The Partnership will respond to emerging opportunities to bring increased funding to program and infrastructure needs in the JBLM region. Current such opportunities include:
 - A Washington State Department of Transportation grant request to the Federal Highways Administration for a \$3,000,000 Interchange Justification Report and environmental study for the I-5 corridor adjacent to JBLM.
 - A \$7,000,000 request to the Department of Labor to provide workforce development and job counseling to military spouses and retired military personnel.

2012 – JBLM Regional Coordination Partnership (grant currently not contracted)

\$135,000 - Grant from Dept of Defense, OEA

\$ 15,000 - Other

\$150,000 - Total 2012 Cost

2012 - Short-Term Goals and Objectives:

- § Continuation of the JBLM Regional Coordination Partnership.
- § Apply for an Office of Economic Adjustment Grant to continue the work of the JBLM Regional Coordination Partnership. The multi-year grant would be at the 75% funding year two (10% match) level.
- § The Partnership would continue to develop strong working relationships and communication between JBLM and the surrounding communities and service providers.
- § The Partnership would look at the additional tools and program component that would assure the effort is sustainable and durable, including:
 - using tools such as a web portal
 - organizing subcommittees that would report back to the Partnership's executive board on things such as coordination of resources for military and their families
 - demographic models and statistics for soldiers and families
 - additional studies that might be needed for local implementation of initiatives.
- § The Partnership will respond to emerging opportunities to bring increased funding to program and infrastructure needs in the JBLM region.

Version #: 1 Version Date: July 28, 2010

Fund: 192 OEA Grant Fund

Dept: OEA04

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2011 + 2012 – JBLM Regional Coordination Partnership Start-Up & Membership (OEA04)
(grant currently not contracted)

2013 – 2016 Long-Range Goals and Objectives:

- The Partnership would develop strong working relationships and communication between JBLM and the surrounding communities and service providers.
- The Partnership will respond to emerging opportunities to bring increased funding to program and infrastructure needs in the JBLM region.
- Apply for an Office of Economic Adjustment Grant for continued operation of the JBLM Regional Coordination Partnership. As is typical for OEA grants of this type, the funding decreases over a five-year period, with the expectation that the Partnership will be fully self-financed within this timeframe. OEA grant funding will begin in 2011, and will end in 2015.
- Apply to Office of Economic Adjustment (OEA) or other agency to fund implementation of study recommendations

Fund 192
Revenues

OEA Grant

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
192.331.12.60.001 OFFICE OF ECON ADJ FED GRANT 1	232,400.00	1,395,670.00	0.00	0.00	0.00	0.00
192.331.12.60.002 OFFICE OF ECON ADJ FED GRANT 2	70,630.00	0.00	0.00	0.00	0.00	0.00
192.331.12.60.003 OFFICE OF ECON ADJ FED GRANT 3	0.00	0.00	0.00	98,590.00	0.00	100,100.00
192.381.10.00.002 LOAN RECEIPTS FROM 001	0.00	0.00	0.00	0.00	0.00	0.00
Total :	303,030.00	1,395,670.00	0.00	98,590.00	0.00	100,100.00

Fund 192
Expenditure by Object

OEA Grant

2011-2012 Budget

<u>Title/Object</u>	2009	2010	2011	2011	2012	2012
	<u>Actuals</u>	<u>City Council</u>	<u>Department Base</u>	<u>City Manager</u>	<u>Department Base</u>	<u>City Manager</u>
00 ESTIMATED ENDING FUND BALANCE	24,860	0	0	0	0	0
11 SALARIES & WAGES	0	0	0	71,880	0	71,880
21 PERSONNEL BENEFITS	0	0	0	26,710	0	28,220
31 OFFICE & OPERATING SUPPLIES	0	1,000	0	0	0	0
35 SMALL TOOLS & MINOR EQUIPMENT	0	1,500	0	0	0	0
41 PROFESSIONAL SERVICES	269,710	1,393,170	0	0	0	0
43 TRAVEL	8,450	0	0	0	0	0
TOTAL:	303,028	1,395,670	0	98,590	0	100,100

Fund: 193 - Police ARRA Grants

Dept: Public Safety

Division: Police

2011/2012 Budget Highlights

- **Retaining 3 FTE Public Safety positions in NPO program**

Using funds from Bureau of Justice Assistance (BJA) and Community Oriented Policing (COPS), maintained three Neighborhood Policing positions.

Version #: 1 **Version Date:** August 9, 2010

Fund: 193 – Police ARRA Grant Fund

Dept: 193 – Police

Schedule A: **FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES**

Function/Program Description: American Recovery and Reinvestment Act Fund grants used to retain commissioned officer positions (3) through 2013

- 2011

Short-Term Goals and Objectives: Funds from ARRA are used to continue the Community Policing program by providing salaries and benefits to retain three commissioned positions.

