



LAKWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, June 23, 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:

- (4) 1. Community Safety Resource Team update. - (Memorandum)
- (19) 2. Review of proposed human services funding and allocations process. – (Memorandum)
- (43) 3. Review of First Quarter 2014 Financial Report. – (Memorandum)
- (109) 4. Review of Communications Strategy. - (Memorandum)
- (122) 5. Review of City Council Goals and Priorities. – (Memorandum)

BRIEFING BY THE CITY MANAGER

- (149) Review of proposed cottage housing development. – (Memorandum)

ITEMS TENTATIVELY SCHEDULED FOR THE JULY 7, 2014 REGULAR CITY COUNCIL MEETING:

- 1. Item No. 6 above.
- 2. Active duty service member community survey update.
- 3. This is the date set for a public hearing by the City Council on the proposed 2015-2020 Six Year Transportation Improvement Program. – (Public Hearings and Appeals – Regular Agenda)
- 4. Adopting the 2013-2014 biennial budget amendments. – (Ordinance – 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.

5. Amending Section 3.64.020 of the Lakewood Municipal Code relative to Tax Incentive Urban Use Centers. – (Ordinance – Regular Agenda)
6. Establishing the Springbrook Residential Target Area. – (Resolution – Regular Agenda)
7. Awarding a bid for the Madigan access improvements Phase I project. – (Motion – Regular Agenda)
8. Review of LED streetlighting financing. (Briefing by the City Manager – Regular Agenda)
9. Review of gateway entrance designs update. – (Briefing by the City Manager – 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
June 23, 2014 – June 27, 2014

| Date | Time | Meeting | Location |
|---------|--------------------------|---|---|
| June 23 | 7:00 P.M. | City Council Study Session | Lakewood City Hall Council Chambers |
| June 24 | 5:30 P.M. | Parks and Recreation Advisory Board | Lakewood City Hall 1st Floor, Conference Room 1D |
| | 5:30 P.M. | Citizens Transportation Advisory Board | Lakewood City Hall 1st Floor, Conference Room 1E |
| June 25 | No Meetings Scheduled | | |
| June 26 | 3:30 P.M. | City Talk with the Mayor or another Councilmember. Please call 253-589- 2489 for an appointment | Lakewood City Hall 3rd Floor, Mayor's Office |
| June 27 | No Meetings Scheduled | | |

TENTATIVE MEETING SCHEDULE
June 30, 2014 – July 4, 2014

| Date | Time | Meeting | Location |
|---------|--------------------------|---|---|
| June 30 | No Meetings Scheduled | | |
| July 1 | No Meetings Scheduled | | |
| July 2 | 5:15 P.M. | Public Safety Advisory Committee | Lakewood Police Station Multi-Purpose Room 9401 Lakewood Drive SW |
| | 6:30 P.M. | Planning Advisory Board | Lakewood City Hall Council Chambers |
| July 3 | 9:30 A.M. | Civil Service Commission | Lakewood City Hall 1 st Floor, Conference Room 1E |
| | 6:30 P.M. | Landmarks & Heritage Advisory Board | Lakewood City Hall 3 rd Floor, Conference Room 3A |
| | 6:30 P.M. | Tillicum/Woodbrook Neighborhood Association | Tillicum Community Center 14916 Washington Avenue SW |
| July 4 | | <i>City Hall closed in observance of the 4th of July</i> | |

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: Lieutenant David Guttu

THROUGH: John J. Caufield, City Manager 

DATE: June 23, 2014

SUBJECT: Community Safety Resource Team (CSRT) update

2014 Update to Community Safety Resource Team (CSRT)

Introduction

The City of Lakewood has long been active in its progressive neighborhood policing and busy code enforcement programs. In early 2010, the City launched a pioneering proposal to merge these programs to form the Community Safety Resource Team (CSRT). Within the CSRT, code enforcement officers and community service officers work together to tackle not only full-blown neighborhood problems, but the root conditions that contribute to them. Many of the ordinances and policies adopted by the City Council are enforced through the CSRT. This enforcement is often challenging and delicate, and requires coordination and cooperation from other City departments and external agencies.

The CSRT is designed to solve problems unique to each of the six neighborhood districts in Lakewood. Under the leadership of a police lieutenant, the CSRT maintains a strong connection with the Police Department as well as other City departments, which fosters better coordination and cooperation. In 2014, the Neighborhood Police Officers, the Community Oriented Policing Section of the Police Department, rejoined their Community Service Officer partners under the single leadership of the CSRT Lieutenant. Enhancing the mission capabilities of CSRT, providing for an increased level of safety, and being able to focus the goals of the team under one leadership were some of the reasons for this decision.

The CSRT's work supports several of the City Council's top priorities – encouraging redevelopment in long-neglected parts of the city, increasing public safety, and enhancing outreach to neighborhoods.

Purpose

The purpose of this memo is to provide information on the structure and responsibilities of the Community Safety Resource Team as well as a history of and an update to the Council on the CSRT.

Community Safety Resource Team (CSRT)

Mission and Goal

The CSRT's mission is to promote safety, growth and development of the Lakewood community through customer service, problem-solving, and facilitating access to community and government resources. By partnering with the community, the CSRT will identify problems and issues and, based on resources and priorities, reach a reasonable and timely solution.

To understand what CSRT can do, it is important to know who makes up the team.

Code Enforcement

Previously part of the Community Development Department, Lakewood's code enforcement officers enforce laws that promote the health, safety, and appearance of existing buildings and neighborhoods. Complaints received from citizens, staff, and other agencies are investigated. Code enforcement officers may also initiate investigations and enforcement in order to implement City enforcement priorities.

Typical complaints handled by Code Enforcement include:

- Nuisances affecting public health
- Unpermitted and prohibited signs
- Unlicensed businesses
- Unpermitted land uses
- Illegal auto activity, including illegal vehicle service and repair
- Dilapidated fences
- Abandoned vehicles
- Abandoned refrigerators and appliances
- Graffiti
- Accumulations of trash, junk and discarded waste material on residential and commercial properties
- Dilapidated buildings, structures, and properties
- Uncontrolled vegetation
- Unpermitted yard sales
- Illegal businesses operating in residences
- Unpermitted mobile food trucks
- Outdoor storage of unlicensed and apparently inoperative vehicles on private property
- Parking of commercial vehicles on private property in residential zones
- Improperly stored recreational vehicles
- Illegal occupancy of a recreational vehicle
- Dangerous building abatement

CSRT routinely is called for many complaints that may be handled by other City departments, the health department, or state agencies. Following are some common examples:

- Buildings with structural, electrical, plumbing, mechanical and other code violations (Building Division)
- Illegal building additions and remodels without permits (Building Division)
- Unmaintained construction site with active building permit on file (Building Division)
- Illegal conversions of garages and other structures into dwelling spaces (Building Division)
- Private swimming pools (Building Division)
- **Abandoned vehicles on City streets and adjacent rights-of-way (Lakewood Police Department)**
- Noise complaints (Lakewood Police Department)
- Unsafe power lines (West Pierce Fire and Rescue)
- Hazardous material storage (West Pierce Fire and Rescue)
- Hazardous material spills (first point of contact West Pierce Fire and Rescue)
- Housing repairs/rehabilitation for low-income, owner-occupied, single-family units (CDBG)
- **City landlord/ tenant laws (CDBG)**
- Fair housing discrimination laws (CDBG)
- Street maintenance (Public Works)
- **Garbage collection, inadequate service (Public Works)**
- Problems with public alleys(Public Works)
- Trash and junk dumped on the public street (Public Works)
- Unmaintained street lights, public streets and sidewalks (Public Works)
- Problems with storm water systems (Public Works)
- Animal control (Police Department)
- Claims for damages (Finance Department)
- Cleanliness of restaurants (Tacoma-Pierce County Health Department)
- Public swimming pools (Tacoma-Pierce County Health Department)
- Surface sewage from septic systems (Tacoma-Pierce County Health Department)
- Pushcart vendors for food related issues (Tacoma-Pierce County Health Department)
- Rodent and pest infestations (Tacoma-Pierce County Health Department)
- Contamination of lakes and streams (state Department of Ecology)

CSRT Code Enforcement response to the above circumstances is to make the referral to the appropriate department or agency and then act as the agent to ensure the situation is remedied if possible.

Community Service Officers

Community Service Officers (CSO) spend a lot of time meeting with citizens, business owners, apt managers and residents in the geographical areas (districts) that they work in. They receive information on suspected drug dealers, pan handling, code problems, and crime in general. The information received is researched and communicated to the proper city departments for follow-up.

Community Service Officers have the ability, and access to resources, to deal with problematic apartment complexes, businesses and even whole neighborhoods. For those problematic locations CSOs will research information on the problem and then produce documentation that illustrates what is happening. This process allows the Community Safety Resource Team (CSRT) to put together the necessary team to effectively address the issue or concern. Some examples of issues that CSOs also address, that are less intensive to deal with, include parking problems, abandoned vehicles, junk vehicles, motor homes and boats that are parked in the city right of way.

Getting to know Lakewood's residents and business people is one of the most important aspects of their job, allowing CSRT to craft solutions that create the most good for all involved. Resources available to CSOs include programs such as Crime Free Housing, which utilizes Crime Free Incident Reports to let managers know what is happening on their property and provides a curriculum to teach owners and landlords about "Best Practices" to operate a multi-housing property. In addition there is the Raising the Bar Program for bar owners and operators and the Police Motel Partnership for motel owners and operators which provides "Best Practice" training as well. Lakewood hosts the LOCAL (Lakewood's Organized Community of Active Landlords) program that gives apartment owners / managers a monthly meeting where they can get together with a CSO to discuss issues of mutual concern. All of the programs listed above, and more, provide access to resources that can help any organization to maintain a good situation or improve a poor one.

Many of the city sponsored community events involve Lakewood CSOs. Examples include Santa at the Station, LOCAL, Christmas at the Old Country Buffet, Shop with a Cop, Police Jr. Academy, Make a Difference, National Night Out Against Crime, residential and business block watches, Summer Fest and a host of charitable events.

Community Neighborhood Policing - COPS

The Community Oriented Policing Section, or COPS unit, is comprised of four (4) Neighborhood Police Officers (NPO) and a Sergeant. Each NPO is assigned to districts throughout Lakewood. NPO's are fully uniformed, commissioned Police Officers who are focused on resolving crime problems and improving the quality of life in their assigned district.

The NPO provides a consistent police presence and builds ongoing relationships with citizens, businesses, and other groups. They problem-solve neighborhood issues, involve those parties that are affected, and call on additional resources, such as the Gang Unit, Special Operations Unit and outside agencies to help resolve the problem. They also work closely with other sections of the police department, the Department of Corrections, City building inspectors, the Fire Marshal, the State Liquor Commission, the Department of Health, and other agencies as appropriate to resolve neighborhood issues. They are a direct link to a Police Officer for neighborhood crime issues.

NPO's are highly skilled, highly trained and highly motivated police officers who have volunteered to take this specific role in their communities. NPO's differ from regular patrol officers in that they don't get radio-dispatched to calls. Instead they are given the flexibility and tools to address long-term criminal problems that don't respond to a simple quick arrest. NPO's have a high degree of latitude to conduct their operations and are able to flex their work schedules as necessary to obtain results. Additionally, they maintain regular citizen contacts to develop that old-fashioned "cop on the beat" familiarity with their district's citizens and concerns.

Partnering

Much of the success of what CSRT does is in the form of partnerships. The Team works hard on maintaining current, often long-term, partnerships and fostering new partnerships in creating solutions to problems. Finding innovative approaches and trying non-traditional partnerships to create solutions is something that CSRT is well suited for. The blending of disciplines, talents, and assets is what will continue to make CSRT a success.

Work processes

Code Enforcement has taken in 160 cases so far in 2014. These are new referrals from citizens that are inclusive of everything and anything related to property maintenance, blight, licensing, zoning, etc. that falls under this discipline. In 2013, Code Enforcement took in 378 cases and in 2012 there were 420 new cases called in to CSRT by citizens.

Citizen outreach is handled by monthly Neighborhood Associations in all six patrol districts in the City; A CSO, a CEO, or a Neighborhood Patrol Officer attends these meeting. Additionally, CSRT supports outreach to citizens through attendance at presentations at schools from elementary to college, we participate at all City events, CSRT coordinates National Night Out every year, and we coordinate the program that focuses on Best Practices in the rental housing industry. CSRT members seek out the sites of new construction in the City for inclusion in our Construction Watch program that is associated with our coordination of all Agency Agreements in the City that allow police officers to act as the agents of private property owners for the purpose of trespassing undesirable people. CSRT works with the members of LOCAL which is a group of interested multi-unit rental complexes.

Combating crime and suppressing its effects are handled by members of CSRT by means of emphasis and collaboration with the neighborhoods. By not having the Neighborhood Patrol Officers tied to 911 calls, they are allowed additional time to get to know the needs of the affected community, tailor a solution, and devote the needed time to work the strategy. They will make warrant sweeps, take shifts at manning surveillance locations, and avail themselves of technologies to combat crime. Each officer takes on some reported property crimes for investigative work and they work the Retail Theft program in partnership with stores.

Future

In May of 2014, the Community Service Officers and the Neighborhood Police Officers were united again under the leadership of one supervisor; joining in CSRT with Code Enforcement.

We found that the inherent problems with vacant properties in the City are thieves, trespassers, and, increasing more recently, squatters. A list has been gathered together of known vacant properties; but we know that it is not inclusive of every unoccupied address. Trips to some of the known vacant properties has discovered a fairly serious problem with trespassers and squatters. These people bring theft, drugs, prostitution and increased blight in the form of garbage to the neighbor. Most, if not all, of the discovered squatters have a history of criminal activity, mental health issues, or both. The dangers to CEO's and CSO's has increased; they respond to a complaint at a seemingly vacant address only to find it being illegally occupied.

Two teams, comprised of a Code Enforcement Officer, a Neighborhood Police Officer, and a Community Service Officer, have been form within CSRT. As a unit, each team can effectively deal with crime prevention and education, crime suppression efforts, and code enforcement for their assigned districts.

One Code Enforcement Officer is assigned to focus on abatements and long term efforts.

Two Neighborhood Police Officers and one Community Service Officer have been given the assignments of addressing the needs of the homeless and the mentally ill. Along with that they are assigned to longer term projects or situations needing extensive investigation.

