



## LAKWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, February 24, 2014

7:00 P.M.

City of Lakewood  
City Council Chambers  
6000 Main Street SW  
Lakewood, WA 98499

Page No.

### Call to Order

### Items for Discussion:

- ( 1) 1. Review of the parks Legacy Plan. - (Memorandum)
- ( 15) 2. Review of a proposed agreement with the United States Golf Association relative to parking at Ft. Steilacoom Park during the 2015 US Open golf tournament. - (Memorandum)
- ( 25) 3. Review of a proposed expansion of multi-family tax exemption residential area boundaries. - (Memorandum)
- ( 64) 4. Review of a proposed public defense contract. - (Memorandum)
- ( 79) 5. Review of the proposed Pierce County Regional Council transportation grant applications and timeline. - (Memorandum)
- (113) 6. Review of the Information Technology Assessment and computer replacement program. - (Memorandum)

### Briefing by the City Manager

### Items Tentatively Scheduled for the March 3, 2014 Regular City Council Meeting:

1. Item Nos. 1, 2, 4 and 6 above.
2. Proclamation declaring March 10 - 14, 2014 as Classified School Employees Week. - *Ms. Irene Oda, President of Educational Support Personnel of Clover Park School District*
3. Appointing an individual to serve on the Citizens' Transportation Advisory Committee. - (Motion - Regular Agenda)

*The City Council Chambers is accessible to persons with disabilities. Equipment is available for the hearing impaired. Persons requesting special accommodations or language interpreters should contact the City Clerk's Office, 589-2489, as soon as possible in advance of the Council meeting so that an attempt to provide the special accommodations can be made.*

<http://www.cityoflakewood.us>

*The Council Chambers will be closed 15 minutes after adjournment of the meeting.*

4. Appointing an individual to serve on the Parks and Recreation Advisory Board. - (Motion - Regular Agenda)

### **City Council Comments**

### **Adjournment**

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**LAKWOOD CITY HALL**  
 6000 Main Street SW, Lakewood, WA 98499-5027  
 (253) 589-2489

**MEETING SCHEDULE**  
**February 24, 2014 – February 28, 2014**

Date	Time	Meeting	Location
February 24	7:00 P.M.	City Council Study Session	Lakewood City Hall Council Chambers
February 25	5:30 P.M.	Citizens Transportation Advisory Committee	Lakewood City Hall 1 <sup>st</sup> Floor, Conference Room 1E
February 26	5:30 P.M.	Community Development Block Grant Citizen's Advisory Board	Lakewood City Hall 3rd Floor, Conference Room 3A
February 27	3:30 P.M. by appointment only	City Talk with the Mayor or another Councilmember. Please call 253-589-2489 for an appointment	Lakewood City Hall 3rd Floor, Mayor's office
February 28	No Meetings Scheduled		

**TENTATIVE MEETING SCHEDULE**  
**March 3, 2014 – March 7, 2014**

Date	Time	Meeting	Location
March 3	4:30 PM	Arts Commission	Lakewood City Hall 3 <sup>rd</sup> Floor, Conference Room 3A
	6:00 PM	Youth Council	Lakewood City Hall 3 <sup>rd</sup> Floor, Conference Room 3A
	7:00 PM	City Council	Lakewood City Hall Council Chambers
March 4	No Meeting Scheduled		
March 5	5:15 PM	Public Safety Advisory Committee	Lakewood Police Station Multi-Purpose Room 9401 Lakewood Drive SW
	6:30 PM	Planning Advisory Board	Lakewood City Hall Council Chambers
March 6	9:30 AM	Civil Service Commission	Lakewood City Hall 1 <sup>st</sup> Floor, Conference Room 1E
	6:30 PM	Tillicum/Woodbrook Neighborhood Association	Tillicum Community Center 14916 Washington Avenue SW
March 7	No Meetings Scheduled		

NOTE: The City Clerk's Office has made every effort to ensure the accuracy of this information. Please confirm any meeting with the sponsoring City department or entity.



To: Mayor and City Councilmembers

From: Mary Dodsworth, Director

Through: John J. Caulfield, City Manager *John J. Caulfield*

Date: February 14, 2014

Subject: Legacy Plan Capital Improvement Program (CIP)

Attachment: Example of Legacy Plan sorting / scoring criteria  
Legacy Plan CIP Master List with scores and ranked highest to lowest  
Legacy Plan CIP Master List ranked with estimated project costs/yrs  
Draft 2015 – 2020 CIP

**SUMMARY:** The City of Lakewood has been working for almost three years on the Lakewood Legacy Plan (plan), a 20 year strategic plan that will lay out a roadmap for building a healthy and sustainable parks and recreation system. A draft plan (binder) was provided to Council in April, 2013. Included in the binder was an executive summary, six chapters and ten+ appendices. Appendix H discussed various CIP funding options for Council to consider as well as a draft CIP. An updated and prioritized CIP has been provided for Council review.

**BACKGROUND:** Staff, Council and Lakewood community members have worked for over three years to develop the Lakewood Legacy Plan. Surveys, focus groups, updates to advisory boards, stakeholders and community groups, announcements using local media and ten different presentations to Council since 2010 were used to gather, analyze and prioritize information. Last week staff reviewed chapters 1-6 of the Lakewood Legacy Plan and next week we will focus on the Capital Improvement Plan portion of the plan.

An approved plan, including a CIP, is a requirement of the Recreation Conservation Office (RCO). This agency is the clearing house for state and federal funds supporting park acquisition and development. We must have an approved plan on file in order to be eligible for funding. The current grant cycle begins March 1 with applications due May 1, 2014. We have requested an extension of the March 1 planning deadline. The next grant funding cycle will be in March, 2016.

Staff utilized various methods to develop a CIP for the Lakewood Legacy Plan. In 2012 and 2013 staff assessed each park site and evaluated current site conditions, improvements and impacts of deferred maintenance. They reviewed completed site master plan documents and capital equipment needed for operations. They analyzed feedback from the public input process which included the 120 Legacy Plan strategies. The information was used to develop potential capital improvement projects. A large spreadsheet was developed to help track and sort each improvement. The projects could be sorted by site as well as by

whether it was new development, preservation, renovation, expansion, or replacement. There was also a list of “other” projects, which are the big ideas that have not been thoroughly discussed by the community or Council. These projects did not receive cost estimates. At the April 22, 2013 study session Council discussed Appendix H and the various options they could consider for funding future capital improvements. We noted that currently the City uses a variety of methods to fund current capital improvements and equipment purchases. Some of the options were received better than others. No decisions were made at this time regarding options. Staff referenced the \$41 million in capital improvements noted in the plan but didn’t review them in detail.

**CURRENT STATUS:** An updated and prioritized CIP has been provided in your packet. The current plan includes over \$43 million in projects. The Parks and Recreation Advisory Board (PRAB) provided criteria to help sort and score the large list of potential projects. Scores were provided for each category. Some categories were weighted. Attachment one is an example of how the projects were scored. Scoring categories included the following:

- Does it meet a Legacy Plan Goal (environment, economic, cultural, social, administrative)
- Restoration and Repair (keep what we have before buying new)
- Is it a legal mandate (ADA, DOE, Shoreline, etc...) (weighted x 2)
- Does it meet a Council priority (themes – financial health, public safety, economic development, capital infrastructure, community image)?
- Does it reduce operating costs
- Does it generate revenue
- Are there alternative funding sources (weighted x 3)
- Does it serve an underserved area or population (weighted x 2)
- Project timing: Can it be done within three years (3 points), six years (2 points), reoccurring or over multiple year periods (4 points) or in the future- 7 years or more (0 points)

Each project was given a score (except the “other” projects which were listed but did not receive cost estimates and were not scored). The spreadsheet was sorted to see which projects ranked highest to lowest. The highest score was 15. Attachment 2 shows how each project was scored. Attachment 3 shows the cost estimates for each project and potential years the projects could be completed. Obviously based on current city finances and staff resources, we could not complete the majority of the projects in six years. As Council approves projects, project timing scores may change which would affect the total scores for certain projects.

Staff looked at projects with a score of 11 or higher to determine which might be included in the approved Legacy Plan CIP. Attachment 4 is a draft of a recommended Legacy Plan CIP. Only those projects with the potential for alternative funding were included on this list.

The PRAB reviewed the draft CIP at their February 18, 2014 meeting and recommended sending it forward to Council for review. They also added that they hope Council will consider other potential funding options in the future.

**NEXT STEPS:** Staff will attend the February 24, 2014 study session to review the CIP process and draft plan.

# Example of how each project was scored for Legacy Plan CIP

POINTS GIVEN FOR MEETING LEGACY PLAN GOALS

CRITERIA USED TO SCORE EACH PROJECT

TOTAL RANKED SCORE ↓

PROJECT TYPE	SITE	POTENTIAL PROJECTS	LEGACY PLAN GOAL										POINTS GIVEN	LEGAL MANDATE	COUNCIL PRIORITY/THEMES	REDUCE OPERATING BUDGET	GENERATE REVENUE	POINTS GIVEN	ALTERNATIVE FUNDING SOURCES	POINTS GIVEN	UNDESERVED AREA/POPULATION	3 yr, 6 yr, OR BEYOND SCORE	WEIGHTED SCORE		
			1	2	3	4	5	6	7	8	9	10												R&R	
Renovation	FSP	Redo lake trail	1	1	1	1	1	1						1		-	1			1	3		-	4	15
New Development	TC	Village Green in Town Center		1	1		1	1												1	3		-	4	14
New Development	HT	ADA for entire park (keep maintenance access)		1	1	1	1	1							1	2	1				-	1	2	3	13
New Development	TRAIL	Chambers Canyon trail heads at 76th & 97th, golf course, and Phillips Road		1													1				3	1	2	4	12

CITY OF LAKEWOOD PARKS CIP 2014-2019 DRAFT

PROJECT TYPE	SITE	POTENTIAL PROJECTS	LEGACY PLAN GOAL											x2		x3			x2		WEIGHTED SCORE
			1	2	3	4	5	6	7	8	9	10	R&R	LEGAL MANDATE	COUNCIL PRIORITY/THEMES	REDUCE OPERATING \$\$	GENERATE REVENUE	ALT. FUNDING SOURCE	Underserved Area/Population	3yr, 6yr, or beyond score	
Renovation	FSP	Redo lake trail	1	1	1	1	1	1					1	-	1			3	-	4	15
New Development	TC	Village Green in Town Center		1	1	1	1	1						-	3			3	-	4	14
New Development	HT	ADA for entire park (keep maintenance access)		1	1	1	1	1						2	1			-	2	3	13
New Development	TRAIL	Chambers Trailtrail heads at 76th & 97th, golf course, and Phillips road		1										-	1			3	2	4	12
Replacement	HT	Replace docks and bulkhead			1	1	1	1					1	-	1			-	2	4	12
Replacement	SPB	Playground (2001)											1	-	1			3	2	3	11
New Development	SPB	Creek access	1	1		1		1						-	1			3	-	3	11
Replacement	HT	Playground (2001)			1			1					1	-	1			3	2	2	11
New Development	HT	Add soccer field			1			1						-	1	1		3	2	2	11
Renovation	FSP	Rehab barns for structural integrity			1					1			1	-	1			3	-	4	11
New Development	FSP	Amphitheater			1			1						-	1	1		3	-	4	11
New Development	FSP	ADA surface / sensory playground			1			1	1					-	1			3	2	2	11
New Development	FSP	Light all fields			1			1						-	1	1		3	-	4	11
New Development	FSP	Two new soccer fields			1			1						-	1	1		3	-	4	11
Rehabilitation	WL	Clear lake vegetation	1			1		1						-	1			3	-	3	10
Preservation	KIW	Tree replacement program	1					1						-	1			3	-	4	10
Replacement	HT	Replace old restroom building (1971)	1		1			1					1	-	1			3	-	2	10
New Development	HT	Add two more shelters			1			1						-	1			3	-	4	10
Expansion	HT	Path around perimeter of park		1	1			1	1					-	1			-	2	3	10
New Development	FSP	Discovery trail expansion	1	1	1			1	1	1				-				-	-	4	10
New Development	FSP	Add scoreboards to baseball fields			1			1						-	1			3	-	4	10
New Development	EW	Dock for boating/fishing				1	1	1						-	1			3	-	3	10
Replacement	AL	Boat launch (2008)	1		1	1		1					1	-	1	1		3	-	-	10
New Development	AL	Restroom near boat launch	1		1			1	1					-	1			3	-	2	10
New Development	AL	Add bulkhead on east end			1	1	1	1						-	1			3	-	2	10
New Development	WL	Paving ADA pathways		1				1	1					2				-	-	4	9
New Development	WL	Implement current master plan		1			1	1	1					-	1			-	-	4	9
New Development	KIW	Basketball court						1						-	1	1		3	-	3	9
Replacement	HT	Replace old shelter			1			1					1	-	1			3	-	2	9
Renovation	FSP	Orchard	1		1			1	1				1	-	1			-	-	3	9
Renovation	FSP	Rehab barn for occupancy			1			1	1				1	-	1	1		3	-	-	9
New Development	FSP	Community garden			1			1						-	1			3	-	3	9
New Development	FSP	Playground near baseball fields			1			1						-	1			3	-	3	9
New Development	FSP	ADA throughout park		1	1			1	1					-	1			-	-	4	9
Preservation	EW	Shoreline restoration	1			1		1						-	1			3	-	2	9
Renovation	AL	Repave/repair pathways			1			1	1				1	-	1			-	-	4	9
New Development	AL	Art commision for island out front			1					1				-	1			3	-	3	9
New Development	AL	Add another shelter			1			1						-	1			3	-	3	9
New Development	WL	Baseball fields						1						-	1	1		3	-	2	8
New Development	SPB	Synthetic soccer field						1						-	1	1		3	2	-	8
Replacement	OAK	Playground (2002)						1					1	-	1			3	-	2	8
New Development	OAK	Basketball court						1						-	1			3	-	3	8
New Development	OAK	Covered bus stop						1						-	1			3	-	3	8
New Development	KIW	Shelter						1						-	1			3	-	3	8
Replacement	HT	Playground (1998)			1			1	1				1	-	1			-	-	3	8
Renovation	FSP	Remove north portion of angle lane		1	1			1					1	-	1			-	-	3	8
New Development	FSP	Ropes course (private)			1			1						-	2	1		3	-	-	8
New Development	FSP	Paintball (private)			1			1						-	2	1		3	-	-	8
New Development	FSP	Kyak/canoe/bike rental store near lake		1	1	1		1						-	1	1		-	-	2	8
New Development	FSP	Water park / Spray Park			1			1						-	1			3	-	2	8
New Development	FSP	Additional restrooms			1			1						-	1			3	-	2	8
New Development	FSP	Gathering places around lake road			1	1		1						-	1			-	-	4	8

Replacement	EW	Boat launch (2003)	1		1	1				1	- 1					3	-	-	8
New Development	AL	Fishing pier			1	1	1				- 1					3	-	-	8
Replacement	ACT	Playground (2003)					1			1	- 1					3	-	2	8
Replacement	ACT	Playground (2002)					1			1	- 1					3	-	2	8
Renovation	ACT	Pathway repair/replace		1			1			1	- 1					-	-	4	8
Renovation	WASH	Improve trail access		1			1			1	- 1					-	-	3	7
New Development	WASH	Shelter and tables					1				- 1					3	-	2	7
New Development	WASH	Swing set					1				- 1					3	-	2	7
New Development	TRAIL	Flett Creek nature trail and environmental education center	1				1	1			- 1					3	-	-	7
Renovation	SPB	Lighting in park and street					1			1	- 2					-	-	3	7
New Development	OAK	Picnic table pads					1				- 1					3	-	2	7
New Development	OAK	Basketball court					1				- 1					3	-	2	7
Renovation	HT	Replace backstop and add dugouts and bleachers to baseball field			1		1			1	- 1					-	-	3	7
Renovation	HT	Parking lot improvements (resurface, speedbumps)			1		1			1	- 1					-	-	3	7
New Development	HT	Electric service to shelters			1		1				- 1					-	-	4	7
Preservation	FSP	Native plant preservation/display	1	1			1				- 1					-	-	3	7
Preservation	FSP	Scotchbroom irradiation	1	1							- 1					-	-	4	7
New Development	FSP	Dock/fishing pier			1	1		1			- 1					3	-	-	7
New Development	FSP	Two Synthetic multipurpose fields			1		1				- 1		1			3	-	-	7
New Development	FSP	Reader board on corner of steilacoom and 87th			1		1				- 1		1			-	-	3	7
New Development	FSP	Sewer in park	1	1			1				- 1					-	-	3	7
New Development	FSP	Additional shelters			1		1				- 1					-	-	4	7
New Development	FSP	Batting cages near baseball fields			1		1				- 1		1			-	-	3	7
New Development	FSP	permanent stage			1		1				- 1		1			-	-	3	7
Preservation	EW	Tree removal/replacement	1				1				- 1					-	-	4	7
Acquisition	AL	Acquisition	1	1	1		1				-					-	-	3	7
New Development	ACT	BBQ's					1				- 1					3	-	2	7
Renovation	WL	Restroom repairs					1			1	- 1					-	-	3	6
New Development	WL	Bridge		1		1		1			- 1					-	-	2	6
New Development	WL	Road/ service access					1	1			- 1					-	-	3	6
Replacement	WASH	Playground (2005)					1			1	- 1					3	-	-	6
Renovation	WASH	Irrigation improvements (valves, controller, heads)					1			1	- 1					-	-	3	6
New Development	WASH	Ballfield lighting					1				- 1		1			3	-	-	6
New Development	WASH	Redo park path to expand outfield		1			1				- 1					-	-	3	6
Replacement	SPB	Fencing					1			1	- 1					-	-	3	6
Renovation	OAK	Concrete boarder on playground					1			1	- 1					-	-	3	6
Preservation	OAK	Tree replacement program	1				1				- 1					3	-	-	6
Replacement	KIW	Bigger restroom					1			1	- 1					3	-	-	6
Renovation	KIW	Resurface and repair to skate park					1			1	- 1					-	-	3	6
Renovation	KIW	Seal coat/stripe parking areas					1			1	- 1					-	-	3	6
New Development	KIW	Extend path around skate park		1			1				- 1					-	-	3	6
Replacement	HT	Replace all fencing and gates			1					1	- 1					-	-	3	6
New Development	HT	Add new baseball field			1		1				- 1					3	-	-	6
New Development	HT	Water service to shelters			1		1				- 1					-	-	3	6
Renovation	FSP	Renovate Peterson fields (drainage, dugouts, paving between field, irrigate infields)			1		1			1	- 1					-	-	2	6
Renovation	FSP	Irrigation improvements additions			1					1	- 1					-	-	3	6
New Development	FSP	Lakewood Water down angle lane			1		1				- 1					3	-	-	6
New Development	FSP	New roadway into park			1		1				- 1		1			-	-	2	6
New Development	FSP	Pave parking lots			1		1				- 1		1			-	-	2	6
New Development	FSP	Basketball courts			1		1				- 1					-	-	3	6
New Development	FSP	Beach volleyball			1		1				- 1					-	-	3	6
New Development	FSP	Reconfigure entrance			1		1				- 1					-	-	3	6
New Development	FSP	Grand floral entrance			1		1				- 1					-	-	3	6
New Development	FSP	Extend baseball parking lot down to 3 and 4			1		1				- 1					-	-	3	6
New Development	FSP	Pave maintenance yard	1	1							- 1					-	-	3	6
New Development	FSP	Equipment washdown station	1	1							- 1					-	-	3	6
New Development	FSP	Carport over fueling station	1	1							- 1					-	-	3	6
Replacement	AL	Replace irrigation in park side			1					1	- 1					-	-	3	6







CITY OF LAKEWOOD PARKS CIP 2014-2019 DRAFT

PROJECT TYPE	SITE	POTENTIAL PROJECTS	WEIGHTED SCORE	TOTAL Budget	2014	2015	2016	2017	2018	2019	2020+
Renovation	FSP	Redo lake trail	15	1,000,000	25,000	200,000	200,000	200,000	200,000	175,000	
New Development	TC	Village Green in Town Center	14	500,000		250,000	250,000				
New Development	HT	ADA for entire park (keep maintenance access)	13	500,000			500,000				
New Development	TRAIL	Chambers Trailtrail heads at 76th & 97th, golf course, and Phillips road	12	300,000		100,000		100,000		100,000	100,000
Replacement	HT	Replace docks and bulkhead	12	790,000		90,000	200,000	500,000			
Replacement	SPB	Playground (2001)	11	80,000			80,000				
New Development	SPB	Creek access	11	20,000			20,000				
Replacement	HT	Playground (2001)	11	60,000				60,000			
New Development	HT	Add soccer field	11	20,000					20,000		
Renovation	FSP	Rehab barns for structural integrity	11	60,000			30,000			30,000	0
New Development	FSP	Amphitheater	11	100,000			50,000	50,000			
New Development	FSP	ADA surface / sensory playground	11	150,000					150,000		
New Development	FSP	Light all fields	11	1,000,000			500,000			500,000	
New Development	FSP	Two new soccer fields	11	60,000	40,000	20,000					
Rehabilitation	WL	Clear lake vegetation	10	500,000		500,000					
Preservation	KIW	Tree replacement program	10	10,000				5,000		5,000	
Replacement	HT	Replace old restroom building (1971)	10	350,000						350,000	
New Development	HT	Add two more shelters	10	50,000		25,000				25,000	
Expansion	HT	Path around perimeter of park	10	15,000	15,000						
New Development	FSP	Discovery trail expansion	10	15,000		5,000		5,000		5,000	
New Development	FSP	Add scoreboards to baseball fields	10	120,000		60,000			60,000		
New Development	EW	Dock for boating/fishing	10	35,000			35,000				
Replacement	AL	Boat launch (2008)	10	0							500,000
New Development	AL	Restroom near boat launch	10	85,000				85,000			
New Development	AL	Add bulkhead on east end	10	50,000						50,000	
New Development	WL	Paving ADA pathways	9	20,000	10,000	5,000	5,000				
New Development	WL	Implement current master plan	9	325,000	125,000				200,000		
New Development	KIW	Basketball court	9	30,000			30,000				
Replacement	HT	Replace old shelter	9	50,000						50,000	
Renovation	FSP	Orchard	9	10,000	10,000						
Renovation	FSP	Rehab barn for occupancy	9	0							2,000,000
New Development	FSP	Community garden	9	10,000	10,000						
New Development	FSP	Playground near baseball fields	9	75,000		75,000					
New Development	FSP	ADA throughout park	9	25,000		5,000	5,000	5,000	5,000	5,000	
Preservation	EW	Shoreline restoration	9	20,000						20,000	
Renovation	AL	Repave/repair pathways	9	15,000		15,000					
New Development	AL	Art commision for island out front	9	7,000		7,000					
New Development	AL	Add another shelter	9	25,000		25,000					
New Development	WL	Baseball fields	8	500,000				500,000			
New Development	SPB	Synthetic soccer field	8	0							1,000,000
Replacement	OAK	Playground (2002)	8	50,000					50,000		
New Development	OAK	Basketball court	8	30,000		30,000					
New Development	OAK	Covered bus stop	8	5,000	5,000						
New Development	KIW	Shelter	8	25,000			25,000				
Replacement	HT	Playground (1998)	8	60,000	60,000						
Renovation	FSP	Remove north portion of angle lane	8	10,000	10,000						
New Development	FSP	Ropes course (private)	8	0							50,000
New Development	FSP	Paintball (private)	8	0							50,000
New Development	FSP	Kyak/canoe/bike rental store near lake	8	80,000				80,000			
New Development	FSP	Water park / Spray Park	8	500,000						500,000	

New Development	FSP	Additional restrooms	8	225,000					225,000	225,000
New Development	FSP	Gathering places around lake road	8	15,000	5,000		5,000		5,000	
Replacement	EW	Boat launch (2003)	8	0						100,000
New Development	AL	Fishing pier	8	0						1,000,000
Replacement	ACT	Playground (2003)	8	60,000					60,000	
Replacement	ACT	Playground (2002)	8	70,000				70,000		
Renovation	ACT	Pathway repair/replace	8	10,000	5,000			5,000		
Renovation	WASH	Improve trail access	7	10,000			10,000			
New Development	WASH	Shelter and tables	7	30,000				30,000		
New Development	WASH	Swing set	7	17,000					17,000	
New Development	TRAIL	Flett Creek nature trail and environmental education center	7	0						1,000,000
Renovation	SPB	Lighting in park and street	7	20,000		20,000				
New Development	OAK	Picnic table pads	7	5,000					5,000	
New Development	OAK	Basketball court	7	10,000				10,000		
Renovation	HT	Replace backstop and add dugouts and bleachers to baseball field	7	40,000	40,000					
Renovation	HT	Parking lot improvements (resurface, speedbumps)	7	20,000	20,000					
New Development	HT	Electric service to shelters	7	15,000	5,000	5,000			5,000	
Preservation	FSP	Native plant preservation/display	7	15,000	15,000					
Preservation	FSP	Scotchbroom irradiation	7	15,000	5,000		5,000		5,000	5,000
New Development	FSP	Dock/fishing pier	7	0						40,000
New Development	FSP	Two Synthetic multipurpose fields	7	0						2,000,000
New Development	FSP	Reader board on corner of steilacoom and 87th	7	50,000			50,000			
New Development	FSP	Sewer in park	7	800,000			800,000			
New Development	FSP	Additional shelters	7	75,000		25,000		25,000		25,000
New Development	FSP	Batting cages near baseball fields	7	75,000		75,000				
New Development	FSP	permanent stage	7	8,000			8,000			
Preservation	EW	Tree removal/replacement	7	10,000	5,000				5,000	
Acquisition	AL	Acquisition	7	1,000,000			1,000,000			
New Development	ACT	BBQ's	7	5,000					5,000	
Renovation	WL	Restroom repairs	6	5,000	5,000					100,000
New Development	WL	Bridge	6	300,000				300,000		
New Development	WL	Road/ service access	6	75,000	75,000					
Replacement	WASH	Playground (2005)	6	0						50,000
Renovation	WASH	Irrigation improvements (valves, controller, heads)	6	7,500	7,500					
New Development	WASH	Ballfield lighting	6	0						100,000
New Development	WASH	Redo park path to expand outfield	6	10,000	10,000					
Replacement	SPB	Fencing	6	15,000	15,000					
Renovation	OAK	Concrete boarder on playground	6	5,000	5,000					
Preservation	OAK	Tree replacement program	6	0						5,000
Replacement	KIW	Bigger restroom	6	0						130,000
Renovation	KIW	Resurface and repair to skate park	6	15,000	15,000					
Renovation	KIW	Seal coat/stripe parking areas	6	8,000	8,000					
New Development	KIW	Extend path around skate park	6	7,000		7,000				
Replacement	HT	Replace all fencing and gates	6	50,000		50,000				
New Development	HT	Add new baseball field	6	0						75,000
New Development	HT	Water service to shelters	6	5,000		5,000				
Renovation	FSP	Renovate Peterson fields (drainage, dugouts, paving between field, irrigate infields)	6	100,000					100,000	
Renovation	FSP	Irrigation improvements additions	6	12,000	12,000					
New Development	FSP	Lakewood Water down angle lane	6	0						
New Development	FSP	New roadway into park	6	1,000,000				1,000,000		
New Development	FSP	Pave parking lots	6	250,000						250,000
New Development	FSP	Basketball courts	6	70,000			70,000			
New Development	FSP	Beach volleyball	6	10,000		10,000				
New Development	FSP	Reconfigure entrance	6	200,000			200,000			
New Development	FSP	Grand floral entrance	6	10,000			10,000			
New Development	FSP	Extend baseball parking lot down to 3 and 4	6	80,000		80,000				
New Development	FSP	Pave maintenance yard	6	15,000		15,000				

New Development	FSP	Equipment washdown station	6	35,000	35,000						
New Development	FSP	Carport over fueling station	6	10,000			10,000				
Replacement	AL	Replace irrigation in park side	6	15,000	15,000						
Replacement	AL	New fencing all around	6	15,000		15,000					
Replacement	AL	Pay station replacement (2009)	6	20,000				20,000			20,000
Renovation	AL	Parking lot lighting	6	35,000						35,000	
New Development	AL	ADA upgrades	6	0							
New Development	AL	BBQ's	6	5,000		5,000					
New Development	AL	Sand volleyball court	6	8,000		8,000					
New Development	WL	Open up underbrush in forest (like HT)	5	10,000					10,000		
New Development	WL	Street lighting	5	25,000				25,000			
Renovation	WASH	Backstop replacement, homerun fence, dugouts and bleachers	5	40,000	40,000						
Renovation	SPB	Irrigation expansion and upgrades	5	7,000		7,000					
New Development	SPB	Service road access	5	5,000	5,000						
New Development	SPB	Security cameras	5	8,000				8,000			
New Development	SPB	Community Garden	5	10,000		10,000					
Renovation	OAK	Irrigation upgrades (valves, controller)	5	5,000				5,000			
New Development	OAK	Shelter	5	30,000		30,000					
New Development	OAK	Restroom	5	85,000				85,000			
Renovation	KIW	Irrigation upgrades	5	5,000		5,000					
New Development	KIW	Security cameras	5	8,000		8,000					
Renovation	HT	Electric locks on all restrooms	5	7,500						7,500	
New Development	HT	Remove skatepark/tennis courts and add parking	5	200,000					200,000		
New Development	HT	New restroom building near ballfields	5	225,000				225,000			
New Development	HT	Connect to sewer	5	20,000				20,000			
New Development	HT	Additional entrance on back side of park	5	75,000					75,000		
Replacement	FSP	Playground (2005)	5	0							250,000
Renovation	FSP	Rehab the lake	5	0							2,000,000
New Development	FSP	Sr./community center	5	0							8,000,000
New Development	FSP	ADA trails	5	0							20,000
New Development	FSP	Storage building at baseball fields for equipment	5	20,000	20,000						
New Development	FSP	Equipment storage shed in maintenance yard	5	20,000	20,000						
New Development	FSP	Expand maintenance yard	5	15,000	15,000						
New Development	FSP	Automatic gate operation for maintenance yard	5	7,000	7,000						
New Development	EW	Parking (parallel by moving guard rail)	5	75,000	75,000						
New Development	EW	Picnic access	5	10,000		10,000					
New Development	AL	Security cameras	5	8,000	8,000						
New Development	AL	Shower facility near beach	5	15,000		15,000					
New Development	AL	More parking	5	200,000					200,000		
New Development	ACT	Restroom	5	225,000		225,000					
New Development	ACT	Community Garden	5	0							
New Development	WL	Parking issues	4	150,000						150,000	
New Development	WASH	Restroom	4	225,000						225,000	
New Development	SPB	Parking issues	4	50,000						50,000	
New	MISC	Dump trailers	4	15,000	7,500		7,500				
New	MISC	Snow plows for trucks	4	10,000	5,000			5,000			
New Development	HT	Kyak/canoe rentals	4	0							
New Development	FSP	BMX track/trails	4	0							10,000
New Development	FSP	Permanent homerun fencing on FSP baseball fields	4	0							48,000
New Development	EW	Pay station	4	20,000				20,000			
New	EMERG	Shelter trailers	4	50,000		25,000			25,000		
New	EMERG	Mobile generator trailers	4	100,000				50,000		50,000	
Capital replacement program	ALL	Ongoing program is an investment for the replacement of park assets.	4	60,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
New Development	AL	Kyak/canoe rentals	4	0							
New Development	ACT	Parking issues	4	75,000					75,000		
New Development	ACT	T ball field	4	10,000		10,000					
Replacement	WL	Playground (2004)	3	0							80,000





**City of Lakewood  
6-Year Capital Improvement Plan  
Parks**

<b>Project Number:</b> <b>Project Name:</b> Legacy Plan CIP  <b>Project Account:</b> xxx.xxxx.xxx  <b>Council Priority:</b> <b>Planning Area:</b>
<b>Project Description &amp; Justification:</b> The Lakewood Legacy Plan CIP is a six year planning tool showing a prioritized list of park and recreation projects. An approved CIP is a requirement of the Recreation Conservation Office (RCO). This agency is the clearing house for state and federal funds supporting park acquisition and development. We must have an approved plan on file in order to be eligible for funding. Projects were prioritized based on various criteria and projects with alternative funding sources were featured in this plan.
<b>Operational Impact:</b> TBD

Funding Sources	Total PV	2015	2016	2017	2018	2019	2020	Total
Real Estate Excise Tax (REET)	-	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fuel Tax - Path/Trail	-	-	-	-	-	-	-	-
SWM Fund	-	20,000	50,000	100,000	-	50,000	-	220,000
GO Bond	-	-	-	-	-	-	-	-
General Fund	-	-	-	-	-	-	-	-
Grants - Secured	-	-	-	-	-	-	-	-
Grants - Anticipated	-	250,000	500,000	450,000	100,000	150,000	180,000	1,630,000
Mitigation Fees - Received	-	-	-	-	-	-	-	-
Mitigation Fees - Anticipated	-	-	-	-	-	-	-	-
Contributions - Received	-	-	-	-	-	-	-	-
Contributions - Anticipated	-	100,000	250,000	30,000	160,000	50,000	-	590,000
Unfunded	-	30,000	-	-	-	50,000	-	80,000
<b>Total Funding Sources</b>	<b>-</b>	<b>\$ 400,000</b>	<b>\$ 800,000</b>	<b>\$ 580,000</b>	<b>\$ 260,000</b>	<b>\$ 300,000</b>	<b>\$ 180,000</b>	<b>\$ 2,520,000</b>

Projects and Costs	Total PV	2015	2016	2017	2018	2019	2020	Total
FSP Waughop Lake Trail	-	20,000	200,000	200,000	200,000	200,000	180,000	1,000,000
Village Green at Town Center	-	250,000	250,000	-	-	-	-	500,000
Chambers Creek Trail Improvements	-	50,000	50,000	100,000	-	100,000	-	300,000
Springbrook Park Expansion	-	20,000	80,000	-	-	-	-	100,000
Amphitheatre at FSP	-	30,000	220,000	250,000	-	-	-	500,000
Barn Structural Support at FSP	-	30,000	-	30,000	-	-	-	60,000
Harry Todd Playground Replacement	-	-	-	-	60,000	-	-	60,000
<b>Total Project Costs</b>	<b>-</b>	<b>\$ 400,000</b>	<b>\$ 800,000</b>	<b>\$ 580,000</b>	<b>\$ 260,000</b>	<b>\$ 300,000</b>	<b>\$ 180,000</b>	<b>\$ 2,520,000</b>

Impact on Operating Funds	2015	2016	2017	2018	2019	2020	Total
Revenue Increase/Decrease	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditure Increase/Decrease	-	-	-	-	-	-	-
<b>Net M&amp;O Impact</b>	<b>\$ -</b>						



To: Mayor and City Councilmembers

From: Mary Dodsworth, Director

Through: John J. Caulfield, City Manager

Date: February 14, 2014

Subject: US Open Parking Contract

Attachments: Draft Contract  
Draft Site Map

**Summary:** The US Open, a United States Golf Association (USGA) Championship, is coming to the Chambers Bay Golf Course in University Place, WA, June 15 – 21, 2015. The City has been approached to support parking for this event. City staff is working with USGA staff to coordinate use of Fort Steilacoom Park and mitigate traffic and neighborhood impacts.

**Background:** The USGA has a long history of coordinating major events throughout the nation. The US Open is one of four major events conducted annually. This event is unique because amateurs and professionals can attempt to qualify. Over 9,000 golfers will try. The 2015 US Open will be the 115<sup>th</sup> US Open Event. Approximately 156 players will start the tournament on Wednesday, June 15 and 60 – 80 golfers will play the championship rounds on Saturday and Sunday, June 20 -21, 2015. The Sunday players are considered the world's best golfers.

Along with assessing various routes and methods of transportation (bus, boat, train and car) to get to the event, USGA representatives have been looking throughout the northwest region for parking locations. They are looking at ways to distribute parking locations for over 245,000 people wanting to attend this event (plus 4,500 volunteers and 2,000 media contacts). Fort Steilacoom Park has been identified as a potential parking site for spectators.

**Current Status:** Parks and public works staff have met several times with members of the USGA logistics team to assess the site and start discussing ingress, egress, traffic patterns and other transportation and site impacts. They are looking to park approximately 5,000 cars each day at this site (see attached site map). Large buses would take the event attendees from the park to the event site. Once we enter into a contact with the USGA we will start looking at specific routes in and out of the park, citywide transportation impacts and how we can assure that regular park visitors can still access the park during this period.

The USGA is offering to pay the City \$40,000 for the privilege of using the park for the week of June 15 – 21, 2015. Staff will attend the February 24 study session to answer your questions.

## **PARKING LOT AGREEMENT**

**THIS PARKING AGREEMENT** (this “Agreement”) has been made as of the \_\_\_ day of March, 2014, by and between the United States Golf Association (the “Association”), a not-for-profit corporation organized under the laws of the State of Delaware, located at Golf House, 77 Liberty Corner Road, Far Hills, New Jersey 07931, and the City of Lakewood, acting as agent for Fort Steilacoom Park (“City”), located at Lakewood City Hall, 6000 Main Street Southwest, Lakewood, Washington 98499-5027.