- 2012

Short-Term Goals and Objectives: Funds from ARRA are used to continue the Community Policing program by providing salaries and benefits to retain three commissioned positions.

Version # 1 Version Date: August 9, 2010

Fund: 193 – Police ARRA Grant

Dept: Police

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

Use of federal recovery funds will allow the police department to maintain current level of police services by retaining three jobs that would have been unfunded during this time without the federal assistance of COPS and JAG ARRA.

2013 – 2016 Long-Range Goals and Objectives:

Maintain current police strength, providing basic police service with the community policing model intact especially in the Neighborhood Policing section.

Fund 193
Revenues

ARRA
Grants

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
193.339.11.67.001 COPS - ARRA GRANT	0.00	0.00	268,000.00	236,790.00	279,000.00	238,640.00
193.339.11.68.001 JAG - BYRNE ARRA GRANT	34,040.00	541,600.00	74,890.00	74,890.00	66,190.00	66,190.00
193.339.21.68.001 PC REGIONAL GANG GRANT	105,010.00	0.00	0.00	0.00	0.00	0.00
Total :	139,050.00	541,600.00	342,890.00	311,680.00	345,190.00	304,830.00

Fund 193
Expenditure by Object

ARRA
Grants

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
11 SALARIES & WAGES	0	0	219,470	221,590	228,260	221,590
21 PERSONNEL BENEFITS	0	0	112,420	79,090	116,930	83,240
31 OFFICE & OPERATING SUPPLIES	2,400	9,610	0	0	0	0
35 SMALL TOOLS & MINOR EQUIPMENT	26,580	84,500	5,000	5,000	0	0
43 TRAVEL	0	12,100	6,000	6,000	0	0
64 MACHINERY & EQUIPMENT	10,050	0	0	0	0	0
TOTAL:	39,030	106,210	342,890	311,680	345,190	304,830

Fund: 195- Grant funds

Dept: Public Safety

2011/2012 Budget Highlights

- **Washington Auto Theft Prevention Authority grant (\$500,000)**

This grant provides funds for a county-wide task force to interrupt chop shops, car theft rings, educate the public in regard to car theft, reduce crimes associated with car theft and property theft from vehicles. The grant pays for a FTE Auto Theft Investigator from Lakewood, a .5 FTE Sr. Office Assistant to coordinate and manage the clerical work for the team and 1 FTE Prosecutor at the Pierce Co. Prosecutor's Office. Team members include Washington State Patrol, Cities of Tacoma, Puyallup, Fife, Pierce County Sheriff and the Pierce County Prosecutor. During year two of this grant, the task force recovered 290 vehicles at an estimated value of more than \$300,000, made 235 felony arrests and gained 187 convictions. Year three of the grant has begun and is funding the same personnel and programs.

- **Justice Assistance Grant (\$79,730)**

Grant funds will be used to purchase infrastructure for in car video cameras. Cameras are expected to increase officer confidence, professionalism and reduce liability to the city by offering video evidence.

- **US Coast Guard grant (\$18,804)**

These federal funds will provide for officer overtime to patrol the lakes in Lakewood.

- **Washington State Traffic Safety grants (\$71,556)**

Multiple grants from WSTSC provided funding for overtime emphasis on Night Time Seat Belt use, DUI patrols, Speeding and Motorcycle emphasis patrols as well as radar and other small equipment throughout the year.

- **Justice Assistance Grant (\$82,499)**

JAG funds were used to purchase a PRISM simulator which is used to train officers to choose less lethal force in confrontational situations. This equipment is being used by the cooperative cities as well as the Lakewood Police Department and is the only such portable device in the region.

Version #: 1 *Version Date:* August 9, 2010

Fund: 195 – Police Grants

Dept: 195 – Police

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Funds from state, local and federal sources are acquired to enhance policing in several basic and emphasis services

- 2011

Short-Term Goals and Objectives: Acquiring funds and equipment from local, state and federal agencies, the department will enhance traffic emphasis in school zones, DUI enforcement, seat belt enforcement, assist the state in registering and monitoring sex offenders living in Lakewood, promote boating education and enforcement on the lakes, detect and disrupt car theft and chop shops in cooperation with other Pierce County agencies, create on-site training opportunities with the Range Simulator and partner with the Regional Gang Task Force to detect and disrupt gang activities in the Pierce County region.

- 2012

Short-Term Goals and Objectives: Acquiring funds and equipment from local, state and federal agencies, the department will enhance traffic emphasis in school zones, DUI enforcement, seat belt enforcement, assist the state in registering and monitoring sex offenders living in Lakewood, promote boating education and enforcement on the lakes, detect and disrupt car theft and chop shops in cooperation with other Pierce County agencies, create on-site training opportunities with the Range Simulator and partner with the Regional Gang Task Force to detect and disrupt gang activities in the Pierce County region.