Community Safety and Resource Team

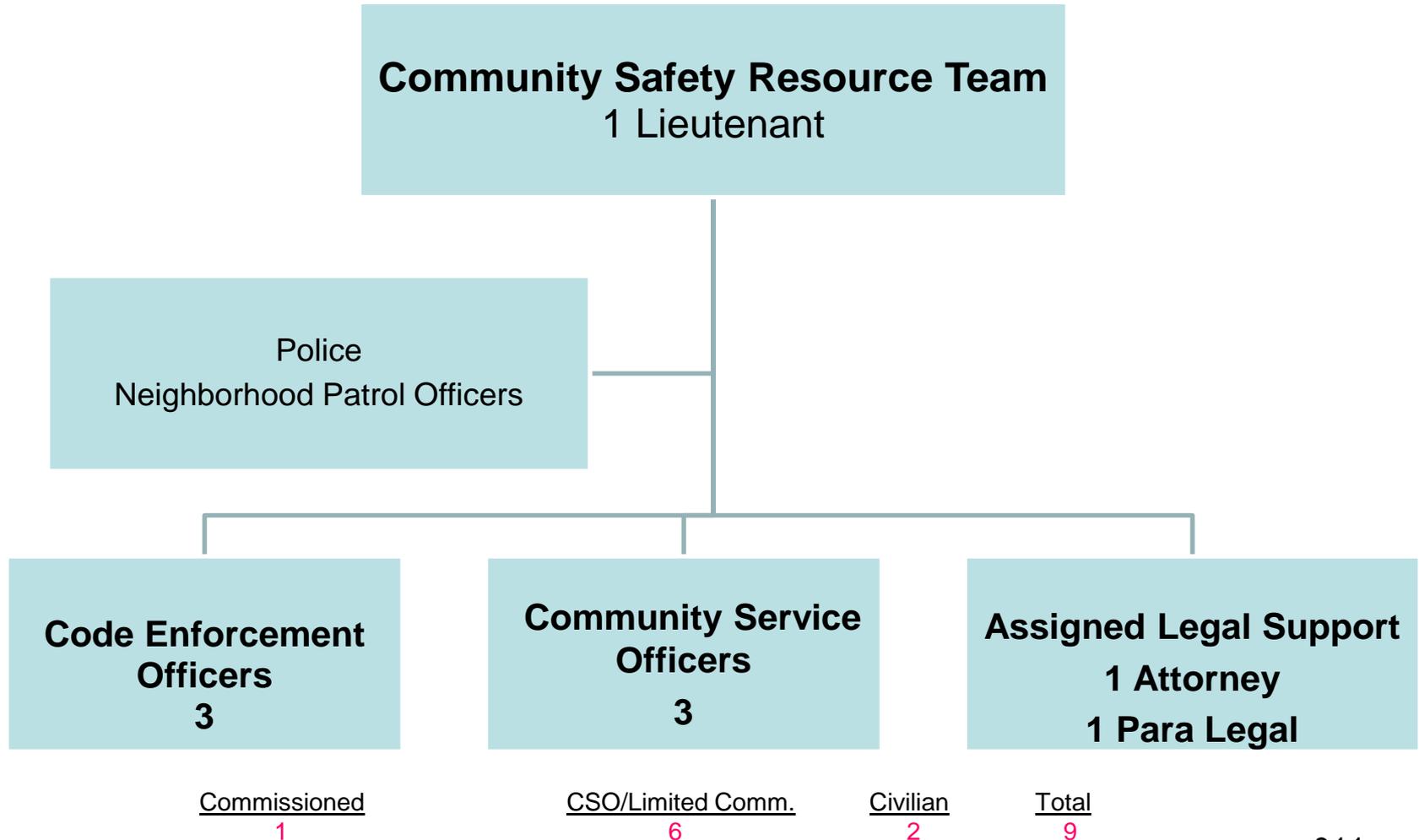
CSRT

Council Update 2014



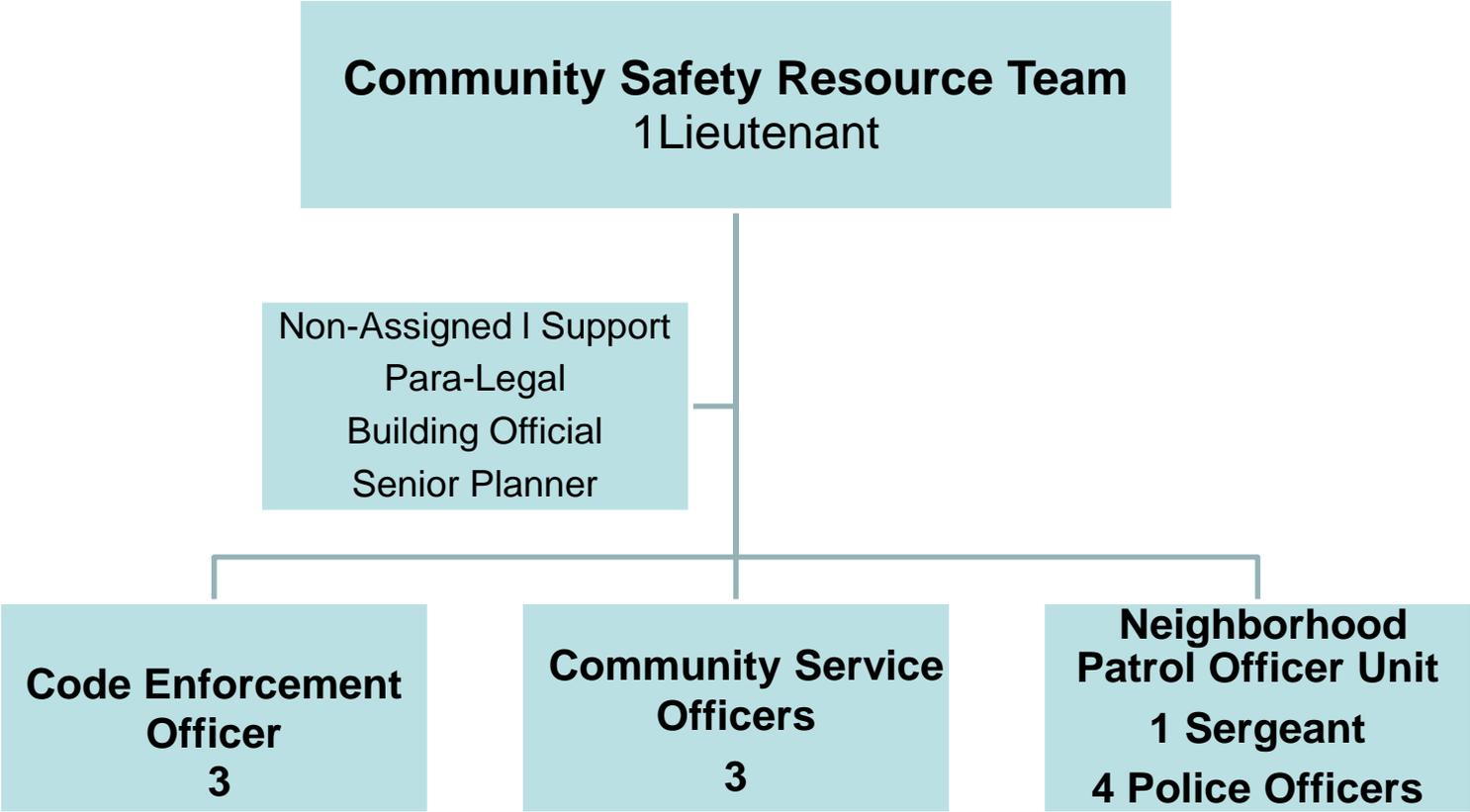
Past personnel allocation

As implemented in 2010



Current personnel assignment

July 1, 2014



Commissioned
6

CSO/Limited Comm.
6

Civilian
0

Total
12

Current personnel assignment

July 1, 2014



Commissioned
6

CSO/Limited Comm.
0

Civilian
0

Total
6

| | Command | Sergeant | CEO | NPO | CSO | Civilian | Total |
|---------------------|---------|----------|-----|-----|-----|----------|-------|
| Positions | 1 | 1 | 3 | 4 | 3 | 0 | 12 |
| Unfilled | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Current 7/1/2014 | 1 | 1 | 3 | 4 | 3 | 0 | 12 |

Total Fully Commissioned: 6

Total Limited Commissioned: 6

Total Assigned to CSRT : 12

2012 Total Code Cases received : 769

21 Still open ; 13 abatement pending, 8 under enforcement

669 Closed ; 122 closed with no action taken

474 closed with voluntary compliance

22 cited or referred for legal action

41 referred to an internal or outside department

2013 Total Code Cases received : 639

83 Still open ; 8 under abatement

483 Closed ; 57 closed with no action

401 closed with voluntary compliance

27 cited or referred for legal action

37 referred to an internal or outside department

2014 Total Code Case to date : 263

118 Still open ; 3 under abatement

145 Closed ; 8 closed with no action

106 closed with voluntary compliance

6 cited or referred for legal action

12 referred to an internal or outside department

Programs coordinated or supported by CSRT

- 6 District Neighborhood Associations
- CHOICE - HOPE Center and MDC
- LOCAL - area owners/managers of multi-family
- Best Practices in Multi-Family Housing (Crime Free)
- Construction Watch
- JBLM Provost – off-limit business list
- Puget Sound Clean Air – burn ban enforcement
- Youth Junior Police Academy
- RAD – instructor
- Raise the Bar program
- Annual neighborhood / community clean up
- National Night Out
- PATH – Greater Lakes
- Western State Hospital community partnership
- Summerfest
- Agency Agreement database – Trespass letters
- Police Station Front Desk – lunch and vacation
- St Clare Hospital Health Adventures
- Mock DUI – Clover Park School District
- Mentoring
- Metro Development Council – homeless count
- CARTS and Eyesore emails - (it speaks loudly and positively about the state of the City when we can entertain discussions on how best to handle shopping carts)



Community Safety and Resource Team Situation



Community Safety and Resource Team Success





To: Mayor and City Councilmembers

From: Karmel Shields, Human Services Coordinator
Mary Dodsworth, PRCS Director

Through: John J. Caulfield, City Manager 

Date: June 17, 2014

Subject: Human Services Funding Priorities & Allocations Process

Attachment: 2014 Human Services Needs Analysis Report

Summary: In the coming month, the Human Services Funding Advisory Board will release a request for proposals (RFP) allowing community-based health and human service providers to request City general funds to address the needs of Lakewood's most vulnerable citizens.

The Human Services Funding Advisory Board (HSFAB) is requesting City Council to concur with their recommendation to focus the 2015 funding allocations process on vulnerable populations and services that address new Strategic Focus Areas: Housing, Stabilization Services, Emotional Support, and Access to Health and Mental Health Services. Furthermore, the HSFAB requests Council concurrence that the strategies outlined in the attached needs analysis report serve as a roadmap for developing future human service initiatives and partnerships.

Background: Between February and June 2014, the HSFAB, with the concurrence of the Lakewood City Council, conducted a needs analysis to 1) identify current human services needs in Lakewood; 2) review how City funds align with other community resources to fill identified service gaps; and, 3) identify potential resources and services that can be leveraged to better serve City of Lakewood low-income residents.

The Human Services Needs Analysis Report is the culmination of many conversations with a variety of community stakeholders. The report contains a review of state and local government human services funding priorities and current trends and innovations in human services system design and outlines opportunities for greater collaboration. It is intended to create a strategic plan that shapes future human services funding priorities as well as provide a framework for developing alliances between City departments and partnerships with regional human service providers and governments.

Over time, the City’s human services program has focused its limited funds to effectively respond to the needs of our most vulnerable residents. The 2014 needs analysis process affirms that focusing resources for children, youth and families continues to provide the greatest benefit with long-lasting results. However, immediate needs for survival remains a top consideration as people struggle to maintain independence and self-sufficiency in a weak and ever-changing global economy.

2014 Needs Analysis Findings

The needs analysis identifies the most vulnerable populations in Lakewood are:

- **Low-income families** who experience persistent poverty due to limited education, chronic under-employment and constant family disruption.
- **School-age youth** who struggle in school and life due to limited opportunities or adverse childhood experiences.
- **Elderly and disabled people** who rely on eroding social structures to live independently.
- **People dealing with mental health and other illnesses** that lack the resources and ability to access scarce treatment options.
- **Limited English-speaking individuals** who find language and cultural barriers to accessing services.

The report attempts to identify universal human services, which all vulnerable populations require. The needs analysis process started with a series of research questions relating to unmet needs, service and funding trends and best practice initiatives. The result is a short list of key (universal) human services. In the report, these key services are referred to as **Strategic Focus Areas**. They are as follows:

- **Housing:** A safe place to live and call home
- **Stabilization Services:** Short-term assistance in times of personal and financial crisis
- **Emotional Support:** Building healthy and supportive relationships in order to thrive and for living self-reliant and productive lives
- **Access to Health, Mental Health and Human Services:** Eliminating language and cultural barriers, and increasing treatment options and available services that are appropriate when and where it is needed most

Conclusion: By focusing on populations rather than services, the City is able to steer away from general social service categories (basic needs, safety, education and health) that can create funding “silos.” Instead, this reframing offers a more comprehensive human systems approach to addressing community needs. It affords us with an opportunity to better measure our impact on specific populations. This can be achieved by:

1. Creating service level targets and measurable outcomes between human service providers who serve the same vulnerable population.
2. Aligning with other human service funding sources, coalitions and regional planning entities in an effort to create strategic alliances that will:
 - a. strengthen service capacity,
 - b. leveraging resources to change specific social conditions, and
 - c. increase our ability to measure the collective impact.

3. Identifying areas for coordination between internal City departments and citizen advisory boards.

The strategies outlined in the report are intended to be part of a multi-year plan. It will become a roadmap for the City's human services program; guiding resources and staff efforts to achieve our goal to create a safe, vibrant and healthy community where people have access to a variety of resources and opportunities.



Human Services Needs Analysis Report

2014

Executive Summary

Between February and June, 2014, the Human Services Funding Advisory Board, with the concurrence of the Lakewood City Council, conducted a human services needs analysis. The purpose of the needs analysis is to 1) identify current human services needs in Lakewood, 2) to review how City funds align with other community sources to fill identified service gaps, and 3) to identify potential resources and services that can be leveraged to better serve City of Lakewood low-income residents.

This Human Services Needs Analysis Report is the culmination of many conversations with a variety of community stakeholders. The report also contains a review of state and local government human services funding priorities and current trends, innovations in human services system design, and outlines opportunities for greater collaboration. It is intended to create a strategic plan that shapes future human services funding priorities as well as provide a framework for developing alliances between City departments and new partnerships with regional human service providers and governments.

The strategies outlined in the report are intended to be part of a multi-year plan. It will become a roadmap for the City's human services program, guiding resources and staff efforts to achieve our goal to create a safe, vibrant and healthy community in Lakewood where people have access to a variety of resources and opportunities.