### **WITNESSETH:**

**WHEREAS**, the Association will host the 2015 U.S. Open Championship (the “Championship”) at Chambers Bay Golf Course from Monday, June 15, 2015, through Sunday, June 21, 2015, including any such succeeding day or days that may be required for a play-off or postponement of the Championship;

**WHEREAS**, the Association desires to use certain real property owned by City located at Fort Steilacoom Park, 8714 87<sup>th</sup> Avenue Southwest, Lakewood, Washington 98499 and more particularly described in Exhibit A, attached hereto and made a part hereof (the “Property”), as parking facilities for the purpose of parking automobiles during the Term (as such term is defined below); and

**WHEREAS**, the City desires to provide use of the Property to the Association for such purpose.

**NOW, THEREFORE**, in consideration of the foregoing and of the mutual promises, covenants and conditions hereinafter set forth and other good and valuable consideration, the Association and the City hereby agree as follows:

**1. PURPOSE**

The Property shall be used by the Association for the purpose of parking vehicles free of charge, staging shuttle buses, screening individuals, and shuttling individuals to and from the Property to the Championship and other related purposes during the Term of this Agreement. The Property shall be used for no other purpose without the prior written consent of the City, which consent may be withheld in the City’s sole discretion.

**2. REPRESENTATION BY THE CITY**

The City represents and warrants that it (a) has the authority to grant to the Association the rights set forth in this Agreement; and (b) has not made any other agreement granting use of the Property during the Term of this Agreement.

**3. TERM**

The term of this Agreement (the "Term") shall be comprised of an exclusive period commencing at 12:01 a.m. on Monday, June 15, 2015 and ending at 11:59 p.m. on Sunday, June 21, 2015; provided, however, that such Term shall be automatically extended to include an additional day, or days, resulting from any play-off or postponement of the Championship. The City also grants the Association the non-exclusive use of the Property for staging and removal of equipment beginning on Monday, June 8, 2015 and agrees to allow the Association access to the Property through Wednesday, July 1, 2015 for removal of equipment and site enhancement.

**4. CONSIDERATION**

In consideration for the use of the Property, the Association shall pay the City a fee of Forty Thousand Dollars (\$40,000.00) which fee shall be payable as follows (i) Ten Thousand Dollars (\$10,000.00) upon the mutual execution of this Agreement and receipt of an invoice by the Association's Accounts Payable Department; and (ii) Thirty Thousand Dollars (\$30,000.00) on or before June 1, 2015. City agrees that it shall supply an invoice for each such payment to the Association's Accounts Payable Department in Far Hills, New Jersey along with a completed W-9 form (which is attached hereto as Exhibit B and made part of this Agreement).

**5. CONDITION OF THE PROPERTY, UTILITIES**

The Association acknowledges that it has made a full and complete examination of the Property. The Association accepts the Property "AS IS, WHERE IS" in the physical condition or state in which the Property now is without any representation or warranty, express or implied in fact or by law, by the City and without recourse to the City as to the physical nature and condition, legal requirements or usability thereof. Other than in connection with the representations made by the City pursuant to this Agreement, the City shall have no obligation to do any work or make any improvements, changes, installations or alterations of any kind to the Property either to put the Association in possession or to permit the Association to utilize the Property. The City shall not be liable for any latent, patent or other defect in the Property including the terrain of the Property.

**6. RIGHTS AND OBLIGATIONS OF THE ASSOCIATION AND THE CITY**

A. As stated in this Agreement, the Association shall have use of the Property throughout the Term of this Agreement. The Association shall, at its sole cost and expense, obtain any and all required permits necessary for the Association's use of the Property.

B. During the Term, the Association shall, without limitation and as it deems reasonably necessary: (i) provide, at its sole expense, for the appropriate number of parking attendants, law enforcement personnel to assist with traffic control and other personnel required to be on-site at the Property in connection with the use thereof; (ii) provide for the installation of ropes and stakes for traffic control; (iii) provide for the installation of temporary fencing and roads, if necessary; (iv) clean the Property each evening of the Championship; (v) provide for the installation of appropriate signage; (vi) advertise availability and location for parking; (vii) provide temporary lighting, if

necessary, on the Property; (viii) provide for the installation of temporary tented facilities; and (ix) make any other arrangements it deems necessary and/or desirable to ensure that high quality parking and transportation services are available for the Championship.

C. The Association shall, at its sole cost and expense, remove all items and equipment that it has placed, erected or installed on the Property within ten (10) days of the conclusion of the Term and leave the Property in substantially the same condition as before the Association's use of the Property.

## **7. COMMERCIAL EXPLOITATION**

The City represents and warrants that it shall not directly or indirectly exploit or knowingly permit the exploitation by others of any rights belonging or granted to the Association under the terms of this Agreement or otherwise, including but not limited to, the Association's rights to and in the Championship. The terms "exploit" and "exploitation," as used herein, shall include but not be limited to any activity or matter which produces or is intended to produce revenue or any other consideration or advantage in any form.

## **8. REFERENCES TO THE ASSOCIATION**

A. Nothing contained in this Agreement shall constitute, or be deemed to constitute, an agreement or license by the Association to permit the City to use the Association's name or logo or any other trademark of the Association in any manner whatsoever without the express prior written consent of the Association which may be denied in its sole discretion.

B. Nothing contained in this Agreement shall constitute, or be deemed to constitute, an agreement or license by the City to permit the Association to use the City's name or logo or any other trademark of the City in any manner whatsoever without the express prior written consent of the City which may be denied in its sole discretion.

## **9. INSURANCE AND INDEMNIFICATION**

A. During the Term, the Association shall, at its own expense, carry adequate liability and property damage insurance for the benefit of the City and the Association and their respective directors, officers, employees, members and agents with respect to the Association's use of the Property as set forth in this Agreement. The insurance to be carried by the Association shall be placed with a good and solvent insurance carrier licensed to insure in the State of Washington. The minimum aggregate liability and property damage per occurrence shall be no less than \$3,000,000, for any act or omission with respect to the service and/or items the Association supplied pursuant to this Agreement. The Association shall deliver a certificate of insurance to the City no later than June 1, 2015, showing such coverage and naming the City as an additional insured.

B. The Association shall indemnify, defend and hold harmless the City and its respective directors, officers, employees, members and agents (the "Indemnitee") from and against all claims, liabilities, losses, obligations, damages, accidents, occurrences, costs and expenses of every kind and nature (including reasonable attorney's fees and other costs of investigating and

defending against such claims, liabilities, losses, obligations, damages, accidents, occurrences, costs and expenses) for any reason incurred by the Indemnitee by reason of any act or action (including failure to act) or thing whatsoever done, or any condition created in or about the Property during the Term arising from any act or omission of the Association or any of its agents or employees, except as may arise from the negligence of the City. The Association indemnification specifically excludes any act or action (including the failure to act) or thing whatsoever done, or any condition created in or about the Property during the Term arising from any act or omission of the City or any access to the Property by the City and/or guests of the City.

**10. ASSIGNMENT; SUBLETTING**

The Association shall not, without the City's prior written consent, which may be denied in its sole discretion (a) assign this Agreement; (b) sublet or grant concessions with respect to all or any part of the Property; (c) permit any other person or business to use all or any part of the Property for any purpose or (d) in any other way transfer, assign or allow any other person to succeed to any or all of the Association's rights under this Agreement. Furthermore, the City agrees that it shall not assign this Agreement to any other party without the express prior written approval of the Association.

**11. MISCELLANEOUS**

A. The Association in all respects shall be independent of the City. This Agreement shall not constitute or create a partnership, joint venture or agency relationship between the City and the Association.

B. No failure or delay on the part of either party in exercising any right, power or remedy hereunder shall operate as a waiver thereof, nor shall any single or partial exercise of any such right, power or remedy preclude any other or further exercise thereof or the exercise of any other right, power or remedy. The remedies provided for herein are cumulative and are not exclusive of any remedies that may be available to any party at law or in equity or otherwise.

C. This Agreement constitutes the entire understanding between the parties with respect to the subject matter of this Agreement and supersedes all prior understanding and/or agreements, whether written or oral, between the parties with respect to such subject matter.

D. This Agreement may be signed in any number of counterparts, each of which shall be an original, with the same effect as if the signatures thereto and hereto were upon the same instrument, and signatures on any counterpart delivered by facsimile transmission shall have the same effect as the original signatures.

E. This Agreement shall be governed by and construed in accordance with the laws of the State of New Jersey; provided, however, no ambiguity, if any, in this Agreement shall be interpreted against either party because such applicable party drafted any portion of this Agreement.

F. This Agreement may not be modified, altered or amended except by a writing of at least the same formality signed by both parties.

G. The agreements contained in Sections 2, 7, 8 and 11 shall survive and remain in full force and effect in accordance with their terms following any termination of this Agreement.

H. Formal notices between the parties shall be in writing addressed as follows:

If to the City:

John Caulfield  
City Manager  
City of Lakewood  
6000 Main Street Southwest, Lakewood, Washington 98499-5027

If to the Association:

Michael A. Butz  
Senior Managing Director,  
Open Championships and Association Relations  
United States Golf Association  
77 Liberty Corner Road  
Far Hills, New Jersey 07931

Copy to:

Chief Legal Officer  
United States Golf Association  
77 Liberty Corner Road  
Far Hills, New Jersey 07931

I. Except as otherwise expressly provided in this Agreement, all the terms, covenants, conditions and provisions of this Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, successors and assigns.

(THE NEXT PAGE IS THE SIGNATURE PAGE.)

**IN WITNESS WHEREOF**, the parties hereto have caused this Agreement to be executed by their authorized representatives as of the day, month and year set forth above.

UNITED STATES GOLF ASSOCIATION

CITY OF LAKEWOOD

By: \_\_\_\_\_  
Michael A. Butz  
Senior Managing Director  
Open Championships & Association Relations

By: \_\_\_\_\_  
John J. Caulfield  
City Manager

Attest: \_\_\_\_\_  
Alice M. Bush, MMC  
City Clerk

Approved as to form:  
\_\_\_\_\_  
Heidi Wachter  
City Attorney

DRAFT

**EXHIBIT A**

Use of Property:

- 1) The use of approximately XXX acres of grass surface to be used for parking located on the Property from Monday, June 15, 2015 through Sunday, June 21, 2015.
- 2) In the event of a playoff or postponement of the Championship, the use of approximately XXX acres of grass surface to be used for parking located on the Property on such day or days as necessary for such playoff or postponement of the Championship.
- 3) The use of the existing roadways and paved parking lots for shuttle bus ingress, egress and staging.

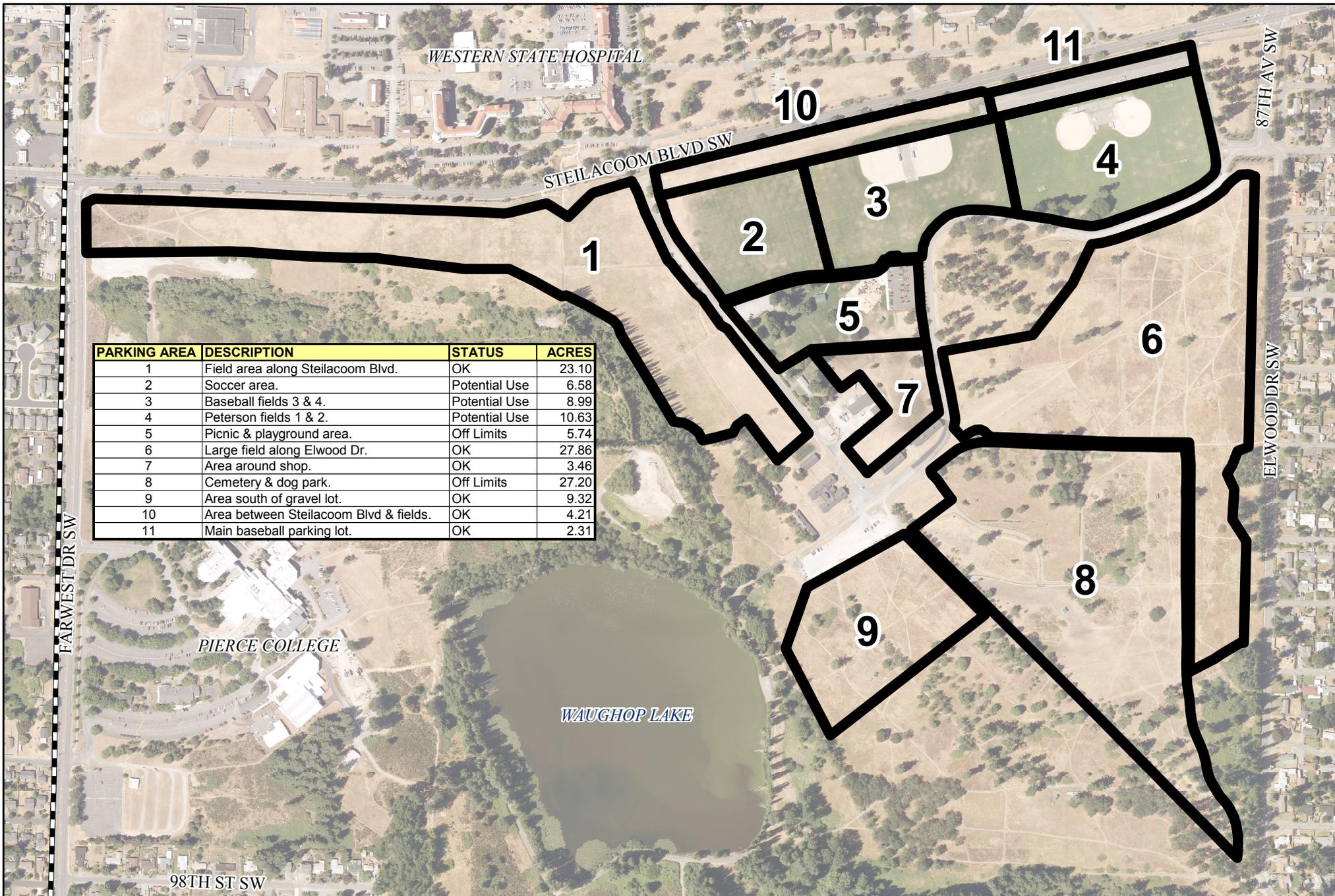
**DETAILED PARKING MAP TO BE FURNISHED AT A LATER DATE**

DRAFT

**EXHIBIT B**

(W-9 FORM)  
Attached

DRAFT



# Potential Parking for US Open

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



City Limits



TO: Mayor and City Councilmembers

FROM: David Bugher, Assistant City Manager/Community Development Director

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

DATE: February 24, 2014 (Council Study Session)

SUBJECT: Expansion of Multifamily Tax Exemption Residential Target Area Boundaries

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**Request:** The community development department has received a request from the Fir Acres Development Company (FADC), through their consultant, AHBL, to obtain a multifamily tax exemption for property located at 12623 Bridgeport Way. The exemption would be used to redevelop the now defunct Fir Acres Mobile Home Park into a 208-unit multifamily development on a 5.08 acre site. The development is referred to as the Springbrook Apartments. The subject property is located in the Springbrook Neighborhood. The property is zoned MF3 which would allow up to 54 units per acre or 274-units. To allow the tax exemption, the City Council would be required to create a new and/or revised residential target area (RTA).

**What is a multifamily tax exemption (MFTE)<sup>1</sup>?** State law (RCW 84.14) helps cities attract residential development. Cities may exempt multifamily housing from property taxes in urban centers with insufficient residential opportunities. The city defines a residential target area or areas within an urban center; approved project sites are exempt from ad valorem property taxation on the residential improvement value for a period of eight or 12 years. The 12-year exemption requires a minimum level of affordable housing to be included in the development (at least 20% of the units or 100% if the building is solely owner-occupied). The eight-year exemption leaves the public benefit requirement—in both type and size—to the jurisdiction's discretion. The eight-year exemption carries no affordable housing requirement. Cities must pass an enabling ordinance to enact the MFTE and to allow applications for the exemption.

**Where is the multifamily tax exemption most applicable?** Cities planning under the Growth Management Act (RCW 36.70a) that have designated urban centers with a

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<sup>1</sup> Parts of this report were adapted from a Puget Sound Regional Council (PSRC) publication.

deficiency of housing opportunities are eligible to implement this tool. In King, Pierce, Snohomish and Kitsap counties, cities must have at least 5,000 in population. Cities must designate eligible areas that contain urban centers. Urban centers—in the context of the MFTE-enabling legislation—have a particular meaning:

“...a compact identifiable district where urban residents may obtain a variety of products and services. An urban center must contain:

- (a) Several existing or previous, or both, business establishments that may include but are not limited to shops, offices, banks, restaurants, governmental agencies;
- (b) Adequate public facilities including streets, sidewalks, lighting, transit, domestic water, and sanitary sewer systems; and
- (c) A mixture of uses and activities that may include housing, recreation, and cultural activities in association with either commercial or office, or both, use.” (RCW 84.14.010)

Based on the state law, designated districts are commercial or business districts with some mix of uses. Such areas may exist in downtowns, commercial corridors, or other intensively developed neighborhoods

MFTEs have been effective in producing multifamily units in the region’s larger cities. Since its inception, the MFTE law has been expanded to include smaller cities. The effectiveness of this tool in larger jurisdictions could make it an attractive tool for smaller and moderate-sized cities that meet the population threshold.

Multifamily tax exemptions can encourage relatively dense attached flats or townhomes, in mixed-use projects or residential complexes, which means this regulation is particularly useful in urban centers and transit-oriented developments. Dense development is also economically efficient in expensive housing markets, and can reduce housing costs.

**How does the multifamily tax exemption work?** The MFTE implementation process is guided by state law in RCW 84.14. In general, the process includes preparing a resolution of intent to adopt a designated area, holding a public hearing and adopting and implementing standards and guidelines to be used in considering applications for the MFTE. Among other criteria, the designated area must lack “sufficient available, desirable, and convenient residential housing, including affordable housing, to meet the needs of the public who would be likely to live in the urban center, if the affordable, desirable, attractive, and livable places to live were available” (RCW 84.14.040). A property owner applying for an MFTE must meet the criteria (per RCW 84.14.030) summarized here:

- The new or rehabilitated multiple-unit housing must be located in city-designated residential target areas within the urban center.
- The project must meet local government requirements for height, density, public benefit features, number and size of proposed development, parking, income limits for occupancy, limits on rents or sale prices, and other adopted requirements.

- At least 50% of the space in the new, converted or rehabilitated multiple-unit housing must be for permanent residential occupancy. Existing occupied multifamily developments must also provide a minimum of four additional multifamily units.
- New construction multifamily housing and rehabilitation improvements must be completed within three years from approval.
- The applicant must enter into a contract with the city containing terms and conditions satisfactory to the local government.

The exemption is recorded with the County Assessor. Developments that violate the terms of the exemption are required to pay back the exempted tax amounts, plus interest, and a penalty fee.

Cities considering the program need to weigh the temporary (8-12 years) loss of tax revenue against the potential attraction of new investment to targeted areas. MFTE projects could be catalysts for other private investment if they help prove an area is desirable. Pairing the MFTE with other tools that affect density and cost reductions could help the City achieve higher density and affordable housing in designated mixed-use and commercial areas.

**Lakewood’s Current MFTE:** Lakewood’s multifamily tax provisions are found in Title 3 (Revenue and Finance), Chapter 3.64, of the Lakewood Municipal Code (LMC). These regulations were originally adopted in 2002 and were based on the City’s Tacoma’s MFTE program. In 2007, Chapter 3.64 was amended to include affordable housing provisions, amendments to the duration of the exemption, as was required by changes in state enabling legislation, in addition to an annual report to the City Council.

The current boundaries of the City’s MFTE includes the majority of the Central Business District, and a “finger” of multifamily development extending along Gravelly Lake Drive SW and parts of Steilacoom Boulevard SW. Please review Figure 1. To-date, only two property owners have taken advantage of the program, Claude Remy (Gravelly Lake Townhomes), and Lakewood Project, LLC (Echelon Apartments), for a total of about 300 plus units.

**What other cities offer a MFTE Program:** The program is not unique. Other cities which use this program including Bellingham, Bremerton, Burien, Everett, Kirkland, Moses Lake, Olympia, Seattle, Spokane, Tacoma, Vancouver, Wenatchee, and Yakima<sup>2</sup>.

**FADC’s Proposal:** In reading the proposal, FADC is mixing the recently established Centers of Local Importance (CoLI) designation for the Springbrook Neighborhood with the MFTE process. For expediency sake, FADC has requested that since the entire Springbrook Neighborhood is within a designated CoLI that should suffice to meet the terms of a Tax Incentive Urban Use Center, a designation found within the LMC 3.64. Staff would disagree; the Springbrook CoLI was established primarily for transportation grant purposes, and has no bearing or relationship with property tax exemptions. Plus, there are detailed procedural and public hearing notification requirements that are required for MFTE’s which have yet to take place.

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<sup>2</sup> This is a partial listing.

FADC is also requesting a determination on tenant displacement in relation to Lakewood's MFTE process. Staff is reluctant to provide a determination at this time. If the Council would like to expand its urban center and establish an RTA, then after this process has been completed, staff would formally comment on tenant displacement issues.

**If the City Council wanted to provide a MFTE to FADC, how could it be done?**

To designate an RTA within an urban center in Springbrook, the process works as follows:

1. Council adopts a resolution of intent to establish an RTA.
2. Council provides notice of a public hearing (there are very specific public hearing notification requirements).
3. Following the hearing, the Council may designate all or a portion of the RTA described in the resolution of intent based on written findings.
4. Thereafter, the Council is required to adopt implementation standards that address the application process, the demolition of structures, and building requirements (these parts are already contained within the current code provisions).
5. Council also has the authority to adopt more stringent income eligibility, rent, or sale price limits than the minimum conditions prescribed by state enabling legislation.

However, before initiating this process, it would be recommended to take the proposal to the Redevelopment Advisory Board for review and recommendation.

(Note: The current MFTE code provisions are in need of update. Inasmuch as possible, staff would prefer that the City's MFTE regulations model Chapter 84.14 RCW. There are parts of the current code that have terms and definitions not found in state law.)

**Does the City Council want to extend MFTE benefits to other parts of the City besides Springbrook?** If the answer is yes, say for example into the Lakeview Neighborhood, then it would be advisable to incorporate any other expansions at this time.

**Timing:** Given current staffing levels, community development is six months out from approving basic Springbrook Apartment entitlements. During that timeframe, the Council would have to consider and adopt the RTA for Springbrook (This would not include amending LMC Chapter 3.64.) The timeframe is troublesome for staff. There are major comprehensive plan amendments underway, revised communal housing regulations, a revised subdivision code, final adoption of the Shoreline Management Plan, and ongoing Point Defiance Bypass litigation. Fitting all this in, given current staffing, combined with managing board and Council agendas will be challenging.

Additionally, FADC, before new construction can take place, must verify the subject property's noncompliance with applicable building and housing codes. This action has not taken place.

Attachments:

1. Chapter 84.14 RCW
2. Lakewood Municipal Code, Chapter 3.64

3. Letter to Dave Bugher from Lisa Klein dated January 22, 2014
4. Figure 1 (Existing urban center boundary)
5. Figure 2 (Possible expansion of urban center boundary to include Springbrook)
6. Figure 3 (Possible expansion of urban center boundary to include the Lakewood Station District)
7. Springbrook demographics
8. TNT article on Tacoma's tax exempt program

## **Chapter 84.14 RCW**

# **NEW AND REHABILITATED MULTIPLE-UNIT DWELLINGS IN URBAN CENTERS**

### **RCW Sections**

- 84.14.005 Findings.
- 84.14.007 Purpose.
- 84.14.010 Definitions.
- 84.14.020 Exemption -- Duration -- Valuation.
- 84.14.030 Application -- Requirements.
- 84.14.040 Designation of residential targeted area -- Criteria -- Local designation -- Hearing - Standards, guidelines.
- 84.14.050 Application -- Procedures.
- 84.14.060 Approval -- Required findings.
- 84.14.070 Processing -- Approval -- Denial -- Appeal.
- 84.14.080 Fees.
- 84.14.090 Filing requirements for owner upon completion -- Determination by city or county - Notice of intention by city or county not to file -- Extension of deadline -- Appeal.
- 84.14.100 Report -- Filing.
- 84.14.110 Cancellation of exemption -- Notice by owner of change in use -- Additional tax -- Penalty -- Interest -- Lien -- Notice of cancellation -- Appeal -- Correction of tax rolls.
- 84.14.900 Severability -- 1995 c 375.

### **Notes:**

New and rehabilitated multiple-unit dwellings in urban centers: RCW 84.14.020.

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### **84.14.005**

#### **Findings.**

The legislature finds:

(1) That in many of Washington's urban centers there is insufficient availability of desirable and convenient residential units, including affordable housing units, to meet the needs of a growing number of the public who would live in these urban centers if these desirable, convenient, attractive, affordable, and livable places to live were available;

(2) That the development of additional and desirable residential units, including affordable housing units, in these urban centers that will attract and maintain a significant increase in the number of permanent residents in these areas will help to alleviate the detrimental conditions and social liability that tend to exist in the absence of a viable mixed income residential

population and will help to achieve the planning goals mandated by the growth management act under RCW

36.70A.020; and

(3) That planning solutions to solve the problems of urban sprawl often lack incentive and implementation techniques needed to encourage residential redevelopment in those urban centers lacking a sufficient variety of residential opportunities, and it is in the public interest and will benefit, provide, and promote the public health, safety, and welfare to stimulate new or enhanced residential opportunities, including affordable housing opportunities, within urban centers through a tax incentive as provided by this chapter.

[2007 c 430 § 1; 1995 c 375 § 1.]

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#### **84.14.007**

##### **Purpose.**

It is the purpose of this chapter to encourage increased residential opportunities, including affordable housing opportunities, in cities that are required to plan or choose to plan under the growth management act within urban centers where the governing authority of the affected city has found there is insufficient housing opportunities, including affordable housing opportunities. It is further the purpose of this chapter to stimulate the construction of new multifamily housing and the rehabilitation of existing vacant and underutilized buildings for multifamily housing in urban centers having insufficient housing opportunities that will increase and improve residential opportunities, including affordable housing opportunities, within these urban centers. To achieve these purposes, this chapter provides for special valuations in residentially deficient urban centers for eligible improvements associated with multiunit housing, which includes affordable housing. It is an additional purpose of this chapter to allow certain counties to stimulate housing opportunities near college campuses to promote dense, transit-oriented, walkable college communities.

[2012 c 194 § 1; 2007 c 430 § 2; 1995 c 375 § 2.]

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#### **84.14.010**

##### **Definitions.**

Unless the context clearly requires otherwise, the definitions in this section apply throughout this chapter.

(1) "Affordable housing" means residential housing that is rented by a person or household whose monthly housing costs, including utilities other than telephone, do not exceed thirty percent of the household's monthly income. For the purposes of housing intended for owner occupancy, "affordable housing" means residential housing that is within the means of low or moderate-income households.

(2) "Campus facilities master plan" means the area that is defined by the University of

Washington as necessary for the future growth and development of its campus facilities for branch campuses authorized under RCW

28B.45.020.

(3) "City" means either (a) a city or town with a population of at least fifteen thousand, (b) the largest city or town, if there is no city or town with a population of at least fifteen thousand, located in a county planning under the growth management act, or (c) a city or town with a population of at least five thousand located in a county subject to the provisions of RCW 36.70A.215.

(4) "County" means a county with an unincorporated population of at least three hundred fifty thousand.

(5) "Governing authority" means the local legislative authority of a city or a county having jurisdiction over the property for which an exemption may be applied for under this chapter.

(6) "Growth management act" means chapter 36.70A RCW.

(7) "High cost area" means a county where the third quarter median house price for the previous year as reported by the Washington center for real estate research at Washington State University is equal to or greater than one hundred thirty percent of the statewide median house price published during the same time period.

(8) "Household" means a single person, family, or unrelated persons living together.

(9) "Low-income household" means a single person, family, or unrelated persons living together whose adjusted income is at or below eighty percent of the median family income adjusted for family size, for the county where the project is located, as reported by the United States department of housing and urban development. For cities located in high-cost areas, "low-income household" means a household that has an income at or below one hundred percent of the median family income adjusted for family size, for the county where the project is located.

(10) "Moderate-income household" means a single person, family, or unrelated persons living together whose adjusted income is more than eighty percent but is at or below one hundred fifteen percent of the median family income adjusted for family size, for the county where the project is located, as reported by the United States department of housing and urban development. For cities located in high-cost areas, "moderate-income household" means a household that has an income that is more than one hundred percent, but at or below one hundred fifty percent, of the median family income adjusted for family size, for the county where the project is located.

(11) "Multiple-unit housing" means a building having four or more dwelling units not designed or used as transient accommodations and not including hotels and motels. Multifamily units may result from new construction or rehabilitated or conversion of vacant, underutilized, or substandard buildings to multifamily housing.

(12) "Owner" means the property owner of record.

(13) "Permanent residential occupancy" means multiunit housing that provides either rental or owner occupancy on a nontransient basis. This includes owner-occupied or rental accommodation that is leased for a period of at least one month. This excludes hotels and

motels that predominately offer rental accommodation on a daily or weekly basis.

(14) "Rehabilitation improvements" means modifications to existing structures, that are vacant for twelve months or longer, that are made to achieve a condition of substantial compliance with existing building codes or modification to existing occupied structures which increase the number of multifamily housing units.

(15) "Residential targeted area" means an area within an urban center that has been designated by the governing authority as a residential targeted area in accordance with this chapter. With respect to designations after July 1, 2007, "residential targeted area" may not include a campus facilities master plan.

(16) "Substantial compliance" means compliance with local building or housing code requirements that are typically required for rehabilitation as opposed to new construction.

(17) "Urban center" means a compact identifiable district where urban residents may obtain a variety of products and services. An urban center must contain:

(a) Several existing or previous, or both, business establishments that may include but are not limited to shops, offices, banks, restaurants, governmental agencies;

(b) Adequate public facilities including streets, sidewalks, lighting, transit, domestic water, and sanitary sewer systems; and

(c) A mixture of uses and activities that may include housing, recreation, and cultural activities in association with either commercial or office, or both, use.

[2012 c 194 § 2. Prior: 2007 c 430 § 3; 2007 c 185 § 1; 2002 c 146 § 1; 2000 c 242 § 1; 1997 c 429 § 40; 1995 c 375 § 3.]

**Notes:**

**Reviser's note:** The definitions in this section have been alphabetized pursuant to RCW 1.08.015(2)(k).

**Effective date -- 2007 c 185:** "This act is necessary for the immediate preservation of the public peace, health, or safety, or support of the state government and its existing public institutions, and takes effect July 1, 2007." [2007 c 185 § 3.]

**Severability -- 1997 c 429:** See note following RCW 36.70A.3201.

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**84.14.020**

**Exemption — Duration — Valuation.**

(1)(a) The value of new housing construction, conversion, and rehabilitation improvements qualifying under this chapter is exempt from ad valorem property taxation, as follows:

(i) For properties for which applications for certificates of tax exemption eligibility are submitted under chapter

84.14 RCW before July 22, 2007, the value is exempt for ten successive years beginning January 1 of the year immediately following the calendar year of issuance of the certificate; and

(ii) For properties for which applications for certificates of tax exemption eligibility are submitted under chapter 84.14 RCW on or after July 22, 2007, the value is exempt:

(A) For eight successive years beginning January 1st of the year immediately following the calendar year of issuance of the certificate; or

(B) For twelve successive years beginning January 1st of the year immediately following the calendar year of issuance of the certificate, if the property otherwise qualifies for the exemption under chapter 84.14 RCW and meets the conditions in this subsection (1)(a)(ii)(B). For the property to qualify for the twelve-year exemption under this subsection, the applicant must commit to renting or selling at least twenty percent of the multifamily housing units as affordable housing units to low and moderate-income households, and the property must satisfy that commitment and any additional affordability and income eligibility conditions adopted by the local government under this chapter. In the case of projects intended exclusively for owner occupancy, the minimum requirement of this subsection (1)(a)(ii)(B) may be satisfied solely through housing affordable to moderate-income households.

(b) The exemptions provided in (a)(i) and (ii) of this subsection do not include the value of land or nonhousing-related improvements not qualifying under this chapter.

(2) When a local government adopts guidelines pursuant to RCW 84.14.030(2) and includes conditions that must be satisfied with respect to individual dwelling units, rather than with respect to the multiple-unit housing as a whole or some minimum portion thereof, the exemption may, at the local government's discretion, be limited to the value of the qualifying improvements allocable to those dwelling units that meet the local guidelines.

(3) In the case of rehabilitation of existing buildings, the exemption does not include the value of improvements constructed prior to the submission of the application required under this chapter. The incentive provided by this chapter is in addition to any other incentives, tax credits, grants, or other incentives provided by law.

(4) This chapter does not apply to increases in assessed valuation made by the assessor on nonqualifying portions of building and value of land nor to increases made by lawful order of a county board of equalization, the department of revenue, or a county, to a class of property throughout the county or specific area of the county to achieve the uniformity of assessment or appraisal required by law.

(5) At the conclusion of the exemption period, the new or rehabilitated housing cost shall be considered as new construction for the purposes of chapter 84.55 RCW.

[2007 c 430 § 4; 2002 c 146 § 2; 1999 c 132 § 1; 1995 c 375 § 5.]

### **84.14.030**

#### **Application — Requirements.**

An owner of property making application under this chapter must meet the following requirements:

(1) The new or rehabilitated multiple-unit housing must be located in a residential targeted area as designated by the city or county;

(2) The multiple-unit housing must meet guidelines as adopted by the governing authority that may include height, density, public benefit features, number and size of proposed development, parking, income limits for occupancy, limits on rents or sale prices, and other adopted requirements indicated necessary by the city or county. The required amenities should be relative to the size of the project and tax benefit to be obtained;

(3) The new, converted, or rehabilitated multiple-unit housing must provide for a minimum of fifty percent of the space for permanent residential occupancy. In the case of existing occupied multifamily development, the multifamily housing must also provide for a minimum of four additional multifamily units. Existing multifamily vacant housing that has been vacant for twelve months or more does not have to provide additional multifamily units;

(4) New construction multifamily housing and rehabilitation improvements must be completed within three years from the date of approval of the application;

(5) Property proposed to be rehabilitated must fail to comply with one or more standards of the applicable state or local building or housing codes on or after July 23, 1995. If the property proposed to be rehabilitated is not vacant, an applicant must provide each existing tenant housing of comparable size, quality, and price and a reasonable opportunity to relocate; and

(6) The applicant must enter into a contract with the city or county approved by the governing authority, or an administrative official or commission authorized by the governing authority, under which the applicant has agreed to the implementation of the development on terms and conditions satisfactory to the governing authority.

[2012 c 194 § 3; 2007 c 430 § 5; 2005 c 80 § 1; 1997 c 429 § 42; 1995 c 375 § 6.]

#### **Notes:**

**Severability -- 1997 c 429:** See note following RCW 36.70A.3201.

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### **84.14.040**

#### **Designation of residential targeted area — Criteria — Local designation — Hearing — Standards, guidelines.**

(1) The following criteria must be met before an area may be designated as a residential targeted area:

(a) The area must be within an urban center, as determined by the governing authority;

(b) The area must lack, as determined by the governing authority, sufficient available, desirable, and convenient residential housing, including affordable housing, to meet the needs of the public who would be likely to live in the urban center, if the affordable, desirable, attractive, and livable places to live were available;

(c) The providing of additional housing opportunity, including affordable housing, in the area, as determined by the governing authority, will assist in achieving one or more of the stated purposes of this chapter; and

(d) If the residential targeted area is designated by a county, the area must be located in an unincorporated area of the county that is within an urban growth area under RCW

36.70A.110 and the area must include a campus of an institution of higher education, as defined in RCW 28B.92.030, where at least one thousand two hundred students live on campus during the academic year.

(2) For the purpose of designating a residential targeted area or areas, the governing authority may adopt a resolution of intention to so designate an area as generally described in the resolution. The resolution must state the time and place of a hearing to be held by the governing authority to consider the designation of the area and may include such other information pertaining to the designation of the area as the governing authority determines to be appropriate to apprise the public of the action intended.

(3) The governing authority must give notice of a hearing held under this chapter by publication of the notice once each week for two consecutive weeks, not less than seven days, nor more than thirty days before the date of the hearing in a paper having a general circulation in the city or county where the proposed residential targeted area is located. The notice must state the time, date, place, and purpose of the hearing and generally identify the area proposed to be designated as a residential targeted area.

(4) Following the hearing, or a continuance of the hearing, the governing authority may designate all or a portion of the area described in the resolution of intent as a residential targeted area if it finds, in its sole discretion, that the criteria in subsections (1) through (3) of this section have been met.

(5) After designation of a residential targeted area, the governing authority must adopt and implement standards and guidelines to be utilized in considering applications and making the determinations required under RCW 84.14.060. The standards and guidelines must establish basic requirements for both new construction and rehabilitation, which must include:

(a) Application process and procedures;

(b) Requirements that address demolition of existing structures and site utilization; and

(c) Building requirements that may include elements addressing parking, height, density, environmental impact, and compatibility with the existing surrounding property and such other amenities as will attract and keep permanent residents and that will properly enhance the livability of the residential targeted area in which they are to be located.