Version # 1 Version Date: August 9, 2010

Fund: 195 Police Grants

Dept: Police

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

Use of federal, state and local grant funds will enhance the ability of the department to carry out basic police services and create emphasis on traffic, sex offender registration, auto theft, anti-drug and anti-gang enforcement. Funds from other sources are used to create overtime emphasis in partnership with Pierce County and regional agencies. These partnerships form the framework of cooperative services with DEA, FBI, ICE, Washington State Patrol, Pierce County Sheriff, Pierce County Prosecutor, City of Tacoma, City of Fife, City of Puyallup, City of Milton, City of Fircrest, City of University Place, City of Steilacoom, City of DuPont, City of Seattle and other King and Thurston County agencies.

2013 – 2016 Long-Range Goals and Objectives:

Continue looking for grants that give the police department additional funding to participate on a regional level with other agencies in cooperative emphasis that reduce violence, theft and vice crime and to increase the quality of life for citizens living in Lakewood.

Fund 195
Revenues

Public Safety
Grants

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
195.331.16.59.005 WEED & SEED PROGRAM GRANT	0.00	175,000.00	0.00	0.00	0.00	0.00
195.331.16.60.001 BULLETPROOF VEST PROGRAM GRANT	0.00	25,000.00	15,000.00	15,000.00	0.00	0.00
195.331.16.70.001 JUSTICE ASSISTANCE GRANT (JAG)	72,550.00	0.00	1,200.00	1,200.00	0.00	0.00
195.331.16.70.002 JAG IN-CAR VIDEO EQUIPMENT GRANT	0.00	0.00	0.00	79,730.00	0.00	0.00
195.333.20.60.000 X-52 SPEED WTSC	1,090.00	25,000.00	0.00	0.00	0.00	0.00
195.333.20.60.001 CLICK IT OR TICKET GRANT	0.00	7,000.00	0.00	0.00	0.00	0.00
195.333.20.60.002 WASPC & WTSC GRANT	0.00	3,000.00	0.00	0.00	0.00	0.00
195.333.20.60.003 DRIVE HAMMERED GET NAILED WTSC G	1,830.00	3,000.00	0.00	0.00	0.00	0.00
195.333.20.60.004 TARGETED MOTORCYCLE WTSC GRANT	4,650.00	0.00	0.00	0.00	0.00	0.00
195.333.20.60.005 TARGETED SPEED EMPHASIS	6,450.00	0.00	0.00	0.00	0.00	0.00
195.333.20.60.006 X - 52 DUI REVENUE	6,330.00	0.00	0.00	0.00	0.00	0.00
195.333.21.65.001 STOP VAWA - TRAINING GRANT	3,870.00	0.00	0.00	0.00	0.00	0.00
195.333.97.00.004 SAFE BOATING GRANT	14,080.00	0.00	17,000.00	17,000.00	0.00	0.00
195.334.06.90.001 REG SEX OFFENDER GRANT	15,690.00	0.00	17,400.00	17,400.00	17,400.00	17,400.00
195.334.06.91.001 WATPA ATTACK GRANT	98,820.00	250,000.00	278,840.00	279,450.00	130,500.00	127,760.00
Total :	225,360.00	488,000.00	329,440.00	409,780.00	147,900.00	145,160.00

Fund 195
Expenditure by Object

Public Safety
Grants

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
00 ESTIMATED ENDING FUND BALANCE	0	222,140	0	0	0	0
11 SALARIES & WAGES	40,190	82,920	158,250	153,350	119,160	110,350
21 PERSONNEL BENEFITS	13,560	2,370	27,790	33,300	28,740	34,810
31 OFFICE & OPERATING SUPPLIES	5,240	26,090	22,700	22,900	0	0
32 FUEL CONSUMED	2,900	0	250	250	0	0
35 SMALL TOOLS & MINOR EQUIPMENT	22,190	15,000	17,500	17,500	0	0
41 PROFESSIONAL SERVICES	600	101,980	9,610	14,120	0	0
42 COMMUNICATION	3,370	6,000	6,000	6,000	0	0
43 TRAVEL	7,260	11,500	6,000	9,760	0	0
44 ADVERTISING	0	0	0	800	0	0
45 OPERATING RENTALS & LEASES	28,410	2,500	62,640	62,640	0	0
46 INSURANCE	0	0	1,200	1,200	0	0
47 UTILITY SERVICES	1,840	5,000	5,000	5,000	0	0
48 REPAIRS & MAINTENENCE	3,610	12,500	12,500	12,500	0	0
64 MACHINERY & EQUIPMENT	48,900	0	0	70,460	0	0
TOTAL:	178,070	488,000	329,440	409,780	147,900	145,160