General Findings

Over time, the City's human services program has focused its limited funds on services organizations who can effectively respond to the needs of our most vulnerable residents. The 2014 needs analysis process affirms that focusing resources on children, youth and families continues to provide the greatest benefit with long-lasting results. However, immediate needs for survival remains a top consideration as people struggle to maintain independence and self-sufficiency in a weak and ever-changing global economy.

The analysis identifies the most vulnerable populations in Lakewood are:

- Low-income families who experience persistent poverty due to limited education, chronic under-employment, and constant family disruption.
- School-age youth who struggle in school and life due to limited opportunities or adverse childhood experiences.
- Elderly and disabled people who rely on eroding social structures to live independently.
- People dealing with health, mental health and chemical dependency illnesses that lack the resources and ability to access scarce treatment options.

- Limited English-speaking individuals who find language and cultural barriers to accessing services.

The general findings, presented here, is an attempt to identify universal human services which all identified vulnerable populations require. They were created through a series of research questions relating to unmet needs, service and funding trends, and best practice initiatives. A short list of key human service areas were identified, through conversations, research on life span best practice methods and review of funding priorities provided by other health and human services entities,. In this report, the key services are referred to as Strategic Focus Areas. The Strategic Focus Areas are:

- **Housing:** A safe place to live and call home
- **Stabilization Services:** Short-term assistance in times of personal and financial crisis
- **Emotional Support:** Building healthy and supportive relationships in order to thrive and for living self-reliant and productive lives
- **Access to Health and Human Services:** Eliminating language and cultural barriers, and increasing treatment options and available services that are appropriate when and where it is needed most

These terms (housing, stabilization services, emotional support, and access to services) will be used throughout the document and is intended to frame our focus and resources on the most vulnerable populations.

Why This New Approach

By focusing on populations rather than services, the City is able to steer away from general social service categories (basic needs, safety, education and health) that can create funding “silos.” Instead, this reframing offers a more universal human systems approach to addressing community needs. It affords us with an opportunity to better measure our impact on specific populations over time. This can be achieved by:

1. Creating service level targets and measurable outcomes between human service providers who serve the same vulnerable populations.
2. Aligning with other human service funding sources, coalitions and regional planning entities in an effort to create strategic alliances that will:
 - a. strengthen service capacity,
 - b. leverage more resources to change specific social conditions, and
 - c. increase our ability to measure the collective impact
3. Identifying areas for coordination between internal City departments and citizen advisory boards.

Introduction

A Brief Look at Lakewood

Lakewood incorporated as a city in 1996 and is bounded by a large military installation, Joint Base Lewis McChord (JBLM); a major metropolitan city, Tacoma; and other neighboring communities of Steilacoom, DuPont and University Place. In addition to these jurisdictions, the city is physically bisected by Interstate 5 and two major entry points to the JBLM. As a result of this two of the nine recognized neighborhoods, Springbrook and Tillicum/Woodbrook, are physically isolated from the City. This isolation increases the complexity of providing services, and creates additional barriers for the vulnerable citizens living in these neighborhoods to access community services.

Community Demographics

US Census Bureau ranks the City of Lakewood as the 607th largest city in the United States with an estimated population of 59,097 (as of July 2013). This represents approximately 8% of Pierce County's population; making Lakewood the second largest city in the county.

Population Diversity

Lakewood as a whole is an ethnically diverse community. . The 2010 census reports 16% of the population in Lakewood were identified as Asian/Pacific Inlanders; over 15% African American; and 15% Latino/Hispanic, with an additional 3.4% of the population of Native American descent. The greatest ethnic population growth is within the Latino community, which in the last decade has almost doubled in size (8% in 2000 to 15.3% in 2010). The City's neighborhood area planning documents also shows large concentrations of diverse populations in neighborhoods identified above.

Household Incomes

Household incomes are not keeping pace with other communities. The median household income in 2010 was \$37,734. This is well below the median household income in Pierce County (\$55,215) and the United States' median family income, which stood at \$50,502 in 2011.

Home ownership is not obtainable for many Lakewood residents. Approximately 11% of Lakewood's current housing stock is considered to be affordable, market-rate housing. In 2013 an average Lakewood home sold for \$190,000. The Affordable Housing Consortium estimates an average household income of \$53,423 is required for homeownership in Pierce County.

The US Census Bureau reports that more than 53% of households are paying 30% or more of their household income for housing. The 2012 American Community Survey

found 53% of Lakewood households live in rental units with a majority of those families (67%) with children under the age of 18.

Commitment to Health and Human Services

From its incorporation, the City has recognized the need of providing support to low-income and isolated community residents. The City has set aside 1% of its annual general fund expenditures for social and health services. Last year, \$345,000 dollars were allocated to community organizations to address identified health and human services needs.

In 1998 the City joined the America's Promise Alliance and became a Promise Community. These Promises (safe places, healthy start, opportunities to give back, quality education, and caring adults) are steeped within our community values, and continue to guide efforts through the Lakewood's Promise Board and the City's Youth Council. For this dedication to youth, the City has been recognized as being one of America's Best 100 Cities for Young People for six years.

Lakewood Community Collaboration hosts 30 – 50 community representatives monthly to learn about current policy issues, as well as trends and service models for improving the lives of children, youth and families. It is an expectation that any organization which receives City human service funds attend these meetings to develop partnerships and to coordinate responses to emerging community needs.

In 2008, the last comprehensive human services needs assessment provided a structure for allocating resources to community-based human service agencies. Four priority funding categories were established: basic needs, education, health and safety. Funding levels have remained consistent in each category since 2009 at 45% of the funds addressing basic needs, 38% for education, 13% for health services and the remaining funds of 4% to safety programs.

In 2011, the human services funding period was changed to mirror the City's biennial budget cycle by conducting a biannual allocations process. Twenty-eight (28) to thirty (30) programs have received funding for up to two years, provided that the first year contracted performance targets are met and program evaluation and outcome measures are achieved.

In 2013, the City's contracted agencies provided services to 18,200 low-income people. The primary outcomes of these services were school readiness (\$80,200 investment), emergency shelter (\$58,700 investment), food security (\$51,900 investment), homeless prevention (\$40,000 investment), safe places (\$33,000 investment) and family support including employment (\$25,000 investment). It is estimated that for every one (\$1) dollar the City invests in human services there is a return on investment (ROI) of eight (\$8) dollars of goods and services.

Community Needs Analysis Process Overview

The Human Services Funding Advisory Board prepared this community needs analysis as a method for developing funding priorities for 2015/16 allocations process, as well as laying the groundwork for future strategic directions for planning and administering the City's human services program. Over a three month period the process focused on identifying the most vulnerable City residents and how current services are meeting the needs of these citizens.

The process began in February with the development of key research questions. The following questions were used during the community café discussion in March and subsequent stakeholders and key informant interviews in April and May 2014.

1. Who are the most vulnerable citizens in Lakewood and why?
2. What trends in funding and services that are affecting service delivery?
3. What data sources are available that affirms community needs?
4. What are the gaps in services and unmet needs?
5. Who do you partner with, or who should we partner with to increase service capacity?

All totaled, 119 community members, service providers, and government officials participated in these conversations. Their input established the foundation for identifying the issues and strategies contained in this needs analysis. Chart A. provides an at-a-glance summary of the key issues, population needs, and unmet service needs identified by these stakeholders.

The Human Services Coordinator was responsible for conducting interviews and for the review of the data that supported and verified the issues brought forth during the community conversations. She was also responsible for gathering reports, data sets and source documents from other planning efforts being conducted by the Tacoma/Pierce County Health Department, the City of Tacoma, Pierce County's Community Connections Department, United Way's 211 call center, and the Clover Park School District.

The needs analysis report is presented in the following order according to the top vulnerable populations identified by key informants and stakeholders.

1. Low-income Families
2. School-age Youth
3. Elderly and Disabled
4. People with Health and Mental Health Concerns
5. People with Limited English Language Skills

Low-income Families

Definition: Persons living in households with extremely low income, without resources or political voice, limited access to services, limited ability to address their own needs or with special needs due to emergency, temporary conditions

Presenting Issue: Persistent poverty due to unemployment, under-employment and low-wages

Primary Factors: High unemployment rates, single parent families, low educational attainment and constant family disruption due to divorce, incarceration and deployment.

Supporting Data

During the great recession years (2008-1012), The American Community Survey reported 18.9% individuals and 29% of all children living in Lakewood were living below the poverty line. The Survey also identifies 24,632 Lakewood households; approximately 19.2% of all households are receiving food stamp subsidies.

The 2012 American Community Survey found 53% of Lakewood households live in rental units with a majority of those families (67%) with children under the age of 18. The Homeless Management Information System (HMIS) reports that more than 800 households in Pierce County are homeless and receiving housing services at any given time. Between January, 2011 and December, 2012, there were 8,881 homeless people in Pierce County. There are an estimated 220 homeless families and veterans in Lakewood during any given year.

In 2013, United Way's 211 information and referral line reports the highest number of calls were requests for utility and rent/mortgage assistance followed by transportation and emergency shelter needs. Those who identified themselves as Lakewood residents were most likely calling for rent and utility assistance.

The City of Lakewood reports 824 domestic violence cases were processed in municipal court in 2013. In 2013 there was one death related to a domestic violence case.

Funding Partners & System Collaboration

United Way of Pierce County has prioritized strengthening families as their main purpose for the next three years by supporting ten programs with \$362,128 annually. United Way is currently exploring how to expand this focus area by empowering local communities and neighborhoods to respond to family and community needs.

City of Tacoma is currently finalizing its 2015-19 strategic plans. The draft plan has identified four priorities, one of which is to *meet the basic needs of residents*. The City of Tacoma's general fund allocations timeline follows closely to the City of Lakewood's

human services fund allocation process. This year, the City of Tacoma allocated \$505,000 to shelters and emergency service programs. The cities of Tacoma and Lakewood, along with United Way of Pierce County, have partnered on developing a common application form and have developed outcome evaluation measures for human service programs.

Pierce County Community Connections Housing program is the funneling source for federal, state and regional housing resources. There are millions of dollars directed toward housing and homeless services each year. These funds are generated by recording fee revenue sharing, emergency services grants and housing trust funds.

In addition, Pierce County (through its Building Changes Initiatives) has created a single point of access services called Access Point 4 Housing which screens and directs clients to appropriate emergency housing services. Catholic Community Services and Metropolitan Development Council have a federal grant from the Veteran's Administration for housing disabled veterans and their families.

The City's CDBG program allows for 15% of the funds allocated from HUD to be used for public services targeted toward low and moderate income families. Public service dollars can be used for establishing specialized services within specific locations that can set a sturdy foundation for the delivery of family services in Lakewood.

The City of Lakewood currently contracts with all major emergency housing providers including The Rescue Mission, CCS Phoenix Housing, LASA, YWCA; we also support local food banks (FISH, St. Leo Food Connection) and emergency food provider EFN, serving all of Pierce County. One-time emergency utility assistance is provided by LASA and South Sound Outreach.

Unmet Needs

Housing

- Shelter, rapid re-housing, permanent supportive housing options
- Homeless prevention (short-term assistance with heat, electricity, rent)

Emotional supports for building healthy relationships

- Parent support for family life and financial literacy education
- Domestic violence interventions including temporary housing and legal assistance

Stabilization services

- Access to healthy food and clothing
- Affordable job training, job search assistance and education

Health and Mental Health treatment options

- Health care services located in Lakewood (vision, dental and primary care)
- Assistance in accessing mental health and substance abuse treatment

School-age Youth

Definition: Anyone below the age eighteen who spends a majority of time away from parents/guardians. This includes child care, before/after-school programs, latch-key kids, those in school, foster care, truancy, or the juvenile justice system.

Presenting Issue: Young people with attitudes and behaviors that can lead to underage alcohol & drug use or criminal activity

Primary Factor: Increasing truancy referrals and intensions to use drugs and early initiation of antisocial behavior

Supporting Data

The US Census Bureau reports there are 12,375 children under the age of 18 living in Lakewood. There are 9,715 school age youth (Pre-school to 12th grade). Of those school age youth, 1,604 or 16.4% are not enrolled in school.

The Department Social and Health Services reports that 19% of the children in the Clover Park SD catchment area, birth to 17 years of age, are receiving Temporary Assistance for Needy Families (TANF) support. Approximately 11% of all children are not living with their own biological parent (grandparents, other relatives or foster care).

The Office of the Superintendent of Public Instruction identifies more than 400 Clover Park School District youth are homeless. Other school districts reporting high homeless youth numbers are Bethel, Puyallup and Tacoma.

Clover Park School District (CPSD) identifies 72% of their students are participating in the free or reduced lunch program. This is the highest participation rate of all the school districts in Pierce County.

In 2012, the Healthy Youth Survey found higher than statewide averages for 8th grade students in the CPSD reporting factors most strongly associated with alcohol use; including intentions to use drugs or friends who use alcohol and drugs, interactions with peers that are antisocial in nature or early initiation of antisocial behaviors. Youth report higher percentages of violent incidents, in the forms of fighting and bullying at 37%, as compared to statewide survey of 30%. The data collected also indicates that this pattern continues into 10th grade and has remained unchanged for the past 4 years.

The Lakewood Police Department reports 56 arrests in 2013 related to juvenile drug possession. Unlawful possession has nearly double in one year, with a disturbing number of youth under 12 years of age in the possession of drugs. Overall, however, juvenile crime rates have been on the decrease in recent years.

Funding Partners & Community Collaborators

United Way focus on Early Grade Excellence has invested \$229,730 in eight programs. Communities in Schools received a grant (\$25,000) to serve students in the Clover Park School District. Project Learn, with the Boys & Girls Clubs of South Puget Sound, also received funding.

Lakewood currently contracts with Pierce County's Community Connections program to provide early developmental screening, Franciscan Health to provide immunizations, Caring for Kids ready to learn fairs, and Communities in Schools for mentors and after-school programs

CHOICE Coalition is developing a community response to underage drinking and violence. The Coalition is currently focused on the Springbrook neighborhood. They plan to bring activities and educational materials to support parents and community members rally around keeping youth substance free. In time, the Coalition hopes to expand its efforts to more neighborhoods and schools in Lakewood.

Lakewood Promise Advisory Board's 2014 strategic focus on safe places and a healthy start for youth advances the City's human services work around children and youth. City of Lakewood invests \$26,000 in this work each year. The Promise Board has representation from Clover Park Technical College, Pierce College, City of Lakewood, Clover Park School District; and other major youth serving agencies including the YMCA. South Sound Boys & Girls Club and Communities in School.