(6) The governing authority may adopt and implement, either as conditions to eight-year exemptions or as conditions to an extended exemption period under RCW 84.14.020(1)(a)(ii) (B), or both, more stringent income eligibility, rent, or sale price limits, including limits that apply

to a higher percentage of units, than the minimum conditions for an extended exemption period under RCW 84.14.020(1)(a)(ii)(B). For any multiunit housing located in an unincorporated area of a county, a property owner seeking tax incentives under this chapter must commit to renting or selling at least twenty percent of the multifamily housing units as affordable housing units to low and moderate-income households. In the case of multiunit housing intended exclusively for owner occupancy, the minimum requirement of this subsection (6) may be satisfied solely through housing affordable to moderate-income households.

[2012 c 194 § 4; 2007 c 430 § 6; 1995 c 375 § 7.]

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#### **84.14.050**

##### **Application — Procedures.**

An owner of property seeking tax incentives under this chapter must complete the following procedures:

(1) In the case of rehabilitation or where demolition or new construction is required, the owner must secure from the governing authority or duly authorized representative, before commencement of rehabilitation improvements or new construction, verification of property noncompliance with applicable building and housing codes;

(2) In the case of new and rehabilitated multifamily housing, the owner must apply to the city or county on forms adopted by the governing authority. The application must contain the following:

(a) Information setting forth the grounds supporting the requested exemption including information indicated on the application form or in the guidelines;

(b) A description of the project and site plan, including the floor plan of units and other information requested;

(c) A statement that the applicant is aware of the potential tax liability involved when the property ceases to be eligible for the incentive provided under this chapter;

(3) The applicant must verify the application by oath or affirmation; and

(4) The application must be accompanied by the application fee, if any, required under RCW

84.14.080. The governing authority may permit the applicant to revise an application before final action by the governing authority.

[2012 c 194 § 5; 2007 c 430 § 7; 1999 c 132 § 2; 1997 c 429 § 43; 1995 c 375 § 8.]

##### **Notes:**

**Severability -- 1997 c 429:** See note following RCW 36.70A.3201.

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**84.14.060**

**Approval — Required findings.**

(1) The duly authorized administrative official or committee of the city or county may approve the application if it finds that:

(a) A minimum of four new units are being constructed or in the case of occupied rehabilitation or conversion a minimum of four additional multifamily units are being developed;

(b) If applicable, the proposed multiunit housing project meets the affordable housing requirements as described in RCW

84.14.020;

(c) The proposed project is or will be, at the time of completion, in conformance with all local plans and regulations that apply at the time the application is approved;

(d) The owner has complied with all standards and guidelines adopted by the city or county under this chapter; and

(e) The site is located in a residential targeted area of an urban center that has been designated by the governing authority in accordance with procedures and guidelines indicated in RCW 84.14.040.

(2) An application may not be approved after July 1, 2007, if any part of the proposed project site is within a campus facilities master plan, except as provided in RCW 84.14.040(1)(d).

[2012 c 194 § 6. Prior: 2007 c 430 § 8; 2007 c 185 § 2; 1995 c 375 § 9.]

**Notes:**

**Effective date -- 2007 c 185:** See note following RCW 84.14.010.

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**84.14.070**

**Processing — Approval — Denial — Appeal.**

(1) The governing authority or an administrative official or commission authorized by the governing authority must approve or deny an application filed under this chapter within ninety days after receipt of the application.

(2) If the application is approved, the city or county must issue the owner of the property a conditional certificate of acceptance of tax exemption. The certificate must contain a statement by a duly authorized administrative official of the governing authority that the property has complied with the required findings indicated in RCW

84.14.060.

(3) If the application is denied by the authorized administrative official or commission authorized by the governing authority, the deciding administrative official or commission must state in writing the reasons for denial and send the notice to the applicant at the applicant's last

known address within ten days of the denial.

(4) Upon denial by a duly authorized administrative official or commission, an applicant may appeal the denial to the governing authority within thirty days after receipt of the denial. The appeal before the governing authority must be based upon the record made before the administrative official with the burden of proof on the applicant to show that there was no substantial evidence to support the administrative official's decision. The decision of the governing body in denying or approving the application is final.

[2012 c 194 § 7; 1995 c 375 § 10.]

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#### **84.14.080**

##### **Fees.**

The governing authority may establish an application fee. This fee may not exceed an amount determined to be required to cover the cost to be incurred by the governing authority and the assessor in administering this chapter. The application fee must be paid at the time the application for limited exemption is filed. If the application is approved, the governing authority shall pay the application fee to the county assessor for deposit in the county current expense fund, after first deducting that portion of the fee attributable to its own administrative costs in processing the application. If the application is denied, the governing authority may retain that portion of the application fee attributable to its own administrative costs and refund the balance to the applicant.

[1995 c 375 § 11.]

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#### **84.14.090**

##### **Filing requirements for owner upon completion — Determination by city or county — Notice of intention by city or county not to file — Extension of deadline — Appeal.**

(1) Upon completion of rehabilitation or new construction for which an application for a limited tax exemption under this chapter has been approved and after issuance of the certificate of occupancy, the owner must file with the city or county the following:

(a) A statement of the amount of rehabilitation or construction expenditures made with respect to each housing unit and the composite expenditures made in the rehabilitation or construction of the entire property;

(b) A description of the work that has been completed and a statement that the rehabilitation improvements or new construction on the owner's property qualify the property for limited exemption under this chapter;

(c) If applicable, a statement that the project meets the affordable housing requirements as described in RCW

84.14.020; and

(d) A statement that the work has been completed within three years of the issuance of the conditional certificate of tax exemption.

(2) Within thirty days after receipt of the statements required under subsection (1) of this section, the authorized representative of the city or county must determine whether the work completed, and the affordability of the units, is consistent with the application and the contract approved by the city or county and is qualified for a limited tax exemption under this chapter. The city or county must also determine which specific improvements completed meet the requirements and required findings.

(3) If the rehabilitation, conversion, or construction is completed within three years of the date the application for a limited tax exemption is filed under this chapter, or within an authorized extension of this time limit, and the authorized representative of the city or county determines that improvements were constructed consistent with the application and other applicable requirements, including if applicable, affordable housing requirements, and the owner's property is qualified for a limited tax exemption under this chapter, the city or county must file the certificate of tax exemption with the county assessor within ten days of the expiration of the thirty-day period provided under subsection (2) of this section.

(4) The authorized representative of the city or county must notify the applicant that a certificate of tax exemption is not going to be filed if the authorized representative determines that:

(a) The rehabilitation or new construction was not completed within three years of the application date, or within any authorized extension of the time limit;

(b) The improvements were not constructed consistent with the application or other applicable requirements;

(c) If applicable, the affordable housing requirements as described in RCW 84.14.020 were not met; or

(d) The owner's property is otherwise not qualified for limited exemption under this chapter.

(5) If the authorized representative of the city or county finds that construction or rehabilitation of multiple-unit housing was not completed within the required time period due to circumstances beyond the control of the owner and that the owner has been acting and could reasonably be expected to act in good faith and with due diligence, the governing authority or the city or county official authorized by the governing authority may extend the deadline for completion of construction or rehabilitation for a period not to exceed twenty-four consecutive months.

(6) The governing authority may provide by ordinance for an appeal of a decision by the deciding officer or authority that an owner is not entitled to a certificate of tax exemption to the governing authority, a hearing examiner, or other city or county officer authorized by the governing authority to hear the appeal in accordance with such reasonable procedures and time periods as provided by ordinance of the governing authority. The owner may appeal a decision by the deciding officer or authority that is not subject to local appeal or a decision by the local appeal authority that the owner is not entitled to a certificate of tax exemption in superior court under RCW 34.05.510 through 34.05.598, if the appeal is filed within thirty days of notification by the city or county to the owner of the decision being challenged.

[2012 c 194 § 8; 2007 c 430 § 9; 1995 c 375 § 12.]

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**84.14.100**

**Report — Filing.**

(1) Thirty days after the anniversary of the date of the certificate of tax exemption and each year for the tax exemption period, the owner of the rehabilitated or newly constructed property must file with a designated authorized representative of the city or county an annual report indicating the following:

(a) A statement of occupancy and vacancy of the rehabilitated or newly constructed property during the twelve months ending with the anniversary date;

(b) A certification by the owner that the property has not changed use and, if applicable, that the property has been in compliance with the affordable housing requirements as described in RCW

84.14.020 since the date of the certificate approved by the city or county;

(c) A description of changes or improvements constructed after issuance of the certificate of tax exemption; and

(d) Any additional information requested by the city or county in regards to the units receiving a tax exemption.

(2) All cities or counties, which issue certificates of tax exemption for multiunit housing that conform to the requirements of this chapter, must report annually by December 31st of each year, beginning in 2007, to the department of commerce. The report must include the following information:

(a) The number of tax exemption certificates granted;

(b) The total number and type of units produced or to be produced;

(c) The number and type of units produced or to be produced meeting affordable housing requirements;

(d) The actual development cost of each unit produced;

(e) The total monthly rent or total sale amount of each unit produced;

(f) The income of each renter household at the time of initial occupancy and the income of each initial purchaser of owner-occupied units at the time of purchase for each of the units receiving a tax exemption and a summary of these figures for the city or county; and

(g) The value of the tax exemption for each project receiving a tax exemption and the total value of tax exemptions granted.

[2012 c 194 § 9; 2007 c 430 § 10; 1995 c 375 § 13.]

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**84.14.110****Cancellation of exemption — Notice by owner of change in use — Additional tax — Penalty — Interest — Lien — Notice of cancellation — Appeal — Correction of tax rolls.**

(1) If improvements have been exempted under this chapter, the improvements continue to be exempted for the applicable period under RCW

84.14.020, so long as they are not converted to another use and continue to satisfy all applicable conditions. If the owner intends to convert the multifamily development to another use, or if applicable, if the owner intends to discontinue compliance with the affordable housing requirements as described in RCW 84.14.020 or any other condition to exemption, the owner must notify the assessor within sixty days of the change in use or intended discontinuance. If, after a certificate of tax exemption has been filed with the county assessor, the authorized representative of the governing authority discovers that a portion of the property is changed or will be changed to a use that is other than residential or that housing or amenities no longer meet the requirements, including, if applicable, affordable housing requirements, as previously approved or agreed upon by contract between the city or county and the owner and that the multifamily housing, or a portion of the housing, no longer qualifies for the exemption, the tax exemption must be canceled and the following must occur:

(a) Additional real property tax must be imposed upon the value of the nonqualifying improvements in the amount that would normally be imposed, plus a penalty must be imposed amounting to twenty percent. This additional tax is calculated based upon the difference between the property tax paid and the property tax that would have been paid if it had included the value of the nonqualifying improvements dated back to the date that the improvements were converted to a nonmultifamily use;

(b) The tax must include interest upon the amounts of the additional tax at the same statutory rate charged on delinquent property taxes from the dates on which the additional tax could have been paid without penalty if the improvements had been assessed at a value without regard to this chapter; and

(c) The additional tax owed together with interest and penalty must become a lien on the land and attach at the time the property or portion of the property is removed from multifamily use or the amenities no longer meet applicable requirements, and has priority to and must be fully paid and satisfied before a recognizance, mortgage, judgment, debt, obligation, or responsibility to or with which the land may become charged or liable. The lien may be foreclosed upon expiration of the same period after delinquency and in the same manner provided by law for foreclosure of liens for delinquent real property taxes. An additional tax unpaid on its due date is delinquent. From the date of delinquency until paid, interest must be charged at the same rate applied by law to delinquent ad valorem property taxes.

(2) Upon a determination that a tax exemption is to be canceled for a reason stated in this section, the governing authority or authorized representative must notify the record owner of the property as shown by the tax rolls by mail, return receipt requested, of the determination to cancel the exemption. The owner may appeal the determination to the governing authority or authorized representative, within thirty days by filing a notice of appeal with the clerk of the governing authority, which notice must specify the factual and legal basis on which the

determination of cancellation is alleged to be erroneous. The governing authority or a hearing examiner or other official authorized by the governing authority may hear the appeal. At the hearing, all affected parties may be heard and all competent evidence received. After the hearing, the deciding body or officer must either affirm, modify, or repeal the decision of cancellation of exemption based on the evidence received. An aggrieved party may appeal the decision of the deciding body or officer to the superior court under RCW 34.05.510 through 34.05.598.

(3) Upon determination by the governing authority or authorized representative to terminate an exemption, the county officials having possession of the assessment and tax rolls must correct the rolls in the manner provided for omitted property under RCW 84.40.080. The county assessor must make such a valuation of the property and improvements as is necessary to permit the correction of the rolls. The value of the new housing construction, conversion, and rehabilitation improvements added to the rolls is considered as new construction for the purposes of chapter 84.55 RCW. The owner may appeal the valuation to the county board of equalization under chapter 84.48 RCW and according to the provisions of RCW 84.40.038. If there has been a failure to comply with this chapter, the property must be listed as an omitted assessment for assessment years beginning January 1 of the calendar year in which the noncompliance first occurred, but the listing as an omitted assessment may not be for a period more than three calendar years preceding the year in which the failure to comply was discovered.

[2012 c 194 § 10; 2007 c 430 § 11; 2002 c 146 § 3; 2001 c 185 § 1; 1995 c 375 § 14.]

**Notes:**

**Application – 2001 c 185 §§ 1-12:** "Sections 1 through 12 of this act apply for [to] taxes levied in 2001 for collection in 2002 and thereafter." [2001 c 185 § 18.]

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**84.14.900**

**Severability — 1995 c 375.**

If any provision of this act or its application to any person or circumstance is held invalid, the remainder of the act or the application of the provision to other persons or circumstances is not affected.

[1995 c 375 § 15.]

**03.64.000 - Tax Incentive Urban Use Center Development**

Chapter 3.64  
Tax Incentive Urban Use Center Development

Sections:

3.64.010 Definition.

3.64.020 Residential Target Area Designation and Standards.

3.64.030 Tax Exemptions for Multi-family Housing in Residential Target Areas.

**03.64.010 - Definitions**

- A. "Administrator" means the City Manager or authorized designee.
- B. "Affordable housing" means residential housing that is rented by a person or household whose housing costs, including utilities other than telephone, do not exceed thirty percent of the household's monthly income. For the purposes of housing intended for owner occupancy, "affordable housing" means residential housing that is within the means of low or moderate-income households.
- C. "Low-income household" means a single person, family or unrelated persons living together whose adjusted income is at or below eighty percent of the median family income adjusted for family size, for the county where the project is located, as reported by the United States Department of Housing and Urban Development. For cities located in high cost areas, "low-income household" means a household that has an income at or below one hundred percent of the median family income adjusted for family size, for the county where the project is located.
- D. "Moderate-income household" means a single person, family, or unrelated persons living together whose adjusted income is more than eighty percent but is at or below one hundred fifteen percent of the median family income adjusted for family size, for the county where the project is located, as reported by the United States Department of Housing and Urban Development. For cities located in high-cost areas, "moderate-income household" means a household that has an income that is more than one hundred percent, but at or below one hundred fifty percent of the median family income adjusted for family size, for the county where the project is located.
- E. "High cost area" means a county where the third quarter median house price for the previous year, as reported by the Washington Center for Real Estate Research at Washington State University, is equal to or greater than one hundred thirty percent of the statewide median house price published during the same time period.
- F. "Multi-family housing" means a building having four or more dwelling units designed for permanent residential occupancy resulting from new construction, rehabilitation or conversion of vacant, underutilized or substandard buildings. Multi-family housing units as designated herein shall not be designed or used for transient accommodations and do not include hotels and motels.
- G. "Owner" means the property owner of record.
- H. "Permanent residential occupancy" means multi-family housing that provides either rental or owner occupancy for a period of at least one month. This excludes hotels and motels that predominately offer rental accommodation on a daily or weekly basis.
- I. "Rehabilitation improvements" means modifications to existing structures that are vacant for 12 months or longer, or modifications to existing occupied structures

which convert non-residential space to residential space and/or increase the number of multi-family housing units.

- J. "Residential Target Area" means an area within the Tax Incentive Urban Use Center that has been designated by the City Council as lacking sufficient, available, desirable and convenient residential housing to meet the needs of the public.
- K. "Tax Incentive Urban Use Center" means a compact, identifiable district where urban residents may obtain a variety of products and services. A Tax Incentive Urban Use Center must contain:
  - 1. Several existing or previous existing, or a combination of existing and previously existing, business establishments that may include but are not limited to shops, offices, banks, restaurants, governmental agencies;
  - 2. Adequate public facilities, including streets, sidewalks, lighting, transit, domestic water, and sanitary sewer systems; and
  - 3. A mixture of uses and activities that may include housing, recreation, and cultural activities in association with either commercial and/or office use.

(Ord. 452 § 1 (part), 2007; Ord. 286 § 1 (part), 2002.)

**03.64.020 - Residential Target Area Designation and Standards**

- A. Existing Designation. The initial designation shall be as shown in the boundaries of the Tax Incentive Urban Use Center(s) as indicated on the map attached hereto, marked as Exhibit "A" and incorporated herein by this reference and on file in the City Clerk's Office, having been duly adopted after public hearing.
- B. Public Hearing. For the purposes of designating a Residential Target Area or areas, the City Council must adopt a resolution of intention to so designate an area or areas described in the resolution. The resolution must state the time and place of a hearing to be held by the City Council to consider the designation of any such area and may include such other information pertaining to the designation as the City Council determines to be appropriate to apprise the public of the action intended. Notice of such a hearing shall be made by publication once each week for two consecutive weeks, not less than seven days nor more than thirty (30) days before the date of the hearing in a paper having general circulation in the city where the proposed Residential Target Area is located. The notice must state the time, date, place and purpose of the hearing and generally identify the area proposed to be designated as a Residential Target Area.
- C. Criteria. Following the public hearing, the City Council may, in its sole discretion, designate one or more Residential Target Areas. Each designated Residential Target Area must meet the following criteria, as determined by the City Council:
  - 1. The target area is located within a designated Tax Incentive Urban Use Center;
  - 2. The target area lacks sufficient available, desirable, and convenient residential housing, including affordable housing, to meet the needs of the public who would likely live in the Urban Use Center if desirable, attractive and livable places were available; and
  - 3. The providing of additional housing opportunity, including affordable housing, in the target area will assist in achieving at least one the following purposes:
    - a. Encourage increased residential opportunities within the target area;
    - or

- b. Stimulate the construction of new multi-family housing and the rehabilitation of existing vacant and under-utilized buildings for multi-family housing.
  - 4. In designating a Residential Target Area, the City Council may consider other factors, including, but not limited to: whether additional housing in the target area will attract and maintain a significant increase in the number of permanent residents; whether an increased residential population will help alleviate detrimental conditions and social liability in the target area; and whether an increased residential population in the Residential Target Area will help to achieve the planning goals mandated by the Growth Management Act under RCW 36.70A.020. The City Council may, by ordinance, amend or rescind the designation of a Residential Target Area at any time pursuant to the same procedure as set forth in this chapter for designation of such areas.
- D. Residential Target Area Standards and Guidelines. For each designated Residential Target Area the City Council must adopt and implement standards and guidelines to be utilized in considering applications and making the determinations required under RCW 84.14.060 basic requirements for both new construction and rehabilitation, including the application process and procedures. The City Council must also adopt guidelines including the following:
- 1. Requirements that address demolition of existing structures and site utilization; and
  - 2. Building requirements that may include elements addressing parking, height, density, environmental impact, public benefit features, compatibility with the surrounding property, and such other amenities as will attract and keep permanent residents and will properly enhance the livability of the Residential Target Area. The required amenities shall be relative to the size of the proposed project and the tax benefit to be obtained.
- E. Designated Residential Target Areas. The proposed boundaries of the Residential Target Areas must be within the boundaries of the Tax Incentive Urban Use Center(s) as designated and as indicated on the map attached hereto, marked as Exhibit "A" and incorporated herein by this reference and accompanying legal descriptions which are incorporated herein by reference and on file in the City Clerk's Office; provided that the Residential Target Areas shall also include the Urban Use Center(s) designated as noted above and as may hereafter be amended.

(Ord. 452 § 1 (part), 2007; Ord. 383 § 1, 2005 ("Exhibit A" Revised map on file in the City Clerk's Office); Ord. 286 § 1 (part), 2002.)

**03.64.030 - Tax Exemptions for Multi-Family Housing in Residential Target Areas**

- A. Intent. Limited eight or twelve year exemptions from ad valorem property taxation for multi-family housing in Tax Incentive Urban Use Center(s) are intended to:
  - 1. Encourage increased residential opportunities within mixed-use centers designated by the City Council as Residential Target Areas.
  - 2. Stimulate new construction or rehabilitation of existing vacant and underutilized buildings for multi-family housing in Residential Target Areas to increase and improve housing opportunities;

3. Assist in directing future population growth to designated Tax Incentive Urban Use Centers, thereby reducing development pressure on single-family residential neighborhoods; and
  4. Achieve development densities which are more conducive to transit use in designated Tax Incentive Urban Use Centers.
  5. Encourage development of additional and desirable affordable housing units.
- B. Duration of Exemption. The value of improvements qualifying under this chapter will be exempt from ad valorem property taxation for eight or twelve successive years beginning January 1 of the year immediately following the calendar year after issuance of the Final Certificate of Tax Exemption.
1. For properties which applications for certificates of tax exemption eligibility are submitted under this section, the value is exempt for eight successive years beginning January 1<sup>st</sup> of the year immediately following the calendar year of issuance of the certificate.
  2. For twelve successive years beginning January 1<sup>st</sup> of the year immediately following the calendar year of issuance of the certificate if the property otherwise qualifies for the exemption under Chapter 84.14 RCW and meets the conditions in this subsection, the applicant must commit to renting or selling at least twenty percent of the multifamily housing units as affordable housing units to low and moderate income households and the property must satisfy that commitment and any additional affordability and income eligibility conditions adopted by the local government under this chapter. In the case of projects intended exclusively for owner occupancy, the minimum requirement of this subsection ( 1)(a)(ii)(B) may be satisfied solely through housing affordable to moderate-income households.
- C. Limits on Exemption. The exemption does not apply to the value of land or to the value of improvements not qualifying under this chapter, nor does the exemption apply to increases in assessed valuation of land and non-qualifying improvements. In the case of rehabilitation of existing buildings, the exemption does not include the value of improvements constructed prior to submission of the completed application required under this chapter.
- D. Project Eligibility. A proposed project must meet the following requirements for consideration for a property tax exemption:
1. Location. The project must be located within a Residential Target Area, as designated in Section 3.64.020.
  2. Tenant Displacement Prohibited. The project must not displace existing residential tenants of structures that are proposed for redevelopment. Existing dwelling units proposed for rehabilitation must have been unoccupied for a minimum of 12 months prior to submission of an application and must have one or more violations of the City's minimum housing code. Applications for new construction cannot be submitted for vacant property upon which an occupied residential rental structure previously stood, unless a minimum of 12 months has elapsed from the time of most recent occupancy.
  3. Size. The project must include at least four units of multi-family housing within a residential structure or as part of a mixed-use development. A minimum of four new units must be constructed or at least four additional multi-family units must be added to existing occupied multi-family housing. Existing multi-family

housing that has been vacant for twelve (12) months or more does not have to provide additional units so long as the project provides at least four units of new, converted, or rehabilitated multi-family housing.

4. Permanent Residential Housing. At least fifty (50) percent of the space designated for multi-family housing must be provided for permanent residential occupancy, as defined in Section 3.64.010.
  5. Proposed Completion Date. New construction multi-family housing and rehabilitation improvements must be scheduled to be completed within three years from the date of approval of the application.
  6. Compliance with Guidelines and Standards. The project must be designed to comply with the City's comprehensive plan, building, housing, and zoning codes, and any other applicable regulations in effect at the time the application is approved. Rehabilitation and conversion improvements must comply with the City's minimum housing code. New construction must comply with the International Building Code. The project must also comply with any other standards and guidelines adopted by the City Council for the Residential Target Area in which the project will be developed.
- E. Application Procedure. A property owner who wishes to propose a project for a tax exemption shall complete the following procedures:
1. File with the City of Lakewood, as directed in the procedures for participation in the City's Tax Incentive Urban Use Center Development Program, the required application along with the required fees. The initial application fee shall be set by the Master Fee Schedule. . An additional fee to cover the Pierce County Assessor's administrative costs shall be paid to the City. The application fee is non-refundable.
  2. A complete application shall include:
    - a. A completed City of Lakewood application form setting forth the grounds for the exemption;
    - b. Preliminary floor and site plans of the proposed project;
    - c. A statement acknowledging the potential tax liability when the project ceases to be eligible under this chapter; and
    - d. Verification by oath or affirmation of the information submitted.
    - e. For rehabilitation projects, the applicant shall also submit an affidavit that existing dwelling units have been unoccupied for a period of twelve (12) months prior to filing the application and shall secure from the City verification of property noncompliance with the City's minimum housing code.
    - f. If applicable, a statement that the project meets the affordable housing requirements as described in RCW 84.14.020.
- F. Application Review and Issuance of Conditional Certificate. The Administrator may certify as eligible an application which is determined to comply with the requirements of this chapter. A decision to approve or deny an application shall be made within ninety (90) days of receipt of a complete application.
1. Approval. If an application is approved, the applicant shall enter into a contract with the City, subject to approval by resolution of the City Council, regarding the terms and conditions of the project. Upon City Council approval of the contract, the Administrator shall issue a Conditional Certificate of Acceptance of Tax

Exemption. The Conditional Certificate expires three years from the date of approval unless an extension is granted as provided in this chapter.

2. Denial. The Administrator shall state in writing the reasons for denial and shall send notice to the applicant at the applicant's last known address within ten (10) days of the denial. An applicant may appeal a denial to the City Council within fourteen (14) days of receipt of notice. On appeal to the City Council, the Administrator's decision will be upheld unless the applicant can show that there is no substantial evidence on the record to support the Administrator's decision. The City Council's decision on appeal will be final.

G. Extension of Conditional Certificate. The Conditional Certificate may be extended by the Administrator for a period not to exceed twenty-four (24) consecutive months. The applicant must submit a written request stating the grounds for the extension, accompanied by a processing fee as specified in the Master Fee Schedule. An extension may be granted if the Administrator determines that:

1. The anticipated failure to complete construction or rehabilitation within the required time period is due to circumstances beyond the control of the owner;
2. The owner has been acting and could reasonably be expected to continue to act in good faith and with due diligence; and
3. All the conditions of the original contract between the applicant and the City will be satisfied upon completion of the project.

H. Application for Final Certificate. Upon completion of the improvements agreed upon in the contract between the applicant and the City and upon issuance of a temporary or permanent certificate of occupancy, the applicant may request a Final Certificate of Tax Exemption. The applicant must file with the City Manager or authorized designee the following:

1. A statement of expenditures made with respect to each multi-family housing unit and the total expenditures made with respect to the entire property;
2. A description of the completed work and a statement of qualification for the exemption; and
3. A statement that the work was completed within the required three-year period or any authorized extension.

Within thirty (30) days of receipt of all materials required for a Final Certificate, the Administrator shall determine which specific improvements satisfy the requirements of this chapter including, if applicable, the affordability of the units.

I. Issuance of Final Certificate. If the Administrator determines that the project has been completed in accordance with the contract between the applicant and the City and has been completed within the authorized time period, the City shall, within ten (10) days, file a Final Certificate of Tax Exemption with the Pierce County Assessor.

1. Denial and Appeal. The Administrator shall notify the applicant in writing that a Final Certificate will not be filed if the Administrator determines that:
  - a. The improvements were not completed within the authorized time period;
  - b. The improvements were not completed in accordance with the contract between the applicant and the City; or

- c. The owner's property is otherwise not qualified under this chapter.
  - d. or if applicable the affordable housing requirements as described in RCW 84.14.020 were not met.
- 2. Within ten (10) days of receipt of the Administrator's denial of a Final Certificate, the applicant may file an appeal with the City's Hearing Examiner, as provided in Chapter 1.36 of the Lakewood Municipal Code (LMC). The applicant may appeal the Hearing Examiner's decision in Pierce County Superior Court under RCW 34.05.510 through 34.05.598, if the appeal is filed within thirty (30) days of notification by the City to the owner of the decision being challenged.
- J. Annual Compliance Review. Within thirty (30) days after the first anniversary of the date of filing the Final Certificate of Tax Exemption and each year thereafter, for the tax exemption period, the property owner shall file a notarized declaration with the City Manager or designated agent indicating the following:
  - 1. A statement of occupancy and vacancy of the multi-family units during the previous year;
  - 2. A certification by the owner that the property has been in compliance with the affordable housing requirements as described in RCW 84.14.020 since the date of the certificate approved by the City and that the property continues to be in compliance with the contract with the City; and
  - 3. A description of any subsequent improvements or changes to the property.

City staff shall also conduct on-site verification of the declaration. Failure to submit the annual declaration may result in the tax exemption being canceled.

- K. Cancellation of Tax Exemption. If the Administrator determines the owner is not complying with the terms of the contract, the tax exemption will be canceled. This cancellation may occur in conjunction with the annual review or at any other time when non-compliance has been determined. If the owner intends to convert the multi-family housing to another use, the owner must notify the Administrator and the Pierce County Assessor within sixty (60) days of the change in use.
  - 1. Effect of Cancellation. If a tax exemption is canceled due to a change in use or other noncompliance, the Pierce County Assessor may impose an additional tax on the property, together with interest and penalty, and a priority lien may be placed on the land, pursuant to State legislative provisions.
  - 2. Notice and Appeal. Upon determining that a tax exemption is to be canceled, the Administrator shall notify the property owner by certified mail. The property owner may appeal the determination by filing a notice of appeal with the City Clerk within thirty (30) days, specifying the factual and legal basis for the appeal. The Hearing Examiner will conduct a hearing at which all affected parties may be heard and all competent evidence received. The Hearing Examiner will affirm, modify or repeal the decision to cancel the exemption based on the evidence received. An aggrieved party may appeal the Hearing Examiner's decision to the Pierce County Superior Court, in accordance with RCW sections 34.05.510 through 34.05.598.
- L. Annual Report by City:

The City shall report annually by December 31<sup>st</sup> of each year to the Department of Community, Trade and Economic Development. The report must include the following information:

- a. The number of tax exemption certificates granted;
- b. The total number and type of units produced or to be produced;
- c. The number and type of units produced or to be produced meeting affordable housing requirements;
- d. The actual development cost of each unit produced;
- e. The total monthly rent or total sale amount of each unit produced;
- f. The income of each renter household at the time of initial occupancy and the income of each initial purchaser of owner-occupied units at the time of purchase for each of the units receiving a tax exemption and a summary of these figures for the City; and
- g. The value of the tax exemption for each project receiving a tax exemption and the total value of tax exemptions granted.

(Ord. 452 § 1 (part), 2007; Ord. 383 § 2, 2005; Ord. 286 § 1 (part), 2002.)



January 22, 2014

Mr. Dave Bugher  
Assistant City Manager for Development/  
Community Development Director  
City of Lakewood  
6000 Main Street SW  
Lakewood, WA 98499-5027

Project: Springbrook Apartments, AHBL No. 2130594.30  
Subject: Residential Target Area Designation for Springbrook Apartments

Dear Mr. Bugher:

As you know, the Springbrook Apartments project is a 208-unit, multi-family apartment building planned for property bounded by Bridgeport Way and San Francisco Avenue in the old Fir Acres Mobile Home Park. We appreciate your time assisting us as we have evaluated the plans and required improvements for the project, and understand that improvements to the Springbrook area are also a high priority for the City. We are interested in pursuing designation of the property as a Residential Target Area (RTA) in order to receive tax exemption for the structure. As such, we have reviewed Lakewood Municipal Code (LMC) Chapter 3.64 for the criteria and processing requirements of this designation. At the onset of this application process, however, we need to better understand how the designation process will or will not impact our timing for obtaining building permits. Below are excerpts of City code and some questions for you related to interpretation of the code requirements.

**Tenant Displacement**

LMC 03.64.030 – Tax Exemptions for Multi-Family Housing in Residential Target Areas

D. Project Eligibility. A proposed project must meet the following requirements for consideration for a property tax exemption:

*2. Tenant Displacement Prohibited. The project must not displace existing residential tenants of structures that are proposed for redevelopment. ... Applications for new construction cannot be submitted for vacant property upon which an occupied residential rental structure previously stood, unless a minimum of 12 months has elapsed from the time of most recent occupancy.*

As you know, Fir Acres Development Company (FADC) purchased the property over two years ago, and they have not accepted any new tenants since that time. When FADC purchased the property, they reimbursed the City for the costs it expended to address serious safety issues. The City officially closed the park on September 17, 2012, with the serving of a "Notice of Closure" on all tenants. FADC gave the tenants a period of 1 year to vacate. There have been many "squatters" within the last 12 months that FADC has attempted to deal with; however, with the exception of one tenant whom was granted additional time, there have not been any renters. Please confirm that this sequence of events is technically equivalent to the requirements that the property be vacant a minimum of 12 months prior to application.

Civil Engineers  
Structural Engineers  
Landscape Architects  
Community Planners  
Land Surveyors  
Neighbors

TACOMA  
2215 North 30th Street  
Suite 300  
Tacoma, WA 98403-3350  
253.383.2422 TEL  
253.383.2572 FAX



## Location

LMC Chapter 3.64 describes the location criteria for tax exemptions as a two-step Council process, which has the potential to delay the project.

### LMC 03.64.030 – Tax Exemptions for Multi-Family Housing in Residential Target Areas

D. Project Eligibility. A proposed project must meet the following requirements for consideration for a property tax exemption:

- 1. Location. The project must be located within a Residential Target Area, as designated in Section 3.64.020.*

LMC 3.64.020.C lists the criteria to be designated an RTA, one of which includes:

- 1. The target area is located within a designated Tax Incentive Urban Use Center;*

It is our understanding that Lakewood City Council was considering adopting Resolution 2014-02 at their meeting last night, but at the time of this writing, we are not aware of the outcome. The Resolution would designate the Springbrook area, including the subject property, as a Center of Local Importance (CoLI) based on its importance to the City and special status as a compact high-density residential area. Once designated, it is our understanding that the State will be afforded a 60-day comment period and the designation is to be incorporated into the 2014 Comprehensive Plan Updates.

1. Could the designation be considered technically equivalent to designation as a Tax Incentive Urban Use Center (TIUUC)?
2. If so, does the CoLI designation benefit the timing of the process to allow us to proceed with the application of land use and building permits? We understand the process requires an amendment to the Comprehensive Plan and would not want the CoLI designation to further delay RTA designation.

## Approval Process

In reviewing LMC Chapter 3.64, a process is detailed indicating that once a property is incorporated into a TIUUC, the next step is to apply for the RTA designation. The RTA designation, as described, also requires City Council to adopt a resolution to consider the designation at a public hearing, followed by a Council decision. We are concerned that the process may hold up the timing for the application and approval of permits from the project. Our understanding is that the following sequence of milestones is required:

1. City Council designates area as TIUUC requires public hearing
2. City Council designates area as RTA requires public hearing
3. City review process
4. Administrator certifies as eligible
5. Contract prepared and approved by City Council



Based on this understanding, we have the following questions.

1. Have we correctly interpreted the process?
2. At what stage in the process will you accept our application for land use and building permits?
3. At what stage in the process will you process the applications and issue permits?
4. Which section of LMC Chapter 3.64 limits the timing of the applications when pursuing the tax exemptions designation?

Thank you for your time in reviewing this request for interpretation. Please feel free to contact me if you require any additional project details. I can be reached at (253) 383-2422.

Sincerely,

A handwritten signature in blue ink that reads "Lisa Klein".