200 Funds
Revenues

Debt Service

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
202.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	1,650.00	0.00	0.00	0.00	0.00	0.00
202.361.55.00.101 CLID INTEREST - DISTRICT 1101	127,780.00	102,480.00	100,000.00	100,000.00	100,000.00	100,000.00
202.361.55.00.108 LID INTEREST - DISTRICT 1108	47,120.00	38,440.00	40,000.00	40,000.00	40,000.00	40,000.00
202.368.10.00.101 CLID PRINCIPAL - DISTRICT 1101	553,740.00	160,000.00	160,000.00	160,000.00	160,000.00	160,000.00
202.368.10.00.108 LID PRINCIPAL - DISTRICT 1108	48,890.00	48,000.00	57,000.00	57,000.00	57,000.00	57,000.00
203.361.11.02.000 PUBLIC FUNDS INTEREST	280.00	0.00	0.00	0.00	0.00	0.00
203.397.00.01.000 TRANSFER FROM FUND 001	141,190.00	0.00	0.00	0.00	0.00	0.00
204.308.00.00.000 ESTIMATED BEGINNING FUND BALANCE	0.00	836,800.00	0.00	0.00	0.00	0.00
204.343.50.00.001 SEWER CHARGES	376,080.00	355,000.00	355,000.00	355,000.00	355,000.00	355,000.00
204.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	2,610.00	0.00	0.00	0.00	0.00	0.00
251.308.00.00.000 ESTIMATED BEGINNING FUND BALANCE	0.00	387,460.00	0.00	0.00	0.00	0.00
251.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	1,880.00	0.00	0.00	0.00	0.00	0.00
Total :	1,301,220.00	1,928,180.00	712,000.00	712,000.00	712,000.00	712,000.00

200 Funds
Expenditure by Object

Debt Service

2011-2012 Budget

<u>Title/Object</u>	2009	2010	2011	2011	2012	2012
	<u>Actuals</u>	<u>City Council</u>	<u>Department Base</u>	<u>City Manager</u>	<u>Department Base</u>	<u>City Manger</u>
00 ESTIMATED ENDING FUND BALANCE	0	1,224,130	0	0	0	0
41 PROFESSIONAL SERVICES	180	0	0	0	0	0
73 LID BONDS PRINCIPAL	611,100	208,000	217,000	217,000	217,000	217,000
78 SEWER PROJECT PRINCIPAL	82,350	323,300	325,000	325,000	325,000	325,000
83 INTEREST ON DEBT	155,720	172,750	170,000	170,000	170,000	170,000
TOTAL:	849,350	1,928,180	712,000	712,000	712,000	712,000

Fund 301
Revenues

Capital Projects
Fund

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
301.308.00.00.000 ESTIMATED BEGINNING FUND BAL	0.00	460,000.00	0.00	0.00	0.00	0.00
301.361.11.00.000 INVESTMENT INTEREST	12,230.00	0.00	0.00	0.00	0.00	0.00
301.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	610.00	0.00	0.00	0.00	0.00	0.00
301.361.31.00.000 REALIZED GAINS (LOSSES) ON INVEST	11,300.00-	0.00	0.00	0.00	0.00	0.00
301.361.32.00.000 UNREALIZED GAINS (LOSSES) ON INVES	1,540.00-	0.00	0.00	0.00	0.00	0.00
301.361.90.00.000 OTHER INTEREST EARNINGS	590.00-	0.00	0.00	0.00	0.00	0.00
301.391.10.00.001 GO BOND PROCEEDS - PUBLIC SAFETY	2,695,000.00	0.00	0.00	0.00	0.00	0.00
301.392.00.00.000 BOND PREMIUM	47,360.00	0.00	0.00	0.00	0.00	0.00
301.397.00.10.000 TRANSFER FROM FUND 401	0.00	0.00	20,000.00	0.00	0.00	0.00
301.397.01.00.000 TRANSFER FROM FUND 001	2,550,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Total :	5,291,770.00	510,000.00	70,000.00	50,000.00	50,000.00	50,000.00

Fund 301
Expenditure by Object

Capital Projects

2011-2012 Budget

<u>Title/Object</u>	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
00 ESTIMATED ENDING FUND BALANCE	334,310	115,000	0	0	0	0
35 SMALL TOOLS & MINOR EQUIPMENT	770	0	0	0	0	0
41 PROFESSIONAL SERVICES	540	0	0	0	0	0
62 BUILDINGS AND STRUCTURES	19,990	0	0	0	0	0
63 OTHER IMPROVEMENTS	290,750	395,000	50,000	50,000	50,000	50,000
TOTAL:	646,360	510,000	50,000	50,000	50,000	50,000

Fund: 311 – Sewer Extension

Dept: Public Works

2011 /12 Budget Highlights

Revenue highlights:

- 2010 Ending Fund Balance \$523,890
- PWTF \$1,930,000
- EDA Grant \$175,000
- CDBG and CDBG-R \$472,540

Expenditure highlights:

- Additional extension projects completed on 146th and Grant Avenue
- Up to \$1,900,000 available for side sewer loan program

FY 2011 CAPITAL PROJECTS (side sewer program may carry over to 2012)

	Project Name	Budget	Funding Sources	
			Grants	Other (PWTF)
1	Woodbrook Sewer Extension	350,000	175,000	175,000
2	Grant Ave Sewer Extension	472,000	472,000	0
3	Side Sewer Loan Program	2,000,000	70,000	1,930,000
	TOTALS	\$2,822,000	717,000	2,105,000

Version #: 1 Version Date: July 29, 2010

Fund: 311 – Sewer Project

Dept: Public Works

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description: Construct sanitary sewer extension to the neighborhoods of Tillicum and Woodbrook.