Unmet Needs

Emotional Supports for building healthy relationships

- Adult mentors and positive role models that is ethnically diverse

- Safe Places to go after school with caring adults

- Pro-social activities including recreation, sports, open spaces

Stabilization Services

- Access to healthy foods outside school; weekends, holidays and summer

- Clothing, immunizations, supplies and hygiene products for school attendance

Mental Health and Health Care

- Primary care providers for dental, vision and preventative health care

- Health and mental health screening and treatments

Elderly & Disabled (including disabled Veterans)

Definition: A person unable to safely survive independently and attend to personal care, includes frail elderly, people who have physical or age-related limitations/needs, includes those in nursing home or assisted-living care or living alone and not connected socially or to service providers

Presenting Issue: Social Isolation due to limited and affordable transportation, services or activities

Primary Factor: Dependent upon Medicaid, Medicare or Social Security Supplemental Income or Veteran benefits as sole income source. It is anticipated there will be an extreme growth within this population over the next ten years.

Supporting Data

The United States Census Bureau reports that 11% of Lakewood adults have some form of disability, which includes both physical and psychiatric disabilities.

The 2010 Census report indicates that 7,872 people age 65 or older were living in Lakewood. This represents less than 10% of the total population, with women making up the majority of the senior population at about 60%. The current estimate is that this percentage has increased to 11% in 2012.

It is anticipated that within the next 10 years, the percentage of people over the age of 65 will double, as people live longer and the baby boom generation will reach full retirement age in 2025. For example, currently in Lakewood there is an estimated 3,733 older adults between the ages of 60 – 64, as they advance in age so will the percentage of the senior citizens.

Veterans with service related disabilities make up approximately 30% of the total veteran population. These veterans are most at risk for substance abuse and homelessness. Last year, Catholic Community Services' Support for Veteran Families program served 100 homeless Lakewood veterans. Many more veterans, as they age, retire and are decommissioned from service, are anticipated to remain in the south Puget Sound region. This may result in an even larger aging and disabled population number in the coming years.

Funding Partners & System Collaboration

Pierce County Community Connection's Aging and Disability program is the regional planning organization for this vulnerable population. The program staff operates the information and referral program and notes that resources are dwindling and there are fewer referral options for people in immediate need.

Lakewood contracts with only two service providers who focus on this vulnerable population. Rebuilding Together South Sound provides home repair and modifications for disabled adults who own their home and Good Samaritan Adult Outreach provides limited case management and emergency respite care for elderly care givers. The outcome for both programs is to keep people living as independently as possible.

The City's Senior Activity Center caters to active and mobile senior citizen. All seniors are not a like, and many senior citizens require more programs that are rehabilitative in nature. Many more elderly people are unable to access services due to limited transportation options. The Lakewood Police Department reported an unnerving increase of older adults expiring in their homes due to illness or age, illustrating that the frailest in our communities are dying alone or without notice.

During severe winter months the City receives numerous calls for furnace repair, water pipe breakage issues and assistance to cover escalating heat and electricity cost. Better coordination with the local utilities providers is needed to address these extreme weather emergencies for older adults.

JBLM social service programs and American Lake Veterans Administration Hospital will be key partners though the South Sound Military and Communities Partnership. Rally Point 6 is located in Lakewood and serves military families. Many other volunteer organizations, i.e. Heroes to Hometowns and the American Legion, are also available sources for assisting disabled veterans living in Lakewood.

Unmet Needs

Housing

- Low-cost assisted living facilities and home remodeling services for aging in place
- Homeless prevention (short-term assistance with heat, electricity, rent)

Emotional supports for building healthy relationships

- Respite care for caregivers, guardian or custodial household member
- Friendly visitors or case management staff to monitor health and well-being
- Information and education on developmental and psychiatric conditions

Stabilization Services

- Access to healthy food and clothing
- Low-cost transportation options

People with Health, Mental Health or Substance Illnesses

Definition: A serious and persistent illness; includes being a danger to themselves or others, includes substance abusers, or others who would experience withdrawal, sickness or other symptoms due to lack of access

Presenting Issue: Limited treatment options throughout Pierce County

Primary Factors: Greater numbers enrolled in Medicaid expansion through the Affordable Care Act without increasing numbers of providers or the medical reimbursement rate.

Supporting Data

The Behavioral Risk Factor Surveillance System (BRFSS) reports the percent of uninsured adults, ages 18 – 64, living in Lakewood (between 2008-2010) as being between 25.1% – 39.7%. In Lakewood, more than 13% of adults live in poverty and do not have access to employer based health care coverage or state insurance (apple heath) which is intended for families with children.

The Tacoma/Pierce County Health Department (TPCHD) identifies health disparities within African American and Native American households. These disparities are related to several factors, including the lack of access to healthy foods and places to exercise, local health services, health insurance and low educational obtainment which affects job opportunities and health literacy.

The Healthy Youth Survey identified that 32% of CPSD students report feeling depressed (as compared to 26% of youth statewide) and that 21% have considered suicide (5% higher than the state's average). The TPCHD reports those earning less than \$25,000 per year report much higher rates of depression (more than 30%)

Planning documents provided by the City of Tacoma Human Rights and Human Services Department identifies the populations who lack access to mental health and chemical dependency services as individuals experiencing homelessness, active duty military and veterans, youth and African Americans.

Funding Partners & System Collaboration

The City of Tacoma has passed the 0.1% sales tax to address mental health and chemical dependency services. Since April 2012, the tax has raised more than \$1,716,485 in revenue for services. Last year, eleven programs were funded to provide community-based and jail and hospital diversion services, as well as specialized services for existing youth programs. The City of Tacoma has now formed its own collaboration group of service providers with the intent to reshape the service delivery system.

It is important to note here that these mental health and chemical dependency services are for City of Tacoma residents only. Pierce County has not implemented this sales tax even though legislative authorization has been given through the Revised Code of Washington.

Tacoma/Pierce County Health Department is in its final stages of creating the required Community Health Improvement Plan (CHIP). The plan identifies five key findings: mental health, substance abuse, health disparities (economic & ethnic), access to health care services, and protecting the environment. Their number one priority is to address mental health: *Ensure all Pierce County citizens have mental, emotional and behavioral well-being.*

The City of Lakewood is fortunate to have key mental health services within its boundaries with Western State Hospital and Greater Lakes Mental Health Services. The Lakewood Police department is completing a Department of Justice grant to specifically address public safety and emergency services for people with mental health issues. Community Healthcare is a primary health care provider located near City Hall. We also have contracts and partnership agreements with major health providers including St. Clare Hospital, Franciscan Health and Multi-Care health plans.

There is growing public policy attention being given to the topic of health and mental health at the state, local and federal levels. More resources and planning activities are expected to be coordinated by local communities in the coming years.

Unmet Needs

Housing

- Low-cost, supported and permanent housing
- Housing First programs to stabilize living conditions for treatments to be effective
- Homeless prevention (short-term assistance with heat, electricity, rent)

Stabilization Services

- Access to healthy foods, clothing, affordable job training and education

Access to health care, mental health and substance abuse treatments

- Lack of services in Lakewood
- Limited treatment options within Pierce County
- Limited number of health care providers including chemical dependency counselors

Limited English Speaking People

Definition: ESL populations include persons with limited ability to speak, read, write or fully understand English

Presenting Issue: No Lakewood-based human services are especially designed to serve residents with English as a second language or limited language skills

Primary Factors: Lakewood has the largest population of people of color in Pierce County and this population is at highest risk of exploitation and discrimination.

Supporting Data

The US Census Bureau reports that 22% of Lakewood's households speak a language other than English in the home.

The Pierce County Library data base Community Connects records library use by branches. Lakewood library branch patrons live in multi-family housing, have limited English speaking skills, are attending community colleges or work in service sector jobs. Library staff reports that Lakewood has the highest number of ethnic minorities using its library facilities and has more diverse population users than any other city in Pierce County.

The Clover Park School District's Report to the Community in 2013 identifies more than 1,200 students are enrolled in their English Language Learner (ELL) program. Approximately 60 different languages are spoken by the students at home.

Lakewood continues to have the most diverse population base than any other community in Pierce County. The greatest ethnic population growth is within the Latino community, which in the last decade has almost doubled in size (8% in 2000 to 15.3% in 2010).

Funding Partners & System Collaboration

The greatest opportunity for partnership exists with Clover Park School District. With an ethnically diverse family population, with many students attending public schools, identifying and bringing culturally appropriate services becomes a mutually beneficial goal.

CHOICE Coalition is hiring a bilingual outreach worker for the Springbrook neighborhood project and the school district already has Latino family involvement coordinator and intervention specialist housed at Clover Park High School.

The City of Lakewood has in the past had contract with culturally-based service providers. However, at the writing of this report, there are no Lakewood community service providers addressing this vulnerable population.

Unmet Needs

Housing

- Shelter, rapid re-housing, permanent supportive housing options
- Homeless prevention (short-term assistance with heat, electricity, rent)

Emotional support for building healthy relationships

- Parent support for family life and financial literacy education
- Domestic violence interventions including temporary housing and legal assistance
- Services to focus on adults to address the language barriers between generations
- Drug, substance abuse and violence prevention information for parents

Stabilization Services

- Access to healthy foods, clothing, affordable job training and education

Access to health, mental health care and substance abuse treatments

- Multi- language services in Lakewood through language interpreters
- Community-based organizations that specialize in specific populations

Conclusion

We are not alone. Serving our most vulnerable residents takes a collective effort. Many potential partners and leaders from other government sectors, the non-profit human services providers, and other community-based organizations have been identified in this report. It is imperative that the City work in concert with these entities to leverage more resources for Lakewood residents. This requires us to work internally to align resources to better serve all City residents. It also requires us to influence and engage external partners to achieve community-wide, measurable change.

Human services are a vital part of Lakewood's legacy for being one of the best communities for young people to live and thrive. These children live within the context of families and therefore the City's investment in strengthening families to care for their own and to assist them in times of economic and emotional hardship provides the greatest return on investment.

Population growth specifically people with limited English language skills; disabled veterans; as well as those who are aging and disabled, requires the City's special attention. Though many of our current human service resources are not focused on these vulnerable populations, there are many opportunities to partner with other entities to enhance human services over time.

Next Steps

Funding allocations process for 2015/16

- Maintain our funding focus on children, youth and families
- Focus resources on service needs that are universal for all populations: housing, stabilization services, emotional support and access to services

Develop future funding contracts with human services providers

- Increase collaboration between service providers through regular, mandatory meetings to address system-level issues
- Provide financial incentives to collaborate and to address multiple needs
- Create outcome measures that service providers can track and report

Create a strategic human services partnership plan that identifies internal and external alliances and key areas of shared responsibility

- Identify and coordinate work programs with other City departments and citizen advisory boards
- Identify regional planning efforts to lend staff support and influence
- Participate in resource development activities with regional partners by coordinating planning efforts, identify mutually beneficial projects and engaging in direct advocacy with state and federal governments.

Acknowledgements

City Council Members

Don Anderson, Mayor

Jason M. Whalen, Deputy Mayor

Michael D. Brandstetter, HSFAB Council Liaison

Paul Bocchi

Marie Barth

Mary Moss

John Simpson

City of Lakewood Parks, Recreation and Community Services (PRCS) & Tacoma Pierce County Health Department Staff & Volunteers

Mary Dodsworth, PRCS Director

Arielle Carney, PRCS Program Assistant

Karmel Shields, PRCS Human Services Coordinator

Andie Gernon, Lakewood Community Collaboration Facilitator

Marcy Boulet, TPCHD Community Liaison Specialist

Karen Meyer, TPCHD Community Liaison Specialist

Linda Graves, TPCHD Community Liaison Specialist

City of Lakewood Human Services Funding Advisory Board

Mary Green, Chair

Christine Turner, Vice-chair

Catherine Forte

Mary Bohn

Paul Calta

Barry Hackett

Anthony Gomez

Susan Hart

March 12, 2014 Community Café participants

Key Informants & Community Stakeholders

Attachment

Chart A: Summary of Unmet Needs

**City of Lakewood
Human Services Advisory Board
2014 Community Needs Analysis**

Summary of Unmet Needs

| VULNERABLE POPULATIONS | LOW-INCOME FAMILIES | SCHOOL-AGE YOUTH | ELDERLY & DISABLED | ENGLISH LEARNING FAMILIES | PEOPLE WITH MENTAL & SUBSTANCE ILLNESSES |
|-------------------------------|--|--|---|--|---|
| Presenting Issue | Persistent poverty | Risk of anti-social behavior | Social isolation | Accessing services | Limited treatment options |
| Primary Factor | Continuing family disruption (unemployment, deployment, incarceration & divorce) | Lacking positive role models or negative peer interactions | Limited income or resources to live independently | No access to appropriate health & human services within Lakewood | Health care reform increasing demand for services without increasing # of providers |
| Unmet Needs | Lack of decent affordable housing options in Lakewood | Too few role models that are ethnically diverse | Limited access to appropriate housing | Potential for exploitation by landlords | Chronic homelessness |
| | Increasing family violence including spouse abuse and child neglect | Untreated substance abuse & mental health issues | Lack of family support (violence, abuse) | Pathways to citizenship including language and parenting classes | Hoarding or illegal activities putting housing at risk |
| | Limited income due to chronic unemployment & lack of marketable skills | Limited access to health care (dental, vision & sport physicals) | Increasing family stress due to blended generations or caregiving spouse health | Access to legal services and protection paperwork due to a fear of deportation | Access to appropriate health and human services within the Lakewood community |
| | Limited household management skills including parenting & budgeting | Lack of food and supervision outside school hours | Lack of reliable transportation options | Lack of Child care & Interpreters for appointments | Limited detox treatment or access to chemical dependency professionals |

Note: Vulnerable populations and unmet community needs were identified through key informant interviews, focus groups and a community café discussion with 52 health, education and human services providers.

Special thanks to our key informants: Lakewood’s Community Collaboration members, Clover Park School District counseling and nursing staff, Pierce County Aging and Disabilities staff, Domestic Violence advocates, Mental Health professionals, St. Clare’s Hospital social workers, City of Tacoma Human Services staff, City of Lakewood CSRT staff, Lakewood Senior Activity Center participants, Tacoma/Pierce County Health Department and other caring community individuals who provided written comments.