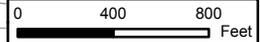
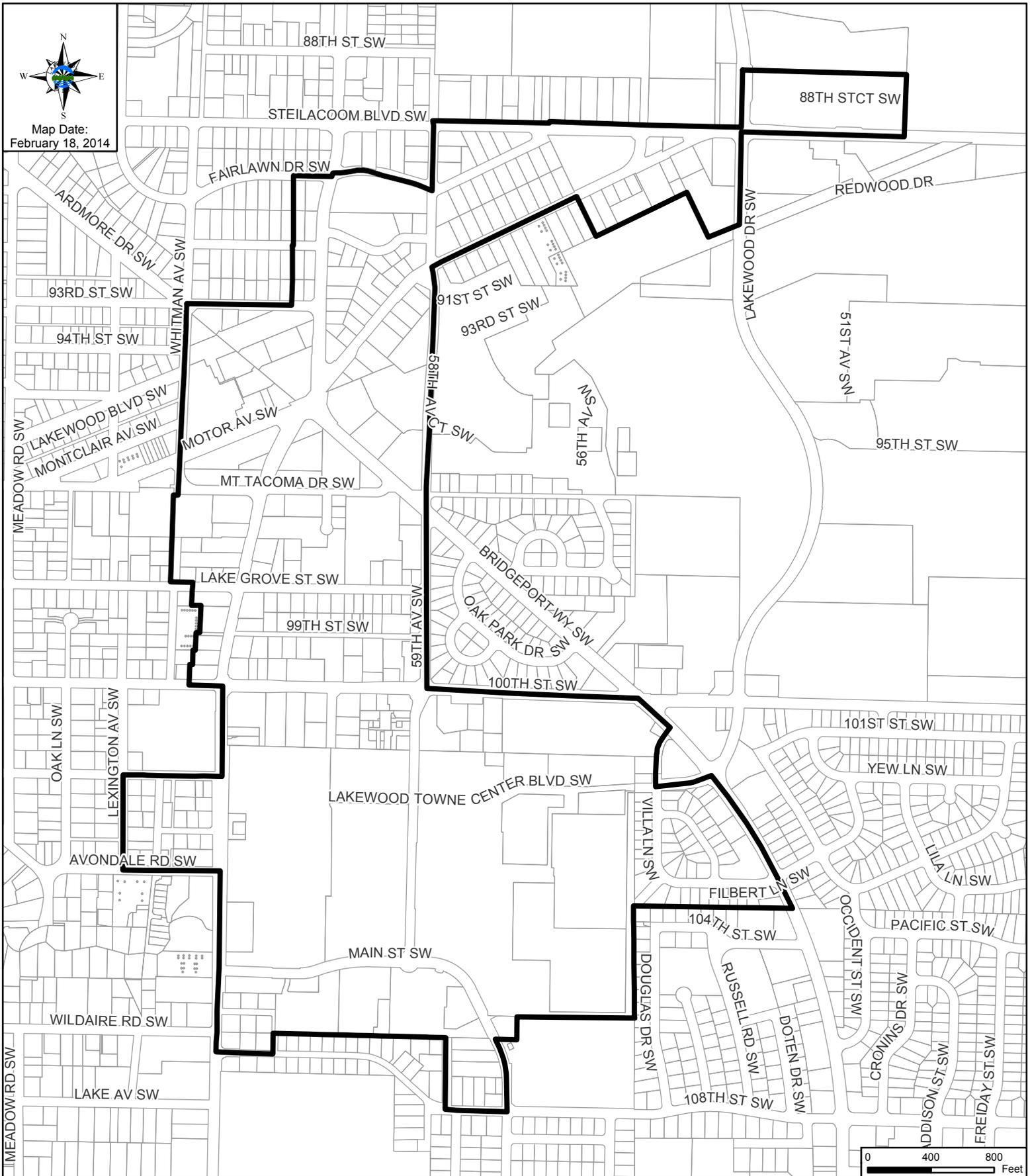
Lisa Klein, AICP  
Associate Principal

c: Don Bartlett, Momentum Partners  
Ellie Chambers, City of Lakewood Economic Development  
Matt Wallen

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Map Date:  
February 18, 2014



# Tax Incentive Urban Use Center - Current

-  Tax Incentive Urban Use Center
-  Tax Parcel

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

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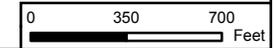


Map Date:  
February 18, 2014



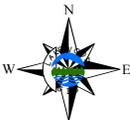
# Tax Incentive Urban Use Center - Proposed Springbrook

- Proposed Springbrook Boundary
- Tax Parcel
- City Limit

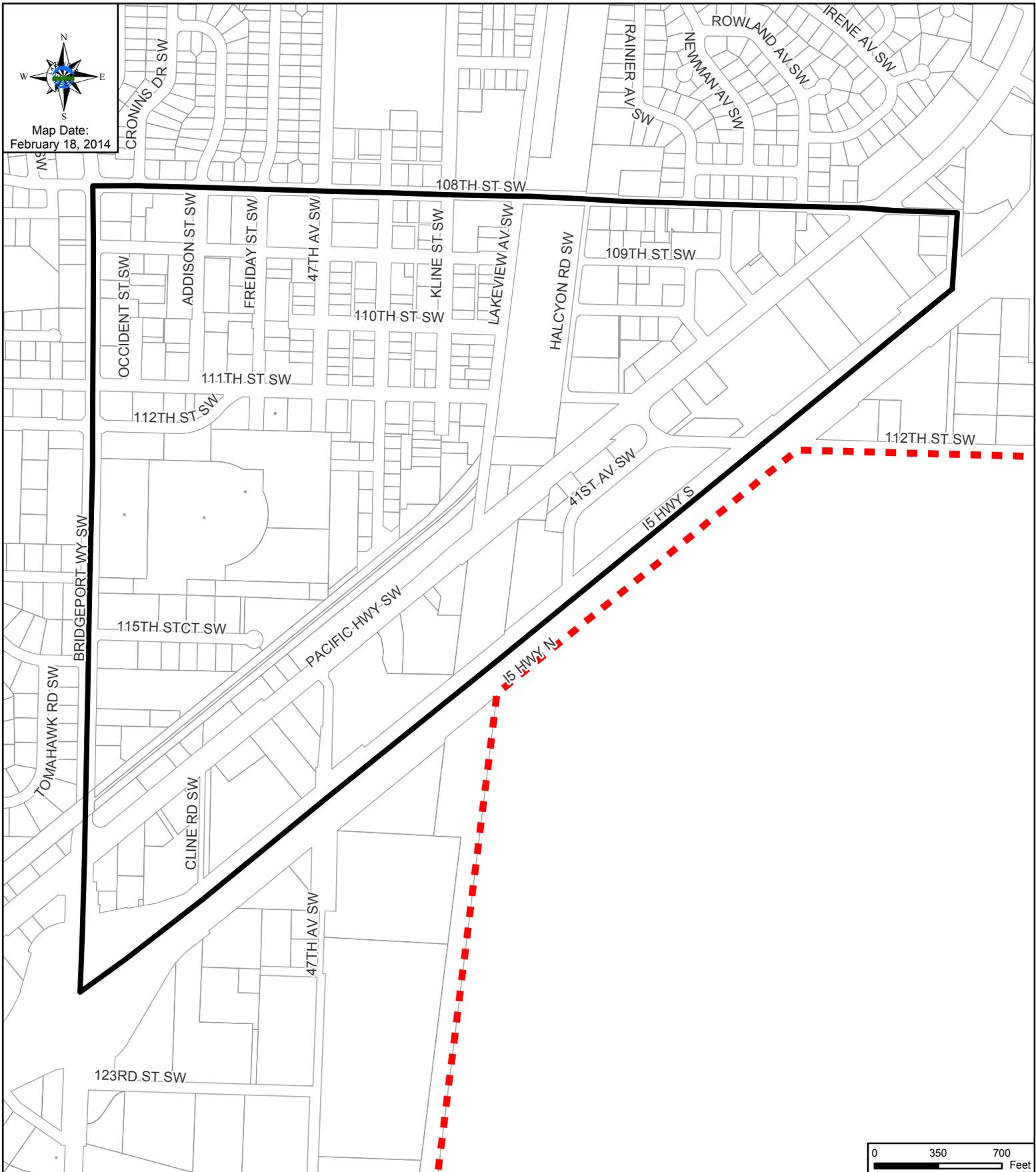


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Map Date:  
February 18, 2014



# Tax Incentive Urban Use Center - Proposed Lakewood Station District

- Proposed Lakewood Station District Boundary
- Tax Parcel
- City Limit

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Population/Demographic Data Springbrook Neighborhood  
(2010 Census)

Population:	4,213
Housing units:	1,970
Race:	
White	41.6%
Hispanic	39.4%
African American	13.1%
Asian	4.5%
Other	40.8%
Median Household Income:	\$26,960
Median House Price:	\$13,400

# The News Tribune

## October 6, 2013

### **10-year Tacoma multi-family tax break works as envisioned. Some multi-family Tacoma buildings that used it will soon pay full taxes**

**By JOHN GILLIE**

Read more here: <http://www.thenewstribune.com/2013/10/06/2824024/10-year-tax-break-works-as-envisioned.html#storylink=cpy>A tax break program derided as “welfare for the well-to-do” when it was first proposed in the Legislature two decades ago is beginning to pay big dividends to local governments in Tacoma and helping to launch a new burst of multifamily residential construction in the city.

The program, approved by the Legislature in 1995 and implemented in Tacoma and other cities, originally gave developers and condo owners a 10-year exemption from property taxes on apartments, condominiums and other multi-family structures built in designated city neighborhoods. The building or condo owners still paid taxes on the property on which the buildings were constructed, but they enjoyed a decade-long tax holiday on the value of the structures themselves.

The program helped prompt the construction of some 2,550 housing units throughout Tacoma, many of them downtown, where only a few dozen new housing units had been built in the two decades before the tax exemption went into effect.

Now, local governments are beginning to see significant new property tax income from those buildings as their exemptions expire, and a rash of new developments using the tax-exempt program are on the drawing boards.

Proponents of the tax-exemption program say Tacoma and other cities that used the tax holidays to spur development didn't forgive much in taxes that would have been collected otherwise, because the buildings in most cases would not have been constructed without the tax exemption program in place.

A city study projected that by 2018, when all of the structures built under the initial 10-year tax exemption are on the tax rolls, total yearly property tax income will jump by \$6.1 million.

That payoff is just now beginning to roll in as some of the major buildings built during the tax-exemption program drop off the exempt rolls.

Next year's tax bills will include multifamily projects assessed at \$48.8 million that are paying taxes for the first time on the value of the buildings, not just the land on which those buildings are stand.

“Next year is the first year we're seeing such a large addition to the tax rolls,” said Mike Lonergan, Pierce County's assessor-treasurer. In 2010, properties assessed at \$10 million aged out of the exemption program. In 2011, the number was \$2.5 million. In 2012, the properties whose exemptions expired were assessed at \$10.5 million.

SPURRING DEVELOPMENT

The tax-exemption program was born of necessity in Tacoma, where new multifamily housing developments were scarce until the program gave developers an incentive to move forward, said J.J. McCament, a Tacoma real estate consultant.

The city of Tacoma says nearly 2,000 residential units in multi-family buildings now are in the planning stages. Many of those plan to use the multifamily exemption to make their projects financially doable.

"The tax-exemption program provided the extra margin that developers needed to begin building," said Ernie Carino, whose firm was one of the pioneering apartment and condo builders in downtown Tacoma after the program went into effect.

Those units are in the first wave of new multifamily residential construction since the Great Recession put development on ice in 2008. Those new units include the first major residential project on the Thea Foss Waterway, the Henry, since the recession. That 168-unit apartment project will break ground this fall at a site just north of the cable-stayed bridge over the waterway.

That site was once slated for a mixed-use building proposed by Prium, a Tacoma development company that encountered financial problems during the recession. The new apartment will be built by the same consortium of developers who built the first major tax-exempt structure on the Foss, Thea's Landing.

The program isn't without its detractors, said government officials.

"To some it seemed inherently unfair," said Lonergan, a former member of the Tacoma City Council that oversaw the exemption program within the city. "People living in brand new apartments and condos weren't paying much property taxes, while those in single-family homes and older buildings were."

But Lonergan believes that, on balance, the program generated new development, and, ultimately, new taxable structures that wouldn't have been built without it.

"What does that old song say? 'Nothin' from nothin' leaves nothin'?" said Lonergan. "If we didn't have the tax-exemption program, we probably wouldn't have these properties to tax now."

## THE CRASH AND TAXES STILL GENERATED

Did the program encourage what turned out to be overbuilding of multifamily buildings in the middle of the last decade?

The program might have been part of the problem, say some experts, but the overwhelming cause of the rash of foreclosures and bankruptcies that hit the housing market here was the collapse of the mortgage market nationwide.

Tacoma, like most cities nationwide, saw the market for condominiums crash. Among the major buildings built in the city in 2005, 2006 and 2007, few escaped foreclosure or a freeze in the midst of construction.

While the city, port and school districts didn't collect taxes on the new buildings for a decade, the buildings' construction did generate other tax revenues. Through the first decade of the program, for instance, governments collected \$1.7 million in sales and

business and occupation taxes on construction. Local governments also saw real estate excise tax collections of \$519,800 from condo sales during that decade on buildings that might not have been built without the property tax-exemption program, a city study says.

That same study says recurring utility and sales taxes generated by those new residents amounts to \$541,000 a year.

Some of the buildings covered by the tax exemption program housed deluxe view apartments and waterfront condominiums.

#### INCENTIVE'S INCEPTION

The tax-exempt program was slow in getting up to speed, but in the early 2000s, dozens of structures were built under its provisions in Tacoma. Most of the multifamily structures built in downtown Tacoma, on the Thea Foss Waterway, in the hillside above the University of Washington Tacoma campus and in the area between downtown and the Stadium business district are utilizing the tax-exemption program.

The city says buildings worth some \$300 million have been built under the program since its beginning.

While some legislators criticized a program that would give the biggest dollar tax breaks to those who had the most expensive properties, the city said attracting those high income individuals back to the core city from the suburbs ultimately has its benefits as their waterfront and view properties return to the tax rolls and local merchants benefit from the higher spending habits.

The program allows tax exemptions for buildings constructed in 17 areas within Tacoma. Most of the buildings that took advantage of the program are located in or near downtown or near the Tacoma Mall, although others are scattered throughout the Tacoma community.

Even the Lincoln Business District on South 38th Street is seeing some action under the program with a new development being planned for that area. McCament, a former city of Tacoma economic development official and now a real estate consultant, said the tax-exemption program not only gave developers an incentive, it produced hundreds of units of housing in urban settings that helped bring people to those business districts.

"The majority of the residential projects went forward because the developers had that incentive that brought their debt to income ratio on those projects into line," she said.

"A bad project wouldn't have been built just because of the tax exemption," said McCament. "But the exemption made some good projects bankable."

The tax-exemption program made housing more affordable for those who bought condos or rented apartments covered by the program.

A 2007 study for the city of Tacoma calculated that an average apartment that would have rented for \$1,020 without the program cost \$890 a month under the tax-exempt deal. A high-end apartment that would have cost \$1,900 monthly without the tax exemption was \$200 less with the exemption.

The study found that the same kinds of savings applied to condos. A purchaser who could afford to pay \$261,000 for a condo without the program could afford to pay \$276,000 with the tax benefit.

#### LOCAL REACTION

Cecilia Hogan, a longtime resident of Thea's Landing, which loses its tax-exempt status this year, said she thinks many nonresidents think condo owners have paid no taxes on their homes. "We pay hundreds of dollars every year for taxes on the property itself," she said.

Hogan thinks the tax exemption should continue because the vision that the developers and the city presented to pioneering residents hasn't been fulfilled. "We were supposed to have a hotel and other buildings down here by now," she said. "I'm still looking out my window at the hole in the ground where the hotel was supposed to be."

Three different developers have planned a hotel for the Foss Waterway site, but economic conditions and litigation from a rival hotel owner have kept that project on hold.

Joe Guizzetti, longtime president of the Thea's Landing Homeowners Association, said next year's tax bill will be a shock for some condo owners in the building. The building's tax exemption runs out next year.

"It will be a big hit for some," he said.

But Guizzetti, who also owns condos in Seattle, said the tax-exemption program has been a necessity in Tacoma where incomes are lower and the demographics are different.

"You can build a condo, open a retail shop in Belltown in Seattle," said Guizzetti, "and it's an instant success."

"In Tacoma, that isn't always the case," he said.

The procession of retailers through the shops along Tacoma's Dock Street is evidence that Tacoma's redevelopment needs the kind of help that the tax exemption provides and more, he said.

#### KEY INGREDIENT IN THEA'S LANDING

Scott Carino, a local developer whose family is a major owner in Thea's Landing, the first major multifamily project built on the Foss Waterway since the city launched its redevelopment two decades ago, said the tax exemption program was a key ingredient in the Thea's Landing project financial plan. That same program, now modified to grant an eight-year tax exemption for market-rate projects and a 12-year tax exemption for projects that include low-income housing, likewise is a necessary ingredient in the Carino's latest project, the 168-unit Henry apartments soon to rise on the south end of the Foss Waterway.

"Neither of the buildings would work without the exemption," said Carino. "When similar buildings in Seattle are renting for \$4 a square foot, and rents in Tacoma are \$1.80 to \$1.90 a square foot, you have to have something that will reduce your costs," he said.

Thea's Landing's tax exemption will end in December, triggering new property taxes for both the 46 condo owners in the building and the owners of the structure's 161 apartments.

Carino said the 10-year tax exemption has allowed the owners to raise rents gradually to compensate for the new tax expenses due next year. The owners also recently refinanced the building into a 35-year, lower-interest loan. Those cost reductions have also helped to compensate for the additional tax expenses.

Near the Tacoma Mall, Mike Cohen, an Olympia developer who built two high-rise multifamily buildings north of the Tacoma Mall, said one of the buildings at his Apex Apartments is due to lose its tax-exempt status soon. According to Pierce County tax records, the Apex pays taxes only on the \$1.18 million value of the land on which the building stands. The building itself is appraised at nearly \$10 million.

Cohen said the tax increase will amount to about \$100 per apartment per month, a cost that he has long planned to pay.

In spite of the hit he will take when the tax exemption expires, Cohen says he favors the program.

"I think its been good for Tacoma," he said. "Think of all of the new properties it helped create."



To: Mayor and City Councilmembers  
From: Adam Lincoln, Assistant to City Manager  
Through: John J. Caulfield, City Manager   
Date: February 18, 2014  
Subject: City of Lakewood Public Defense Contract

**Purpose:**

The purpose of this report is to deliver the City Council with an update of the City's public defense contract with the firm Stewart MacNichols Harmell, Inc. P.S. (formerly Stewart and Goss). The City has used this firm for public defense services since January 1, 1997. The City Manager asked for an update the City's contract. The previous contract for public defense services expired in 2012 and the city has been operating without a contract throughout 2013 and into 2014.

The terms of the contract were determined by researching best practices within other local contracts, specifically the City of SeaTac, the City of Kent, and the City of Federal Way, Washington. SeaTac and Kent also utilize the services of Mr. Stewart's firm. The City also closely examined the recent rules regarding indigent defense provided by the Washington State Supreme Court and the court cases of *Wilber v. Mt. Vernon* due to their potential impact on indigent defense contracting in Washington State.

The Supreme Court has created by Court Rule new laws that determine case load management for public defense services. These rules have the effect of legislation and will result in higher prices for public defense contract rates, but Supreme Court has delayed implementation in order to absorb for the impact of these rules. The final rules will not likely be mandatory until 2015. Therefore, any agreement reached with the Contractor now is subject to change when the final rules are in place in 2015. Because of the potential degree of change anticipated with the final rules, the City recommends a step toward implementation now and an end date providing for new negotiation once the rules are in place.

As part of this step forward, the City will be asking for regular reports from Stewart MacNichols Harmell, Inc. P.S. The reports will provide the City with information regarding the caseload that attorneys are handling as well as ensuring that the clients have adequate access to their public defender. The city will receive a basic monthly report as well as a more detailed quarterly report. The reports will be routed to Assistant City Manager, Tho Kraus for her review. Ms. Kraus was selected because of her expertise in city finance. She was also selected because she is an Assistant City Manager and is impartial when it comes to the Court and legal services.

**Past Contract(s):**

The previous terms of the contract with the Contractor was an annual rate of \$201,000 with a formula to provide for funding should the case load exceed an agreed-upon amount for the Contractor in a given quarter.

- 2013 the City paid \$222,422
- 2012 the City paid \$232,125
- 2011 the City paid \$228,554

**Proposed 2014 Contract:**

The updated contract includes a base rate of \$25,000 per month or \$300,000 per year plus an additional \$250 per case over 100 cases in any given month. In 2013 there were 8 months that exceeded 100 cases. Additionally, the City is adding several reporting requirements for Stewart MacNichols Harmell, Inc. P.S. so that we are more aptly monitoring the quality of services that the City receives. The reporting requirements will also allow the City to ensure that the Contractor's clients are receiving proper representation. The term of the contract is set to expire at the end of January, 2015. The past contracts have been for one-year increments. The decision to make this contract a one-year is to allow for the City to make adjustments once the final rules from the Supreme Court are provided. The decision to have the contract end in January, rather than at the end of the year was to ensure that Public Defense contracts and Municipal Judge terms do not expire at the same time in the future.

**Future Public Defense Contracts:**

Looking forward, the City will closely monitor the reports that are provided by the Contractor and will also be closely monitoring future rulings from the courts and State Legislature regarding indigent defense. As updates come forward the City will make sure that any subsequent indigent defense contracts include new rules and requirements so as to be compliant.

**Next Steps:**

Bring forward for possible Council consideration on March 3, 2014 meeting.



To: Mayor and City Councilmembers

From: Heidi Ann Wachter, City Attorney

Through: John J. Caulfield, City Manager *John J. Caulfield*

Date: February 18, 2014

Subject: Outline options available to the City for purpose of maintaining public defender services

This is to outline options available to the City for the purpose of maintaining public defender services which are compliant with state law. This includes recent mandates regarding the provision of indigent defense services as well as a recent holding by the United States District Court which proscribes the provision of indigent defense services. We paraphrase the question posed as follows:

How does the City's current program for indigent defense fare under the new requirements and what, if any, changes are necessary in order to achieve full compliance?

#### BRIEF ANSWER

The City's program of indigent defense fares well in terms of providing professional and effective public defenders knowledgeable in misdemeanor defense and willing to aggressively defend cases as necessary. Changes may be necessary for purposes of full compliance with more arbitrary requirements such as caseload.

#### DISCUSSION

Essentially, there are two recent developments in the law regarding the provision of indigent defense services which will influence the delivery of this service by cities. First, standards have been handed down by the Supreme Court as Court Rules which are mandatory and set standards for indigent defense and second, a ruling has come down from the United States

District Court holding cities liable for provision of adequate public defense, the feature of which are described in the case. These will be addressed in turn.

1. Standards for Indigent Defense Services (arbitrary caseload requirements)

On September 20, 2007, the Washington State Bar Association Board of Governors adopted updated Standards for Indigent Defense Services as proposed by the Washington State Bar Association Committee on Public Defense. Sometime between that and 2010, the committee responsible for developing the guidelines pushed for the guidelines to be proposed to the Supreme Court for adoption into Court Rule, which would bind attorneys to the standards. It was during this time that cities became involved in developing the standards, which presented a challenge, in that the guidelines had already been established under the guise of serving as WSBA guidelines rather than a mandate. The most publicized of the guidelines is the caseload limit on misdemeanor cases which limits the number of misdemeanor cases any individual attorney can handle in a given year.

On June 15, 2012, after consideration of the proposed standards and a fair amount of input in the wake of better notice of the proposal, the Supreme Court adopted Standard 3.4. The caseload limits, part of Standard 3.4, were to take effect on September 1, 2013, while the rest of the standards would take effect on October 1, 2012. However, implementation of caseload limits has now been delayed until January 1, 2015 in order to provide time for the Washington State Office of Public Defense to conduct a "statewide attorney time study" and to develop a model misdemeanor case weighting policy that is consistent with the indigent defense standards adopted by the court.<sup>1</sup> Under the caseload limits in Standard 3.4, full-time public defenders should not have caseloads exceeding 300 or 400 misdemeanor cases per year, depending on whether the jurisdiction has developed a "numerical case weighting" system, described in Standard 3.6.

2. *Wilbur, et al v. City of Mount Vernon et al* (actual effective representation)

Plaintiffs set out to prove that the Cities of Mount Vernon and Burlington “regularly and systematically” fail to provide effective assistance of counsel to indigent defendants in municipal court, thereby violating both the federal and state constitutions and necessitating injunctive relief. The Court specifically found as fact that not only are indigent criminal defendants systematically deprived of the assistance of counsel at critical stages of the prosecution, but, more importantly for City leaders, “municipal policymakers have made deliberate choices regarding the funding, contracting, and

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<sup>1</sup> Washington State Supreme Court Order No. 25700-A-1016 ( ), 04/08/2013.

monitoring of the public defense system that directly and predictably caused the deprivation.”<sup>2</sup> The ultimate result was a mandate that the Cities employ a neutral person meeting the necessary experience level to oversee and review the provision of public defense by these cities.

The Court specifically distinguished its ruling from the Court Rule handed down by the Washington State Supreme Court:

The Court does not presume to establish fixed numerical standards or a checklist by which the constitutional adequacy of counsel’s representation can be judged. The experts, public defenders, and prosecutors who testified at trial made clear that there are myriad factors that must be considered when determining whether a system of public defense provides indigent criminal defendants the assistance required by the Sixth Amendment. Factors such as the mix and complexity of cases, counsel’s experience, and the prosecutorial and judicial resources available were mentioned throughout trial.<sup>3</sup>

The Court went on to say that the issue of their concern “is whether the system of public defense provided by the defendant municipalities allows appointed counsel to give each case the time and effort necessary to ensure constitutionally adequate representation for the client and to retain the integrity of our adversarial criminal justice system.”<sup>4</sup> The result for cities is that, under challenge, compliance with the Court Rule may be insufficient and the *Wilbur* level of representation is somewhat more difficult to articulate in the form of objective standards.

While neither the Court Rule nor the *Wilbur* case mandate immediate changes to the way the City of Lakewood provides indigent defense in Municipal Court, both are emblematic of what appears to be a national trend in the direction of more rigorous public defense. The Bureau of Justice Assistance provides “Characteristics of Deficient and Effective Contract Systems” and the North Carolina Office of Indigent Defense Services has developed a table of “Key Indigent Defense Indicators”. There are myriad examples, all with the common theme that “Mere appointment of counsel to represent an indigent defendant is not enough to satisfy the Sixth Amendment’s promise of the assistance of counsel.”<sup>5</sup>

### 3. Combined effect of the Court Rule and the *Wilbur* case

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<sup>2</sup> *Wilbur, et al v. City of Mount Vernon et al*

<sup>3</sup> *Wilbur, et al v. City of Mount Vernon et al*

<sup>4</sup> *Wilbur, et al v. City of Mount Vernon et al*

<sup>5</sup> *Wilbur, et al v. City of Mount Vernon et al*

The combined effect of these recent developments is that there are articulated objective standards which have been mandated for indigent defense in Washington State and articulated but less objective standards of what constitutes adequate indigent defense in any given case. Taken together, the standards would be as follows:

1. Cap on caseload – no more than 300 cases per attorney per year, or, under an acceptable “case weighting” system 400 cases per attorney per year;
2. Early contact between attorney and client – the standards which have been adopted into Court Rule state that contact shall be made with in-custody defendants no later than 48 hours after appointment, through a representative if necessary and the preference is for direct contact within 24 hours; and
3. Contact with the client in a confidential setting which includes performance of the following tasks: (i) advise the client of the right to jury trial and right to a speedy trial; (ii) advise the client of the elements of the charge and that the prosecutor must prove each element beyond a reasonable doubt to obtain a conviction; (iii) advise the client of the right to present a defense; (iv) advise the client that it is solely the client’s decision whether to accept or reject any plea offer; and (v) discuss with the client any potential witnesses or avenues of investigation.

While the *Wilbur* Court also required of the cities of Mount Vernon and Burlington a neutral third party to review compliance with these requirements, that feature appears to be in reaction to that specific case rather than an element of a required adequate system of public defense.

Case-weighting has been referenced as a basis for increasing the caseload of an attorney assigned to indigent defense for misdemeanor defendants. There is not an approved case-weighting method. The City of Kent has provided an approach which is being considered by many cities and is generally viewed as a workable method. Meanwhile the Washington State Office of Public Defense is working to develop a model misdemeanor case weighting policy which is expected to be used by the Court in mandating caseload limits for misdemeanor cases. Based on a weighted limit, the City of Lakewood, including the caseloads of contractor cities, is expecting to employ at least one additional public defender beyond the current contract.

## Conclusion

In order to achieve full compliance with the combined effect of the Court Rule regarding standards of indigent defense and the *Wilbur* case, the City of Lakewood should work on a case weighting system and employ sufficient public defenders to accommodate the caseload per the standard and include the expectations of public defense outlined in the *Wilbur* case in the contract for public defender services.

## **A. AGREEMENT FOR INDIGENT DEFENSE SERVICES**

This Agreement (“Agreement”) is entered into between the City of Lakewood, a Washington municipal Corporation, (“City”) and Stewart MacNichols Harmell, Inc. P.S., a Washington professional services corporation, (“Contractor”).

### **I. DEFINITIONS**

- A. Attorney. Attorney shall mean attorneys working for the law firm of Stewart MacNichols Harmell, Inc. P.S., and, where appropriate, shall include Rule 9 interns.
- B. Contractor. Contractor shall mean the law firm of Stewart MacNichols Harmell, Inc. P.S., and shall mean each attorney working for the Contractor.
- C. Court. Court shall mean the Lakewood, University Place and Steilacoom Municipal Courts, all of which are held in Lakewood.
- D. Defendant. Defendant shall mean a person charged with a misdemeanor or gross misdemeanor offense that is filed by the City into Court, and for whom the Contractor must provide services pursuant to Section III of this Agreement.

### **II. DURATION OF AGREEMENT**

This Agreement shall terminate on January 31, 2015 unless extended in writing by the parties for an additional one-year term. The parties acknowledge that the Washington Supreme Court will be setting specific requirements concerning indigent defense effective January 1, 2015. Should this Agreement be extended the parties agree that they will negotiate in good faith any changes necessary to ensure compliance with these requirements.

### **III. QUALIFICATIONS OF CONTRACTOR ATTORNEYS - TRAINING**

All attorneys employed by Contractor for the purposes of providing the services called for in this contract shall, at a minimum, satisfy the minimum qualifications to practice law as established by the Washington State Supreme Court; be familiar with and follow the statutes, court rules, case law and constitutional law applicable to misdemeanor criminal defense work in the state of Washington; be familiar with and abide by Washington’s Rules of Professional Conduct; be familiar with the Performance Guidelines for Criminal Defense Representation approved by the Washington State Bar Association on June 3, 2011; be familiar with the consequences to each particular defendant of any conviction or adjudication including but not limited to jail time, financial penalties, restitution, mental health or drug and alcohol treatment obligations, license suspensions, and immigration or civil commitment implications; be familiar with mental health and substance abuse issues applicable to each defendant; be able to recognize the need for expert services including but not limited to investigators; and be able to satisfy the terms and conditions of this Agreement. A supervising attorney employed by Contractor with a minimum of seven years of experience shall meet with each attorney assigned to this contract on a quarterly basis to ensure compliance with the terms of this agreement.

#### **IV. QUALITY OF REPRESENTATION**

Contractor represents and warrants that attorneys and Rule 9 Interns used to perform services under this Agreement, have the requisite training, skill and experience necessary to provide the services described herein and are appropriately accredited and licensed by all applicable agencies and governmental entities. Contractor shall provide services in a professional and skilled manner consistent with Washington's Rules of Professional Conduct, applicable case law, the Constitutions of the United States and Washington, and the court rules that define the duties of counsel and the rights of defendants. Contractor shall be familiar with the Performance Guidelines for Criminal Defense Representation approved by the Washington State Bar Association on June 3, 2011, and any Standards adopted by the City and/or the Court, including Chapter 10.101 RCW and Standard 14.1 of the Washington State Supreme Court Standards for Indigent Defense issued on September 7, 2012. At all times during the representation of a defendant, the Contractor's primary responsibility shall be to protect the interests of the defendant.

#### **V. SCOPE OF WORK AND DUTIES OF CONTRACTOR**

A. Criminal Defense Representation – To Whom Provided. Except in cases in which a conflict of interest exists, Contractor shall provide criminal defense representation to the following:

1. All defendants who are charged with a criminal offense which falls within the jurisdiction of the Court, and for which the Contractor has been appointed by the Court as attorney of record pursuant to the Court's determination of indigence of the defendant.

2. All suspects who are permitted access to a public defender while detained pursuant to an investigation for the offenses of driving under the influence (RCW 46.61.502), driving under twenty-one consuming alcohol (RCW 46.61.503) or physical control of a vehicle under the influence (RCW 46.61.504) for the purposes of consulting with the Contractor prior to deciding whether to provide a sample of breath or blood.

3. All defendants who are not represented by private counsel and who appear for arraignment in the Court.

4. All defendants who, while in the custody of the jail facility, are not represented by private or conflict counsel, who appear before the Court. This also includes defendants appearing before the Court for first appearance/bail hearings

5. Contractor shall staff this contract with no less than three attorneys and will be able to provide additional attorneys as needed based on caseload or factors impacting quality of representation.

B. Provisional and Temporary Appointments. Contractor shall provide representation of defendants at arraignment and during in-custody hearings despite the fact that Contractor may only be provisionally or temporarily appointed to represent the defendants at arraignment and

during the in-custody hearings; provided, that in the event a defendant wishes to enter a plea at arraignment, the Contractor shall request that the court accept the plea only after the defendant is appointed to the Contractor and/or the defendant waives the right to an attorney in manner acceptable to the court.

C. Pre-filing Representation.

Contractor shall be available 24 hours per day, seven days per week, by telephone for the purposes of providing representation to suspects or defendants who are in custody and under investigation for any misdemeanor or gross misdemeanor. Contractor shall provide the Lakewood and any contracting cities Police departments with telephone numbers of its attorneys that provide direct access to the attorneys, and shall keep such telephone numbers up to date. Contractor may designate times in which specific attorneys may be reached, and shall provide the numbers of alternate attorneys if the designated attorney cannot be reached.

**VI. DEFENDANT ACCESS TO CONTRACTOR**

A. Contact Prior to Court Hearings. Contractor shall make reasonable effort to confer with defendants about cases prior to court hearings, and Contractor shall be available for office consult.

B. Toll Free Calls. Defendants shall be provided access to the Contractor by means of a toll-free local call from a Lakewood telephone number made available by the Contractor. Currently Contractor's toll free number is 1-800-547-8639

C. Time to Respond. Contractor shall respond to defendant inquiries within a reasonable time to ensure the effective assistance of counsel, whether such inquiries are received by letter, telephone, email, or otherwise.

D. Local Office Required. City shall provide space in City Hall for confidential office consultation between Contractor and Defendant. Contractor shall maintain scheduled time at this location for the purpose of consultation and shall when practical meet with the clients either in person or by phone within 3 business days of appointment.

E. At the earliest reasonable time during the representation the contractor will go over with each defendant the following information:

- The Elements of Offense
- The Presumption of Innocence
- The Prosecution's Burden to Prove Each Element
- The Prosecution's Burden to Prove Each Element Beyond a Reasonable Doubt
- Right to Jury Trial
- The Right to a Speedy Trial
- The Right to Present Defense
- That it is Solely Client's Decision to Enter Guilty Plea or Proceed to Trial
- The Maximum Penalty and Mandatory Minimum Penalty

-Any Witness or Other Investigation Issues that Needs to be Addressed

At this initial meeting Contractor shall also

- Assess each Client's Ability to Understand English and Need for an Interpreter
- Assess each Client's Competency
- Assess each Client's Literacy
- Assess each Client's Citizenship and any Immigration Concerns
- Provide Contact Information for SMH and Assigned Attorney

F. Availability for and Contact with In-Custody Defendants. Contractor shall evaluate the cases of all appointed defendants in the custody of the jail facility, and shall meet with in-custody defendants for the purpose of consultation as required for effective representation, and shall, during the representation, go over with each defendant the information set forth in Article VI, section E of this Agreement.

## **VII. APPOINTMENT OF PUBLIC DEFENDER**

A. Appointment. Screening to determine eligibility for legal representation at public expense will be provided by the Court. Contractor shall be provided written notice of the name, address and phone number of each appointed Defendant, together with the charge and cause number within a reasonable time after determination of eligibility. Receipt of written notice shall constitute appointment to provide legal service to such appointed Defendants. In addition, the Lakewood Municipal Court Judge may order direct appointments of defendants in open court.

B. Case Defined. A case is defined as the filing of a document with the court naming a person as defendant, to which an attorney is appointed by the court in order to provide representation. Appointment of Contractor to a case includes all criminal charges related to a single incident filed against a defendant. Such appointment constitutes appointment to one case regardless of the number of charges filed based on the incident.

C. Complexity. If any particular case, due to either the nature of the charge(s) or incident upon which the charges are based or due to the volume of charges pending against the defendant, is beyond the standard contemplated by the parties in reaching this agreement Contractor is to notify the City of such concern immediately through the Contract Administrator and resolve any need for additional resources required to provide quality representation. Where based upon the attorneys experience a particular case requires the need of the services of an investigator, an expert witness or interpreter services beyond those provided in court, Contractor shall petition the court for funding of such services.

## **VIII. CITY CONTRACT ADMINISTRATOR- CONTRACT OVERSIGHT**

A. This agreement shall be managed and monitored by the Finance and Administrative Services Department as determined by the City Manager. All notices and other written documentation shall be sent to the parties at the following addresses unless otherwise requested in writing:

City of Lakewood:

Contractor:

Assistant City Manager  
Finance & Administrative Services  
City of Lakewood  
6000 Main Street SW  
Lakewood, WA 98498

Ken Harmell  
Stewart MacNichols Harmell, Inc. P.S.  
655 West Smith Street, Suite 210  
Kent, WA 98032

B. Contractor shall maintain a case reporting and case management information system and shall submit to the Assistant City Manager of Finance and Administrative Services on a monthly basis or as otherwise requested the following reports as a condition of payment:

1. Reports regarding caseload, which shall contain the following information:
  - i. The number of cases to which the Contractor was appointed
  - ii. The names of defendants to which the Contractor was appointed
  - iii. The case number
  - iv. The date of appointment
  - v. The charge(s) filed against the defendant
  - vi. The number of appellate level cases pending
2. Quarterly Reports. Beginning with Contractor's July 2014 billing to City, Contractor will submit quarterly reports which will include:
  - i. The number of appellate cases filed during the preceding quarter
  - ii. The average number of cases appointed per full time attorney equivalent by Contractor over the reporting period
  - iii. The number of cases each attorney has been assigned during the preceding quarter
  - iv. The number of cases each attorney has been assigned year to date
  - v. The supervising attorney employed by the Contractor shall randomly select ten files assigned to each attorney providing services under this contract during the preceding three months. For each of these ten files Contractor will provide evidence to the Assistant City Manager of Finance and Administrative Services that Contractor is in compliance with its duties pursuant to Article VI, Sections E and F of this Agreement.
3. Contractor shall have no obligation to disclose information to the City that would operate to compromise any attorney-client privilege when providing these reports.