- **2011**

Short-Term Goals and Objectives:

- Complete construction of Woodbrook sanitary sewer extension and Grant Avenue sanitary sewer extension by July 2011.
- Gain commitments from “360 residential equivalent” property owners to connect to sewer in order to start sewer hook-ups and “turn-on” and “turn over (to Pierce County)” the system by June 2011.

- **2012**

Short-Term Goals and Objectives:

- Begin collection of side sewer loan program repayments.

Fund 311
Revenues

Sewer Project

2011-2012 Budget

<u>Account Number & Title</u>	2009	2010	2011	2011	2012	2012
	<u>Actuals</u>	<u>City Council</u>	<u>Dept Base</u>	<u>City Manager</u>	<u>Dept Base</u>	<u>City Manager</u>
311.308.00.00.000 ESTIMATED BEGINNING FUND BAL	0.00	1,000,000.00	523,890.00	523,890.00	0.00	0.00
311.331.11.30.001 EDA 07-01-05958	639,430.00	925,000.00	175,000.00	175,000.00	0.00	0.00
311.331.66.20.001 AM LK/TILlicUM SEWER EPA GRANT	0.00	600,000.00	0.00	0.00	0.00	0.00
311.334.04.20.004 UNION AVENUE REDEVELOPMENT	102,120.00	500,000.00	0.00	0.00	0.00	0.00
311.343.20.00.000 ENGINEERING SERVICES	58,130.00	0.00	0.00	0.00	0.00	0.00
311.343.50.00.001 SEWER CHARGES	0.00	0.00	0.00	0.00	0.00	0.00
311.361.11.00.000 INVESTMENT INTEREST	8,820.00	0.00	0.00	0.00	0.00	0.00
311.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	6,040.00	0.00	0.00	0.00	0.00	0.00
311.361.31.00.000 REALIZED GAINS (LOSSES) ON INVEST	-4,950.00	0.00	0.00	0.00	0.00	0.00
311.361.32.00.000 UNREALIZED GAINS (LOSSES) ON INVES	-750.00	0.00	0.00	0.00	0.00	0.00
311.361.90.00.000 OTHER INTEREST EARNINGS	-270.00	0.00	0.00	0.00	0.00	0.00
311.367.12.00.000 PLANNING AND DEVELOPMENT CONTRI	227,440.00	0.00	0.00	0.00	0.00	0.00
311.391.80.02.000 PUBLIC WORKS TRUST LOAN	2,500,000.00	3,875,000.00	1,930,000.00	1,930,000.00	0.00	0.00
311.397.00.01.002 CDBG GRANT	0.00	0.00	300,000.00	300,000.00	0.00	0.00
311.397.00.10.000 TRANSFER FROM FUND 401	134,590.00	0.00	0.00	0.00	0.00	0.00
311.397.00.12.000 TRANSFER FROM FUND 190.55	0.00	172,540.00	172,540.00	172,540.00	0.00	0.00
Total :	3,670,600.00	7,072,540.00	3,101,430.00	3,101,430.00	0.00	0.00

Fund 311
Expenditure by Object

Sewer Project

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
00 ESTIMATED ENDING FUND BALANCE	0	908,180	230,540	231,260	0	0
11 SALARIES & WAGES	247,170	147,430	32,340	31,700	0	0
21 PERSONNEL BENEFITS	84,500	49,630	9,250	9,170	0	0
31 OFFICE & OPERATING SUPPLIES	4,850	6,000	2,000	2,000	0	0
35 SMALL TOOLS & MINOR EQUIPMENT	8,550	2,000	1,000	1,000	0	0
41 PROFESSIONAL SERVICES	515,690	210,000	135,000	135,000	0	0
42 COMMUNICATION	2,350	1,700	0	0	0	0
44 ADVERTISING	2,760	1,000	500	500	0	0
45 OPERATING RENTALS & LEASES	1,350	12,000	0	0	0	0
46 INSURANCE	1,650	0	0	0	0	0
47 UTILITY SERVICES	1,670	2,100	600	600	0	0
48 REPAIRS & MAINTENENCE	1,040	2,500	200	200	0	0
49 MISCELLANEOUS	3,120	0	0	0	0	0
51 INTER-GOV. PROFESSIONAL SVS	145,780	30,000	0	0	0	0
63 OTHER IMPROVEMENTS	2,379,990	5,700,000	2,690,000	2,690,000	0	0
91 INTERFUND PROFESSIONAL SERVICE	380	0	0	0	0	0
TOTALS:	3,400,850	7,072,540	3,101,430	3,101,430	0	0

Fund: 401 – Surface Water Management

Dept: 41 – Surface Water Management

2011-2012 Budget Highlights

Revenue highlights: (Estimated beginning fund balance in 2011 and 2012 respectively: \$7,647,000; \$4,091,820).