Potential Strategic Services & Areas of Focus

| STRATEGIC FOCUS AREAS | HOUSING | STABILIZATION SERVICES | EMOTIONAL SUPPORTS | CULTURALLY-RELEVANT SERVICES | HEALTH SERVICES |
|-----------------------|----------------------------|------------------------|--------------------------------|--------------------------------------|--|
| NEEDED SERVICES | Affordable Housing/Shelter | Emergency Assistance | Building Healthy Relationships | Accessible Health and Human Services | Health & Behavioral Health Care Services |

Current Human Services Supported by City Funds

Recommended Services by Key Informants

| | | |
|-------------------------------------|---|--|
| HOUSING | Homelessness prevention 90-day shelter for families Domestic violence (DV) shelter | Improved housing stock in Lakewood Housing First model for mental health and substance abuse(2) Rapid Re-housing(3) |
| STABILIZATION SERVICES | Work and job search training Supplemental food and clothing Utility and cold weather assistance Legal assistance for domestic violence victims School-readiness with food and school supplies | Financial management training Asset-building support(4) |
| EMOTIONAL SUPPORTS | Mentors and role models for youth After-school programs Early childhood teacher training Parent support with developmental screenings Caregiver respite care GBLTQ youth outreach(1) | Parenting classes Case management for people most at-risk of violence/abuse |
| CULTURALLY-RELEVANT SERVICES | Limited family outreach services | English language education (ELL)(5) Child care Peer support for families |
| HEALTH SERVICES | Dental services for children Primary health services for children & adults Immunizations for children Case management for HIV positive patients | Dental services for adults Vision services for children & adults Mental health services for youth & adults Chemical Dependency (CD) treatment |

**City of Lakewood
Human Services Advisory Board
2014 Community Needs Analysis**

Chart Definitions

Strategic Areas of Focus: Identified as a result of interviews with key informants and confirmed with supporting data sources and other resource documentation provided by United Way 211, Tacoma Pierce Health Department, Washington State Youth Behavioral Survey, and the City of Lakewood’s Police, Courts, CDBG and Comprehensive plans.

Services for All Populations: Vital health and human services, which are essential to addressing the basic needs of children, youth and families:

- **Housing** a safe place to live or call home;
- **Stabilization Services** short-term assistance in times of personal or financial crisis;
- **Emotional Supports** healthy and supportive relationships to thrive and to live self-reliant and productive lives;
- **Culturally-relevant Services** to eliminate the barriers of accessing vital health and human services and education; and
- **Health Care** access to appropriate health services when it is needed most.

Summary Notes

Note 1: **LGBTQ** stands for lesbian, gay, bi-sexual, transgender and questioning youth served by Oasis Youth Center

Note 2: **Housing First** services are strategies that provide housing to stabilize a person before other treatments and services are administered. This could include permanent supported housing for up to two years.

Note 3: **Rapid Rehousing:** rent and housing assistance to avoid eviction and prevent homelessness.

Note 4: **Asset-building** services assist individuals with restoring their credit or money management strategies including budgeting and establishing saving accounts.

Note 5: **ELL** stands for English Language Learner, a term that is commonly used in education. Another common term is ESL, which stands for English as a Second Language.

2013/14 Contracted Services Providers:

Boys & Girls Club, Caring for Kids, Catholic Community Services, Community Health Care, Communities in Schools, Clover Park School District, Emergency Food Network, FISH Food Bank, Franciscan Foundation, Multi-Care Senior Health, Korean Women’s Association, LASA, Lindquist Dental, Pierce County Aids Foundation, Pierce County Community Connections, Pierce College, Rebuilding Together South Sound, St. Leo’s Food Connection, South Sound Outreach, The Rescue Mission, WVEE & YWCA



To: Mayor and City Councilmembers
From: Tho Kraus, Assistant City Manager/Finance & Administrative Services
Through: John J. Caulfield, City Manager
Date: June 23, 2014
Subject: 1st Quarter, 2014 Financial Report

Introduction

The financial report is intended to provide an overview of activity in all funds through March 31, 2014, with more in depth discussion focused on the City’s main operating funds, the General and Street Operations & Maintenance Funds.

This first quarter financial report does not include the 2014 Carry Forward Budget Adjustment approved by the City Council on May 5, 2014 and the 2014 Budget Adjustment, which is pending City Council approval on July 7, 2014.

New items added for the 1st Quarter, 2014 Financial Report include:

- General & Street O&M Funds Combined Summary
- Sales Tax by Area
- Grants (Public Safety, CDBG, Neighborhood Stabilization Program, Office of Economic Adjustment);
- Street Capital Projects

New items to be added in future quarterly financial reports:

- Franchise Fees
- Business License Activity
- Permit Activity

The following are upcoming financial documents currently under development and will be presented to Council in the near future (tentatively scheduled):

- Fleet and Equipment Plan (July 2014);
- Financial Policies (July/August/September 2014);
- City Funds Ordinance Update (July 2014);
- Transportation Benefit District Funding Options (July 2014);
- 6-Year Financial Forecast (September 2014); and
- 2nd Quarter, 2014 Financial Report (September 2014);

Fund 001 General & Fund 101 Street Operations & Maintenance

The following table provides a combined summary of the General and Street O&M Funds. The funds are combined in this presentation as these two funds are the City’s primary general governmental operating funds. The General Fund provides an annual subsidy of roughly \$1.0M which equates to roughly 50% of the Street O&M Fund’s operating revenues.

| General & Street O&M Funds Combined Summary | 2009 | 2010 | 2011 | 2012 | 2013 | Year 2014 | | |
|--|-----------------------|-----------------------|-----------------------|----------------------|----------------------|----------------------|----------------------|---------------|
| | Actual | Actual | Actual | Actual | Actual | Annual Budget | YTD Actual | % of Budget |
| REVENUES: | | | | | | | | |
| Property Tax | \$ 5,895,610 | \$ 6,047,325 | \$ 6,116,332 | \$ 6,227,924 | \$ 6,295,819 | \$ 6,306,000 | \$ 2,679,740 | 42.5% |
| Local Sales & Use Tax | 7,374,776 | 7,562,339 | 7,445,356 | 7,897,357 | 8,140,449 | 8,000,000 | 1,975,787 | 24.7% |
| Sales/Parks | 363,218 | 437,146 | 403,822 | 412,204 | 458,373 | 400,000 | 117,632 | 29.4% |
| Natural Gas Use Tax | - | - | 38,585 | 11,296 | 30,120 | 25,000 | 6,130 | 24.5% |
| Criminal Justice Sales Tax | 715,292 | 743,835 | 732,065 | 756,800 | 824,003 | 800,000 | 199,965 | 25.0% |
| Admissions Tax | 485,308 | 484,607 | 517,350 | 591,704 | 641,151 | 472,500 | 148,307 | 31.4% |
| Utility Tax | 5,702,637 | 5,128,352 | 6,047,025 | 5,622,338 | 5,899,854 | 6,229,400 | 1,611,400 | 25.9% |
| Leasehold Tax | 4,545 | 21,350 | 16,357 | 11,858 | 8,027 | 1,000 | - | 0.0% |
| Gambling Tax | 2,759,297 | 2,615,460 | 2,432,400 | 2,425,133 | 2,434,051 | 2,720,000 | 627,946 | 23.1% |
| Franchise Fees | 2,002,395 | 2,032,110 | 2,319,292 | 2,957,590 | 3,157,630 | 2,165,000 | 802,391 | 37.1% |
| Development Service Fees (CED) | 1,002,755 | 814,328 | 961,142 | 1,026,342 | 863,469 | 1,435,785 | 247,061 | 17.2% |
| Permits & Fees (PW) | 72,086 | 73,220 | 49,336 | 102,492 | 61,033 | 49,500 | 7,197 | 14.5% |
| License & Permits (BL, Alarm, Animal) | 379,866 | 402,881 | 460,532 | 372,188 | 468,159 | 392,500 | 237,099 | 60.4% |
| State Shared Revenues | 1,942,333 | 1,990,022 | 1,839,822 | 1,881,900 | 1,915,833 | 1,875,800 | 466,894 | 24.9% |
| Intergovernmental | 267,537 | 290,219 | 472,709 | 338,213 | 347,944 | 357,000 | 53,432 | 15.0% |
| Parks & Recreation Fees | 226,661 | 210,224 | 216,412 | 237,203 | 234,548 | 184,600 | 42,301 | 22.9% |
| Municipal Court Charges for Services | - | - | 8,525 | 15,290 | 13,915 | - | 2,695 | n/a |
| Police Contracts, including Extra Duty | 837,003 | 809,079 | 864,167 | 812,769 | 791,205 | 631,450 | 92,129 | 14.6% |
| Other Charges for Services | 12,417 | 3,967 | 9,237 | 11,652 | 6,098 | 8,600 | 1,841 | 21.4% |
| Fines & Forfeitures | 2,895,692 | 1,722,695 | 2,038,586 | 2,419,617 | 2,342,639 | 2,335,910 | 535,013 | 22.9% |
| Miscellaneous/Interest/Other | 306,756 | 186,823 | 50,428 | 42,752 | 436,551 | 63,850 | 49,730 | 77.9% |
| Interfund Transfers | 415,420 | 415,620 | 259,700 | 269,700 | 269,700 | 269,700 | 67,425 | 25.0% |
| Subtotal Operating Revenues | \$ 33,661,606 | \$ 31,991,603 | \$ 33,299,179 | \$ 34,444,324 | \$ 35,640,573 | \$ 34,723,595 | \$ 9,972,114 | 28.7% |
| EXPENDITURES: | | | | | | | | |
| City Council | 91,945 | 93,597 | 99,617 | 97,927 | 85,530 | 97,600 | 28,808 | 29.5% |
| City Manager | 511,061 | 490,397 | 482,766 | 409,921 | 421,687 | 488,030 | 119,146 | 24.4% |
| Municipal Court | 1,351,946 | 1,429,939 | 1,596,425 | 1,679,120 | 1,721,223 | 1,738,190 | 410,218 | 23.6% |
| Finance & Administrative Services | 3,144,327 | 3,229,080 | 3,574,503 | 3,353,185 | 3,322,082 | 3,015,380 | 1,369,030 | 45.4% |
| Legal | 1,424,993 | 1,404,412 | 1,511,178 | 1,407,092 | 1,249,436 | 1,408,700 | 302,337 | 21.5% |
| Community & Economic Development | 2,400,933 | 2,208,234 | 2,145,108 | 2,036,213 | 2,219,754 | 2,219,650 | 424,897 | 19.1% |
| Parks, Recreation & Community Services | 2,040,225 | 2,066,238 | 2,165,104 | 2,165,776 | 1,997,690 | 1,947,730 | 336,109 | 17.3% |
| Police | 19,064,039 | 19,032,395 | 19,265,013 | 19,297,759 | 19,844,706 | 19,844,505 | 4,768,240 | 24.0% |
| Property Management | 880,409 | 906,932 | 873,542 | 844,314 | 862,862 | 940,120 | 173,060 | 18.4% |
| Public Works Streets O&M | 2,886,761 | 2,051,279 | 2,168,166 | 2,136,773 | 2,158,417 | 2,118,240 | 441,696 | 20.9% |
| Non-Departmental | 393,735 | 487,277 | 520,106 | 586,421 | 509,815 | 505,170 | 77,753 | 15.4% |
| Interfund Transfers | - | - | 34,450 | 36,440 | 35,000 | 35,000 | 35,000 | 100.0% |
| Contributions to Reserve Funds | 822,819 | 687,821 | 777,820 | - | 920,300 | 920,300 | 230,073 | 25.0% |
| Subtotal Operating Expenditures | \$ 35,013,195 | \$ 34,087,601 | \$ 35,213,798 | \$ 34,050,941 | \$ 35,348,500 | \$ 35,278,615 | \$ 8,716,367 | 24.7% |
| OPERATING INCOME (LOSS) | \$ (1,351,588) | \$ (2,095,998) | \$ (1,914,619) | \$ 393,383 | \$ 292,074 | \$ (555,020) | \$ 1,255,746 | |
| OTHER FINANCING SOURCES: | | | | | | | | |
| Grants, Contrib, 1-Time Source | 1,057,299 | 236,190 | 374,504 | 942,516 | 447,251 | 686,550 | 97,580 | 14.2% |
| Transfers In | 196,260 | 577,861 | 38,435 | 160,778 | 454,392 | - | - | n/a |
| Subtotal Other Financing Sources | \$ 1,253,558 | \$ 814,051 | \$ 412,938 | \$ 1,103,294 | \$ 901,643 | \$ 686,550 | \$ 97,580 | 14.2% |
| OTHER FINANCING USES: | | | | | | | | |
| Capital & Other 1-Time | 1,198,462 | 515,372 | 305,462 | 390,062 | 1,293,088 | 561,905 | 9,750 | 1.7% |
| Interfund Transfers | 3,112,235 | 230,038 | 165,000 | 30,739 | 8,179 | - | - | n/a |
| Contingency | - | - | - | - | - | 25,000 | - | 0.0% |
| Subtotal Other Financing Uses | \$ 4,310,697 | \$ 745,410 | \$ 470,462 | \$ 420,801 | \$ 1,301,267 | \$ 586,905 | \$ 9,750 | 1.7% |
| Total Revenues and Other Sources | \$ 34,915,164 | \$ 32,805,654 | \$ 33,712,117 | \$ 35,547,618 | \$ 36,542,216 | \$ 35,410,145 | \$ 10,069,693 | 28.4% |
| Total Expenditures and other Uses | \$ 39,323,891 | \$ 34,833,012 | \$ 35,684,259 | \$ 34,471,742 | \$ 36,649,766 | \$ 35,865,520 | \$ 8,726,118 | 24.3% |
| Beginning Fund Balance: | \$ 10,103,551 | \$ 5,694,824 | \$ 3,667,467 | \$ 1,695,324 | \$ 2,771,200 | \$ 1,893,253 | \$ 2,663,650 | 140.7% |
| Ending Fund Balance: | \$ 5,694,824 | \$ 3,667,466 | \$ 1,695,324 | \$ 2,771,200 | \$ 2,663,650 | \$ 1,437,878 | \$ 4,007,226 | 278.7% |
| Ending Fund Balance as a % of Oper Rev | 16.9% | 11.5% | 5.1% | 8.0% | 7.5% | 4.1% | 40.2% | |
| Reserve - Total Target 12% of Oper Rev: | \$ 4,039,393 | \$ 3,838,992 | \$ 3,995,901 | \$ 4,133,319 | \$ 4,276,869 | \$ 4,166,831 | \$ 1,196,654 | |
| 2% Contingency Reserves | \$ 673,232 | \$ 639,832 | \$ 665,984 | \$ 688,886 | \$ 712,811 | \$ 694,472 | \$ 199,442 | |
| 5% General Fund Reserves | \$ 1,683,080 | \$ 1,599,580 | \$ 1,664,959 | \$ 1,722,216 | \$ 1,782,029 | \$ 1,736,180 | \$ 498,606 | |
| 5% Strategic Reserves | \$ 1,683,080 | \$ 1,599,580 | \$ 1,664,959 | \$ 1,722,216 | \$ 1,782,029 | \$ 1,736,180 | \$ 498,606 | |
| Unreserved | \$ 1,655,431 | \$ (171,526) | \$ (2,300,577) | \$ (1,362,119) | \$ (1,613,219) | \$ (2,728,953) | \$ 2,810,572 | |

The combined General/Street O&M Funds year-to-date operating revenues total \$9.97M and represents 28.7% of the annual budget. Year-to-date operating expenditures total \$8.72M and represents 24.7% of the annual budget.