**IX. TERMINATION**

A. For Cause. The City or the Contractor may terminate this Agreement immediately in the event the other party breaches the Agreement and such breach is not corrected to the reasonable

satisfaction of the injured party in a timely manner after notice of breach has been provided to the other party. Each and every term of this Agreement is material. The failure of any party to comply with any term of this Agreement shall constitute a breach of this Agreement.

B. For Reasons Beyond Control of Parties. Either party may terminate this Agreement without recourse by the other where performance is rendered impossible or impracticable for reasons beyond such party's reasonable control such as, but not limited to, acts of nature; war or warlike operations; civil commotion; riot; labor dispute including strike, walkout, or lockout; sabotage; or superior governmental regulation or control.

C. Without Cause. Either party may terminate this Agreement at any time without cause upon giving the non-terminating party not less than one hundred eighty (180) days prior written notice

D. Contractor Responsibility Upon Termination. Upon termination or expiration of this Agreement without renewal or a replacement contract with the Contractor, Contractor shall, except as may be otherwise provided by law or applicable court rule or court order, be relieved of all responsibility to represent persons under the terms of this Agreement. Provided that, upon receipt of written notice from the City of such termination or expiration, Contractor shall work cooperatively in good faith with the City, and any law firm or attorneys retained by the City to provide indigent defense services ("Successor Attorneys"), to identify for transfer to the Successor Attorney any and all cases anticipated to be open at the time of termination or expiration to of this Agreement. Contractor shall work in good faith to ensure that all files and related materials are timely transferred to the Successor Attorneys upon termination or expiration. The city and Contractor may negotiate in good faith for additional compensation for continued representation on any and/or all open cases.

## **X. PROOF OF LIABILITY INSURANCE**

Professional Liability Coverage. During the term of the Contract, the Attorney shall have professional liability coverage in a minimum amount of \$1,000,000 per claim and \$1,000,000 in general aggregate covering Attorney and Attorney's agents and employees providing services under this Agreement. Proof of this coverage must be provided to the City prior mutual acceptance of this contract.

## **XI. INDEMNIFICATION**

Contractor shall indemnify, defend, and hold the City, its elected officials, officers, and employees harmless from any and all claims whatsoever arising from the performance of the Contractor's obligations pursuant to this Agreement, including but not limited to claims arising out of the errors and omissions of the Contractor relating to the representation or lack of representation of clients, and/or by reason of accident, injury, or death caused to any persons or property of any kind occurring during the performance or lack thereof of the work required by this Agreement, or traveling to or from any place to perform the work required by this Agreement, except to the extent they are caused by the sole negligence of the City. The failure of the Contractor to carry insurance in a quantity sufficient to defend a claim or lawsuit or cover

any judgment that results shall not operate to limit the Contractor's indemnification or defense of the City. This indemnification section shall survive the expiration or termination of this Agreement.

## **XII. COMPENSATION**

- A. Payment for Services. The Contractor shall be compensated by the City for the services performed by the Contractor at the rate of Twenty Five Thousand Dollars (\$25,000) each month. Except as otherwise provided herein, this compensation shall include, but is not limited to, compensation of Contractor for pre-filing representation; coverage of arraignments, pretrials, motions, trials, sentencing, telephonic bail hearings, and review, revocation & probation hearings; all necessary preparation and hearings to resolve the issue(s) underlying a motion to revoke probation; and, all overhead, costs and expenses of Attorney, except as otherwise set forth herein, and shall be Attorney's sole compensation. All compensation is inclusive of administrative costs as set forth in Standard 5.2 of the Washington State Supreme Court Standards for Indigent Defense issued on September 7, 2012.
- B. In any month where the Contractor is appointed to more than one hundred (100) cases, the Contractor shall be compensated at the rate of Two Hundred and Fifty Dollars (\$250.00) per appointment over one hundred cases.
- C. There shall be additional compensation at the rate of Seven Hundred and Fifty Dollars (\$750.00) for each appeal that is filed.
- D. Billing. The Contractor shall bill the City, in care of the City's Finance Department no later than the 15<sup>th</sup> day of each month. In the event that notice of an appointment by the Court was not given by the Court or was not received by the Contractor prior to Contractor appearing on behalf of the indigent defendant, the appointment will be counted for billing and compensation purposes as having been made at the time the court entered a record of the appointment on the docket. In the event that an adjustment to the billing for that month is required because the number of appointments exceeded, or will exceed, 100, the Contractor shall either separately, or during the next billing cycle, submit an invoice back-billing the City for the adjusted compensation amount.
- E. Payment. The city shall make payments within 30 days of receipt of Contractors bill.
- F. Costs: The city agrees to reimburse the Contractor for all reasonable costs associated with obtaining and transcribing trial court records for appeal purposes. The city further agrees to reimburse the Contractor for all costs associated with retaining experts/investigators and/or interpreters to the extent they are approved by the court.

## **XIII. ASSIGNMENT PROHIBITED**

No assignment or transfer of this Agreement or of any interest in this Agreement shall be made by either of the parties, without prior written consent of the non-assigning party.

#### **XIV. AGREEMENT APPLICABLE TO ALL EMPLOYEES AND VOLUNTEERS**

The Performance Obligations of this Agreement shall apply to all persons who are employed by, or who volunteer for, the Contractor, including but not limited to attorneys, interns, paralegals, office assistants, secretaries, and investigators. Any other provisions apply to the Contractor and its shareholders and/or partners.

#### **XV. STATUS OF CONTRACTOR AS INDEPENDENT CONTRACTOR AND NOT EMPLOYEE**

This Agreement calls for the performance of the services of the Contractor as an independent contractor and Contractor will not be considered an employee of the City for any purpose. Contractor shall secure at its own expense and be responsible for any and all payment of income tax, social security, state disability insurance compensation, unemployment compensation, worker's compensation, and all other payroll deductions for the Contractor and its officers, agents, and employees and the costs of all professional or business licenses in connection with the services to be performed hereunder. Contractor shall be solely responsible for any and all claims or lawsuits filed against Contractor by personnel employed by the Attorney related to the conditions or terms of employment by the Contractor, and the Contractor shall defend, indemnify, and hold harmless the City and its employees and officers from any such claims or lawsuits. Contractor further agrees that its employees are not considered employees of the City for the purposes of participating in any state or federal program, including but not limited to the retirement program provided by the Washington Department of Retirement Services, and in the event that a claim is made to the contrary by any employee or volunteer of the Contractor, Contractor shall defend, indemnify, and hold harmless the City and its employees and officers from any such claims or lawsuits and shall pay all awards ordered against the City for such claims or lawsuits.

#### **XVI. ADDITIONAL SERVICES**

Contractor may be requested to perform additional services beyond the original scope of services as defined in section 1 of this Agreement. Such work will be undertaken only upon written authorization of the City based upon an agreed amount of compensation.

#### **XVII. ENTIRE AGREEMENT – AMENDMENTS**

This instrument contains the entire Agreement between the parties for the contemplated work and services to commence March 1, 2014, and it may not be enlarged, modified, altered, or amended except in writing signed and endorsed by the parties.

#### **XVIII. DUPLICATE ORIGINALS**

This Agreement is executed in duplicate originals.

**XIX. EFFECTIVE DATE**

The terms of this Agreement shall take effect on March 1, 2014.

CITY:

**City of Lakewood**

ATTORNEY:

**Stewart MacNichols  
Harmell, Inc., P.S.**

\_\_\_\_\_  
Print Name: \_\_\_\_\_  
Title: City Manager  
Dated: \_\_\_\_\_

\_\_\_\_\_  
Print Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Dated: \_\_\_\_\_

APPROVED AS TO FORM:

\_\_\_\_\_

DRAFT



To: Mayor and City Councilmembers

From: Don Wickstrom, Public Works Director

Through: John J. Caulfield, City Manager *John J. Caulfield*

Date: February 19, 2014

Subject: Pierce County Regional Council  
Federal Transportation Grants – Call for Projects

### **Introduction**

The purpose of this memo and study session discussion is to review the upcoming Pierce County Regional Council (PCRC) “Call for Projects” application and confirm with council on the projects the city should apply for.

### **Background**

Every two to three years, PCRC conducts a “Call for Projects” for the distribution of Federal Transportation funds that are allocated to each county in the Puget Sound Regional Council (PSRC) area.

These funds trickle down from the federal gas tax collection and appropriated through the federal transportation act, *MAP-21: Moving Ahead for Progress in the 21<sup>st</sup> Century*. Funds are allocated to each state. The State of Washington splits the funds approximately 50/50 between WSDOT and the metropolitan planning organizations (MPOs) with Lakewood’s MPO being PSRC. PSRC further splits the funds 50/50 between a “Regional” competition, and the “Countywide” competition. In addition, PSRC has allocated a percentage of “Regional” funds to each county for the sole purpose of pavement preservation. This will be second round of the pavement preservation pilot program.

The City of Lakewood has not historically competed for “Regional” projects as we have not had a competitive project for regional funding. Regional projects range in construction costs of \$5 to \$20 Million and have benefits for the “region” and not just Lakewood or the county

area alone. Pierce County “regional” projects that have competed well in the past have been projects that access the Port of Tacoma.

Lakewood has historically done well in the “Countywide” competition, averaging \$2.0 to \$3.0 Million of grant awards each competition. It is estimated that Pierce County will have \$27 Million for this year’s competition.

### **Spring 2014 Call for Projects – TCC Application**

#### **Policy Focus**

Over the past several months, the Transportation Coordinating Committee (TCC) of the PCRC (of which Don Wickstrom and Desiree Winkler are members) has been meeting to update the grant application for the Spring 2014 Call for Projects. Each county is provided the flexibility to develop their applications following the policy focus as directed by Puget Sound Regional Council. This competition’s policy focus includes: 1) support of centers; and 2) improvement of air quality / reduction of vehicle emissions. In addition, application scoring criteria shall be consistent with PSRC Transportation 2040 (T2040) goals and policies.

With regard to “support of centers,” the City of Lakewood has one designated regional growth center generally located around the Bridgeport Way corridor from Pacific Highway to Gravelly Lake Drive (see attached). This regional designation has provided grant funding opportunities for Bridgeport Way, Gravelly Lake Drive, and Pacific Highway improvements. The extension of these arterial corridors serving Lakewood’s regional center are also significant and also are good candidates for grant funding.

During the last funding cycle, it was acknowledged that “centers of local importance” and their associated transportation corridors should also be considered for funding. The PCRC Growth Management Coordinating Committee (GMCC) established interim criteria and developed a map of local centers to provide “points” for projects serving local centers. Lakewood did not establish local centers during the last funding round and found itself at a disadvantage during the grant application scoring. Lakewood is working through GMCC to be able to include its “centers of local importance” (adopted by council on January 21, 2014) in this year’s competition.

With regard to “air quality improvements,” projects that include non-motorized elements, access to transit routes and hubs, and traffic signal coordination improvements receive moderate to high air quality scores.

#### **Application Categories and Set-Asides**

The application has two main parts: 1) general application that applies to all types of projects; and 2) category specific application including: **other** (e.g. planning and intelligent transportation system (ITS); **non-motorized**; **preservation** (limited to pavement preservation); **rural**; **transit**; and **roadway** (see attached).

MAP-21 rules require specific set-asides for non-motorized and rural projects. PSRC established a preservation set-aside “pilot” program the last application round and will continue it through this round. PCRC has also established set-asides for transit and small cities. A draft scenario of current set-asides assuming a total funding amount of \$27 Million over a 3-year funding cycle has been used to estimate funding levels per category (see attached).

The PCRC will be reviewing the TCC application as well as review the PCRC set-asides at their March 20, 2014 meeting and making final modifications and recommendations on the scoring criteria.

The funds must be distributed based on project merit meeting established policies. Funds may not be distributed based on a population formula.

### **Lakewood Grant Applications and Scoring Criteria**

Each jurisdiction is limited to a total of six (6) grant applications. The attached table lists the projects Lakewood proposes to apply for along with description of the key scoring criteria for each.

In consideration of Lakewood’s grant applications, the following are key policies that are important to be weighed appropriately in the upcoming competition.

- 1) Support of Centers: Regional centers and their associated corridors should receive higher priority than “local centers.” Lakewood should be allowed to include their recently-established “centers of local importance” on the interim centers map (developed by GMCC and approved by PCRC). The current draft application does address this and provides for higher points for designated regional centers (question 18).
- 2) Arterial Hierarchy: Higher volume roads should receive higher priority than lower volume roads. The current draft application addresses this adequately (questions 14 and 47).
- 3) Transit: Roads with established transit routes shall receive preference over routes without transit. Transit provides additional transportation options and best serve dense populations. The current draft application addresses this adequately (questions 19, 20, and 48).
- 4) Transit Set Aside: The PCRC transit set aside should be maintained. The percentage of the set aside may be adjusted. The transit set aside is important, as transit projects if put head-to-head against roadway projects, would be in a position to take all of the funds since they score higher on many policies.

**TABLE 1: Proposed Lakewood Grant Applications**

	<b>Project</b>	<b>Application Type</b>	<b>Grant \$ (Total Project \$)*</b>	<b>Key Scoring Criteria</b>	<b>Notes</b>
1	<b>Bridgeport Way Overlay – Pacific Highway to 112<sup>th</sup></b>	Preservation	\$200,000 (\$400,000)	continuation of previous overlay project; located in the regional center; principal arterial; transit route; moderate percentage of trucks; pavement rating is optimal for preservation	
2	<b>Steilacoom Boulevard Overlay – Lakewood Drive to 300 feet west of So. Tacoma Way</b>	Preservation	\$550,000 (\$800,000)	principal arterial; transit route; moderate percentage of trucks; pavement rating is optimal for preservation; located in local center	
3	<b>Gravelly Lake Drive – 100th Street to Bridgeport Way:</b> complete curb, gutter, sidewalks, street lighting, storm drainage, overlay, signal replacement at Mt. Tacoma Drive.	Roadway	\$2.0 Million (\$2.4 Million)	located in the regional center; principal arterial designation; high number of transit; federal funding secured for design and right-of-way; NEPA approval received; right-of-way plans approved.	Working with Lakewood Water District to contribute to pavement overlay in order to have a “cooperating jurisdiction” and potential “over match” on the local agency grant funding percentage
4	<b>Bridgeport Way – JBLM to I-5:</b> complete curb, gutter, sidewalks, street lighting, pavement reconstruction, and associated storm drainage	Roadway	\$3.64 Million (\$4.49 Million)	Serves regional center; connects two centers; principal arterial; federal funding secured for design; right-of-way not needed; working on completing NEPA approval	This project may also have phased construction to reduce project cost. In the spirit of cooperation, and to share funds amongst as many jurisdictions as possible, project limits may be reduced and subsequent phases postponed to another funding opportunity
5	<b>Lakewood Traffic Signal Upgrade-Intelligent Transportation Systems (ITS) – Ph. 5:</b> complete additional fiber optic interconnect between signals; add CCTV to Steilacoom Boulevard and other key corridors	Other	\$430,000 (\$500,000)	previously federally funded for other phases; NEPA approval received; good air quality improvements by reducing idling and emissions through signal coordination and traffic management.	Potential to have funding partner with a portion of the USGA Ft. Steilacoom Park rental funds (e.g. \$5,000 is 1% participation in a \$500,000 project). Project can be scaled back to accept lesser funds.
6	<b>Steilacoom Blvd Corridor Project (west City limits to Weller (?)):</b> complete curb, gutter, sidewalk, street lighting, storm drainage, pavement overlay. <b>Design and right-of-way only for selected section.</b>	Roadway	\$1,100,000 (\$1,300,000)	Principal arterial, transit routes, and connection to local centers.	This will be the first time we will attempt to apply for federal funds for this corridor. We are evaluating the possibility of cooperating with the Town of Steilacoom to make this a multi-jurisdictional corridor, which provides additional points on the application.

\*values may be modified with grant match calculations and additional “partner” dollars.

# DRAFT FUNDING CALCULATIONS

Pierce County Call For Projects

(All Amounts Are Preliminary Estimates)

\$	21,000,000	- (Surface Transportation Program) STP Funds
+ \$	6,000,000	- (Congestion Management Air Quality) CMAQ funds
<hr/>		
\$	27,000,000	- Total Available Funds
\$	27,000,000	- Total Available Funds
- \$	4,000,000	- PSRC Non-Motorized Set Aside
- \$	5,000,000	- PSRC Preservation Set Aside
- \$	3,000,000	- PSRC Rural Set Aside
<hr/>		
\$	15,000,000	- Roadway/ Intermodal/Transit/ Small Cities/ Other

## Assumptions

- Transit Set Aside@ 18%
- Roadway /Intermodal/Other/Small Cities (These categories share the same pot of funding.)

\$	15,000,000	- Roadway/ Intermodal/Transit/ Small Cities/Other
	X 18%	- Transit
<hr/>		
\$	2,700,000	- Transit Set Aside

\$	15,000,000	- Roadway/ Intermodal/Transit/Small Cities/Other
- \$	2,700,000	- Transit Set Aside
<hr/>		
\$	12,300,000	- Roadway/ Intermodal/Small Cities/Other

## SUMMARY

+ \$	5,000,000	- PSRC Preservation Set Aside
+ \$	4,000,000	- PSRC Non-Motorized Set Aside
+ \$	3,000,000	- PSRC Rural Set Aside
+ \$	12,300,000	- Roadway/ Intermodal/Small Cities/Other
+ \$	2,700,000	- Transit Set Aside
<hr/>		
\$	27,000,000	Total Available Funds

<b>Small Cities in Pierce County</b> (combination of population and employment < 9,000) *
South Prairie
Wilkeson
Carbonado
Ruston
Roy
Pacific
Eatonville
Buckley
Steilacoom
Fircrest
Orting
Milton

\* Definition and list of small cities acted on by PCRC 11/21/13

Project Title \_\_\_\_\_  
 Agency \_\_\_\_\_

**DRAFT - TCC TECHNICAL APPLICATION**

**2014**

**PIERCE COUNTY REGIONAL COUNCIL  
 REGIONAL TRANSPORTATION IMPROVEMENT PROGRAM (TIP)  
 APPLICATION FORM TO REQUEST INCLUSION OF A PROJECT IN THE FFY 2015-2017 TIP**

**Supplementary information can be found in the appendices of the application packet. Incomplete or missing answers will be scored zero. Please respond to all unrelated questions with N/A.**

**APPLICANT INFORMATION**

**1. Please select an application type:**

- \_\_\_\_\_ Other  
 (Please answer Questions 1-23 and 55-62)  
 Potential score of 94
- \_\_\_\_\_ Non-Motorized  
 (Please answer Questions 1-23 and 49-54)  
 Potential score of 96
- \_\_\_\_\_ Preservation  
 (Please answer Questions 1-23 and 38-48)  
 Potential score of 98
- \_\_\_\_\_ Rural  
 (Please answer Questions 1-23 and 69-)  
 Potential score of ?
- \_\_\_\_\_ Transit  
 (Please answer Questions 1-23 and 63-68)  
 Potential score of 83
- \_\_\_\_\_ Roadway application type not listed above  
 (Please answer Questions 1-23 and 24-37)  
 Potential score of 98

**1a. Improvement Type:** Please select ONE primary Improvement Type. Please indicate one Primary Improvement (PI) and any number of Secondary Improvements (SI).

<b>ROADWAY</b>			
	New Facility – Roadway		Bridge Replacement
	Relocation – Roadway		Multiple Intersections – Roadway
	Environmental Improvement – Roadway		Single Intersection – Roadway
	Major Widening – General Purpose		Safety – Roadway
	Major Widening – HOV		Grade Separation
	Minor Widening – No new capacity		Major Interchange – GP
	Minor Widening – New capacity		Major Interchange – HOV

	Preservation/Maintenance/Reconstruction		Minor Interchange – GP
	Resurfacing		Minor Interchange – HOV
	New Bridge or Bridge Widening		Other – Roadway
	Bridge Rehabilitation		
<b>NONMOTORIZED</b>			
	Sidewalk		Bike Lanes
	Regional Trail (Separate Facility)		Other – Nonmotorized
	Non-Regional Trail (Separate Facility)		
<b>OTHER</b>			
	Transportation System Management		Transportation Demand Management
	Intelligent Transportation System		Other – Special
	Study or Planning activity		
<b>TRANSIT</b>			
	New/Relocated Transit Alignment		New ferry route
	Transit Center or Station – new or expansion		Service Expansion – Ferry
	Flyer Stop		New/Relocated/Expanded terminal
	Transit Center or Station – Maintenance		Terminal Preservation
	Park and Ride (new facility or expansion)		New/Replacement Vessels – Passenger Only
	Vehicle Expansion		New/Replacement Vessels – Car/Pass
	Vehicle Replacement		Vessel Preservation/Rehabilitation
	Operations – Transit		Operations – Ferry
	Service Expansion – Transit		Other – Ferry
	Other – Transit		

**2. Agency Contact Person**

Name: \_\_\_\_\_ Address: \_\_\_\_\_  
 Title: \_\_\_\_\_ Telephone: \_\_\_\_\_  
 Email: \_\_\_\_\_

**PROJECT LOCATION INFORMATION**

(Roadway projects without a federal route number or a federal functional class may be ineligible for federal funds.)

**3. Project Location:** \_\_\_\_\_

From: \_\_\_\_\_ To: \_\_\_\_\_

Or, other appropriate locating information: \_\_\_\_\_





A Fund Source	B Secured, reasonably Expected, or Unsecured?	C Obligation Date (Yr Only)	D \$ Amount by Funding Source	Project Phase			
				E	F	G	H
				Planning	Prelim. Eng/ Design	Right-of- Way	Construction / Implementation
Local							
(name) Co-op Jurisdiction							
(name) Private Funds							
(source) Grant							
Other							
Other							
Other							
Grant Request	Unsecured						
<b>TOTAL</b>							

If unable to completely fill out Tables #10-12, please explain why: \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**11a.** Provide additional information on any funds identified in the table above as unsecured. For example, identify the estimated approval date of funds for the project into the 6-year program; if pursuing a limited improvement district, bonding, or other local funding mechanism, when will that occur and what additional steps are required, etc. For more information on the definition of secured, reasonably expected, and unsecured funds, refer to: [http://www.psrc.org/assets/7911/Definitions\\_SecuredandUnsecuredFunding.pdf](http://www.psrc.org/assets/7911/Definitions_SecuredandUnsecuredFunding.pdf)

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**THE FOLLOWING RESPONSES WILL BE SCORED FOR PROJECT PRIORITIZATION.**

**PROJECT READINESS**



**14. Federal Functional Classification: Principal Minor Collector**

Principal \_\_\_\_\_ 3 points  
 Minor \_\_\_\_\_ 2 points  
 Collector \_\_\_\_\_ 1 point

**COMMITTEE SCORE** \_\_\_\_\_  
 (Max. score of 3)

**15. Will this project include additional ADA improvements that are not required by the 2013 City/County Design Standards (LAG Manual)? Example: Construction of a sidewalk that is wider than the minimum requirements.**

Yes \_\_\_\_\_ 2 points  
 No \_\_\_\_\_ 0 points

If yes, what are they? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**COMMITTEE SCORE** \_\_\_\_\_  
 (Max. score of 2)

**16. Local Agency Over Match Incentive:**

More than 30% of total project costs \_\_\_\_\_ 3 point  
 21% to 30% of total project costs \_\_\_\_\_ 2 point  
 15% to 20% of total project costs \_\_\_\_\_ 1 point

**COMMITTEE SCORE** \_\_\_\_\_  
 (Max. score of 3)

**17. Is the project or phase ready for implementation? (One point for each. Please check all that apply)**

Obligate funds in 2015 (receives 2 points)	<input type="checkbox"/>	Environmental process complete* (must provide a signed ECS by FHWA or WSDOT H&LP)	<input type="checkbox"/>
Obligates funds in 2016 (receives 1 point)	<input type="checkbox"/>	Funding requested here completes project or fully implements the project	<input type="checkbox"/>
ROW plans approved by WSDOT	<input type="checkbox"/>	Purchase of ROW certified or not required	<input type="checkbox"/>

\*Note: NEPA will NOT be finalized until the “next” project phase is funded in the STIP.

**COMMITTEE SCORE** \_\_\_\_\_  
 (Max. score of 6)

**Please provide information on your project readiness to proceed:**

**Design Status (% complete):** Choose an item.

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Project Phase	Status	Actual or Expected Completion Date
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Preliminary Engineering	Choose an item.	Click here to enter a date.
Environmental Approval	Choose an item.	Click here to enter a date.
Right-of-Way Certification	Choose an item.	Click here to enter a date.

If construction funds are being requested, please describe any ROW needs for the project, including the number of parcels needed, whether property owners are expected to cooperate (and your agency's experience with condemnation and/or whether it is willing to go to condemnation if needed).

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17a. Will other funding benefits be missed if the project remains unfunded in 2015, 2016 or 2017?  
Yes \_\_\_\_\_ No \_\_\_\_\_ (Include information about other funding benefits.)  
Please explain:

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COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 1)

18. Pierce County Regional Growth Centers Hierarchy and Connecting Corridors criteria: Is the project located in (1-3) or serving (4-6) any of the following? (Please check all that apply).

1. Metropolitan Center (scores 1 point)		4. Corridor Supporting one (1) or more Manufacturing/Industrial or Candidate Center (scores 1 point)	
2. Regional or Candidate Growth Center Manufacturing/Industrial or Candidate Center (scores 2 points)		5. Corridor Supporting one (1) or more Centers (scores 1 point)	
3. Countywide Center or Locally Identified Center (see approved PCRC Map) (scores 1 point)		6. Corridor Supporting two (2) or more Centers (scores 1 point)	

Local city and town centers provide local job, service, cultural, and housing areas for their communities. They serve as focal points where people come together for a variety of activities, including shopping and recreation. These central places must be identified in local comprehensive plans, or should be advancing towards that goal. These areas are to become priority areas for future investments and growth at the local level.

List and describe centers and attach map.

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COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 7)

19. **Is the project on a transit route? (Transit routes that “intersect” are okay only when the project improves the intersection)**  
**Guidance: Sound Transit route information is available at <http://www.soundtransit.org/Schedules>**  
**Pierce Transit route information is available at <http://www.piercetransit.org/pierce-transit-routes/>**

Yes, full project length \_\_\_\_\_ 2 points  
 Yes, partial or intersection \_\_\_\_\_ 1 point  
 No \_\_\_\_\_ 0 points  
 If yes, provide route number(s) \_\_\_\_\_

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 2)

20. **What is the peak number of transit vehicles per hour within the project limits? (Transit routes that “intersect” are okay only when the project improves the intersection)**  
**Guidance: Sound Transit route information is available at <http://www.soundtransit.org/Schedules>**  
**Pierce Transit route information is available at <http://www.piercetransit.org/pierce-transit-routes/>**

Peak number of transit vehicles per hour \_\_\_\_\_  
 4 or more transit vehicles \_\_\_\_\_ 2 points  
 1 to 3 transit vehicles \_\_\_\_\_ 1 point

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 1)

21. **Does this project specifically improve non-motorized access for trips to any of the following (check all that apply). Provide a map showing all checked items.**

Transit locations (0-2 trips/day)	<input type="checkbox"/>	Schools	<input type="checkbox"/>	Household/Retail	<input type="checkbox"/>	Commercial Areas	<input type="checkbox"/>
Transit locations (0-5 trips/day)	<input type="checkbox"/>	Grocery Store	<input type="checkbox"/>	Parks and Recreation	<input type="checkbox"/>	Cultural Facilities (museums, libraries, etc.)	<input type="checkbox"/>
Transit locations (0-5+ trips/day)	<input type="checkbox"/>	Medical	<input type="checkbox"/>	Employment Centers	<input type="checkbox"/>	*Other	<input type="checkbox"/>

1 point each item

\*Please describe:

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COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 12)

**22. Does this project provide contiguous gap-closure to a previously funded transportation route?**  
(Gap closure projects may improve the facility to a standard equal to those sections on either end of the project. Gap closure project may provide a missing link of a facility that leads to a single connected facility. Gap closure projects are not limited to roadway sections and may include pedestrian paths, bicycle paths, trails, bridges, or any other transportation project which completes the system.)

- Yes, Final Section \_\_\_\_\_ 3 points
- Yes, Next Section \_\_\_\_\_ 2 point
- No \_\_\_\_\_ 0 points

If yes, please name adjacent segments; provide their funding source, and completion date: \_\_\_\_\_

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COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 3)

**23. Describe how the project has the potential to reduce emissions?**

**Guidance:** The application process will walk project sponsors through specific questions designed to determine the potential emissions reductions of their project. For example, projects involving fuel or vehicle conversions will be asked to provide information on the total number of vehicles affected, the current fuel and vehicle usage conditions, as well as the conditions after the project is implemented. Projects expected to result in an increase in transit usage will be asked to provide information on the current transit ridership and transit routes affected, as well as the specifics of the project – i.e., how will the individual project encourage or promote new transit riders. Projects providing new or more frequent/expanded transit service would be expected to result in a higher level of new transit riders than projects providing improvements in existing transit travel times or enhanced amenities to existing service. Projects resulting in improvements in traffic flow will be asked to provide information on the current travel conditions, amount of idling, number of trucks using the route, etc. As mentioned above, the magnitude of the project and the timing of the anticipated benefits will play a role in the final score, and all projects will be evaluated against each other.

Please explain:

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**High:** A project will rate high if:

- It will substantially reduce emissions of greenhouse gases and other air pollutants, or will substantially reduce fine particulates from diesel exhaust; and
- The air quality benefits will occur by 2020.



surface and provide water quality/quantity treatment for ALL (new and existing) impervious surfaces within the project area. \_\_\_\_\_ 2 points

Projects that add less than 5,000 square feet of new impervious surface and that provide water quality and quantity treatment OR adds 5,000 square feet or more new impervious but add less than 50% total. \_\_\_\_\_ 1 point

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 3)

**26. Does the project include horizontal or vertical roadway adequacy improvements? (Supporting documentation should include a map, design drawing, or narrative statement specifically addressing the horizontal/vertical improvements.) Please describe:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

(Narrative or supporting documents are required.)

**High:** A high scoring project would demonstrate the following characteristics:

**Medium:** A medium scoring project would demonstrate the following characteristics:

**Low:** A low scoring project would demonstrate the following characteristics:

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

**27. Does this project add a new illumination system?**

- Yes, full project corridor length \_\_\_\_\_ 3 points
- Yes, partial project corridor length \_\_\_\_\_ 2 points
- Yes, at an intersection only \_\_\_\_\_ 1 point
- No \_\_\_\_\_ 0 points

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 3)

**28. Does the project include a new traffic control device that satisfies 2 or more traffic warrants? Does the project install a roundabout in lieu of the traffic signal?**

- Yes, a roundabout will be installed in lieu of a traffic signal \_\_\_\_\_ 3 points
- Yes, a traffic signal will be installed \_\_\_\_\_ 2 points
- Yes, other solution \_\_\_\_\_ 1 point
- No, the intersection does not meet 2 warrants \_\_\_\_\_ 0 points

Please describe the other solution:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 3)

**29. Will this project improve the efficiency and accessibility of trucks to freight distribution facilities and/or other intermodal connections?**

Please explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

- Yes, this project is located within a Manufacturing Industrial Center (MIC), is located on a classified Truck Route (T1-T2) and is within 2 miles of a marine terminal, intermodal or transload facility \_\_\_\_\_ 3 points
- Yes, this project is located within a Center, is located on a classified Truck Route (T1 –T3) and is within 2 miles of a marine terminal, intermodal or transload facility \_\_\_\_\_ 2 points
- Yes, this project is located on a corridor connecting two centers (one must be a MIC) and is within 4 miles of a marine terminal, intermodal or transload facility \_\_\_\_\_ 1 point

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 3)

**30. Will this project correct a significant safety problem by implementing a seismic retrofit, guardrail, attenuator and barriers, or other devices?**

Scoring criteria to be provided by Jack Eklund.

Guidance: The explanation and supporting material will be scored within a range of 0 to 4 points.

Please explain the existing problem and provide supporting data (accidents, police reports, etc...):

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**High:** A high scoring project would demonstrate the following characteristics:

**Medium:** A medium scoring project would demonstrate the following characteristics:

**Low:** A low scoring project would demonstrate the following characteristics:

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

**31. Does the project include a new bicycle lane or separated NM facility for the full length of the project?**

- Yes, a separated NM facility \_\_\_\_\_ 3 points
- Yes, striped lane 5 feet or greater \_\_\_\_\_ 2 points
- Yes, shared lane 3 feet or greater in width \_\_\_\_\_ 1 point

No \_\_\_\_\_ 0 points

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 3)

**32. Does this project improve the transportation system by widening turn lanes or removing corridor conflicts?**

Guidance: Modes of transport may include vehicular, rail, non-motorized...

Please explain:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Removes conflicts for three modes of transport \_\_\_\_\_ 2 points  
Removes conflicts for one mode of transport \_\_\_\_\_ 1 point  
Improves system without removing conflicts \_\_\_\_\_ 0 points

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 2)

**PICK AND SCORE ONE ONLY (33 or 33A)**

**33. Percent of heavy trucks (3 axles min) \_\_\_\_\_ %  
Basis for determining truck percentage (a description is required to score points)**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Over 10% \_\_\_\_\_ 5 points  
5 to 9% \_\_\_\_\_ 3 points  
2 to 4% \_\_\_\_\_ 1 point

**OR**

**33A. Truck Route Classification** (see link <http://www.wsdot.wa.gov/Freight/FGTS/CountyMaps.htm>)

T-1: more than 10 million tons per year \_\_\_\_\_ 5 points  
T-2: 4 million to 10 million tons per year \_\_\_\_\_ 4 points  
T-3: 300,000 to 4 million tons per year \_\_\_\_\_ 3 points  
T-4: 100,000 to 300,000 tons per year \_\_\_\_\_ 2 point  
T-5: at least 20,000 tons in 60 days \_\_\_\_\_ 1 point  
Locally designated truck route \_\_\_\_\_ 1 point  
(must be in Code or Comprehensive Plan and attached)

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 5)

**34. Does this project add a dedicated turn pocket or lane-drop at one or more intersections?**

Yes \_\_\_\_\_ 1 point  
No \_\_\_\_\_ 0 points

COMMITTEE SCORE \_\_\_\_\_

(Max. score of 1)

**35. Does this project add a two-way, left-turn lane (TWLTL) or a center median between two or more intersections?**

- Yes, adds a continuous TWLTL or a continuous center median \_\_\_\_\_ 3 points
- Yes, adds a non-continuous TWLTL or a non-continuous center median \_\_\_\_\_ 2 points
- No \_\_\_\_\_ 0 points

**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 3)

**36. Does this project add new HOV lanes or transit queue jump lanes (need to provide a letter of support for queue jump lanes from the transit agency)?**

- Yes, two or more lanes \_\_\_\_\_ 2 points
- Yes, one lane \_\_\_\_\_ 1 point
- No \_\_\_\_\_ 0 points

**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 2)

**37. Does the project widen or construct the road to add general purpose lanes to increase capacity?**

- One or more \_\_\_\_\_ 2 points
- None \_\_\_\_\_ 0 points

**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 2)

**PRESERVATION APPLICATIONS**

**38. Confirm project meets either Improvement Code 06 or 07. Please write only one code. \_\_\_\_\_**

<p><b>06 = Restoration &amp; Rehabilitation</b> Work required to return an existing pavement (including shoulders) to a condition of adequate structural support or to a condition adequate for placement of an additional stage of construction. There may be some upgrading of unsafe features or other incidental work in conjunction with restoration and rehabilitation. Typical improvements would include replacing spalled or malfunctioning joints; substantial pavement stabilization prior to resurfacing; grinding/grooving of rigid pavements; replacing deteriorated materials; reworking or strengthening bases or subbases, and adding underdrains.</p>	<p><b>07 = Resurfacing</b> Placement of additional surface material over the existing roadway to improve serviceability or to provide additional strength. There may be some upgrading of unsafe features and other incidental work in conjunction with resurfacing. Where surfacing is constructed by separate project as a final stage of construction, the type of improvement should be the same as that preceding stage—new route, relocation, reconstruction, minor widening, etc.</p>
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**39. Pavement Preservation Surface Area:** \_\_\_\_\_ / \_\_\_\_\_ (lane miles / SY)

**40. Distressed Pavement (SY / percentage of total roadway surface (matching question 12))**  
\_\_\_\_\_ / \_\_\_\_\_ %  
(if over 30%, then this project is not eligible)

Distressed Pavement Definition:

**HMA Pavement:** Normally repaired by dig-out (i.e., removal of structurally failed pavement and underlying base. Replacement with full-depth HMA or base material and HMA after compaction and

verification of subgrade support. Typical distressed pavement includes: potholes; severe alligator cracking; and/or severe settlement.