- \$2,800,000 estimated annual service charges. Applicable to all short-term and long-term goals.
- \$265,000 in state DOE grants. Applicable to National Pollutant Discharge Elimination System (NPDES) goals and capital project goals as funds can be spent on both.
- \$90,000 estimated annual investment interest. Applicable to all short-term and long-term goals.

Expenditure highlights: (Estimated ending fund balance for 2011 and 2012 respectively: \$4,083,260; \$2,565,210).

- \$6,608,740 estimated 2011 expenditures; \$4,526,610 estimated 2012 expenditures.
- \$95,000 purchase of backhoe and trailer. Goal met: part of our overall dept. function: maintain our drainage infrastructure.
- \$1,050,000 carried over from 2010 for future Public Works facility land purchase. Goal met: support infrastructure maintenance.
- Hire 3.5 staff; 2.5 for maintenance division, 1 engineer for SWM division. Goal met: Applicable to all short-term and long-term goals. Additional resources for infrastructure maintenance; additional NPDES permit and capital project support.
- Approx. 90% reduction in County SWM maintenance costs. Work will be done by our maintenance forces.

FY 2011-2012 CAPITAL PROJECTS

	Project Name	2011 Budget	2012 Budget	Funding Sources			
				Grants	Street Fund	SWM Fund	Other
1	Grant Ave. Road and Storm Transfer to 102 fund to pay for stormwater infrastructure	250,000	0	0	0	250,000	
2	improvements on road projects Steilacoom Blvd. Outfall Water	520,000	0	0	0	520,000	
3	Quality Project	220,000	0	0	0	220,000	
4	Woodbrook Road and Storm Property purchase for future Public	440,000	0	0	0	440,000	
5	Works facility	1,050,000	0	0	0	1,050,000	
6	Drywell Replacement (100/yr)	500,000	520,000	0	0	1,020,000	
7	Lakewood Dr. Outfalls Water Quality	250,000	0	0	0	250,000	
8	Mtn. View Outfall Water Quality	0	240,000	0	0	240,000	
9	Outfall Water Quality Program	0	400,000	0	0	400,000	
	TOTALS	\$3,230,000	\$ 1,160,000	0	0	\$ 4,390,000	

Version #: 1 Version Date: July 29, 2010

Fund: 401 – Surface Water Management

Dept: 41 – Surface Water Management

Schedule A: FUNCTION/PROGRAM DESCRIPTION AND NARRATIVE OF SHORT-TERM GOALS AND OBJECTIVES

Function/Program Description:

To support the public health, safety and welfare as it relates to surface water management through effective planning, construction and maintenance.

2011 Short-Term Goals and Objectives:

- Implement the annual capital elements of the current Surface Water Management Program, Capital Facility Improvements. Project focus in 2011 will be stormwater infrastructure upgrades (drywell replacements and Bridgeport Way), and water quality projects (Steilacoom Blvd. and Lakewood Dr. outfalls).
- Continue to implement a stormwater management program that meets the requirements of the NPDES Phase II permit. Work items for 2011 include implementing a program to detect and remove illicit connections and illegal discharges to our stormwater system, updating our drainage maps, and conducting field assessments of high priority water bodies.

2012 Short-Term Goals and Objectives:

- Implement the annual capital elements of the current Surface Water Management Program, Capital Facility Improvements. Project focus in 2012 will be stormwater infrastructure upgrades (drywell replacements), and water quality projects (Mountain View and other city-wide outfall improvements).
- Continue to implement a stormwater management program that meets the requirements of the NPDES Phase II permit. A new NPDES permit is anticipated to be issued by the WA state Dept. of Ecology in early 2012. Work items will be determined once the new permit is issued.

Version #: 1 Version Date: July 29, 2010

Fund: 401 – Surface Water Management

Dept: 41 – Surface Water Management

Schedule B: 2013 – 2016 NARRATIVE OF LONG-RANGE GOALS AND OBJECTIVES

2013 – 2016 Long-Range Goals and Objectives:

- Develop long-term lake management plans for the major lakes within Lakewood. Management plans exist for Gravelly Lake and Lake Louise. Others are needed for American, Steilacoom and Waughop lakes.
- Meet or exceed all state and federal stormwater requirements. Of particular importance is the NPDES permit and its' various requirements and implementation schedules between 2011 and 2016. A new 5-year permit should be issued in early 2012.