Explanations of expenditures exceeding 25% of the annual budget are as follows:

- City Council year-to-date expenditures account for 29.5% of the annual budget due to the purchase of tables for City Council study sessions (\$2.9K) and annual membership dues for PCRC (\$1.5K).
- Finance & Administrative Services year-to-date expenditures account for 45.4% of the annual budget due to payment of annual risk management insurance premiums (\$734K).

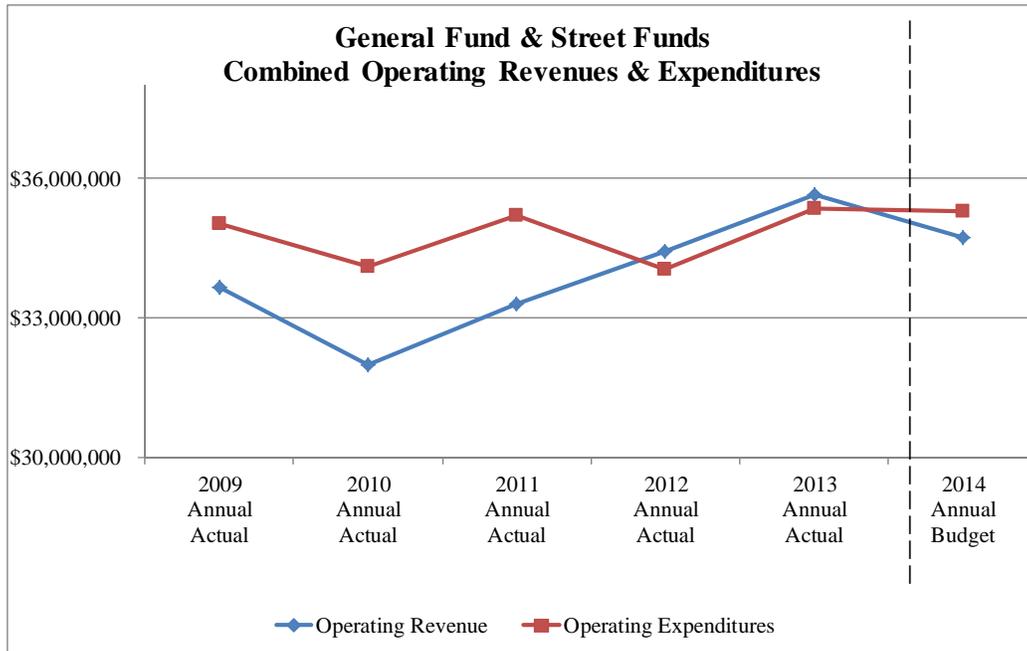
The table and chart below provides a comparison of operating revenues, operating expenditures and the resulting operating income/loss for the years 2009 through the current 2014 annual budget.

2012 Actual: Operating expenditures of \$34.05M is below operating revenues of \$34.44M, resulting in an operating income of \$393K. The operating income is partially due to not transferring \$778K to the Fund 501 Fleet & Equipment Replacement Reserve for the General Fund’s contribution towards replacement reserves.

2013 Actual: Operating expenditures of \$35.35M is below operating revenues of \$35.64M, resulting in an operating income of \$293K. The increase in operating expenditures in 2013 compared to 2012 is due to transferring \$920K to Fund 501 Vehicle & Equipment Replacement in 2013 compared to \$0 in 2012.

2014 Budget: Operating expenditures of \$35.28M exceeds operating revenues of \$34.72M, resulting in an operating loss of \$555K. The current budget relies on the use of fund balance (1-time source) to support operations.

| General & Street O&M Funds | 2009 Annual Actual | 2010 Annual Actual | 2011 Annual Actual | 2012 Annual Actual | 2013 Annual Actual | 2014 Annual Budget |
|---|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| Operating Revenue | \$33,662,000 | \$31,992,000 | \$33,299,000 | \$34,444,000 | \$35,641,000 | \$34,724,000 |
| Operating Expenditures | \$35,013,000 | \$34,088,000 | \$35,214,000 | \$34,051,000 | \$35,348,000 | \$35,279,000 |
| Operating Income / (Loss) | (\$1,351,000) | (\$2,096,000) | (\$1,915,000) | \$393,000 | \$293,000 | (\$555,000) |



The current budget reflects a combined ending fund balance of \$1.44M which equates to 4.1% of operating revenues.

The 2014 Carry Forward Budget Adjustment which the City Council approved in May 2014 increases the estimated combined ending fund balance from \$1.44M to \$2.62M, which equates to 7.5% of operating revenues. The increase in estimated ending fund balance is due primarily to higher than anticipated beginning balance as a result of the preliminary closing of 2013 books resulting in an additional \$300K and transferring in \$840K of unspent General Fund revenue sources from Fund 190 CDBG.

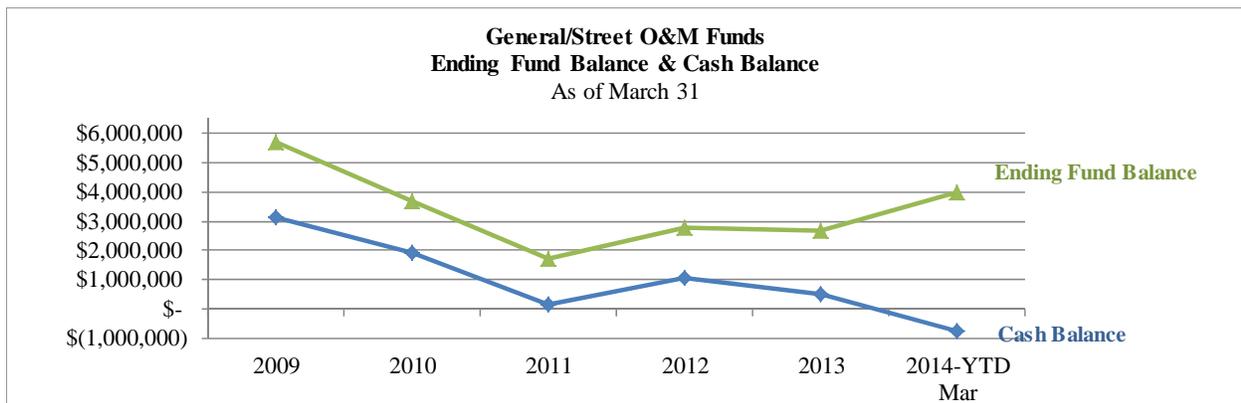
The 2014 Budget Adjustment which is pending City Council’s approval in July 2014 increases the estimated combined ending fund balance from \$2.62M to \$3.49M, which equates to 10% of operating revenues. The increase in estimated ending fund balance is due to primarily to higher than anticipated beginning balance as a result of the final closing of 2013 books resulting in an additional \$470K and returning \$1.0M of excess General Fund contributions to fleet & equipment replacement reserves, offset by an increase in various expenditures appropriation requests.

In support of the City’s financial integrity, the following fund balance reserves, totaling 12% of General/Street O&M Funds operating revenues equating to \$4.2M, will be proposed as part of the financial policies discussion scheduled to occur during 3rd quarter 2014. Based on the latest budget ordinance (2014 Budget Adjustment, pending City Council approval in July 2014), an additional \$700K or 2.0% in ending fund balance is needed to meet the 12% reserve target. The goal date for meeting this target is no later than 2016, as part of the 2015-2016 Biennial Budget process.

- *2% General Fund Contingency Reserves:* The purpose of this reserve is to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City’s operations which could not have been reasonably anticipated at the time the original budget was prepared. A 2% reserve fund based on the General/Street O&M Funds operating revenues equates to roughly \$700K.
- *5% General Fund Ending Fund Balance Reserves:* The purpose of this reserve is to provide financial stability, cash flow for operations and the assurance that the City will be able to respond to revenue shortfalls with fiscal strength. A 5% reserve fund based on the General/Street O&M Funds operating revenues equates to roughly \$1.74M.
- *5% Strategic Reserves:* The purpose of this reserve is to provide some fiscal means for the City to respond to potential adversities such as public emergencies, natural disasters or similarly major, unanticipated events. A 5% reserve fund based on the General/Street O&M Funds operating revenues equates to roughly \$1.74M.

The combined General/Street O&M Funds ending fund balance at March 31, 2014 is \$4.0M which includes \$755K in negative cash balance. The table and graph below provides the current and 5-year history of the General/Street O&M Funds ending balance and cash & investment.

| Year | Total Ending Fund Balance | Cash | Investments | Total |
|--------------|---------------------------|-----------|-------------|-----------|
| 2009 | \$ 5,694,825 | 1,590,235 | 1,512,518 | 3,102,753 |
| 2010 | \$ 3,667,466 | 1,906,000 | - | 1,906,000 |
| 2011 | \$ 1,695,324 | 173,142 | - | 173,142 |
| 2012 | \$ 2,771,200 | 1,072,852 | - | 1,072,852 |
| 2013 | \$ 2,663,648 | 505,801 | - | 505,801 |
| 2014-YTD Mar | \$ 4,007,226 | (754,677) | - | (754,677) |

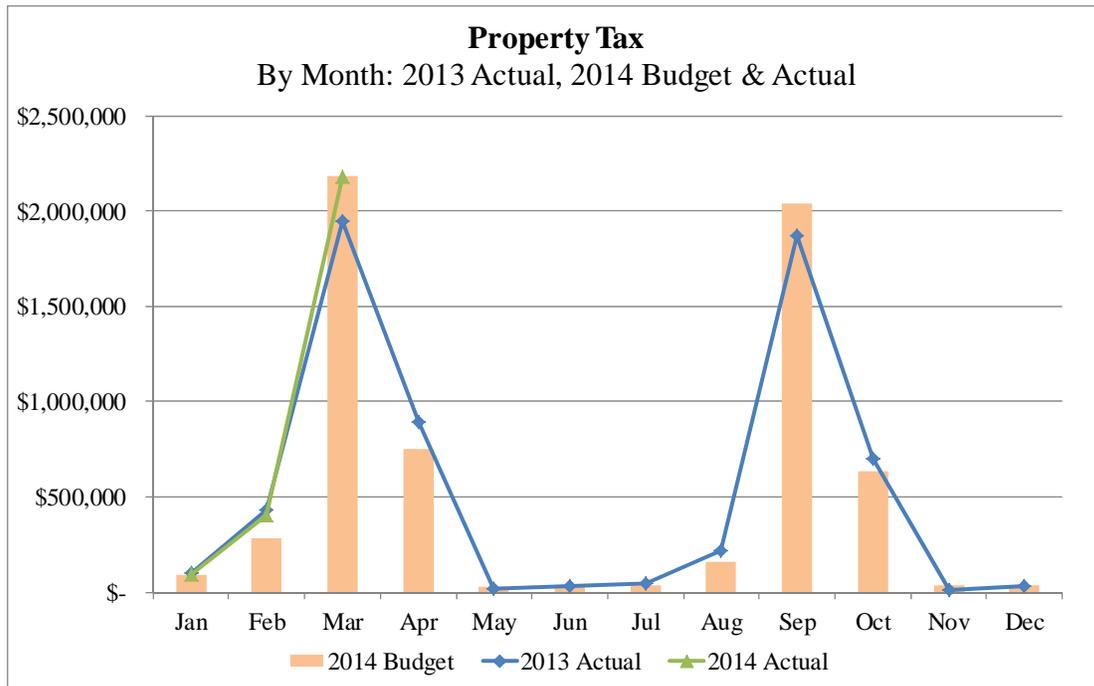


Property Tax

Private property and businesses in the City limits are levied a property tax which is collected in two installments, in April and October of each year.

Property tax collections year-to-date totals \$2.68M and exceeds year-to-date 2013 collections by \$198K or 8.0%, and also exceeds the year-to-date budget of \$2.56M by \$124K or 4.9%.

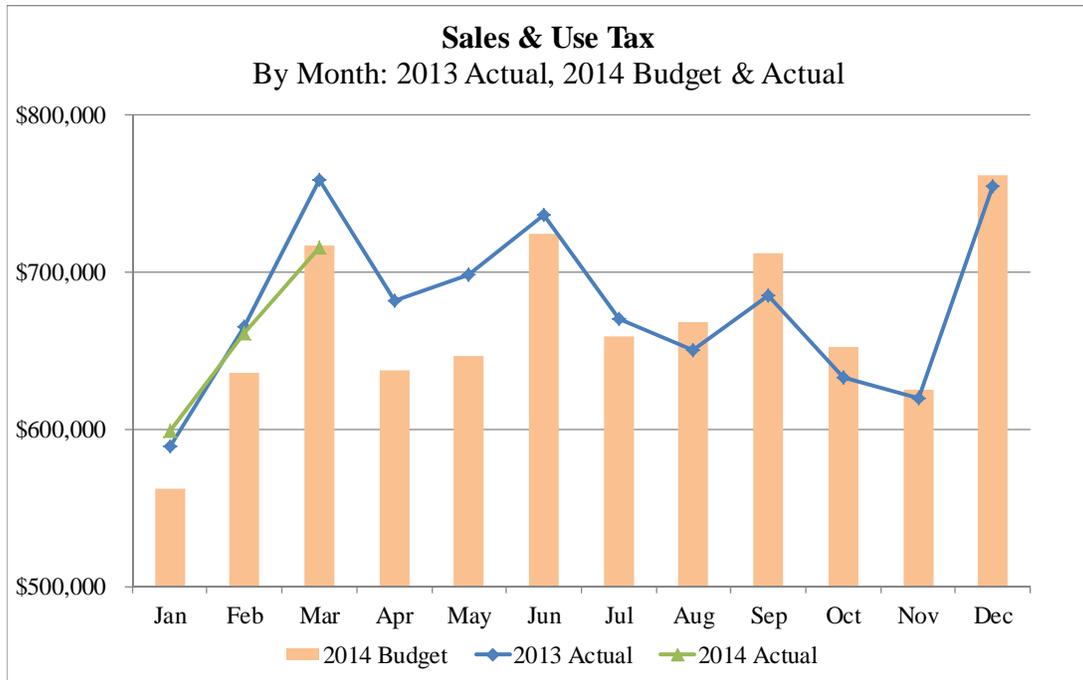
| Property Tax | | | | | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|--------------------|-------------------------|-------------|-----------------------|-------------|
| Month | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | | | | | Budget | Actual | Change from 2013 | | 2014 Actual vs Budget | |
| | | | | | | | | \$ | % | \$ | % |
| Jan | \$ 54,037 | \$ 79,257 | \$ 88,406 | \$ 103,966 | \$ 102,245 | \$ 88,232 | \$ 92,779 | \$ (9,466) | -9.3% | \$ 4,547 | 5.2% |
| Feb | 209,468 | 239,678 | 249,100 | 243,194 | 433,439 | 283,490 | 403,847 | (29,592) | -6.8% | 120,357 | 42.5% |
| Mar | 2,059,518 | 2,210,772 | 2,075,622 | 2,300,914 | 1,945,434 | 2,184,049 | 2,183,114 | 237,680 | 12.2% | (935) | 0.0% |
| Apr | 699,190 | 584,342 | 801,205 | 662,261 | 896,437 | 751,251 | | - | - | - | - |
| May | 32,101 | 40,603 | 29,529 | 15,583 | 16,703 | 27,737 | | - | - | - | - |
| Jun | 20,955 | 16,269 | 38,523 | 32,760 | 28,818 | 28,315 | | - | - | - | - |
| Jul | 32,542 | 24,941 | 32,762 | 33,746 | 43,108 | 34,455 | | - | - | - | - |
| Aug | 176,087 | 145,479 | 124,866 | 99,923 | 217,489 | 157,499 | | - | - | - | - |
| Sep | 1,915,637 | 1,950,653 | 2,023,542 | 2,138,392 | 1,869,723 | 2,040,886 | | - | - | - | - |
| Oct | 638,163 | 639,126 | 574,675 | 531,252 | 702,704 | 636,295 | | - | - | - | - |
| Nov | 25,296 | 44,996 | 54,778 | 37,646 | 9,048 | 35,416 | | - | - | - | - |
| Dec | 32,613 | 71,207 | 23,325 | 28,289 | 30,671 | 38,374 | | - | - | - | - |
| YTD Total | \$ 2,323,023 | \$ 2,529,708 | \$ 2,413,128 | \$ 2,648,073 | \$ 2,481,118 | \$2,555,772 | \$2,679,740 | \$ 198,622 | 8.0% | \$ 123,968 | 4.9% |
| Annual Total | \$5,895,608 | \$ 6,047,325 | \$ 6,116,332 | \$ 6,227,924 | \$ 6,295,819 | \$6,306,000 | | | | | |
| Change over Prior Year (annual amounts): | | | | | | | | | | | |
| \$ | \$ 173,310 | \$ 151,717 | \$ 69,008 | \$ 111,592 | \$ 67,895 | | | | | | |
| % | 3.0% | 2.6% | 1.1% | 1.8% | 1.1% | | | | | | |
| Average Change During 5 Year Period (2009 - 2013): 1.4% | | | | | | | | | | | |