**PCC Pavement:** Concrete panels with 3 or more cracks.

**41. Design and construction costs for mandated improvements (e.g. ADA upgrades and safety retrofits) (attach engineer's estimate).** \_\_\_\_\_

**42. Surface treatment proposed:** \_\_\_\_\_ (e.g., Chip Seal , HMA 2", HMA 3" or more, concrete panel replacement, dowel bar retrofit, concrete milling, concrete leveling)

Concrete or HMA treatment \_\_\_\_\_ 5 points  
Chip Seal \_\_\_\_\_ 2 points

**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 5)

**43. Project Roadway Pavement Condition Index (PCI)** \_\_\_\_\_

**Year of Project Roadway (PCI) (must be no older than 2010)** \_\_\_\_\_

**Basis of PCI (provide Pavement Management System print-out, rating sheet, or similar)**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

75 to 80 \_\_\_\_\_ 3 point  
65 to 74 \_\_\_\_\_ 9 points  
55 to 64 \_\_\_\_\_ 5 points

**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 9)

**PICK AND SCORE ONE ONLY (44 or 44A)**

**44. Percent of heavy trucks (3 axles min) \_\_\_\_\_%**  
**Basis for determining truck percentage (a description is required to score points)**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Over 10% \_\_\_\_\_ 7 points  
5 to 9% \_\_\_\_\_ 5 points  
2 to 4% \_\_\_\_\_ 3 points

**OR**

**44A. Truck Route Classification** (see link <http://www.wsdot.wa.gov/Freight/FGTS/CountyMaps.htm>)

T-1: more than 10 million tons per year \_\_\_\_\_ 7 points  
T-2: 4 million to 10 million tons per year \_\_\_\_\_ 5 points  
T-3: 300,000 to 4 million tons per year \_\_\_\_\_ 5 points  
T-4: 100,000 to 300,000 tons per year \_\_\_\_\_ 3 points  
T-5: at least 20,000 tons in 60 days \_\_\_\_\_ 2 points

Locally designated truck route \_\_\_\_\_ 2 points  
(must be in Code or Comprehensive Plan and attached)

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 7)

**45. Jurisdiction has a pavement management system.**

Yes \_\_\_\_\_ 3 points

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 3)

**46. Jurisdiction Overall PCI for Federal Functionally Classified Roadways \_\_\_\_\_**

Year of overall functionally classified PCI \_\_\_\_\_ (must have been completed in the last 4 years)

Overall PCI 70 or above \_\_\_\_\_ 7 points  
65-69 \_\_\_\_\_ 6 points  
60-64 \_\_\_\_\_ 4 points  
51-59 \_\_\_\_\_ 2 points

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 7)

**46A. Overall PCI conducted for Federal functionality classified roadways within last 3 years.**

Yes \_\_\_\_\_ 2 points

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 2)

**47. Federal Functional Classification: Principal Minor Collector**

Principal \_\_\_\_\_ 4 points  
Minor \_\_\_\_\_ 3 points  
Collector \_\_\_\_\_ 2 points

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

**48. Is the project on a transit route? (Transit routes that “intersect” are okay only when the project improves the intersection)**

**Guidance:** Sound Transit route information is available at <http://www.soundtransit.org/Schedules>  
Pierce Transit route information is available at <http://www.piercetransit.org/pierce-transit-routes/>

Yes, full project length \_\_\_\_\_ 3 points  
Yes, partial or intersection \_\_\_\_\_ 2 point  
No \_\_\_\_\_ 0 points  
If yes, provide route number(s) \_\_\_\_\_

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 3)

**NON-MOTORIZED APPLICATION**

**49. Are the environmental/water quality improvements greater than the minimum requirements?  
Please describe.**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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Projects that incorporate Green Stormwater Infrastructure (rain gardens, bioretention, porous pavements, etc.) AND retain 100% of stormwater on site. \_\_\_\_\_ 3 points

Projects that add more than 5,000 square feet of **new** impervious surface and provide water quality/quantity treatment for **ALL** (new and existing) impervious surfaces within the project area. \_\_\_\_\_ 2 points

Projects that add less than 5,000 square feet of **new** impervious surface and that provide water quality and quantity treatment OR adds 5,000 square feet or more new impervious but add less than 50% total. \_\_\_\_\_ 1 point

**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 3)

**50. Does this non-motorized project include a vertical grade separation or removes modal conflict at grade?**

- Yes, vertical grade separation \_\_\_\_\_ 5 points
- Yes, removes modal conflicts at grade \_\_\_\_\_ 3 points
- No \_\_\_\_\_ 0 points

Please explain:

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**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 5)

**51. Does this project provide facilities for pedestrians and bicycles? (Check all that apply.)**

- Provision of facilities for pedestrians \_\_\_\_\_ 2 points
- Provision of facilities for bicycles \_\_\_\_\_ 2 points
- Provision of facilities for bicycles and Pedestrians \_\_\_\_\_ 1 points

**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 5)

**52. Does the project include other non-motorized transportation system components?**

Guidance: The description of the "other" selection will be scored within a range of 0 to 3 points.

- Pedestrian Amenities (benches, trash cans) \_\_\_\_\_ 2 points
- Bicycle Amenities (bike racks, signage) \_\_\_\_\_ 3 points
- Crosswalk Signalization/Flashing Beacon \_\_\_\_\_ 4 points
- Lighting \_\_\_\_\_ 3 points
- Transit Connection \_\_\_\_\_ 3 points
- Other \_\_\_\_\_ 0-3 points

Describe:

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COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 18)

**53. In the last five years, have there been any pedestrian or bicycle accidents that could have been prevented with this project?**

Yes \_\_\_\_\_ 3 points  
No \_\_\_\_\_ 0 points

Providing supporting data (accident data, police reports etc.) is a requirement of earning points. Please identify the accident history:

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COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 3)

**54. Does this project add a new illumination system?**

Yes, full project corridor length \_\_\_\_\_ 4 points  
Yes, partial project corridor length \_\_\_\_\_ 3 points  
Yes, at an intersection only \_\_\_\_\_ 2 points  
No \_\_\_\_\_ 0 points

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

**OTHER APPLICATIONS**

**55. Please explain how the project addresses transportation issues or needs of two or more jurisdiction/agencies and/or has countywide impact and benefit.**

Guidance: Projects resulting in physical construction must be built in multiple jurisdictions to acquire multiple points.

Please explain:

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4 or more agencies affected \_\_\_\_\_ 8 Points  
2 or 3 agencies affected \_\_\_\_\_ 5 Points

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 8)

56. Please explain how the project addresses transportation Safety.

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**High:** A high scoring project would demonstrate the following characteristics:

**Medium:** A medium scoring project would demonstrate the following characteristics:

**Low:** A low scoring project would demonstrate the following characteristics:

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

57. Please explain how the project addresses security and mobility.

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**High:** A high scoring project would demonstrate the following characteristics:

**Medium:** A medium scoring project would demonstrate the following characteristics:

**Low:** A low scoring project would demonstrate the following characteristics:

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

58. Please explain how the project addresses environment.

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**High:** A high scoring project would demonstrate the following characteristics:

**Medium:** A medium scoring project would demonstrate the following characteristics:

**Low:** A low scoring project would demonstrate the following characteristics:

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

59. Please explain how the project addresses **Transportation System Integration**.

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**High:** A high scoring project would demonstrate the following characteristics:

**Medium:** A medium scoring project would demonstrate the following characteristics:

**Low:** A low scoring project would demonstrate the following characteristics:

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

60. Please explain how the project addresses **preservation and connectivity**.

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**High:** A high scoring project would demonstrate the following characteristics:

**Medium:** A medium scoring project would demonstrate the following characteristics:

**Low:** A low scoring project would demonstrate the following characteristics:

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

61. Please explain how the project addresses **global competitiveness**.

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**High:** A high scoring project would demonstrate the following characteristics:

**Medium:** A medium scoring project would demonstrate the following characteristics:

**Low:** A low scoring project would demonstrate the following characteristics:

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

62. Please explain how the project addresses **productivity and efficiency**.

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**High:** A high scoring project would demonstrate the following characteristics:

**Medium:** A medium scoring project would demonstrate the following characteristics:

**Low:** A low scoring project would demonstrate the following characteristics:

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

**TRANSIT APPLICATIONS**

**63. Will this project reduce transit operating costs or improve efficiencies?**  
Need to insert scoring criteria.

Yes \_\_\_\_\_ 4 points  
No \_\_\_\_\_ 0 points

If yes, explain:

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COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

**64. Does this project provide direct benefit to transit riders?**  
Need to insert scoring criteria.

If yes, explain:

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COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 7)

**65. Does the project improve transit users safety, security, or access to essential services? (Check all that apply)**  
Guidance: Essential services may include hospitals or other emergency services.

If yes, explain: \_\_\_\_\_

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- Yes, security improvements \_\_\_\_\_ 2 points
- Yes, safety improvements \_\_\_\_\_ 2 points
- Yes, access to essential services \_\_\_\_\_ 2 points
- No \_\_\_\_\_ 0 points

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 6)

**66. Describe how the project maintains or improves safe and convenient access to, and/or, within the regional or local center.**

Guidance: Applicants should demonstrate the magnitude of the benefits provided by the project and describe how it might improve system continuity and access to centers.

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**High:** A high scoring project would demonstrate the following characteristics:

- Provides clear benefit to a center or centers by expanding the person and goods carrying capacity of routes leading towards the center(s).
- Demonstrates that it helps a center(s) meet its development goals (and can reference these goals).
- Improves access to the center(s) for multiple modes, including nonmotorized and transit.

**Medium:** A medium scoring project would demonstrate the following characteristics:

- Primarily benefits the development along the corridor rather than a center.
- Benefits to a center’s development goals are not described in a comprehensive plan.
- Improves access to a center, but only for a few modes.

**Low:** A low scoring project would demonstrate the following characteristics:

- Has very limited benefits to a center, with the benefits not described in a comprehensive plan.
- Limited access improvements for only one mode.

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

**67. Describe the user groups that will benefit from the project, including commuters, residents, commercial users, and those groups identified in the President’s Order for Environmental Justice and/or areas experiencing high levels of unemployment or chronic underemployment.**

Guidance: Applicants should demonstrate the magnitude of the benefits provided by the project and describe how it might improve system continuity and access to centers.

(Need to define user groups. Barb will provide employment maps.)

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**High:** A high scoring project would demonstrate the following characteristics:

- Serves multiple user groups, including those without full-time access to cars, those identified in the President’s Order for Environmental Justice, and/or areas experiencing high levels of unemployment

- or chronic underemployment.
- Adjacent to dense, mixed-use areas that are likely to generate significant use of the project.

Medium: A medium scoring project would demonstrate the following characteristics:

- Serves a moderate number and variety of users.
- Adjacent land uses are low-density, and therefore, likely to generate limited use.

Low: A low scoring project would demonstrate the following characteristics:

- Serves a limited number and variety of users.

COMMITTEE SCORE \_\_\_\_\_  
(Max. score of 4)

**68. Describe how the project improves intermodal connections (e.g., between autos, ferries, commuter rail, high capacity transit, buses, carpools, bicycles, etc.) or facilitates connections between separate operators of a single mode (e.g., two transit operators).**

Guidance: Applicants should demonstrate the magnitude of the benefits provided by the project and describe how it might improve system continuity and access to centers.

(Need PSRC definition of high capacity transit.)

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**High:** A high scoring project would demonstrate the following characteristics:

- Improves a corridor in logical segments, preventing the creation of missing links or gaps, thereby improving access to a center or centers.
- Creates a new intermodal connection that provides significant system-wide performance benefits.
- Address critical gaps or barriers in the development of a corridor, creating greater efficiency or reliability in accessing a center.
- Removes a bottleneck that improves the overall system performance and creates improved access to a center.
- Provides a long-term solution for meeting projected travel demand for people and/or goods to a center, considering environmental issues, land-use strategies, transportation efficiency, and health impacts.

**Medium:** A medium scoring project would demonstrate the following characteristics:

- Improves a corridor in logical segments, but provides limited improvement in accessing a center.
- Creates a new intermodal connection that provides moderate system-wide performance benefits.
- Addresses important, but not critical, gaps or barriers in the development of a corridor and has limited improvements in efficiency or reliability in accessing a center.
- Provides limited relief to a bottleneck with limited improvement to overall system performance.
- Provides a short-term solution for meeting projected travel demand for people and/or goods, considering environmental issues, land-use strategies, transportation efficiency, and health impacts.

**Low:** A low scoring project would demonstrate the following characteristics:

- Does not improve a corridor in logical segments and does not provide for improved access to a center.
- Does not create new intermodal connections.
- Addresses marginal gaps or barriers in the development of a corridor and has very limited improvements in efficiency or reliability in accessing a center.
- Has no perceptible improvement to a bottleneck or to overall system performance.
- Does not address long-term projected travel demand.
- Serves areas outside the Urban Growth Area.

**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 4)

**72. If applicable, describe how the project provides an improvement in travel time and/or reliability for transit users traveling to and/or within centers.**

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**High:** A high scoring project would demonstrate the following characteristics:

- Improves a corridor in logical segments, preventing the creation of missing links or gaps, thereby improving access to a center or centers.
- Creates a new intermodal connection that provides significant system-wide performance benefits.
- Address critical gaps or barriers in the development of a corridor, creating greater efficiency or reliability in accessing a center.
- Removes a bottleneck that improves the overall system performance and creates improved access to a center.
- Provides a long-term solution for meeting projected travel demand for people and/or goods to a center, considering environmental issues, land-use strategies, transportation efficiency, and health impacts.

**Medium:** A medium scoring project would demonstrate the following characteristics:

- Improves a corridor in logical segments, but provides limited improvement in accessing a center.
- Creates a new intermodal connection that provides moderate system-wide performance benefits.
- Addresses important, but not critical, gaps or barriers in the development of a corridor and has limited improvements in efficiency or reliability in accessing a center.
- Provides limited relief to a bottleneck with limited improvement to overall system performance.
- Provides a short-term solution for meeting projected travel demand for people and/or goods, considering environmental issues, land-use strategies, transportation efficiency, and health impacts.

**Low:** A low scoring project would demonstrate the following characteristics:

- Does not improve a corridor in logical segments and does not provide for improved access to a center.
- Does not create new intermodal connections.
- Addresses marginal gaps or barriers in the development of a corridor and has very limited improvements in efficiency or reliability in accessing a center.
- Has no perceptible improvement to a bottleneck or to overall system performance.
- Does not address long-term projected travel demand.
- Serves areas outside the Urban Growth Area.

**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 4)

**73. How does the project maximize the efficiency of the corridor? Describe the problem and how this project will remedy it.**

Guidance: Applicants should demonstrate the magnitude of the benefits provided by the project and describe how it might improve system continuity and access to centers.

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**High:** A high scoring project would demonstrate the following characteristics:

- Improves a corridor in logical segments, preventing the creation of missing links or gaps, thereby improving access to a center or centers.
- Creates a new intermodal connection that provides significant system-wide performance benefits.
- Address critical gaps or barriers in the development of a corridor, creating greater efficiency or reliability in accessing a center.
- Removes a bottleneck that improves the overall system performance and creates improved access to a center.
- Provides a long-term solution for meeting projected travel demand for people and/or goods to a center, considering environmental issues, land-use strategies, transportation efficiency, and health impacts.

**Medium:** A medium scoring project would demonstrate the following characteristics:

- Improves a corridor in logical segments, but provides limited improvement in accessing a center.
- Creates a new intermodal connection that provides moderate system-wide performance benefits.
- Addresses important, but not critical, gaps or barriers in the development of a corridor and has limited improvements in efficiency or reliability in accessing a center.
- Provides limited relief to a bottleneck with limited improvement to overall system performance.
- Provides a short-term solution for meeting projected travel demand for people and/or goods, considering environmental issues, land-use strategies, transportation efficiency, and health impacts.

**Low:** A low scoring project would demonstrate the following characteristics:

- Does not improve a corridor in logical segments and does not provide for improved access to a center.
- Does not create new intermodal connections.
- Addresses marginal gaps or barriers in the development of a corridor and has very limited improvements in efficiency or reliability in accessing a center.
- Has no perceptible improvement to a bottleneck or to overall system performance.
- Does not address long-term projected travel demand.
- Serves areas outside the Urban Growth Area.

**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 4)

**74. Will this project extend the useful life of an asset or will it replace an asset that is beyond the useful life?**

- \_\_\_ The entire project will extend the useful life of an asset or replace an asset beyond its useful life. (3 points)
- \_\_\_ Part of the project will extend the useful life of an asset or replace an asset beyond its useful life. (2 points)
- \_\_\_ No, this project will not extend the useful life of an asset or replace an asset beyond its useful life. (0 points)

Explain:

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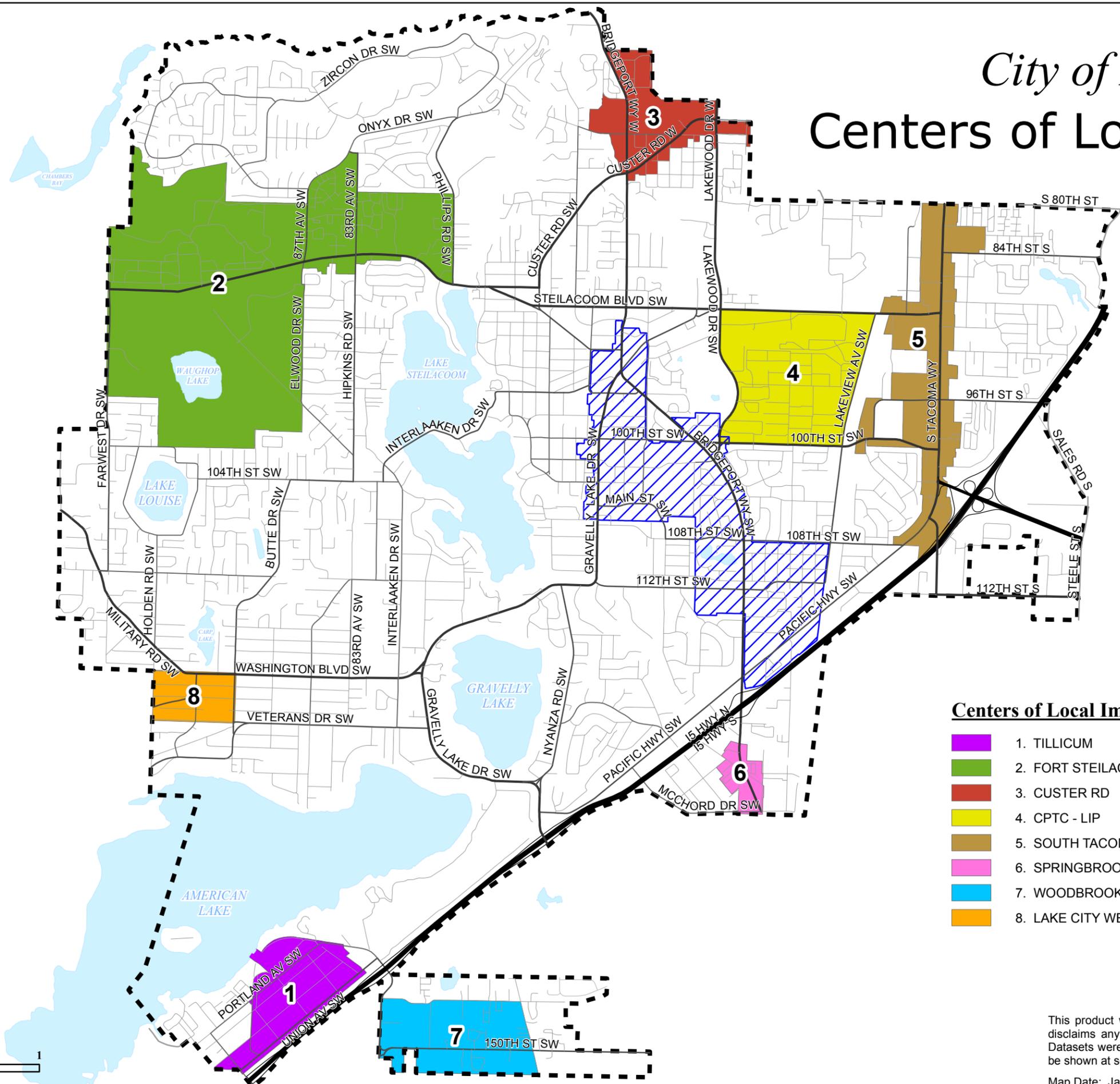
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**COMMITTEE SCORE** \_\_\_\_\_  
(Max. score of 3)



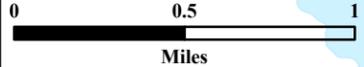


# City of Lakewood Centers of Local Importance



### Centers of Local Importance:

-  1. TILlicUM
  -  2. FORT STEILACOOM
  -  3. CUSTER RD
  -  4. CPTC - LIP
  -  5. SOUTH TACOMA WAY
  -  6. SPRINGBROOK
  -  7. WOODBROOK
  -  8. LAKE CITY WEST
-  Urban Center
  -  Lakewood City Limit



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

Map Date: January 15, 2014



To: Mayor and City Councilmembers  
From: Tho Kraus, Assistant City Manager/Administrative Services  
Through: John J. Caulfield, City Manager *John J. Caulfield*  
Date: February 24, 2014  
Subject: Information Technology Assessment and Computer Replacement Program

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**BACKGROUND:**

The City Manager retained George McBride, Principal of GM2 Systems to perform an assessment of the information technology function in the City and facilitate the development of a six-year information technology strategic plan. GM2 Systems is a technology consultancy focused on small businesses and local governmental entities in the Puget Sound region. George has over 30 years of successful information technology management in both local government and private business environments.

**SCOPE:**

The study is comprised of two parts: Phase I Assessment of Information Technology Function; and Phase II Strategic Technology Plan. The attached report provides Council with an update on phase I. The Strategic Technology Plan is anticipated to be presented to Council in April.

**NEXT STEP:**

As recommended in the report, the computer replacement program request will be presented to Council at the March 3<sup>rd</sup> Council meeting.

# INFORMATION TECHNOLOGY PROGRAM ASSESSMENT



February  
2014

## City of Lakewood, Washington

GM2 Systems was engaged by the city to assess the staffing structure of the Information Technology (IT) staff, existing technology portfolio and its alignment with the City's current and future needs. The engagement included an assessment through interviews with IT staff, the Executive Leadership Team, various staff stakeholders, review staff job descriptions, and technology inventories, measured against generally accepted industry best practices.



# Information Technology Program Assessment

CITY OF LAKEWOOD, WASHINGTON

## Executive Summary

The City of Lakewood's Information Technology team lacks the leadership necessary to leverage technical innovation in a way that advances the City's mission by increasing productivity, lowering costs and improving the quality of product delivered to constituents, city business partners, staff, and other stakeholders. This review provides the City with an opportunity to critically examine the composition of the City's technical staff, their capabilities, current job descriptions, and alignment of these elements with current and future City needs.

This assessment recommends further review of all IT staff positions including re-establishing the Information Technology Manager position.

### Where are we?

To assess the current environment, all members of the Information Technology Division were interviewed as was the City's Executive Leadership Team along with selected staff. The City has no existing Technology Plan against which performance measurements can be applied. Hence, the information in this report is largely anecdotal and offered based on the consultant's thirty years of successful Information Technology management in both local government and private business environments. A Strategic Technology Plan will be delivered as Phase II of this on-going project. Software application inventory, hardware inventories and a review of the computer replacement project have been included in this report. While all of the City's business units have been effected by a reduction in city revenue over the last several years, the lack of financial support for IT has had a negative impact on all city operations. This assessment discovered both challenges and opportunities, as follows:

**IT Leadership** – The IT division has suffered from a vacuum in leadership for some time. This lack of leadership has resulted in missed opportunities to work with customers to improve productivity, performance and delivery of high quality products by City staff. While teamwork within the IT division

is apparent, accountability and responsiveness to City business units has been lacking. A leadership role provided by IT management is critical to moving the IT Division and the City forward with the implementation of planned, cost effective technology solutions.

**Staffing Structure** – To put the current challenges in perspective, a little history is in order. The IT Division formerly consisted of two business units, Information Technology and Geographic Information Systems. These business units had a combined FTE (full-time equivalent) staff that included one manager, three GIS experts, and five IT staff for a total of nine staff. As a result of economic conditions and budget constraints those nine FTE's have been reduced to 5.85 FTE's without technical management.

In addition, the IT staff has been split with some staff remaining in the IT Division and some staff being assigned to another business unit. Specifically, the GIS Specialist has been assigned to Public Works to move the line item cost to the city business unit using the majority of the position's resources. This simply served to shift the remaining one GIS FTE costs from IT to another business unit without adding any value to the city. It has resulted in diluting ability of the staff to work as a team, leveraging the abilities and strengths of each member.

In another example, the city uses a very technically qualified individual to perform Help Desk tasks that could be handles by an intern, at very little cost to the city, allowing staff currently performing these tasks to work on project related, high value, high impact work.

**Personnel** – Staff must be technically challenged and allowed to take risk. The IT staff is generally competent, but may need training in areas of responsibility newly assigned to them and in technologies not currently in use within the city. Staff must also learn to really listen to their customers and begin to work more collaboratively with customers on business solutions.

**Enterprise Perception** – IT service delivery has been such that the expectations of City staff are low and have led to a great deal of staff frustration with technology. Staff have had to adapt to working after normal work hours to accomplish complex, large data set analysis due to poor system performance during the day. Some staff cannot open documents sent to the city from outside entities. Mobile workers cannot access city systems in ways that are efficient and cost effective. Some technology, like that used in the council chambers, was installed when the city moved into the current city hall building and is woefully out of date and past end of life for such equipment.

**Performance Measures** - A strategic decision to leverage relevant parts of the ITIL<sup>1</sup> framework to enhance and improve service delivery to customers should be adopted. While it is not necessary to embrace all aspects of ITIL in a small organization, an understanding of the basic framework will serve to provide a road map to service improvement and outreach by the IT staff to the rest of the organization in beginning the process of becoming true business partners and delivering exceptional service.

**Planning** – Technical infrastructure planning has been the province of the City’s IT staff. The City’s strategic plan, at the moment, is essentially a list of hardware replacement projects to replace end of life equipment, without support or feedback from city staff. While these projects may or may not be critical to the City’s future success, city business units must be provided an opportunity to participate in the discussion about the City’s highest priorities in terms of planning, funding and implementation.

## Recommendations

Five major recommendations are briefly presented here. Each recommendation will be discussed in more detail, later in the report.

**#1: Hire a working IT Manager as soon as possible.** This hire will be critical to the future of the IT staff’s development, forward looking technical direction for the city, and partnering with the rest of the City’s staff. Leadership has been a critical missing component that will be key going forward. Hiring an individual with management, supervisory, communication, and leadership skills are essential for this position, given the concerns noted in this report.

**#2: Change the culture within IT.** Staff must begin to earnestly listen to their customers. City staff all use technology in the daily activities and personal lives outside of the city. They know there are technologies available to help them do their jobs. IT must stop saying “no” or “not possible” and begin to use out of the box thinking and work collaboratively with their customers to find solutions that may or may not depend upon traditional IT solutions. In other words, not all challenges can necessarily be solved with the latest widget. The culture must foster an atmosphere of risk<sup>2</sup> within IT to try new and evolving solutions to business problems. One example might be to leverage cloud based solutions to

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<sup>1</sup> ITIL is the Information Technology Infrastructure Library which offers a systematic approach to the delivery of quality IT services” from IT Service Management, V3.

<sup>2</sup> Risk as defined by ITIL is “an uncertain outcome, or in other words, a positive opportunity or a negative threat.”

some business challenges rather than doing everything in-house. Not risk for risk's sake, but rather informed risk. Allow the IT division the opportunity to use new technology without consequence of failure. An example, the City's desktop operating system of choice is Microsoft Windows. The city has ~162 computers currently deployed with MS-Windows XP. MS-Windows XP was released in August of 2001 and stopped shipping in June of 2010. MS-Windows XP has now reached end of life and Microsoft will end extended support in April of 2014. Microsoft has since released Vista, Windows 7, Windows 8, and is now in internal discussions regarding the public release date for Windows 9. But, Microsoft's Windows operating system is not the only business solution available. Staff should be learning iPad/Android technology for mobile staff and council use, as an example.

Get IT staff out into the business units, learning what they do and how they do it. IT staff tends to provide support from their desk. In a small organization, visiting the customer provides an opportunity for staff to learn from IT and an equal opportunity for IT to learn from staff. Know your customer's business so that you can recommend technology business solutions, where appropriate.

**#3: Establish an IT Governance Committee** – This city-wide committee should participate in the development of a Strategic Technology Plan and provide IT oversight, outside of the budget process. The ITSC could be the Executive Leadership Team providing input on potential future projects, establishing project priorities, working with the IT Manager on city policies that govern technology and its use.

**#4: Consolidate IT staff within the IT Division** - Re-evaluate staffing within the IT Division. Does the current staffing model reflect the city's needs, present and future? To be successful, the team members must work together, on a variety of initiatives, leveraging all of their technical expertise and cross training amongst themselves. This requires integrating the City's G.I.S function back into IT. This also requires restructuring the IT Division and updating all job descriptions.

**#5: Establish IT Performance Measures** – There are no current benchmarks from which IT staff performance can be measured. As a result this report is largely subjective in nature, based on similar efforts performed by the consultant in other jurisdictions. Performance measures, properly administered can positively impact staff job satisfaction and performance by establishing agreed upon goals within a specified time frame.

Additional recommendations are detailed later in this report.

## The Assessment

An initial project kick-off meeting was held with the IT staff members. The scope of work for the assessment was discussed and questions answered. Thereafter, individual interviews were conducted with each IT Division staff member including the City’s G.I.S. Specialist. During the staff meeting, the author asked for low hanging fruit; projects that could be completed quickly with no or little cost and yet improve staff productivity and the perception of IT with the city as moving forward. None were offered either during the staff meeting or during individual staff interviews.

Below is a table of projects completed or underway, by IT within the last 45 days under the leadership of the Assistant City Manager – Administrative Services:

<b>Economic Development</b>	Remove public Wi-Fi password reducing staff frustration and improving customer service to the community.
<b>Enterprise</b>	Remove phone codes; cease monthly call accounting procedure reducing staff frustration and reducing city expenses.
<b>Community Services</b>	Establish fiber optic network connections to Ft. Steilacoom and the Senior Center to improve system performance with a 24 month ROI.
<b>Public Works</b>	Investigating laptops or tablets for inspectors improving field productivity and staff job satisfaction.
<b>Enterprise</b>	Installing Wi-Fi signage to let visitors know the service is available.
<b>Police</b>	Install public Wi-Fi access point at the police station.
<b>Enterprise</b>	Provide city staff with a single, reliable, robust remote access capability.
<b>Enterprise</b>	Develop a computer replacement plan rather than crisis management.
<b>Enterprise</b>	Splash page disclaimers for public Wi-Fi usage.
<b>Police</b>	4G Wireless Cellular pilot project for police to potentially provide cell service for officers in the field at minimal added cost to the city.
<b>Police</b>	Partner with police to investigate laptop replacement equipment alternatives to meet customer needs at a reduced cost.
<b>Enterprise</b>	Expand/extend the life of the existing telephone system as an interim measure until a project for replacement can be developed, approved and funding made available.
<b>Enterprise</b>	Combine the city’s Resource Scheduler with Outlook to improve productivity and reduce work duplication and frustration.

 No cost initiatives.

In addition to IT staff, the City's Executive Leadership Team and selected members of the City's staff were interviewed to gain an understanding of the position of IT within the City, their relationship to the business units, responsiveness to business needs, and the general state of technology within the City. A list of interviewees is included as Appendix A. A standard template (Appendix B) was used for this process. The template was then modified dependent upon the interviewee's role in the organization. Throughout this process, intermediate feedback sessions were held with the Assistant City Manager – Administrative Services.

## Staff Findings

**IT Staff Feedback** - IT staff have been helpful and professional throughout this process. IT staff have been frustrated due to the lack of a work plan which has resulted in feeling of working from crisis to crisis making IT less cost effective than it could be. The lack of a yearly work plan was mentioned in a number of staff interviews as a frustration. IT Roles need to be more clearly defined.

Project planning is a challenge. Business units come to IT after projects are funded and undertaken asking for assistance rather than involving IT in project planning from the inception of the project. This has resulted in project timelines being unexpectedly delayed and potential project costs to rise as hardware and/or resources are diverted from other activities to complete the project. Project funding is largely left to the business units such that IT has little visibility or influence on upcoming projects.

Lack of a strategic plan with buy-in from city staff, has made it difficult to plan activities. City departments with funds get current technology while other departments are left behind creating a situation where there are haves and have nots within the city.

There are no city standards. Standards for enterprise applications, standards for computers, including desktops, laptops, tablets, mobile phones, etc. Standards would allow staff to become, to the extent possible, subject matter experts, better supporting city staff. Does the city support off the shelf applications only, a combination of off the shelf and custom? Each decision has a series of costs and support requirements. This will be explored in the Strategic Plan phase of this project.

There is no IT staff involvement in the budgeting process and no IT staff could identify the division's budget.

Roles need to be more clearly defined. Sending Service Desk requests to each member of IT, current city practice, is inefficient and wastes time. Who then does one follow-up with to get the current status of an incident? There is no formal tracking system in-place to know the level of Tier 1 and Tier 2 tasks, response times and work load.

As noted above, the GIS Specialist has been assigned to Public Works to move a budget line item from Finance to Public Works because Public Works uses this position's resources the most. This has resulted in a diluted ability of the staff to work as a team, leveraging the abilities and strengths of each

member. GIS responded to data requests by all city departments, allocating 1,828.25 hours of effort to business units. GIS staff should be moved back to the IT Division.

**City Staff Feedback** - Throughout the interview process several themes emerged. First, City staff was extraordinarily polite in describing their interaction with IT staff. IT staff themselves have been helpful and professional throughout this process. Having said that there is a feeling amongst staff that IT is not open to new ideas or attacking problems. A typical response from IT to a request is a “no” rather than “let’s see how we might make that happen.” Others felt that IT had done their best given the budget constraints applied to technology over the last several years.

Comments were made regarding the City’s web site being dated, lacking in responsiveness to the community and economic development needs.

The City’s public Wi-Fi is restrictive with passwords having to be obtained from IT before use, often delaying business meetings and adding frustration to the city hall visitor experience.

There is no enterprise contact management or customer resource management application. Contacts might be maintained in Outlook, in spreadsheets and post-it notes. There is no system to know whether you are talking to the same contact as another city department.

The computer system’s performance is such that staff working on large data analysis is often required to work nights to accomplish tasks efficiently. Although network speeds are 1GB to the desktop, computer speeds may impact this issue and be mitigated by completing the computer replacement program. A snap shot in time of the city’s internet usage is attached as Exhibit C. It does not appear that the city’s internet connection is the problem, however, after computer replacement, more study is required. Additionally, restrictions on the use of the Internet should be revisited and where filtering and/or restrictions adversely impact staff, make adjustments.

GIS activities are falling behind due to a lack of staff. Park data is not available due to a lack of staff to input the data. One staff member tasked to handle the GIS needs of the city has resulted in data not being made available.

Concern was expressed over the lack of IT budget to deal with annual equipment replacement in a planned, well thought out manner. Some departments are able to budget for equipment, others not. Enterprise funds were able to budget for new equipment while general fund supported departments were not able to fund replacements.

There was an expressed frustration with a “band aid” approach taken by IT to resolving problems. Current technology is outdated and no longer meets staff needs. Technology budgeting decisions need to be a collaborative effort.

Data storage capacity within the city to store increasingly larger and larger data sets. Videos, evidence photos are just two examples that contribute to this challenge.

There is confusion over the limits to authority of the IT staff and the lack of city policies related to technology use in the city. What level of authority has been delegated to staff and what has been retained by the city manager?

There is an impression throughout the city that the level of service may depend upon the position of the staff asking for assistance. The higher up the food chain, the faster the response.

Several staff mentioned the frustration of attempting to retrieve phone messages from the city's existing phone system. Space is limited for voice messages and the process of retrieval is "tedious."

The IT Division was brought in early in the planning process to move permits from Permits Plus to Eden. Good planning and technical expertise made this transition of 42,000 permits successful.

There were several discussions regarding the usage of city equipment versus personal equipment. Cell phones, laptops, desktops, and tablets were all mentioned during the interview process. Industry studies show that staff will use personal devices, so how do we accommodate them while protecting both staff and city interests?

*The overall impression is that there has been a lack of leadership by IT. This had led to a culture within the City that does not value the contribution of IT, does not consider IT a business partner adding value, and is not staffed by a willing and able technical group working in collaboration with staff.*

## Technology Findings

**Application Software** – Enterprise applications such as the Eden financial accounting system in the Finance Division, AutoCAD in Public Works, and ActiveNet in Recreation are all maintained by the divisions using the software. These applications are current and on maintenance contracts with the vendors.

Office productivity software such as Microsoft Office and Microsoft Outlook are the two main programs in use by staff. There is a mix of versions, Office 2003, Office 2010 and Office 2013 that can lead to frustration as older versions of the Office suite cannot read the format used in newer versions. Sharing documents internally and externally does not always work without some intervening help.

Software plans will be discussed in detail in the Strategic Plan document.

**Hardware** - The City's underlying computer operating system (Windows XP) is out of date and may not be compatible with newer software applications that will be acquired by the City. Many in the industry are leery of the April end of life statement by Microsoft. However, the fact that the city is dependent upon an operating system that is 13 years old and stopped shipping over 4 years ago is troubling.