Fund 401
Revenues

Surface Water
Management

2011-2012 Budget

<u>Account Number & Title</u>	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Dept Base	City Manager	Dept Base	City Manager
401.308.00.00.000 EST. BEGINNING F/B CONTROL	0.00	14,000,000.00	7,647,000.00	7,647,000.00	4,454,050.00	4,454,050.00
401.334.03.11.001 DEPARTMENT OF ECOLOGY	24,260.00	0.00	40,000.00	40,000.00	0.00	0.00
401.334.03.11.002 LAKE STEILACOOM C H APPLICATION	15,770.00	0.00	0.00	0.00	0.00	0.00
401.334.03.11.005 2011 MUNICIPAL STORMWATER GRANT	0.00	0.00	115,000.00	115,000.00	110,000.00	110,000.00
401.334.04.20.004 UNION AVENUE REDEVELOPMENT	49,020.00	0.00	0.00	0.00	0.00	0.00
401.343.20.02.000 ENGINEER REVIEW FEE	200.00	0.00	0.00	0.00	0.00	0.00
401.343.83.00.000 SURFACE WATER MANAGEMENT	2,847,150.00	2,700,000.00	2,800,000.00	2,800,000.00	2,800,000.00	2,800,000.00
401.361.11.00.000 INVESTMENT INTEREST	97,980.00	650,000.00	58,500.00	58,500.00	58,500.00	58,500.00
401.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	54,310.00	0.00	31,500.00	31,500.00	31,500.00	31,500.00
401.361.31.00.000 REALIZED GAINS (LOSSES) ON INVEST	-45,290.00	0.00	0.00	0.00	0.00	0.00
401.361.32.00.000 UNREALIZED GAINS (LOSSES) ON INVES	-12,830.00	0.00	0.00	0.00	0.00	0.00
401.361.40.03.001 INT RECEIVED FROM LOANS, CONTRAC	0.00	15,000.00	0.00	0.00	0.00	0.00
401.361.90.00.000 OTHER INTEREST EARNINGS	-4,260.00	0.00	0.00	0.00	0.00	0.00
401.369.90.00.000 MISC REVENUES	3,650.00	0.00	0.00	0.00	0.00	0.00
401.395.40.00.001 PROCEEDS FROM SALE OF ASSET	4,070.00	0.00	0.00	0.00	0.00	0.00
401.397.00.01.000 TRANSFER FROM FUND 001	12,050.00	0.00	0.00	0.00	0.00	0.00
Total :	3,046,080.00	17,365,000.00	10,692,000.00	10,692,000.00	7,454,050.00	7,454,050.00

Fund 401
Expenditure by Object

Surface Water
Management

2011-2012 Budget

Title/Object	2009	2010	2011	2011	2012	2012
	Actuals	City Council	Department Base	City Manager	Department Base	City Manager
00 ESTIMATED ENDING FUND BALANCE	0	5,991,980	4,454,050	4,123,310	3,203,230	2,967,450
01 DEPRECIATION	808,200	815,930	956,630	956,630	1,004,130	1,004,130
02 INTERFUND TRANSFERS	913,570	4,022,340	786,140	794,700	269,140	287,700
11 SALARIES & WAGES	504,280	584,560	654,010	781,620	673,550	783,510
21 PERSONNEL BENEFITS	187,970	211,020	242,940	342,510	257,560	364,820
31 OFFICE & OPERATING SUPPLIES	20,190	33,600	31,450	31,450	31,450	31,450
32 FUEL CONSUMED	3,450	5,000	5,000	5,000	5,000	5,000
35 SMALL TOOLS & MINOR EQUIPMENT	4,390	7,800	9,590	9,590	7,800	7,800
41 PROFESSIONAL SERVICES	698,140	1,009,800	801,000	801,000	781,000	781,000
42 COMMUNICATION	4,750	4,550	4,550	4,550	4,550	4,550
43 TRAVEL	20	800	800	800	800	800
44 ADVERTISING	1,800	500	500	500	500	500
45 OPERATING RENTALS & LEASES	3,770	2,000	5,000	5,000	5,000	5,000
47 UTILITY SERVICES	180	650	650	650	650	650
48 REPAIRS & MAINTENENCE	11,620	6,000	6,000	6,000	6,000	6,000
49 MISCELLANEOUS	5,530	5,220	8,640	8,640	8,640	8,640
51 INTER-GOV. PROFESSIONAL SVS	386,460	336,000	116,800	116,800	116,800	116,800
53 EXTERNAL TAXES AND ASSESSMENT	39,790	39,500	40,500	40,500	40,500	40,500
54 INTERFUND UTILITY TAXES	170,650	0	0	0	0	0
61 LAND	38,360	925,000	1,050,000	1,050,000	0	0
63 OTHER IMPROVEMENTS	2,146,820	3,350,000	1,500,000	1,500,000	1,020,000	1,020,000
64 MACHINERY & EQUIPMENT	-2,459,360	0	0	95,000	0	0
94 INTERFUND CAPITAL OUTLAY	14,180	12,750	17,750	17,750	17,750	17,750
Grand Totals	3,504,760	17,365,000	10,692,000	10,692,000	7,454,050	7,454,050