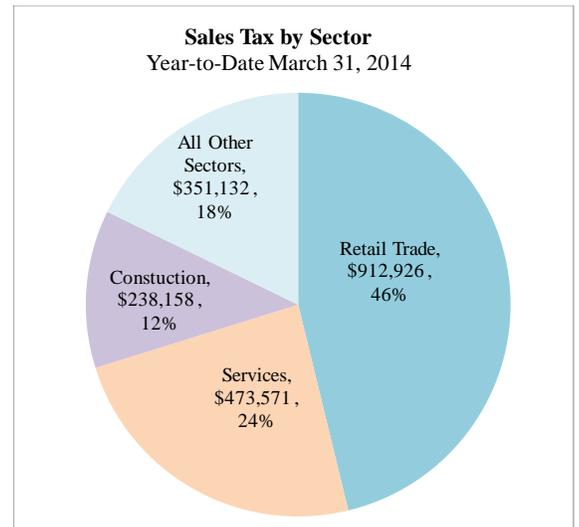
Sales & Use Tax

Year-to-date sales tax collections total \$1.98M which is below year-to-date 2013 collections by \$37K or 1.8%; however, exceeds the year-to-date budget of \$1.91M by \$61K or 3.2%.

| Sales Tax | | | | | | | | | | | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------------|--------------|-----------------------|-------------|
| Month | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | | | | | Budget | Actual | Change from 2013 | | 2014 Actual vs Budget | |
| | | | | | | | | \$ | % | \$ | % |
| Jan | \$ 566,433 | \$ 515,221 | \$ 519,108 | \$ 511,330 | \$ 588,783 | \$ 562,385 | \$ 599,289 | 10,506 | 1.8% | 36,904 | 6.6% |
| Feb | 590,478 | 622,338 | 578,315 | 597,866 | 665,316 | 635,979 | 660,758 | (4,558) | -0.7% | 24,778 | 3.9% |
| Mar | 660,941 | 661,170 | 676,519 | 682,989 | 758,783 | 716,372 | 715,740 | (43,043) | -5.7% | (633) | -0.1% |
| Apr | 581,188 | 573,046 | 609,120 | 616,598 | 681,641 | 637,495 | | - | - | - | - |
| May | 590,443 | 562,624 | 615,938 | 636,637 | 698,333 | 646,320 | | - | - | - | - |
| Jun | 656,218 | 728,078 | 688,839 | 666,914 | 735,824 | 723,758 | | - | - | - | - |
| Jul | 601,863 | 625,192 | 605,742 | 659,484 | 669,832 | 658,426 | | - | - | - | - |
| Aug | 594,285 | 627,315 | 634,793 | 700,833 | 650,171 | 667,855 | | - | - | - | - |
| Sep | 668,145 | 743,539 | 637,194 | 684,741 | 685,216 | 711,881 | | - | - | - | - |
| Oct | 583,929 | 604,417 | 581,942 | 731,153 | 632,657 | 652,593 | | - | - | - | - |
| Nov | 542,850 | 612,226 | 584,734 | 643,445 | 619,860 | 625,319 | | - | - | - | - |
| Dec | 738,004 | 687,168 | 713,112 | 765,367 | 754,032 | 761,613 | | - | - | - | - |
| YTD Total | \$ 1,817,852 | \$ 1,798,729 | \$ 1,773,942 | \$ 1,792,185 | \$ 2,012,882 | \$ 1,914,737 | \$ 1,975,787 | \$ (37,095) | -1.8% | \$ 61,050 | 3.2% |
| Annual Total | \$ 7,374,777 | \$ 7,562,334 | \$ 7,445,356 | \$ 7,897,357 | \$ 8,140,450 | \$ 8,000,000 | | | | | |
| Change over Prior Year (annual amounts): | | | | | | | | | | | |
| | (\$551,954) | \$187,557 | (\$116,978) | \$452,001 | \$243,093 | | | | | | |
| | -7.0% | 2.5% | -1.5% | 6.1% | 3.1% | | | | | | |
| Average Change During 5 Year Period (2009 - 2013): 2.1% | | | | | | | | | | | |



| Sales & Use Tax by Sector | | | | |
|---------------------------------|---------------------|---------------------|-------------------------|--------------|
| Sector | Year-To-Date | | Favorable/(Unfavorable) | |
| | 2013 | 2014 | Change from 2013 | |
| | | | \$ | % |
| Retail Trade | \$ 998,419 | \$ 912,926 | \$ (85,493) | -8.6% |
| Services | 465,071 | 473,571 | 8,500 | 1.8% |
| Construction | 247,399 | 238,158 | (9,241) | -3.7% |
| Wholesale Trade | 78,719 | 81,530 | 2,811 | 3.6% |
| Information | 92,561 | 114,087 | 21,526 | 23.3% |
| Finance, Insurance, Real Estate | 68,359 | 64,232 | (4,127) | -6.0% |
| Manufacturing | 31,178 | 38,858 | 7,680 | 24.6% |
| Government | 17,640 | 37,702 | 20,062 | 113.7% |
| Other | 12,665 | 13,938 | 1,273 | 10.1% |
| Transportation/Utilities | 871 | 785 | (86) | -9.9% |
| Total | \$ 2,012,882 | \$ 1,975,787 | \$ (37,095) | -1.8% |



Retail trade, the largest economic sector, accounts for 46% of collections, followed by services and construction which account for 24% and 12%, respectively. All other sectors which includes wholesale trade, information, finance, insurance and real estate, manufacturing, government, transportation and utilities, and other accounts for the remaining 15%.

Retail Trade: Compared to year-to-date 2013, the retail trade sector is down \$85K or 8.6%. The decrease is due to decreases in motor vehicle and parts dealers, non-store retailers, general merchandise stores, sporting goods, hobby, books, gasoline stations, furniture & home furnishings, and clothing & accessories. However, building material & garden and food & beverage stores are experiencing increases.

Services: Compared to year-to-date 2013, the services sector is up \$9K or 1.8%. The increase is due to increases in food services and drinking places, repair & maintenance, and administrative and support services offset by decreases in hospitals.

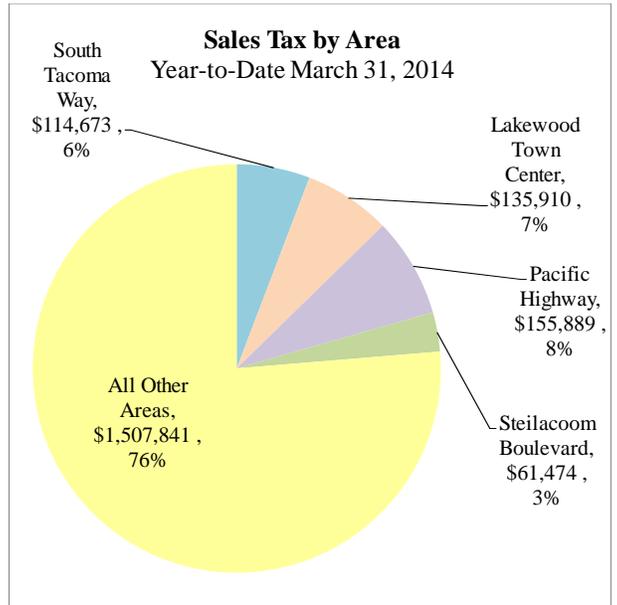
Construction: Compared to year-to-date 2013, the construction sector is down \$9K or 3.7%. The decrease is in specialty trade contractors offset by increases in construction of buildings and heavy & civil construction.

All Other Sectors: Compared to year-to-date 2013, all other sectors increased by \$49K or 16.3%.

- *Finance, Insurance and Real Estate* decreased by \$4K or 6.0% primarily due to a decrease in rental and leasing services.
- *Information* increased by \$22K or 23.3% due to increases in all subsectors, particularly telecommunications and publishing industries.
- *Manufacturing* increased by \$8K or 24.6% primarily due to increases fabricated metal product manufacturing, wood product manufacturing, miscellaneous manufacturing and electric equipment & appliances offset by decreases in non-metallic mineral products, computer and electronic products and chemical manufacturing.
- *Wholesale Trade* increased by \$3K or 3.6% primarily due to increases in durable and non-durable goods offset by minor decreases in electronic markets.
- *Other* increased by \$1K or 10.1% primarily due to an increase in transportation support and transit & ground passengers.
- *Government* increased by \$20K or 113.7% primarily due to an increase in non-classifiable establishments.

The following table and chart is the City’s initial reporting of sales tax by area and will continue to be updated as we continue to add businesses to these areas. Additionally, the City will begin audited sales tax by comparing new business licenses issued against sales tax reporting to ensure the City is receiving the appropriate sales tax revenue.

| Sales & Use Tax by Area | | | | |
|-------------------------|---------------------|---------------------|-------------------------|--------------|
| Area | Year-To-Date | | Favorable/(Unfavorable) | |
| | 2013 | 2014 | Change from 2013 | |
| | | | \$ | % |
| South Tacoma Way | \$ 160,017 | \$ 114,673 | \$ (45,344) | -28.3% |
| Lakewood Town Center | 150,733 | 135,910 | (14,823) | -9.8% |
| Pacific Highway | 156,764 | 155,889 | (875) | -0.6% |
| Steilacoom Boulevard | 61,573 | 61,474 | (99) | -0.2% |
| All Other Areas | 1,483,795 | 1,507,841 | 24,046 | 1.6% |
| Total | \$ 2,012,882 | \$ 1,975,787 | \$ (37,095) | -1.8% |



The businesses included in these areas are based on addresses found in the business license database. For example, businesses that have a South Tacoma Way address are included in South Tacoma Way area. There are a number of businesses that do not have a UBI number in the business license database, and in those cases, research was performed to determine the UBI number. In some cases, either UBI numbers were not found, or did not exist in sales tax database. Our work continues in this area.

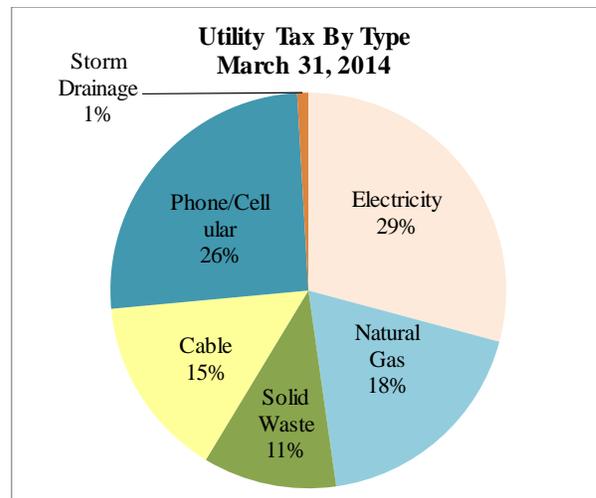
Compared to year-to-date 2013:

- *South Tacoma Way*: Decreased by \$45K or 28.3% due primarily to the closure of a recreational vehicle dealership.
- *Lakewood Town Center*: Decreased by \$15K or 9.8% due primarily to decreases from an anchor store.
- *Pacific Highway*: Decreased by \$1K or 0.6%.
- *Steilacoom Boulevard*: In line with 2013 activity.

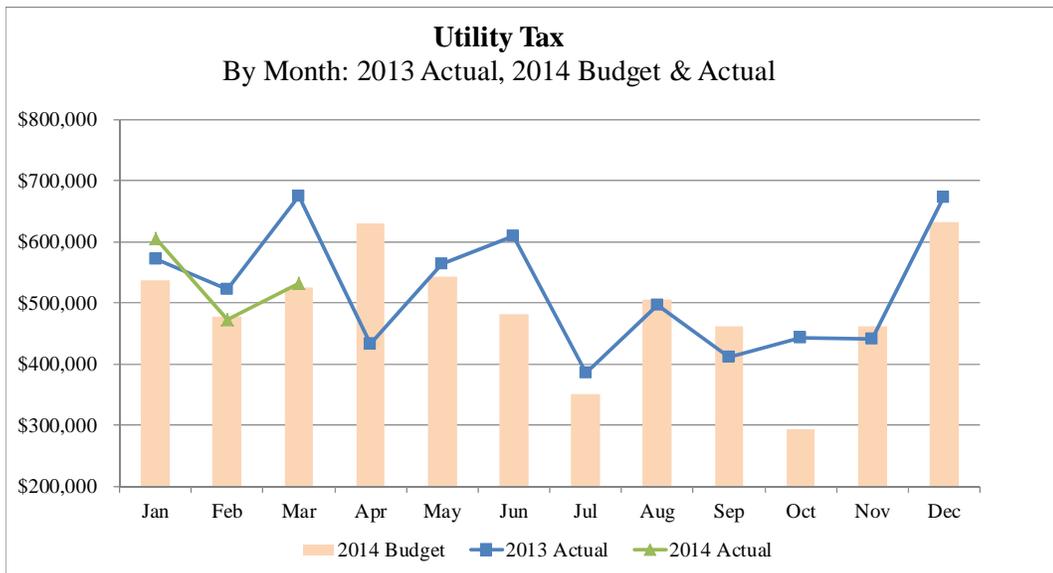
Utility Tax

The City levies a tax on utilities provided within the city. The tax is currently 5% for electric and gas services and 6% for solid waste, cable, cellular phone, land lines and storm drainage.