162 city computers are using Windows XP and are due for replacement. On the list are Dell Optiplex 620's desktops that began shipping in 2005, nine years ago. The police CF-30F Toughbooks laptops began shipping in 2007. Best practice and typical replacement cycle for this equipment is four to five years. The police equipment must be replaced to meet the CJIS<sup>3</sup> standards. In addition, the city must also meet HIPAA<sup>4</sup> and PCI<sup>5</sup> standards that are all negatively impacted by continued use of an operating system past end of life. Please see an additional note in recommendation #3, below. Security will be discussed further in this report.

While the computers used by city staff are very important, there are three additional elements of equal importance. Peripheral equipment such as printers (Copiers for purposes of this report are considered printers.), edge equipment such as firewalls, routers, switches and servers.

Taking printers first. The City's inventory lists thirty-two printers that were originally scheduled for replacement between 2007 and 2015. This technology will be addressed in the Strategic Technology Plan.

The city's edge equipment is scheduled for replacement, based on a five year cycle, between 2011 and 2016. The city is using high quality Cisco equipment. Most of this equipment is covered by a maintenance contracts. This too will be addressed in the Strategic Technology Plan.

The city currently maintains 35 servers running a combination of Microsoft Windows Server 2003, Server 2008, SLQ Server 2012, and SQL Server 2008. Windows server 2003 will reach end of life in July of 2015. Again, the Strategic Plan with deal with this replacement project.

**Security** – There is no city policy regarding digital security and the protection of the city data store. There are industry mandates such as the PCI DSS requirements and government mandated standards or requirements such as HIPAA and CJIS. The city has followed industry best practices in structuring separate passwords for servers, domains, edge equipment and computers. User passwords are changed every 90 days. The city has a good quality firewall and anti-virus/malware filtering in-place. Intrusion detection studies are performed yearly and the city has successfully been audited by the Washington City's Insurance Authority, the city's insurance pool.

**Technology Policies** – Technology policies help guide both IT and city staff with regard to the use of technology and provide authority limits for IT management. A review of city policies was not possible

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<sup>3</sup> Federal Bureau of Investigation Criminal Justice Information Services requirements are applied to any computer system that has criminal justice data transiting the network or stored for use. Enforcement and audit of these requirements are the responsibility of the Washington State Patrol.

<sup>4</sup> Health Insurance Portability and Accountability Act (HIPAA) places security requirements around the storage and disclosure of medical data, a Human Resources concern.

<sup>5</sup> Payment Card Industry Data Security Standard (PCI DSS) supported by VISA, Mastercard, Discover and American Express through the PCI Security Standards Council. These audits usually occur through banking relationships.

during this engagement. Below is a suggested list of policies that may or may not coincide with existing the city policies. Existing policies should be reviewed given the continual changes in technology:

1. Electronic Data Security
2. Telephone Voice Services
3. Copier/fax Procurement, Management, Usage
4. Cell phone, PDA, Pagers, Tablets and Other Personal Electronic device procurement, management, usage
5. Computer, Server, Printer, Networking Device and other technology device procurement, management, usage
6. Disposal scrap, surplus, salvage materials
7. Personal phone charges (maybe combined with cell phone policy)
8. Email system use, data retention
9. Internet access and use

This is not a comprehensive list, but rather an example of policies that should be put in place.

### **Technology SWOT Analysis**

The objective of a SWOT analysis is to provide a glimpse at factors both internal and external that are important to achieving goals. SWOT is defined as:

- **Strengths** – Attributes of the organization that are or will be helpful in achieving results.
- **Weaknesses** – Attributes of the organization that are potentially harmful to achieving results.
- **Opportunities** – Conditions that maybe helpful in achieving results.
- **Threats** – Conditions that may do damage or preclude achieving results.

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• IT Staff eager to move forward.</li> <li>• Good IT staff cross training ethic, in-place.</li> <li>• City staff very supportive of change.</li> <li>• Strong, coherent, new leadership in the organization that promotes out of the box thinking.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of partnerships with the city’s business units.</li> <li>• Knowledge gaps in the organization about what IT can and cannot do.</li> <li>• Aging technology infrastructure.</li> <li>• Lack of strong technology leadership.</li> <li>• Knowledge gaps in the IT organization.</li> <li>• Lack of IT policies.</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• High performance expectations by citizens and businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of a consistent, reliable funding source.</li> </ul>

<ul style="list-style-type: none"> <li>• Establish processes driven by best practices.</li> <li>• Take an investment approach to drive smart decision making.</li> <li>• Shifting role of IT in acting as consultants to the business units.</li> <li>• Mobility trends in technology along with cloud and social engagement practices.</li> <li>• Recent change in City leadership.</li> </ul>	<ul style="list-style-type: none"> <li>• Organizational commitment to organizational development.</li> <li>• Complexity and interconnectivity of systems.</li> <li>• Aging technology portfolio.</li> <li>• Economic uncertainty.</li> <li>• Continuing evolution of security threats and cybercrime.</li> </ul>
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## Recommendations

Below are the recommendations that, if implemented, will change the culture within the IT Division, begin the effort to become more responsive to their customers and improve IT service delivery within the City.

1. Hire a high energy, enthusiastic, talented IT Manager with the skills to provide the division with technical expertise in his/her chosen field of technology (networking, server management, application support/development, etc.) and the management acumen to provide the division with the leadership necessary for success. Written and verbal skills will be critical to this position as IT begins to more openly and frequently communicate with stakeholders, customers, and City management. Some project management and business analyst skills would add additional value to the position. This is a challenging opportunity for the chosen candidate and will result in a culture shift from a “No” push back mentality to a “Let’s find a way to get this done” response.
2. Get IT staff out into the organization: The IT staff cannot support the business units or add value to their business processes if they do not understand the business, its processes and its customers. A partnership between IT staff and the city’s business units will lead the organization to being more efficient. A great deal can be learned a great deal by simply walking around the organization and listening to customers and attending business unit staff meetings. Networking can learn about challenges with network congestion and performance, while an Application Specialist can learn about customer frustrations with a process or procedure. The Application Specialist can learn about response time issues with a database or web application. All of this feedback should be valued and acted upon. Each staff member should be assigned as a liaison to a business unit and attend their staff meetings on a monthly basis. These assignments should be rotated every 24 months.

3. Develop an IT Strategic Plan: The current plan is a list of potential projects highlighting end of life and outdated technologies. Developing a Strategic Technical Plan will be Phase II of this effort and will involve all city departments, city staff and the Executive Leadership team. The plan elements will include recommended equipment replacements, enterprise software applications, i.e. contact management, estimated budget requirements, and on-going technology project oversight.

*The city should move forward with computer replacements noted in Appendix D. While an annual replacement plan will be part of the Strategic Technology Plan, the time to replace Windows XP computers is running short. Meeting the Microsoft deadline will be a challenge given the manufacture's order lead times, the effort necessary to configure, stage, test, and install the new computers while maintaining other city systems will be a challenge. I encourage the City Council to approve the Assistant City Manager – Administrative Services request to funding approval prior to the April budget adjustment.*

4. Leverage existing staff assets: Within the city are a number of subject matter experts working in business units. These "Super Users" have deep knowledge of their software applications and can be used to better communicate with the business units. IT should invite these Super Users into their staff meetings on a regular, planned frequency. Super Users understand their business unit processes, customers and needs. By having their active participation in these sessions, they can help communicate IT strategies to their business units and likewise better help IT understand business unit needs. This should not be an effort to bring Super Users into IT but rather an outreach effort.
5. Reorganize the IT Function: Evaluate the structure of the IT division to include job description changes to align with the current needs of the organization from an information technology standpoint.
6. Establish an intern program to staff the City's Service (Help) Desk. Change the name of the Help Desk to Service Desk to further enforce a customer service focus. Develop a partnership with Pierce College's technical program to utilize student interns on 12 month rotations to handle Tier 1 support. Begin with 6 and 12 month terms to so as to not lose both interns at the same time. By utilizing interns for Tier 1 Service Desk issues, IT staff is reserved for complex Tier 2 issues, freeing staff for more project related activities and system monitoring. By using two part-time interns the Service Desk would be staffed full-time within the division's existing budget. Anticipated costs for this program are ~\$15K annually.

7. Put meaningful performance measures in-place: Performance measures are typically an enterprise wide effort wherein IT is in a support role. Support for the City's mission statement, core values and the business goals and objectives of the business units themselves. Absent these goals and objectives, I recommend the city adopt and abbreviated ITIL framework perhaps focused around service support and service delivery the objectives of which would be to better align IT services with the current and future needs of the business units, improve the quality of IT services delivered and reduce long-term costs. This will be an iterative process that will require input from IT staff and IT customers.

## Conclusion

This report attempts to provide a point in time snap shot for use as a management tool that highlights opportunities and a starting point to developing a responsive, value added IT Division. The last recommendation is that a system of performance measurements be put in place so that progress against the report and improvement in the performance of the IT Division can be measured over time. This will have two major benefits to the City. First, performance measures can serve to inspire and engage staff<sup>6</sup> as well as improve performance. Second, by keeping this document updated annually, the performance measurement criteria can be modified and remain relevant to the body of work being delivered.

Thank you to those acknowledged in Appendix A for their time and assistance in compiling this report. Also, to the Executive Leadership Team for their time and feedback and to Adam Lincoln as well. A special thanks goes to Tes Ongoco for helping with all the mundane tasks necessary to complete an effort like this. To Tho Kraus for keeping me on schedule and taking a technology leadership role in the absence of an IT Manager.

Note: The courts are not specifically noted below as they were interviewed directly by the Assistant City Manager – Administrative Services.

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<sup>6</sup> Set Meaningful Employee Performance Measures, McLean and Company.

*Appendix A*

Assessment Interview List

<b>NAME</b>	<b>POSITION</b>	<b>DAY</b>	<b>TIME</b>
Tyler Wells	Network Administrator	12.23.13	09:00
David Tilman	NIS Engineer	12.23.13	10:00
Tyler Miller	NIS Engineer - Web	12.23.13	11:00
Jaime Everitt	NIS Specialist 1	12.23.13	12:30
Troy Schlepp	G.I.S. Specialist	12.23.13	01:30
Julie Skaw	NIS Senior Engineer	01.03.14	08:00
John Caulfield	City Manager	01.07.14	09:00
Ellie Chambers-Grady Becky Newton	Economic Development Manager Economic Development Specialist	01.13.14	09:00
Scott Williams Amanda Richardson	Parks Manager Parks Coordinator	01.13.14	10:00
Assistant Chief Mike Zaro Lt. Chris Lawler Joanna Nichols	Assistant Police Chief Criminal Investigations/PIO Administrative Assistant	01.13.14	11:00
Tim Nash	Engineering Technician	01.14.14	01:00
Heidi Wachter Briana Schumacher	City Attorney Administrative Assistant	01.14.14	02:00
Alice	City Clerk	01.14.14	03:00
Brent Champaco	Communications Manager	01.16.14	10:00
David Bugher	Assistant City Manager – Development Services	01.16.14	11:00

## *Appendix B*

### ***City of Lakewood Interview Questions***

1. Tell me about the role of IT in your department?
2. Does your department have any mission critical systems supported by IT?
  - a. What are they?
  - b. System reliability?
  - c. Do you get the management data you need?
  - d. What does this system do for your department in terms of productivity?
  - e. Customer (your customer) service?
3. How would you define your department's relationship with IT. Stated differently, are they a cost center to you or a strategic partner who adds value to your business?
4. What, in your view, could IT do to add value or add move value to your department and the city?
5. What is IT's mission statement?
6. Have you participated in the development of the city's draft tech plan?
7. Have you seen the draft of the city's tech plan?
8. How do you see yourself impacting the strategic plan?
9. On a scale of 1 to 10, 1 being worst, 10 best, how would you rate IT's customer service?
10. Are service requests handled in a timely manner? Have you noticed a change this year?
11. Are there any changes you would like to see, operationally, planning, strategically, staff?

12. How would you see those changes being implemented?
13. Is there anything I should have asked and haven't?
14. Do you have anything you would like to share with me?
  - a. Have you shared any of this, your thoughts, concerns with your team, the department director or the IT staff?
15. Comment:

## Appendix C Network Peripherals

Function	Comments	Model	IOS	Contract	Replace	Purchased	Maintenance
Firewall/IPS		Checkpoint UTM-1 570	R75.10	N/A	2013	7/8/08	Structured
Firewall/IPS		Checkpoint UTM-1 570	R75.10	N/A	2013	7/8/08	Structured
Core Router/Switch		Cisco Catalyst 6513 Sup S720-10G	12.2(33)SX11	2052924	2016	12/8/08	Smartnet
Backup T-1 City Hall-PD	T-1 to LESA, Fort Steilacoom	Cisco 2821	12.4(25f)	N/A	2014	2/9/09	Cxtec
Core Router/Switch Stack		Cisco Catalyst 3750G-48-PS	12.2(35)SE5	90619930	2014	2/9/09	Cxtec
Core Router/Switch Stack		Cisco Catalyst 3750G-48-PS	12.2(35)SE5	90619930	2014	2/9/09	Cxtec
Core Router/Switch Stack		Cisco Catalyst 3750G-48-PS	12.2(35)SE5	90619930	2014	2/9/09	Cxtec
Core Router/Switch Stack		Cisco Catalyst 3750G-48-PS	12.2(35)SE5	90619930	2014	2/9/09	Cxtec
T-1 PD-City Hall		Cisco 2821	12.4(19b)	2922368	2014	2/9/09	Cxtec
T-1 Ft. Steilacoom - City Hall	One T-1, 9 port switch module	Cisco 2811	12.4(3i)	2922368	2012	12/1/07	Cxtec
Internet Gateway Router	Two T-1 WICs	Cisco 2811	12.4(3i)	2922368	2011		Cxtec
Internet Gateway Router	Two T-1 WICs	Cisco 2811	12.4(3i)	2922368	2011		Cxtec
Core Switch	Public Works Signal Building	Cisco Catalyst C3560X-24T-S	12.2(53)SE2	2922368	2015	11/10/10	Cxtec
Firewall	PW Operations & Mgmt Building	Juniper SSG5	6.2.0r5.0	C115230	2013	2/1/08	
Firewall/VPN Endpoint	Police VPN Termination	Cisco ASA 5510	8.4(2)	2052924	2016	8/11/11	Cxtec
Wireless LAN Controller		Cisco 5508 Wireless Controller	7.0.116.0	2922368	2016	8/11/11	Smartnet
Access Switch	DMZ Switch	Cisco Catalyst 3550	12.1(14)EA1a	N/A	2008		Cxtec
Access Switch	DMZ Access Switch	Cisco Catalyst 3560G	12.2(35)SE5	3461714	2012	3/1/07	Cxtec
Layer 3 Switch	Spare	Cisco Catalyst 3550		N/A	2008		
Redundant Power System	Redundant Power for Routers/Switches	Cisco RPS2300	N/A	2922368	2012	12/1/07	
Access Switch	Second Floor Access	Cisco Catalyst 3560G-48	12.2(35)SE5	2922368	2013	8/8/08	Cxtec
Access Switch	Second Floor Access	Cisco Catalyst 3560G-48	12.2(35)SE5	2922368	2013	8/8/08	Cxtec
Access Switch	Third Floor Access	Cisco Catalyst 3560G-48	12.2(35)SE5	2922368	2013	8/8/08	Cxtec
Access Switch	Third Floor Access	Cisco Catalyst 3560G-48	12.2(35)SE5	2922368	2013	8/8/08	Cxtec
Access Switch	Spare	Cisco Catalyst 3750G-48-PS		N/A	2014	12/2/09	
Access Switch	Council Chambers Access	Cisco Catalyst 3560-24	12.2(35)SE5	2922368	2013	8/8/08	Cxtec
Wireless Access Point	WAP	AIR-LAP1142N-A-K9	12.4(23c)JA2	2922368	2016	11/11/11	Smartnet
Wireless Access Point	WAP	AIR-LAP1142N-A-K9	12.4(23c)JA2	2922368	2016	11/11/11	Smartnet

[Type here]

Wireless Access Point	WAP	AIR-LAP1142N-A-K9	12.4(23c)JA2	2922368	2016	11/11/11	Smartnet
Wireless Access Point	WAP	AIR-LAP1142N-A-K9	12.4(23c)JA2	2922368	2016	11/11/11	Smartnet
TACACS/RADIUS Server	on lwchACS01 and lwchLESA01		4.2.1.15 Patch 4	90619940			Smartnet
WCS	on lwchWCS01					11/11/11	Smartnet

## Appendix D Computer Inventory

Serial number	Name	Dept	Date	D/L	Manufacturer	Model	Current OS	Office 2003
B0TJL1	NB-DPRICE1	CD	p 2010	L	Dell	Latitude E6400	XP	x
90TJL1	NB-RRICHARDS2	CD	p 2010	L	Dell	Latitude E6400	XP	x
D0TJL1	NB-SSTAUFFER	CD	p 2010	L	Dell	Latitude E6400	<b>Win7-64</b>	x
15V8DX1	DCATRON	CD	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	x
GLQ88Y1	GAALONA2	CD	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	x
15T8DX1	JDIXON	CD	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	x
15S8DX1	JWEAVER	CD	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	x
15RBDX1	MAMRINE	CD	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	x
15T9DX1	NCRAIG1	CD	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	x
15Q9DX1	NROBERTS1	CD	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	x
15PBDX1	PLAWRENCE1	CD	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	x
15TBDX1	RBAER	CD	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	x
15QCDX1	SSPENCER1	CD	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	x
C4VQPC1	CDFC5	CD	p 2007	D	Dell	OptiPlex 745	XP	x
41BMDC1	DBUGHER	CD	p 2007	D	Dell	OptiPlex 745	XP	x
B09NBF1	JGUMM	CD	p 2007	D	Dell	OptiPlex 745	XP	x
150F3D1	MLARKIN	CD	p 2007	D	Dell	OptiPlex 745	XP	x
G4VQPC1	PCHUB	CD	p 2007	D	Dell	OptiPlex 745	XP	x
J51XQF1	BJORGENSON	CD	p 2008	D	Dell	OptiPlex 755	XP	x
H51XQF1	DPENROSE1	CD	p 2008	D	Dell	OptiPlex 755	XP	x
BMCBTH1	MNELSON1	CD	p 2008	D	Dell	OptiPlex 755	XP	x
285K8P1	SVUKOVICH1	CD	p 2011	D	Dell	Optiplex 780	XP	x
4W9P1C1	ABILDERBACK2	CD	p 2006	D	Dell	OptiPlex GX620	XP	x
16LWR81	MHUFF	CD	p 2005	D	Dell	OptiPlex GX620	XP	x
C3VQPC1	GAALONA1	COURTS	p 2007	D	Dell	OptiPlex 745	XP	x
7CZYCX1	TSCHLEPP	GIS	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	x
DZQ7GG1	GISDIGI	GIS	p 2009	D	Dell	OptiPlex 755	XP	x
8CF0691	PD-GIS	GIS	p 2006	D	Dell	OptiPlex GX620	XP	x
J50F3D1	SCANNER2	non-dept	p 2007	D	Dell	OptiPlex 745	XP	x
33CNWG1	NB-JANDERSON	PARKS	p 2008	L	Dell	Latitude D630	XP	x
FSHFWH1	NB-SWILLIAMS	PARKS	p 2008	L	Dell	Latitude D630	XP	x
64VQPC1	ACARNEY	PARKS	p 2007	D	Dell	OptiPlex 745	XP	x

**Appendix D**  
**Computer Inventory**

BZ8NBF1	FTSTEILACOOM2	PARKS	p 2008	D	Dell	OptiPlex 745	XP	x
750F3D1	KSHIELDS	PARKS	p 2007	D	Dell	OptiPlex 745	XP	x
B50F3D1	MDODSWORTH2	PARKS	p 2007	D	Dell	OptiPlex 745	XP	x
B51XQF1	ARICHARDSON	PARKS	p 2008	D	Dell	OptiPlex 755	XP	x
771XQF1	SRILEY1	PARKS	p 2008	D	Dell	OptiPlex 755	XP	x
285L8P1	DHIGASHIYAMA	PARKS	p 2011	D	Dell	Optiplex 780	XP	x
JHN2KN1	FTSTEILACOOM	PARKS	p 2010	D	Dell	Optiplex 780	XP	x
6F9DBB1	DSL-LAPTOP	POLICE	p 2006	L	Dell	Latitude D620	XP	x
CF4YQF1	PWOM2	PW	p 2009	D	Dell	OptiPlex 755	<b>Win7-64</b>	x
DF4YQF1	PWOM3	PW	p 2009	D	Dell	OptiPlex 755	<b>Win7-64</b>	x
48SNXV1	SWMINTERN	PW	p 2012	D	Dell	OptiPlex 790	<b>Win7-64</b>	x
G78MDC1	ESCHEID	SenCtr/PARKS	p 2007	D	Dell	OptiPlex 745	XP	x
18JVWG1	SACLAB01	SenCtr/PARKS	p 2008	D	Dell	OptiPlex 755 SFF	XP	x
28JVWG1	SACLAB02	SenCtr/PARKS	p 2008	D	Dell	OptiPlex 755 SFF	XP	x
38JVWG1	SACLAB03	SenCtr/PARKS	p 2008	D	Dell	OptiPlex 755 SFF	XP	x
48JVWG1	SACLAB04	SenCtr/PARKS	p 2008	D	Dell	OptiPlex 755 SFF	XP	x
58JVWG1	SACLAB05	SenCtr/PARKS	p 2008	D	Dell	OptiPlex 755 SFF	XP	x
68JVWG1	SACLAB06	SenCtr/PARKS	p 2008	D	Dell	OptiPlex 755 SFF	XP	x
78JVWG1	SACLAB07	SenCtr/PARKS	p 2008	D	Dell	OptiPlex 755 SFF	XP	x
F7JVWG1	SACLAB09	SenCtr/PARKS	p 2008	D	Dell	OptiPlex 755 SFF	XP	x
G7JVWG1	SACLAB10	SenCtr/PARKS	p 2008	D	Dell	OptiPlex 755 SFF	XP	x
H7JVWG1	SACLAB11	SenCtr/PARKS	p 2008	D	Dell	OptiPlex 755 SFF	XP	x
J7JVWG1	SACLAB12	SenCtr/PARKS	p 2008	D	Dell	OptiPlex 755 SFF	XP	x
D2L5NL1	SCFC	SenCtr/PARKS	p 2010	D	Dell	Optiplex 760	XP	x
3V9SNM1	SACLAB08	SenCtr/PARKS	p 2010	D	Dell	Optiplex 780 SFF	XP	x
F4VQPC1	CHAMBERSPC	COUNCIL	p 2007	D	Dell	OptiPlex 745	XP	
D2K8NL1	COUNCILPC1	COUNCIL	p 2010	D	Dell	Optiplex 760	XP	
5B8SWN1	NB-CHIMES	COURTS	p 2010	L	Dell	Latitude E6410	<b>Win7-64</b>	
DW121P1	NB-DWRIGHT	COURTS	p 2010	L	Dell	Latitude E6410	<b>Win7-64</b>	
21LN0M1	NB-SDUNN	COURTS	p 2010	L	Dell	Latitude E6410	<b>Win7-64</b>	
7RF3VY1	NB-JUDGE	COURTS	p 2013	L	Dell	Latitude E6430	<b>Win7-64</b>	
2BPHHX1	CMCCONNELL	COURTS	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	
2BNGHX1	CPEARSON1	COURTS	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	
2BNHHX1	DWRIGHT	COURTS	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>	

## Appendix D Computer Inventory

2BPFHX1	HEARINGROOM	COURTS	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
G40F3D1	WORKROOM2	COURTS	p 2007	D	Dell	OptiPlex 745	XP
HMCBTH1	DJONES2	COURTS	p 2009	D	Dell	OptiPlex 755	XP
CMCBTH1	DKNOEDLER	COURTS	p 2009	D	Dell	Optiplex 755	XP
J71XQF1	JUDGE1	COURTS	p 2008	D	Dell	OptiPlex 755	XP
FMCBTH1	WMORRISETTE1	COURTS	p 2009	D	Dell	OptiPlex 755	XP
D2M4NL1	COURTROOM1	COURTS	p 2010	D	Dell	Optiplex 760	XP
JW9XJN1	COURTSFC1	COURTS	p 2010	D	Dell	Optiplex 780	XP
HW9XJN1	COURTSFC2	COURTS	p 2010	D	Dell	Optiplex 780	XP
285M8P1	EHIDALGO2	COURTS	p 2011	D	Dell	Optiplex 780	XP
1X9XJN1	GDAPPING	COURTS	p 2010	D	Dell	Optiplex 780	XP
5S7G8P1	JMATTHEWS1	COURTS	p 2011	D	Dell	Optiplex 780	XP
4H3D5M1	PROTEM	COURTS	p 2010	D	Dell	Optiplex 780	XP
7JN2KN1	SCLARK1	COURTS	p 2010	D	Dell	Optiplex 780	XP
4JN2KN1	TZANOTELLI1	COURTS	p 2010	D	Dell	Optiplex 780	XP
9NPKVV1	CCAPPS1	COURTS	p 2012	D	Dell	OptiPlex 790	<b>Win7-64</b>
9NPLVV1	WGUIBERSON	COURTS	p 2012	D	Dell	OptiPlex 790	<b>Win7-64</b>
						OptiPlex 790	
31G0ZR1	(Security Cam 2)	COURTS	p 2011	D	Dell	(small)	?
4JGT9Z1	ECHAMBERS1	ECONDEV	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
4JFW9Z1	MPERRUSSEL1	ECONDEV	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
9X152R1	BNEWTON	ECONDEV	p 2011	D	Dell	OptiPlex 790	<b>Win7-64</b>
59FZFG1	NB-JCAULFIELD	EXEC	p 2008	L	Dell	Latitude D630	XP
86BXSX1	NB-BCHAMPACO	EXEC	p 2013	L	Dell	Latitude E6430	<b>Win7-64</b>
34VQPC1	ALINCOLN1	EXEC	p 2007	D	Dell	OptiPlex 745	XP
D2M6NL1	JCAULFIELD	EXEC	p 2010	D	Dell	Optiplex 760	XP
DCTB9Z1	CASHIER3 (3rd Flr Cashiering)	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
160F3D1	CASH2	FINANCE	p 2007	D	Dell	OptiPlex 745	XP
FYQZ971	FINANCEFC2	FINANCE	p 2006	D	Dell	OptiPlex GX620	XP
15Q8DX1	CSHORT1	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
15SBDX1	CWHIPPLE	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
15R8DX1	DBADGLEY	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
15PCDX1	ELOWELL	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
15QBDX1	FDXC1	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>

## Appendix D Computer Inventory

15R9DX1	MNORQUIST	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
15VBDX1	SGORDON1	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
15W8DX1	TDOVE	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
4BVL7Y1	TKRAUS	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
15V9DX1	TONGOCO1	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
15S9DX1	VBONNER	FINANCE	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
D2L6NL1	BMCDANIEL1	FINANCE	p 2010	D	Dell	Optiplex 760	<b>Win7-64</b>
3TWHXR1	MFLYNN	FINANCE	p 2011	D	Dell	OptiPlex 790	<b>Win7-64</b>
93CNWG1	NB-HR	HR	p 2008	L	Dell	Latitude D630	XP
109NBF1	DAVCULAR1	HR	p 2008	D	Dell	OptiPlex 745	XP
850F3D1	HRTESTINGPC2	HR	p 2007	D	Dell	OptiPlex 745	XP
709NBF1	KNASH1	HR	p 2008	D	Dell	OptiPlex 745	XP
J50F3D1	SBORDEN	HR	p 2007	D	Dell	OptiPlex 745	XP
571XQF1	DYOUNG1	HR	p 2008	D	Dell	OptiPlex 755	XP
271XQF1	MPANDREA	HR	p 2008	D	Dell	OptiPlex 755	XP
4TX37B1	JOBSKIOSK	HR	p 2006	D	Dell	OptiPlex GX620	XP
J7G8J91	SSCHAEFER	HR	p 2006	D	Dell	OptiPlex GX620	XP
1X7VPN1	SECURITYCAM	HR/Facility	p 2011	D	Dell	Optiplex 780	<b>Win7-64</b>
284M8P1	## spare ##	IS unassigned	p 2011	D	Dell	Optiplex 780	XP
29FZFG1	NB-GSMINUTES	LEGAL	p 2008	L	Dell	Latitude D630	XP
11D85F1	NB-LEGAL	LEGAL	p 2007	L	Dell	Latitude D630	XP
C3BMDC1	ABOOKER1	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
G50F3D1	ABUSH1	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
43BMDC1	BSCHUMACHER	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
F2BMDC1	CWRIGHT1	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
D40F3D1	ESULLIVAN	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
63BMDC1	HWACHTER	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
D2BMDC1	KDISEND	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
70BMDC1	LEGALOA2	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
62BMDC1	LEGALOA3	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
71BMDC1	MKASER	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
C2BMDC1	MMCKENZIE1	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
93BMDC1	MPLLEMMONS	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
509NBF1	RECORDSPC	LEGAL	p 2008	D	Dell	OptiPlex 745	XP

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B2BMDC1	TBOWEN	LEGAL	p 2007	D	Dell	OptiPlex 745	XP
DMCBTH1	PBATTERSBY1	LEGAL	p 2009	D	Dell	OptiPlex 755	XP
GMCBTH1	RSLAUGENHOPT1	LEGAL	p 2009	D	Dell	Optiplex 755	XP
22PY3B1	MBEALERWIN	LEGAL	p 2006	D	Dell	OptiPlex GX620	XP
1W9P1C1	PARALEGAL1	LEGAL	p 2006	D	Dell	OptiPlex GX620	XP
2RHW2B1	JBAGLEY1	LEGAL	p 2006	D	Dell	OptiPlex GX620	XP
4LMTB26562	NB-PD-NIS	NIS	p 2005	L	Panasonic	CF-51CCMDBBM	XP
B3CNWG1	NB-NIS	NIS	p 2008	L	Dell	Latitude D630	XP
49FZFG1	NB-NIS10	NIS	p 2008	L	Dell	Latitude D630	XP
69FZFG1	NB-POOL10	NIS	p 2008	L	Dell	Latitude D630	XP
99FZFG1	NB-POOL20	NIS	p 2008	L	Dell	Latitude D630	XP
39FZFG1	NB-POOL30	NIS	p 2008	L	Dell	Latitude D630	XP
8N0RVG1	NB-POOL40	NIS	p 2008	L	Dell	Latitude D630	XP
19FZFG1	NB-POOL60	NIS	p 2008	L	Dell	Latitude D630	XP
7CZ0DX1	DTILMAN	NIS	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
7CY1DX1	JEVERITT01	NIS	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
7CYXCX1	JSKAW	NIS	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
7CYZCX1	TWELLS	NIS	p 2013	D	Dell	Optiplex 7010	<b>Win7-64</b>
5CV26F1	GIS01 (David Tilman)	NIS	p 2007	D	Dell	OptiPlex 745	XP
	PD-NIS	NIS	p 2010	D	Dell	Optiplex 760	XP
9VWQPN1	(VOICEMAIL SERVER)	NIS	p 2011	S	Dell	Poweredge T410	<b>linux</b>
G47TVH1	TMILLER	NIS	p 2010	D	Dell	Precision T3500	<b>Win7-64</b>
25W8XG1	GISNOTEBOOK	NIS	p 2008	L	Dell	Vostro 1710	XP
35W8XG1	NB-POOL80	NIS	p 2008	L	Dell	Vostro 1710	XP
	ECOPY (Leased from IKON/Ricoh)	non-dept	n/a	D	HP/Compaq	HP Compaq dc7100 SFF(EB982UC)	XP
4L09HV1	NB-(tbd)	PD-EM	p 2012	L	Dell	Latitude E6420	<b>Win7-64</b>
1M09HV1	NB-(tbd)	PD-EM	p 2012	L	Dell	Latitude E6420	<b>Win7-64</b>
4VD0GT1	NB-(tbd)	PD-EM	p 2012	L	Dell	Vostro V3360	<b>Win7-64</b>
5VD0GT1	NB-(tbd)	PD-EM	p 2012	L	Dell	Vostro V3360	<b>Win7-64</b>
8LKYB11837	NB-AESTES	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	
8EKSA44187	NB-AGILDEHAUS	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44107	NB-BEGGLESTON	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8FKSB57247	NB-BJOHNSON	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP

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8EKSA44214	NB-BMATHIES	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44198	NB-CBUCK	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44154	NB-CPORCHE	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44169	NB-CWESTBY	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8LKYB11600	NB-DCROMMES	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8LKYB11610	NB-DGUTTU	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8LKYB11599	NB-DMCGINNIS	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44181	NB-DSALE	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8LKYB11636	NB-GCONELLY1	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44149	NB-HHOFFMAN	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44175	NB-JALWINE	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8LKYB11637	NB-JANDERSON1	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44195	NB-JCARROLL	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44121	NB-JHALL	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44118	NB-JLOFLAND	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8LKYB11844	NB-JPAYNTER	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8LKYB11804	NB-KCZULEGER	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44167	NB-KHENSON	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44212	NB-KHOLMES	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8LKYB11763	NB-KMCCLURE	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44157	NB-LBUNTON	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44116	NB-MBROWN	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44192	NB-MHECTOR	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8LKYB12061	NB-MMILLER	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44148	NB-MRUSSELL	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44105	NB-NDIER	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8LKYB11801	NB-PDRESERVE	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44151	NB-PJOHNSON	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44176	NB-RBARNARD	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44106	NB-REVANS	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44160	NB-RHALL	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44182	NB-RLARSON	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44153	NB-RPUNZALAN	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44180	NB-SMCLAMORE	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP

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8EKSA44166	NB-SPARR	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44112	NB-TBORCHARDT	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44177	NB-TJORDAN	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8EKSA44133	NB-TSTEWART	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
8FKSB57252	NB-VSIVANKEO1	POLICE	p 2008	L	Panasonic	CF-30FADAXAM	XP
1AKYA43486	NB-31gSpare	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA43484	NB-ABUCAT	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42819	NB-ASUVER	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42808	NB-BDANLEY	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42788	NB-BPRANTE	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA43464	NB-BWEEKES	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA43499	NB-DLOLSEN	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42720	NB-GSIEVERS	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA43865	NB-JBABCOCK	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA43874	NB-JCATLETT	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42702	NB-JJOHNSON	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42714	NB-JPRATER	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA43468	NB-JSANDALL	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA43488	NB-JWALLER	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42804	NB-KCLARK	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42708	NB-MJOHNSON	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42707	NB-MMCGETTIGAN	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42771	NB-NMCCLELLAND	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42715	NB-PDAVIS (future cold laptop)	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42706	NB-RMARTIN	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42679	NB-RMOODY	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA43449	NB-SNOVASKY	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
1AKYA42817	NB-TARNOLD	POLICE	p 2011	L	Panasonic	CF-31GF2AX1M	<b>Win7-64</b>
2BTYA47106	NB-31JSPARE	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47682	NB-ADHALL	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA48104	NB-AGRANT	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47936	NB-BMARKERT	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47763	NB-DAMOORE	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47955	NB-DBUTTS	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>

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2BTYA48110	NB-DLATIMER1	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47259	NB-DTENNEY	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47543	NB-EBELL	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47533	NB-JCANNON	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47691	NB-JJAMES	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA48073	NB-JMARTIN	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47080	NB-JSYLER	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47690	NB-JVAHLE	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA46835	NB-KDEVANEY	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA48103	NB-KSHADOW	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47083	NB-MCRISS	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA48107	NB-MHENDERSON	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA46951	NB-MWULFF	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47498	NB-POSNESS	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47858	NB-RHAMILTON	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA48087	NB-RROCCO	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2BTYA47821	NB-SCONLON	POLICE	p 2012	L	Panasonic	CF-31JAGAX1M	<b>Win7-64</b>
2HTYA85164	NB-31SSpare	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2LYA14926	NB-AFIGUEROA	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA85672	NB-ALEE	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA83723	NB-CBOWL	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA82988	NB-CGUMM	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA85122	NB-CLAWLER	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA85828	NB-JFELDMAN	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA85536	NB-JFRASER	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA85579	NB-JKOLP	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA82999	NB-JUNFRED	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA84388	NB-JVANZANT	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA84903	NB-KHERRITT	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA86128	NB-MEAKES	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA82819	NB-MWILEY	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA82972	NB-NEWHIRE	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA82846	NB-NEWHIRE	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>
2HTYA85100	NB-OMAYSONET	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	<b>Win7-64</b>