Fund 501
Revenues

Equipment
Replacement

2011-2012 Budget

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
501.308.00.00.000 EST. BEGINNING F/B CONTROL	0.00	157,980.00	0.00	0.00	0.00	0.00
501.361.11.00.000 INVESTMENT INTEREST	17,800.00	0.00	0.00	0.00	0.00	0.00
501.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	16,200.00	0.00	0.00	0.00	0.00	0.00
501.361.31.00.000 REALIZED GAINS (LOSSES) ON INVEST	-7,180.00	7,000.00	0.00	0.00	0.00	0.00
501.361.32.00.000 UNREALIZED GAINS (LOSSES) ON INVES	-6,950.00	0.00	0.00	0.00	0.00	0.00
501.361.90.00.000 OTHER INTEREST EARNINGS	-1,260.00	0.00	0.00	0.00	0.00	0.00
501.365.20.01.000 VEHICLE REPLACEMENT FEES	1,088,360.00	859,030.00	859,030.00	859,030.00	859,030.00	859,030.00
501.395.10.00.015 PROCEEDS FROM THE SALE OF VEHIC	25,930.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00
501.395.20.00.015 INSURANCE RECOVERY POLICE	44,370.00	40,000.00	40,000.00	40,000.00	40,000.00	40,000.00
Total :	1,180,770.00	1,084,010.00	919,030.00	919,030.00	919,030.00	919,030.00

Fund 501
Expenditure by Object

Equipment
Replacement

2011-2012 Budget

<u>Title/Object</u>	2009	2010	2011	2011	2012	2012
	<u>Actuals</u>	<u>City Council</u>	<u>Department Base</u>	<u>City Manager</u>	<u>Department Base</u>	<u>City Manager</u>
00 ESTIMATED ENDING FUND BALANCE	490,570	481,300	643,030	643,030	542,030	542,030
51 INTER-GOV. PROFESSIONAL SVS	249	0	0	0	0	0
64 MACHINERY & EQUIPMENT	-249	602,710	276,000	276,000	377,000	377,000
TOTAL:	490,570	1,084,010	919,030	919,030	919,030	919,030

FUND 502
EXPENDITURE BY OBJECT

CITY HALL
SERVICE FUND

2011-2012 BUDGET

<u><i>Title/Object</i></u>	<u><i>2009 Actuals</i></u>	<u><i>2010 City Council</i></u>	<u><i>2011 Department Base</i></u>	<u><i>2011 City Manager</i></u>	<u><i>2012 Department Base</i></u>	<u><i>2012 City Manager</i></u>
00 ESTIMATED ENDING FUND BALANCE	3,255	115,000	0	333,600	0	333,600
51 INTER-GOV. PROFESSIONAL SVS	185	2,000	0	0	0	0
61 CITY HALL LAND ACQUISITION	93	0	0	0	0	0
63 OTHER IMPROVEMENTS	7,027	0	0	0	0	0
64 MACHINERY & EQUIPMENT	-7,305	0	0	0	0	0
TOTAL:	3,255	117,000	0	333,600	0	333,600

FUND 502
REVENUES

CITY HALL
SERVICE FUND

2011-2012 BUDGET

<u>Account Number & Title</u>	<u>2009 Actuals</u>	<u>2010 City Council</u>	<u>2011 Dept Base</u>	<u>2011 City Manager</u>	<u>2012 Dept Base</u>	<u>2012 City Manager</u>
502.308.00.00.000 ESTIMATED BEGINNING FUND BAL	0.00	2,000.00	0.00	333,600.00	0.00	333,600.00
502.361.11.00.000 INVESTMENT INTEREST	870.00	0.00	0.00	0.00	0.00	0.00
502.361.11.02.000 PUBLIC FUNDS INTEREST INCOME	350.00	0.00	0.00	0.00	0.00	0.00
502.361.32.00.000 UNREALIZED GAINS (LOSSES) ON INV	80.00	0.00	0.00	0.00	0.00	0.00
502.361.90.00.000 OTHER INTEREST EARNINGS	-170.00	0.00	0.00	0.00	0.00	0.00
502.397.00.01.000 TRANSFER FROM FUND 001	102,000.00	0.00	0.00	0.00	0.00	0.00
502.397.00.06.000 TRANSFER FROM FUND 301	0.00	115,000.00	0.00	0.00	0.00	0.00
Total :	103,130.00	117,000.00	0.00	333,600.00	0.00	333,600.00