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2HTYA84997	NB-SEASTMAN	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	Win7-64
2HTYA86243	NB-SNOBLE	POLICE	p 2013	L	Panasonic	CF-31SBLAZ1M	Win7-64
F007A029623	FRED (Forensics Recovery of Evidence Device)	POLICE	p 2008	D	Digital Intelligence	F1000	
CSCY0L1	?? (CVSA laptop)	POLICE	p 2010	L	Dell	Latitude E6400	
CVVL1M1	PD-LIVESCAN1	POLICE	p 2010	L	Dell	Latitude E6410 OptiPlex 320 (Proc:CeleronD 346)	XP
BQG1MC1	PD-EVIDENCE (server)	POLICE	p 2007	D	Dell		XP
BWJF9Y1	(DSTRAND COLD)	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWKH9Y1	PD-ADMIN1	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
1Q5QCX1	PD-BFARRAR	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWGG9Y1	PD-BJOHNSON1	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWFH9Y1	PD-CJAMES1	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWJJ9Y1	PD-CRIANALYST1	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
2BPGHX1	PD-DALLEN	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
1Q4QCX1	PD-DSTRAND	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
9B49FX1	PD-EMEEKS1	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWJH9Y1	PD-FLANDSKOV	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWHF9Y1	PD-FLEET1	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWGF9Y1	PD-HOLDING	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWGH9Y1	PD-ICV1	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWFG9Y1	PD-JBROWNE	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWFJ9Y1	PD-JNICHOLS	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
1Q5NCX1	PD-MZARO	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
9B57FX1	PD-RWADE1	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWHG9Y1	PD-SGT01	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWHH9Y1	PD-SGT02	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWHJ9Y1	PD-SGT03	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWJG9Y1	PD-SGTTURNOUT	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWKG9Y1	PD-SPITTS	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWKF9Y1	PD-TRAFFIC	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
BWGG9Y1	PD-TURNOUT	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
1Q5PCX1	PD-VHAGEL1	POLICE	p 2013	D	Dell	Optiplex 7010	Win7-64
181XQF1	LPD-CADD	POLICE	p 2009	D	Dell	OptiPlex 755	Win7-64

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DT1WFG1	PD-CHAPLAIN1	POLICE	p 2009	D	Dell	OptiPlex 755	<b>Win7-64</b>
D51XQF1	PD-CRIANALYST2	POLICE	p 2009	D	Dell	OptiPlex 755	<b>Win7-64</b>
CT1WFG1	PD-EVIDENCE1	POLICE	p 2009	D	Dell	OptiPlex 755	<b>Win7-64</b>
F71XQF1	PD-VOLUNTEER1	POLICE	p 2009	D	Dell	OptiPlex 755	<b>Win7-64</b>
B2CPWR1	<i>(New COLD computer)</i>	POLICE	p 2011	D	Dell	OptiPlex 790	<b>Win7-64</b>
8LKYB11960	NB-PWSIGNAL (JDEAN)	PW	p 2008	L	Panasonic	CF-30FADAXAM	XP
7CKYA25656	NB-PWTECH	PW	p 2007	L	Panasonic	CF-74ECDAXBM	XP
8BKSA46595	NB-PWTRAFFIC	PW	p 2008	L	Panasonic	CF-74GCDADB	XP
C0TJL1	NB-BCRAWFORD	PW	p 2010	L	Dell	Latitude E6400	<b>Win7-64</b>
BJXQ5K1	NB-DWINKLER1	PW	p 2009	L	Dell	Latitude E6400	<b>Win7-64</b>
7YYQ5K1	NB-GVIGOREN	PW	p 2009	L	Dell	Latitude E6400	<b>Win7-64</b>
80TJL1	NB-SDAVIS	PW	p 2010	L	Dell	Latitude E6400	<b>Win7-64</b>
						Latitude E6420	
D97CSS1	NB-PPOWERS2	PW	p 2012	L	Dell	XFR	<b>Win7-64</b>
JKCBTH1	JGONZALEZ	PW	p 2009	D	Dell	OptiPlex 755	<b>Win7-64</b>
H71XQF1	TCUMMINS <i>(was PWOPS)</i>	PW	p 2009	D	Dell	OptiPlex 755	<b>Win7-64</b>
851XQF1	WOTT	PW	p 2009	D	Dell	OptiPlex 755	<b>Win7-64</b>
49XX5J1	JAGUON	PW	p 2009	D	Dell	Optiplex 760	<b>Win7-64</b>
D2K7NL1	JDEAN	PW	p 2010	D	Dell	Optiplex 760	<b>Win7-64</b>
D2L4NL1	ROFLAHERTY1	PW	p 2010	D	Dell	Optiplex 760	<b>Win7-64</b>
1VVZPM1	JLOGAN	PW	p 2010	D	Dell	Optiplex 780	<b>Win7-64</b>
DSVS9P1	PWOM1 <i>(was PWOPS2)</i>	PW	p 2011	D	Dell	Optiplex 780	<b>Win7-64</b>
48XNXV1	BADGE-HVAC	PW	p 2012	D	Dell	OptiPlex 790	<b>Win7-64</b>
48XMXV1	BBURGESS	PW	p 2012	D	Dell	OptiPlex 790	<b>Win7-64</b>
48SMXV1	DHALAR1	PW	p 2012	D	Dell	OptiPlex 790	<b>Win7-64</b>
48RNXV1	DJLIETZAU1	PW	p 2012	D	Dell	OptiPlex 790	<b>Win7-64</b>
48XLXV1	DWICKSTROM	PW	p 2012	D	Dell	OptiPlex 790	<b>Win7-64</b>
48WNV1	ESWANSTROM1	PW	p 2012	D	Dell	OptiPlex 790	<b>Win7-64</b>
48SLXV1	KBIBB1	PW	p 2012	D	Dell	OptiPlex 790	<b>Win7-64</b>
JJBRLB1	GROSSI (PW HVAC)	PW	p 2006	D	Dell	OptiPlex GX620	XP
81R0891	PWINTERN2	PW	p 2006	D	Dell	OptiPlex GX620	XP
CW8SXV1	ADOBROVIDOVA	PW	p 2012	D	Dell	Precision T3500	<b>Win7-64</b>
C61MVH1	DMCCOLLOCH	PW	p 2009	D	Dell	Precision T3500	<b>Win7-64</b>
H0KVVH1	JHOWE	PW	p 2010	D	Dell	Precision T3500	<b>Win7-64</b>

## Appendix D Computer Inventory

3BZSFQ1	KLAURICELLA1	PW	p 2011	D	Dell	Precision T3500	<b>Win7-64</b>
JQWSPN1	LCOLOMBINI	PW	p 2011	D	Dell	Precision T3500	<b>Win7-64</b>
CW8VXV1	OBARRON1	PW	p 2012	D	Dell	Precision T3500	<b>Win7-64</b>
38G2BP1	PCANDLER1	PW	p 2011	D	Dell	Precision T3500	<b>Win7-64</b>
C61LVH1	TNASH	PW	p 2009	D	Dell	Precision T3500	<b>Win7-64</b>
C62KVH1	TPOKSWINSKI	PW	p 2009	D	Dell	Precision T3500	<b>Win7-64</b>
3CFWWG1	TLAB01	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
1BFWWG1	TLAB02	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
1CFWWG1	TLAB03	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
4BFWWG1	TLAB04	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
4CFWWG1	TLAB05	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
5BFWWG1	TLAB06	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
5CFWWG1	TLAB07	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
7CFWWG1	TLAB08	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
8BFWWG1	TLAB09	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
9BFWWG1	TLAB10	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
BBFWWG1	TLAB11	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
CBFWWG1	TLAB12	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
D8FWWG1	TLAB13	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
DBFWWG1	TLAB14	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
H9FWWG1	TLAB15	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP
HBFWWG1	TLAB16	TRAINING	p 2009	D	Dell	OptiPlex 755 SFF	XP

## Appendix E Server Inventory

Server Name	Function	MODEL	OS	Purchase
ALPR01 (LESA)	ALPR server for LPD, etc. Location: SS911	Dell Poweredge 2950	Win2k3	2009
CALL-ACCT	Matworx; Microcall call accting		WinXP	2004
DDC-01	CH Lobby			
DDC-02	PD Turnout			
DDC-03	CH Courts			
LWCHACS01	Cisco Secure ACS 4.2 Server	VM	Win2k3	N/A
LWCHBES01	Blackberry Enterprise Server	VM	Win2k3	N/A
LWCHCA01	Enterprise issuing CA	Dell Poweredge 2950	Win2k3 Ent R2	2007
LWCHDC01	DC/GC/DNS	VM	Win2k3	N/A
LWCHDC02	DC/GC/Stand-alone root CA (PDC)	Dell Poweredge 2850	Win2k3	2005
LWCHDC03	DC	VM	Win2k8 Std x64 sp2	N/A
LWCHDS01	Docketcall Display Server	VM	Win2k8 Std R2 x64	N/A
LWCHEDENAPP01	Eden Web Extensions	VM	Win2k8 R2 x64	N/A
LWCHEDENAPP02	Eden cashiering server	VM	Win2k8 R2 x64	N/A
LWCHEDENWEB01	Eden Web Extensions	VM	Win2k8 R2 x64	N/A
LWCHER01	Checkpoint Smart-1 Event	Smart-1 5	SecurePlatform	2010
LWCHESX01	VMWare ESXi Server	Dell Poweredge R710	VMware ESXi 4.1	
LWCHESX02	VMWare ESXi Server	Dell Poweredge R710	VMware ESXi 4.1	
LWCHEV01	Symantec Enterprise Vault	Dell Poweredge 2950	Win2k3	2008
LWCHEV02	Symantec Enterprise Vault ACE Base/DA	VM	Win2k3	N/A
LWCHEXCH02	Exchanger Server 2007 sp3 R11 HT/CAS/Mailbox server	Dell Poweredge 2950	Win2k8 Std x64	2007
LWCHFAS01	SAN/NAS file shares CIFS/Iscsi	NetApp FAS2040	DataONTAP 7.3.4	
LWCHFAS02	SAN/NAS file shares CIFS/Iscsi	NetApp FAS2040	DataONTAP 7.3.4	
LWCHFS01	SAN/NAS file shares CIFS/Iscsi	EMC Celerra NX4		N/A
LWCHICV01	In-car Video Server	VM	Win2k8 Std R2 x64	N/A
LWCHIPS01	IPS secondary ext web svr	Dell Poweredge 2950	Gentoo Linux	2007
LWCHISC01	IPS-1 Server/Concentrator	VM	SecurePlatform	
LWCHIWEB03	Internal web server: BlueTeam/IAPro; CrimeFreeEasy; intranet (SPFS); EdenNotices (AP eft notices; LOCCSRS; RoadRepair; Scheduler	VM	Win2k8 Std x64 sp2	N/A
LWCHLENEL01	City Hall Lenel OnGuard (PW)	VM	Win2k8 R2 x64	
LWCHLESA01	DC/GC/DNS/WINS / Cisco Secure ACS v4.2 backup	VM	Win2k3	N/A
LWCHLOG01	Cisco Syslog storage DHCP/WINS/WSUS/Printserver;	Dell Poweredge 2850	Gentoo Linux	2006
LWCHMFS01	ArcGIS License;Autocad license;Autoturn license	Dell Poweredge 2850	Win2k3	2006
LWCHMFS02	Symantec Endpoint Protection server; Domain KMS	VM	Win2k8 Std R2 x64	N/A
LWCHNM01	Netmotion Server		Win2k8 R2 x64	2013
LWCHRTC01	Eden Real Time Cashiering	VM	Windows XPSP3	N/A
LWCHSC01	Checkpoint Smart-1Management	Smart-1 5	SecurePlatform	2010
LWCHSQL01	SQL Server 2005 - Databases	Dell Poweredge 2950	Win2k8 Std x64	2008
LWCHSQL02	SQL Server 2012 - Databases	Dell Poweredge R420	Win2k12 Std x64	2013

## Appendix E Server Inventory

LWCHTEST02	Test SQL Database Server	VM	Win2k8 Std R2 x64 sp2	N/A
LWCHTS02	Citrix XenApp Server	Dell Poweredge 2950	Win2k8 Std x64 sp2	2008
LWCHVC02	VMWare Virtual Center 4.1	VM	Win2k8 Std R2 x64	N/A
LWCHVM01	Voicemail	Dell Poweredge T410	RedHat Linux	2010
LWCHWCS01	Cisco Wireless Control System	VM	Win2k3	N/A
LWCHWM01	Websense Filtering	Dell Poweredge 2650	Win2k3	2003
LWCHWM02	Websense Remote Filtering/Citrix Secure Gateway	VM	Win2k3	N/A
LWPDDC01	DC/GC/DNS DHCP/WINS/PRINT	Dell Poweredge 2950	Win2k3	2009
LWPDMFS01	SERVER/Skills Manager software; backup for PRIMS	Dell Poweredge 2950	Win2k3	2009
LWSBATMS01	Automated Traffic Mgmt System (PW signal bldg)	Dell Poweredge 2950	Win2k3	2008
LWCHMTA01	Linux Mail Proxy	Dell Poweredge R320	Gentoo Linux	2013
LWCHMTA02	Secondary Mail Proxy	Dell Poweredge R320	Gentoo Linux	2013
LWCHWEB01	Primary Web; acting dns for dmz	Dell Poweredge R320	Gentoo Linux	2013
LWCHWEB02	Secondary Web	Dell Poweredge R320	Gentoo Linux	2013
PANDORA	Backup/Ghost inventory Evidence dbase (PRIMS); DB is backed up to lwpdmfs01 Police share	Dell Poweredge 2850/ Powervault 220S	Win2k3	2005
PD-Evidence		Optiplex 320 Celeron	WinXP	2007
VIDEO	Video Surveillance Server	Dell Poweredge 2900	Win2k3	2009
was LWCHESX01	T. Wells test	Dell Poweredge R805		2008

## Appendix F Printer Inventory

Location	Make	Type	Model	Toner or Ink Cartridges & other Supplies it takes	Replace
First Floor Courts -Hearing Room	HP	Inkjet all-in-1	Photosmart 2610	HP: Black 96, Color 97 HP: 920XL Cyan, Magenta Yellow, Black - <i>DEPARTMENT PURCHASED</i>	
First Floor Courts -Probation Counselor	HP	OfficeJet	6500 E709a		
First Floor Courts Copy Room	DYMO	Ink label printer	LabelWriter 450 +server	<i>DEPARTMENT SUPPLIED</i>	N/A
First Floor Courts Copy Room	HP	LaserJet	P4015x	HP: CC364X (64X), <del>also</del> CC364A (64A)	2012
First Floor Courts office area	RICOH	<i>Copier/Printer/Scanner</i>	Aficio MP 6001	CONTRACT SUPPLIED (Ricoh type 6110D/6075)	N/A
First Floor Finance Front Counter	HP	Color inkjet	PSC1410 All-in-1	HP: 22 (color), 21 (black) HP: 56 or 58 (color), 57 (black)	
First Floor Finance Front Counter	HP	Color inkjet	PSC1350 All-in-1	HP: Q1338A (38A), and Fuser Maintance kit Q2429A	2008
First Floor Finance Front Counter	HP	LaserJet	4200	HP: Q5942X (42X), <del>also</del> Q5942A (42A), Fuser Maintance kit Q5421A	2009
First Floor Finance Copy Room	HP	LaserJet	4250DTN	CONTRACT SUPPLIED (Ricoh type 6110D/6075)	N/A
First Floor Finance Copy Room	RICOH	<i>Copier/Printer/Scanner</i>	Aficio MP 6001	HP: CC364X (64X), <del>also</del> CC364A (64A)	N/A
First Floor Finance Copy Room	HP	LaserJet	P4015x		2012
First Floor Finance Copy Room	DYMO	Ink label printer	LabelWriter 450 +server	<i>DEPARTMENT SUPPLIED</i>	N/A
First Floor Finance -Val Bonner's desk	HP	LaserJet	P1006	HP CB435A (35A)	
First Floor Finance -Tho Kraus' desk	HP	LaserJet	P1006	HP CB435A (35A) <b>HP 92298A (98A) -NO NEED TO EVER PURCHASE ANY MORE</b>	
First Floor Finance -S.Gordon's desk	HP	LaserJet	4Plus	HP: Q5942X (42X), <del>also</del> Q5942A (42A), Fuser Maintance kit Q5421A	2009
First Floor Human Resources	HP	LaserJet	4250DTN		
First Floor Human Resources	HP	OfficeJet	M1522nf	HP: CB436A (36A) HP Black Q9730A, Cyan Q9731A, Yellow Q9732A, Magenta Q9733A, Transfer kit C9734B	2007
First Floor GIS	HP	Color LaserJet	5500DTN	HP: C9464A Matte Black, C9465A Photo Black, C9466A Light Gray, C9467A	2011
First Floor GIS print room	HP	DesignJet	Z6100		

## Appendix F Printer Inventory

Cyan, C9468A Magenta,  
C9469A Yellow, C9470A  
Light Cyan, C9471A Light  
Magenta, C9460A B-C  
Printhead, C9461A M-Y  
Printhead, C9462A Light M-  
C Printhead, C9463A B-LG  
Printhead, C9518A  
Maintenance Cart. -ALL  
GIS/Public Works  
DEPARTMENT  
PURCHASED

Second Floor Copy Room	RICOH	<i>Copier/Printer/Scanner</i>	Aficio MP 7001	CONTRACT SUPPLIED (Ricoh type 6110D/6075) HP: Black CE740A, Cyan CE741A, Magenta CE743A, Yellow CE742A (Public Works Dept Purchased)	N/A
Second Floor Copy Room	HP	Color LaserJet	CP5225n (Product no. CE711A)		2015?
Second Floor Copy Room	HP	DesignJet	T1100		2013
Second Floor Copy Room	KIP	<i>Copier/Printer/Scanner</i>	3000	CONTRACT SUPPLIED by Wide Format Co. (Annual renewal by Public Works) HP: Q5942X (42X), also Q5942A (42A), Fuser Maintenance kit Q5421A	2013
Second Floor Community Development	HP	LaserJet	4250DTN	HP: Q1338A (38A), and Fuser Maintenance kit Q2429A	2011
Second Floor - Permits Cashiering Desk	HP	LaserJet	4200	HP: Q5942X (42X), also Q5942A (42A), Fuser Maintenance kit Q5421A	2008
Second Floor Permits Counter	HP	LaserJet	4250DTN	HP: Black Q3960A, Cyan Q3961A, Magenta Q3963A, Yellow Q3962A, Drum Q3964A	2011
Second Floor Permits Counter	HP	Color LaserJet	2840		2012
Second Floor Permits Counter Reception	HP	DeskJet	F4235 All-in-1	HP: 60XL Color and Black HP: Q5942X (42X), also Q5942A (42A), Fuser Maintenance kit Q5421A	2012
Second Floor Public Works	HP	LaserJet	4250DTN	HP: 920XL Cyan, Magenta Yellow, Black - DEPARTMENT PURCHASED	2015?
Second Floor Public Works	HP	OfficeJet	6500 E709a		
Second Floor Public Works	HP	LaserJet/11x17	700 M712DN	HP: CF214X (14X)	

## Appendix F Printer Inventory

Third Floor Near Elevator	HP	LaserJet	4250DTN	HP: Q5942X (42X), also Q5942A (42A), Fuser Maintance kit Q5421A	2011
Third Floor Copy Room	RICOH	<i>Copier/Printer/Scanner</i>	Aficio MP 7001	<i>CONTRACT SUPPLIED</i> (Ricoh type 6110D/6075) HP Black Q9730A, Cyan Q9731A, Yellow Q9732A, Magenta Q9733A	N/A
Third Floor Copy Room	HP	Color LaserJet	5550DTN	HP: Q5942X (42X), also Q5942A (42A), Fuser Maintance kit Q5421A	2011
Third Floor Copy Room	HP	LaserJet	4250DTN	HP: Q5942X (42X), also Q5942A (42A), Fuser Maintance kit Q5421A	2009
Third Floor Exec Secretary	HP	LaserJet	4250DTN	HP: Q5942X (42X), also Q5942A (42A), Fuser Maintance kit Q5421A	2012
Third Floor - Suzi Riley	HP	LaserJet	2420DN	HP: Q6511A (11A)	2010
Third floor front desk	HP	LaserJet	P1505	HP: CB436A (36A)	
Third Floor Legal -City Clerks Office	HP	LaserJet	P1006	HP CB435A (35A) HP: CE505A (05A) - DEPARTMENT PURCHASED	
Third Floor Legal -R. Slaughenhaupt	HP	LaserJet	P2035	HP: CE285A (85A) - DEPARTMENT PURCHASED	
Third Floor Legal -City Clerks Office	HP	LaserJet	P1102w	HP: Q6511A (11A)	
Third Floor Legal	HP	LaserJet	2430DTN	HP: Q5942X (42X), also Q5942A (42A), Fuser Maintance kit Q5421A	2010
Third Floor Legal	HP	LaserJet	4250DTN	<i>CONTRACT SUPPLIED</i> (Ricoh type MP4500/8045e/LD345)	2012
Third Floor Legal	RICOH	<i>Copier/Printer/Scanner</i>	Aficio MP 5001	HP: CC364X (64X), also CC364A (64A)	N/A
Third Floor Legal	HP	LaserJet	P4015x		2014
Several at City Hall and Police Station	BROTHER	Fax	IntelliFax 4100e	Brother: toner TN-460, also toner TN-430, and Drum DR-400	
Police Station Admin Workroom	BROTHER	Fax	IntelliFax 1270e	<b>Brother: toner PC-210 -NO NEED TO EVER PURCHASE ANY MORE</b> <i>CONTRACT SUPPLIED</i>	
Police Station Admin Workroom	RICOH	<i>Copier/Printer/Scanner</i>	Aficio MP 8001	(Ricoh type 6110D/6075) <i>CONTRACT SUPPLIED</i> (Ricoh type MPC3300 part#s 842176, ..77, ..78, & ..79)	N/A
Police Station Admin	RICOH	<i>Color Copier/Printer/Scanner</i>	Aficio MP C2800		N/A

## Appendix F Printer Inventory

Police Station Chief Assistant office	HP	LaserJet	4250DTN	HP: Q5942X (42X), also Q5942A (42A), Fuser Maintenance kit Q5421A	2012
Police Station A.Chief Zaro's office	HP	LaserJet Pro	P1606	HP: CE278A (78A)	
Police Station Lt. Alwine's office	HP	LaserJet Pro	P1606	HP: CE278A (78A)	
Police Station Lt. Lawler's office	HP	LaserJet Pro	P1606	HP: CE278A (78A)	
Police Station Patrol SGTs Workroom	RICOH	<i>Copier/Printer/Scanner</i>	Aficio MP 5002SP	CONTRACT SUPPLIED (Ricoh type MP4500/8045e/LD345)	N/A
Police Station Special Ops	HP	LaserJet	P4015x	HP: CC364X (64X), also CC364A (64A)	2012
Police Station Major Crimes Unit	HP	LaserJet	P4015x	HP: CC364X (64X), also CC364A (64A)	2012
Police Station Professional Standards Section	RICOH	<i>Copier/Printer/Scanner</i>	Aficio MP 3351	CONTRACT SUPPLIED (Ricoh type 2120D/2522/5627)	N/A
Police Station Special Assault Unit	HP	LaserJet	P4015x	HP: CC364X (64X), also CC364A (64A)	2012
Police Station Front Desk area	HP	LaserJet MFP	M3035 MFP	HP: Q7551X (51X)	2016?
Police Station Lobby DV Kiosk	HP	LaserJet	1018	HP: Q2612A (12A)	
Police Station Crime Analyst Office	HP	Color InkJet	2800DTN	DEPARTMENT SUPPLIED	2011
Police Station Traffic Workroom	HP	DesignJet	5500	DEPARTMENT SUPPLIED	2009
Police Station Forensics	HP	Color LaserJet	CP2025DN	HP: Black CC530A (304A), Cyan CC513A, Magenta CC533A, Yellow CC532A	2013
Police Station Evidence Room	RICOH	<i>Copier/Printer/Scanner</i>	Aficio MP 3351	CONTRACT SUPPLIED (Ricoh type 2120D/2522/5627)	2013
Police Station Traffic Workroom	HP	LaserJet	1200	Not avail from HP any longer, using other brand - DEPARTMENT PURCHASED	
FBI Building - R. Hamilton??	HP	LaserJet	4100	<b>HP C8061X (61X) - DO NOT PURCHASE ANY MORE</b>	2007
Police Station? Or anywhere??	HP	DeskJet	940C	Where is it? HP: Black 15, Tri-color 78 or 78XL High Yield	2008
Fort Steilacoom Park	HP	Color LaserJet MFP	CM2320fxi	HP: Black CC530A (304A), Cyan CC513A, Magenta CC533A, Yellow CC532A	2014
PW Operations & Maintenance Bldg	RICOH	<i>Copier/Printer/Fax/Scanner</i>	Aficio MP C3001	CONTRACT SUPPLIED (Ricoh type #?)	N/A

## Appendix F Printer Inventory

Senior Center	HP	Color LaserJet MFP	2840	HP: Black Q3960A, Cyan Q3961A, Magenta Q3963A, Yellow Q3962A, Drum Q3964A CONTRACT SUPPLIED	2010
Senior Center	RICOH	<i>Copier/Printer/Scanner</i>	Aficio MP 4001	(Ricoh type 2120D/2522/5627)	N/A

## Appendix G Software Inventory

ProductName	Platform Type	Manufacturer	Type of Product	# Licenses	Memo
AGi32 Lighting	Windows	Lighting Analysts, Inc.		site	Public Works PD InCarVideo system (12/11
Arbitrator 360	Windows	Panasonic	Server/Application	17	3/13)
ArcGIS Desktop 10.2	Windows	ESRI	Application	3	GIS/PW/PD
ATMS.now	Windows	formerly Naztec now TrafficWare	Application		PW
AutoTURN 8.1	Windows	Autodesk	Application		PW
BlueZone	Windows		Application		Courts/Legal/Misc other; IE ba software for AOC/JIS
CrimeReports Plus/TipSoft Plus subscription renewal	web	PublicEngines	Application		PD crime mapping and tip submission program on our p website
CrossMatch LiveScan	Windows	CrossMatch	Application	1	PD Evidence Mgr
Diamond Centurion CC Traffic Eden	Windows Windows	Diamond Traffic Products Tyler Technologies	Application Server/Application	1	T. Nash multiple modules/all departme
OnQ	windows	FileOnQ	Application		Evidence database (client software/sql database)
IAPro	Windows	CI-Technologies	Application	site	PD-Professional Standards/Leadership
PRIMS	Windows		Application		Evidence dbase on Winxp-ph out
LENEL OnGuard	Windows	Lenel	Application	1	Facilities - HVAC
Real Quest (aka Metroscan)	Windows	First American Real Estate Solutions	Application	1	D. Price
Sector	Windows	WSP	Application	site	Used by approximately 75 LP officers
SkillsManager	Windows	Crowne Pointe Technologies	Application		PD Training
Tax Tools	Windows	Microflex	Application		Finance FDIntern PC; M. Norquist. No packaged along with Finance'
Acrobat 9 Standard (with Canon scanner)	Windows	Adobe	Application	2	Canon imageFormula DR-201 scanners

## Appendix G Software Inventory

Acrobat Professional X	Windows	Adobe	Application	37	Upgraded all Pro 7/8/9 licenses plus those included with Adobe InDesign/CS products
Acrobat Professional XI	Windows	Adobe	Application	3	S. Pitts; C. James; T. Kraus
Adobe CS 5.5 Production Premium	Windows	Adobe	Application	1	Bryan Johnson - Forensics system
Autocad / Civil 3D	Windows	Autocad	Application		
AXIS Camera Station	Windows	AXIS Communications	Application	15	Security Camera Server and system ACS CD with 4 License (P/N 0202-054) Also have 11 additional "ACS Upgrade" Licenses noted below A. Richardson (upg from InDesign 2.0) Includes CS5/Adobe Acrobat 9/Design Std Upg from CS3; After Effects E. Scheid upg from InDesign 7.0 Brent Champaco upg Jeff Bre lic from InDesign CS4 6.0 (Includes Adobe Acrobat Pro X) D. Higashiyama; A. Carney Includes CS5/Adobe Acrobat 9/Design Std
CS 5 Design Std Lic UE upg from 2/3	Windows	Adobe	Application	1	
CS 5 Master Collection upg	Windows	Adobe	Developer Tools	1	
CS 5.5 Design Std Lic UE UPG	Windows	Adobe	Application	2	
CS5 Design Std Lic UE	Windows	Adobe	Application	2	
CS6 Master Collection upg from CS5	Windows	Adobe	Developer Tools	1	
Photoshop CS2	Windows	Adobe	Application	1	AVID; Rich Hall laptop
Photoshop CS3	Windows	Adobe	Application	2	S. Millbauer; J. Nichols
Photoshop Lightroom 5	Windows	Adobe	Application	1	J. Nichols
ATAC	Windows	Bair Software	Application		Licensed through LESA (Criminal analyst software)
Microstation v8 FlowMaster 2005	Windows	Bentley	Application	1	W. Ott/PW
StruCalc	Windows	Cascade Consulting Associates, Inc.	Application	5	1 Main license/ 3 site licenses v5 upgraded to v6 v7 (2007) - 1 main/4 site licenses

## Appendix G Software Inventory

StruCalc 8.0	Windows	Cascade Consulting Associates, Inc.	Application	3	ComDev
Working Papers/Connector	Windows	Caseware International, Inc.	Application	2	S. Gordon; M. Norquist
Citrix XenApp Advanced	Windows	Citrix	Application	50	License installed on LWCHTS Citrix XenApp 5 Advanced for Windows J. Catlett, J. Martin, S. Conlon 8/2009 B. Danley; A. Hall; 2/2 Paynter; S. Parr; J. James; S. Noble
MapAgent Pro	Windows	Coleman Technologies	Application	6	Purchased for Choi Halladay
Crystal Reports 11 Developer Upgrade	Windows	Crystal Decisions	Application	1	M. Norquist
Crystal Reports 2008	Windows	Crystal Decisions	Application	1	Upgrade license from Crystal Reports 9
Crystal Reports 2008 Upgrade	Windows	Crystal Decisions	Application	4	Nancy Craig/CD
Crystal Reports 2013	Windows	Crystal Decisions	Application	1	Finance
Crystal Reports Professional Edition 9	Windows	Crystal Decisions	Application	5	Version 4.11 Network Security Version w/ unlimited; users: J Gumm, MaryAnn Norquist, Pa Chubb, Carolyn Whipple PD
DownHome Loan Manager	Windows	DownHome Solutions	Application	site	
Crime Free Easy	Windows	Dynamic Design Software	Application		
Ecopy Desktop v8.5	Windows	Ecopy	Application	10	4 teams/1 supervisor (A. Suve K9 officers
KATS Gen IV (v4.0)	Windows	Eden Consulting Group	Application	4	Installed on NB-GSMINUTES (General Services Laptop
FTR Minutes 3.3	Windows	For The Record	Application	1	
FTR Reporter	Windows	For The Record	Application	2	
F-Prot	Linux	Frisk Software International	Application		
Encase Forensic	Windows	Guidance Software	Application	1	PD
OrgPlus v5 (upgrade from v4)	Windows	Human Concepts	Application	2	HR
EPI Suite 6.3	Windows	Imageware	Application	1	This is an upgrade. Software in HR for ID Badge creation.

## Appendix G Software Inventory

Imageware Cases	Windows	Imageware	Application		Licensed through LESA
Simple Start 2007	Windows	Intuit	Application	2	Contact: John Levesque/LES
PRIMS 4th Gen. Property Room Info. System	Windows	Kart Digital Tech Inc.	Application	3	PD
Exchange 2007 Server Standard	Windows	Microsoft	Application	1	Evidence Room; 3rd Seat lice
Exchange 2007 Standard CAL UserCAL	Windows	Microsoft	User CAL	330	
Office 2003 Professional Win32 English MVL	Windows	Microsoft	Application	330	
Office Professional Plus 2007	Windows	Microsoft	Application	15	
					Public Works (34)
					Legal (22)
Office Professional Plus 2010	Windows	Microsoft	Application	60	Emergency Management (4)
Office Professional Plus 2013	Windows	Microsoft	Application	227	Finance/HR/IS/Police/Courts
Office Professional Plus Lic/SA	Windows	Microsoft	Application	6	
Project Lic/SA	Windows	Microsoft	Application	7	Public Works/Finance & IS
					Public Works off-site SQL Ser
SQL CAL 2005 English MVL User CAL	Windows	Microsoft	User CAL	3	user cals
SQL Svr 2005 Standard Edtn Lic	Windows	Microsoft	Application	1	Public Works off-site server
SQL Svr 2005 Standard Edtn Proc Lic	Windows	Microsoft	Application	2	
SQL Svr 2008 Server Standard Edition	Windows	Microsoft	Application	2	processor licenses (SQL01)
SQL Svr StdCore Lic/SA	Windows	Microsoft	Application	2	lwchsql02 (2lic Corelic)
Streets & Trips 2007	Windows	Microsoft	Application	1	D. Strand
Visio Pro 2007 Win32 Lic	Windows	Microsoft	Application	1	C. Halladay
Visio Pro Win32 Eng Lic/SA Pack	Windows	Microsoft	Application	1	T. Wells
Visio Std Win32 Eng Lic/SA Pack MVL	Windows	Microsoft	Application	11	
Visual FoxPro Pro 8.0	Windows	Microsoft	Application	1	DIS
Visual Studio .NET Pro 2003	Windows	Microsoft	Developer Tools	2	T. Miller; D. Tilman
Visual Studio Pro w/MSDN Prem	Windows	Microsoft	Developer Tools	1	
Visual Studio Pro w/MSDN Pro	Windows	Microsoft	Developer Tools	2	
Windows Professional 7 upg	Windows	Microsoft	Operating System	51	
Windows Remote Desktop Svcs Cal 2008	Windows	Microsoft	User CAL	50	TS clients for Citrix
Windows Server 2003 Win32	Windows	Microsoft	Operating System	18	
Windows Server CAL 2003 UserCAL	Windows	Microsoft	User CAL	330	
Windows Server CAL 2008 UserCAL	Windows	Microsoft	User CAL	330	

## Appendix G Software Inventory

Windows Server CAL 2012 UserCAL Lic/SA	Windows	Microsoft	User CAL	360	
Windows Server Data Center Lic/SA per proc	Windows	Microsoft	Operating System	4	3 processor licenses; 1 upgrade from WinSvrEnt SA license 6/2 VMWare hosts
Windows Server Enterprise Lic 2008	Windows	Microsoft	Operating System	1	LWCHCA01 (originally license 3/08 with lic/sa but this license for VMWARE update
Windows Server Enterprise Lic/SA	Windows	Microsoft	Operating System	1	12/08 purchased for VMWARE server - License only (Win2k8)
Windows Server Std 2008 English Lic	Windows	Microsoft	Operating System	1	upgraded to WinSvr DataCtr 6 Exchange 2007 Server
Windows Server Std English Lic/SA	Windows	Microsoft	Servers	5	
Windows Server Std English Lic/SA (2 proc)	Windows	Microsoft	Servers	2 proc	lwchsql02 (2lic Corelic)
Windows Terminal Server 2003 UserCAL	Windows	Microsoft	User CAL	50	
Microcall Accounting	Windows		Application		used for call accounting and detail
Nero 7 Ultra Edition ENHANCED	Windows	Nero	Application	2	D. Tilman; T. Miller
NetMotion	Windows	NetMotion	Application	115	VPN software for Police
Dragon Naturally Speaking Premium Mobile 12	Windows	Nuance	Application	2	K. Bibb; D. McCulloch
AVID System Software	Windows	Ocean Systems	Application	1	
Olympus Transcription DSS Player	Windows	Olympus	Application	4	PD Admins
Manager Plus Enterprise Edition	Windows	Qqest Asset Management Services	Application	3	Fleet Managers - Alwine/Powers/Williams
Enterprise Linux WS v.3	Linux	Red Hat	Operating System	3	
WINISO	Windows	RegSoft	Tools, SDKs, and DDKs	Site	
Corporate Recruiting Test Pack-Professional	Windows		Application		HR Testing Software
Sorenson Squeeze 4.5 Compression Suite	Windows		Application	1	Installed on AVID machine (P
Backup Exec Server (Core license)	Windows	Symantec	Application	1	
Backup Exec, Enterprise Vault	Windows	Symantec	Application	1	
Backup Exec, MS Exchange Server Agent	Windows	Symantec	Tools, SDKs, and DDKs	1	

## Appendix G Software Inventory

Backup Exec, NDMP Option	Windows	Symantec	Application	1	
Backup Exec, Sharepoint	Windows	Symantec	Application	1	
Backup Exec, SQL Server Agent	Windows	Symantec	Tools, SDKs, and DDKs	3	
Backup Exec, VMWare Virtual Infrastructure	Windows	Symantec	Application	2	Per host server
Backup Exec, Windows Remote Agent		Symantec	Tools, SDKs, and DDKs	19	
Endpoint Protection Enterprise	Windows	Symantec	Application	375	Antivirus - Endpoint protection/Exchange
Enterprise Vault - Automatic classification engine	Windows	Symantec	Application	320	
Enterprise Vault - eDiscovery for Exchange	Windows	Symantec	Application	320	
Enterprise Vault - Exchange	Windows	Symantec	Application	320	
Ghost Solution Suite v1.x/v2.0/2.5	Windows	Symantec	Application	350	Computer imaging/inventory
Snagit	Windows	TechSmith	Application	6	PD
Crash Zone/Pocket Zone	Windows	The Cad Zone	Application	4	PD
Synchro Plus Sim Traffic v6	Windows	Trafficware	Application	1	J. Howe/PW
Synchro plus SimTraffic 7	Linux	Trafficware	Application	1	J. Howe/PW
VMWare ESX Server 2		VMWare	Operating System	2	2-cpu VMWare Virtual SMP 2 for ESX Server 2 10/2008 License renewal and support through 5/12/2010 2x2socket
Websense Enterprise	Windows		Servers	350	Websense Enterprise v5.5 (Windows NT/2000), Cisco PI Firewall Edition Expiration Date 16 Jul 2005