Year-to-date utility tax collections total \$1.61M and exceeds year-to-date 2013 by \$71K or 4.6%; however, is below the year-to-date budget by \$157K or 8.9%.



| Utility Tax | | | | | | | | | | | |
|--|--------------------|--------------------|--------------------|---------------------|---------------------|--|---------------------|-------------------------|-------------|-----------------------|--------------|
| Month | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | | | | | Budget | Actual | Change from 2013 | | 2014 Actual vs Budget | |
| | | | | | | | | \$ | % | \$ | % |
| Jan | \$ 507,500 | \$ 509,958 | \$ 509,958 | \$ 553,009 | \$ 536,622 | \$ 571,526 | \$ 605,440 | \$ 68,818 | 12.8% | \$ 33,914 | 5.9% |
| Feb | 546,857 | 349,390 | 537,576 | 483,333 | 478,022 | 523,073 | 473,272 | (4,750) | -1.0% | (49,801) | -9.5% |
| Mar | 691,510 | 652,339 | 665,963 | 551,621 | 525,479 | 674,138 | 532,688 | 7,209 | 1.4% | (141,450) | -21.0% |
| Apr | 195,167 | 486,255 | 410,471 | 265,908 | 629,278 | 433,950 | | - | - | - | - |
| May | 729,032 | 206,955 | 438,787 | 668,470 | 542,264 | 564,639 | | - | - | - | - |
| Jun | 559,635 | 679,332 | 518,640 | 553,649 | 482,544 | 610,127 | | - | - | - | - |
| Jul | 303,616 | 148,241 | 476,339 | 490,254 | 351,102 | 386,445 | | - | - | - | - |
| Aug | 420,511 | 553,389 | 445,611 | 349,832 | 506,145 | 496,934 | | - | - | - | - |
| Sep | 397,597 | 346,311 | 339,543 | 340,918 | 461,243 | 411,791 | | - | - | - | - |
| Oct | 446,134 | 500,425 | 338,167 | 450,146 | 294,459 | 443,177 | | - | - | - | - |
| Nov | 220,839 | 340,723 | 545,996 | 449,000 | 461,243 | 440,660 | | - | - | - | - |
| Dec | 746,189 | 417,603 | 819,974 | 466,199 | 631,454 | 672,939 | | - | - | - | - |
| YTD Total | \$1,745,867 | \$1,511,687 | \$1,713,497 | \$ 1,587,963 | \$ 1,540,123 | \$ 1,768,738 | \$ 1,611,400 | \$71,277 | 4.6% | \$ (157,338) | -8.9% |
| Annual Total | \$5,764,587 | \$5,190,922 | \$6,047,025 | \$ 5,622,338 | \$ 5,899,854 | \$6,229,400 | | | | | |
| Change over Prior Year (annual amounts): | | | | | | Years 2009 & 2010: Utility tax revenue accounted for in Funds 001 General, Fund 101 Street O&M, and Fund 102 Street Capital. | | | | | |
| | (\$170,297) | (\$573,665) | \$856,103 | (\$424,687) | \$277,515 | | | | | | |
| | -2.9% | -10.0% | 16.5% | -7.0% | 4.9% | | | | | | |
| Average Change During 5 Year Period (2009 - 2013): | | | | | | 0.5% | | | | | |



| Utility Tax by Type | | | | | | | | |
|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------|
| Type | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 | | Actual as % of Budget |
| | | | | | | Budget | YTD Actual | |
| Electricity | \$ 1,354,595 | \$ 1,310,418 | \$ 1,360,252 | \$ 1,402,152 | \$ 1,602,288 | \$ 1,385,600 | \$ 470,055 | 33.9% |
| Natural Gas | 902,621 | 783,284 | 864,155 | 787,425 | 762,036 | 1,200,000 | 299,298 | 24.9% |
| Solid Waste | 626,712 | 570,798 | 681,964 | 596,041 | 740,532 | 665,000 | 175,984 | 26.5% |
| Cable | 798,159 | 855,560 | 879,211 | 874,579 | 942,278 | 703,800 | 239,367 | 34.0% |
| Phone/Cellular | 1,911,847 | 1,670,862 | 1,948,426 | 1,806,362 | 1,689,516 | 2,100,000 | 412,100 | 19.6% |
| Storm Drainage | 170,653 | - | 313,016 | 155,781 | 163,204 | 175,000 | 14,597 | 8.3% |
| Total | \$5,764,587 | \$5,190,922 | \$6,047,025 | \$5,622,340 | \$5,899,854 | \$6,229,400 | \$1,611,401 | 25.9% |

Gambling Tax

The City levies a gambling tax on gross receipts derived by operators of gambling activities, including punch boards, pull tabs, bingo, raffles, amusement games, and social card rooms. Fund raising activities and charitable and non-profit organizations that involve game of chance are subject to the tax. The gambling tax rates by activity are as follows: card rooms (11%), punch boards (3%), pull tabs (5%), bingo (5% off gross receipts less amounts paid as prizes), raffles (5% of gross receipts less amount paid as prizes); amusement games (2% of gross receipts less amount paid as prizes).

Year-to-date gambling tax collections total \$628K which is below year-to-date collections by \$29K or 4.4% and is also below the year-to-date budget of \$2.43M by \$108K or 4.4%. The composition of gambling tax revenues is roughly: card rooms 91%, punch board and pull tabs 7%, and amusement games 2%.

| Gambling Tax | | | | | | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|-------------------------|--------------|-----------------------|---------------|
| Month | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | | | | | Budget | Actual | Change from 2013 | | 2014 Actual vs Budget | |
| | | | | | | | | \$ | % | \$ | % |
| Jan | \$ 254,184 | \$ 203,160 | \$ 211,554 | \$ 222,706 | \$ 224,136 | \$ 239,597 | \$ 195,538 | \$ (28,598) | -12.8% | \$ (44,059) | -18.4% |
| Feb | 260,472 | 227,458 | 231,294 | 262,436 | 234,642 | 261,191 | 194,147 | (40,495) | -17.3% | (67,044) | -25.7% |
| Mar | 251,190 | 196,091 | 238,922 | 208,500 | 198,324 | 234,719 | 238,262 | 39,938 | 20.1% | 3,543 | 1.5% |
| Apr | 237,565 | 190,165 | 227,588 | 195,743 | 202,922 | 226,335 | | - | - | - | - |
| May | 228,831 | 178,723 | 180,852 | 171,175 | 207,948 | 207,769 | | - | - | - | - |
| Jun | 217,445 | 210,664 | 255,575 | 166,992 | 189,331 | 223,334 | | - | - | - | - |
| Jul | 209,043 | 188,432 | 226,707 | 193,117 | 209,906 | 220,584 | | - | - | - | - |
| Aug | 199,515 | 200,813 | 235,434 | 182,104 | 192,726 | 217,017 | | - | - | - | - |
| Sep | 232,599 | 217,658 | 226,415 | 208,091 | 211,389 | 235,390 | | - | - | - | - |
| Oct | 185,912 | 201,684 | 192,272 | 191,594 | 189,421 | 206,342 | | - | - | - | - |
| Nov | 213,723 | 203,127 | 203,534 | 223,728 | 179,572 | 219,828 | | - | - | - | - |
| Dec | 268,818 | 397,486 | 2,254 | 198,947 | 193,734 | 227,893 | | - | - | - | - |
| YTD Total | \$ 765,846 | \$ 626,709 | \$ 681,770 | \$ 693,642 | \$ 657,102 | \$ 735,507 | \$ 627,947 | \$ (29,155) | -4.4% | \$ (107,560) | -14.6% |
| Annual Total | \$2,759,297 | \$2,615,460 | \$2,432,400 | \$2,425,133 | \$2,434,051 | \$2,720,000 | | | | | |
| Change over Prior Year (annual amounts): | | | | | | | | | | | |
| | (\$209,277) | (\$143,837) | (\$183,061) | (\$190,327) | \$1,651 | | | | | | |
| | -7.0% | -5.2% | -7.0% | -7.3% | 0.1% | | | | | | |
| Average Change During 5 Year Period (2009 - 2013): -2.4% | | | | | | | | | | | |



Admissions Tax

The City levies an admission tax of 5% on activities such as movie and play tickets, entrance fees and over charges to clubs. The tax is levied on the person or organization collecting the admission fee.

Year-to-date admissions tax collections total \$148K which exceeds year-to-date 2013 collections by \$10K or 7.6% and also exceeds the year-to-date budget of \$138K by \$37K or 33.8%.

| Admissions Tax | | | | | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------------|-------------|-----------------------|--------------|
| Month | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | | | | | Budget | Actual | Change from 2013 | | 2014 Actual vs Budget | |
| | | | | | | | | \$ | % | \$ | % |
| Jan | \$ 45,938 | \$ 37,781 | \$ 36,406 | \$ 52,043 | \$ 43,295 | \$ 37,427 | \$ 53,560 | \$ 10,265 | 23.7% | \$ 16,133 | 43.1% |
| Feb | 39,535 | 41,694 | 36,928 | 55,758 | 45,678 | 38,144 | 47,650 | 1,972 | 4.3% | 9,506 | 24.9% |
| Mar | 31,346 | 37,897 | 38,771 | 45,958 | 48,920 | 35,243 | 47,097 | (1,823) | -3.7% | 11,854 | 33.6% |
| Apr | 42,562 | 32,783 | 42,006 | 58,667 | 55,687 | 40,248 | | - | - | - | - |
| May | 57,843 | 55,491 | 68,550 | 58,696 | 76,194 | 55,025 | | - | - | - | - |
| Jun | 47,054 | 49,063 | 54,489 | 56,784 | 73,038 | 48,712 | | - | - | - | - |
| Jul | 43,955 | 48,045 | 49,286 | 48,680 | 65,646 | 44,401 | | - | - | - | - |
| Aug | 27,280 | 26,121 | 33,877 | 27,441 | 30,319 | 25,194 | | - | - | - | - |
| Sep | 13,657 | 32,324 | 31,394 | 38,258 | 35,343 | 26,225 | | - | - | - | - |
| Oct | 48,194 | 41,484 | 45,764 | 60,889 | 40,180 | 41,083 | | - | - | - | - |
| Nov | 51,694 | 42,162 | 51,419 | 48,456 | 58,282 | 43,776 | | - | - | - | - |
| Dec | 36,252 | 39,763 | 28,460 | 40,074 | 68,571 | 37,020 | | - | - | - | - |
| YTD Total | \$ 116,818 | \$ 117,372 | \$ 112,105 | \$ 153,759 | \$ 137,892 | \$ 110,815 | \$ 148,307 | \$ 10,415 | 7.6% | \$ 37,492 | 33.8% |
| Annual Total | \$ 485,308 | \$ 484,607 | \$ 517,350 | \$ 591,704 | \$ 641,151 | \$ 472,500 | | | | | |
| Change over Prior Year (annual amounts): | | | | | | | | | | | |
| | (\$26,422) | (\$701) | \$32,743 | \$74,354 | \$49,447 | | | | | | |
| | -5.2% | -0.1% | 6.8% | 14.4% | 8.4% | | | | | | |
| Average Change During 5 Year Period (2009 - 2013): 6.4% | | | | | | | | | | | |

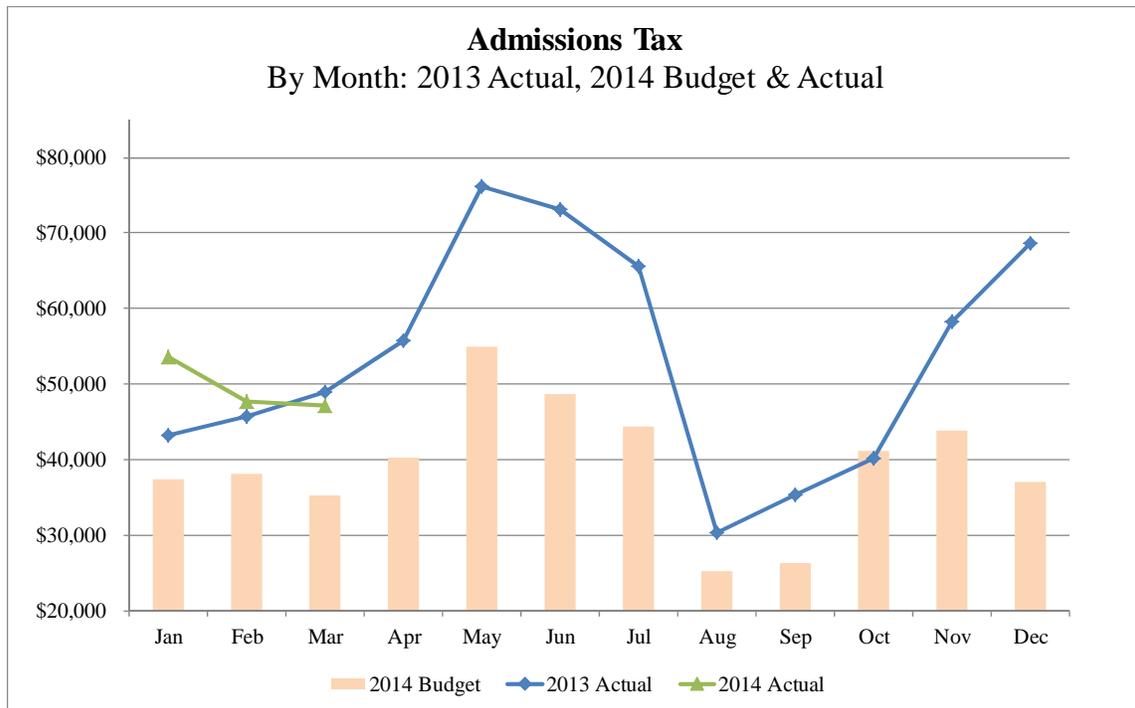


Photo Infraction – Red Light/School Zone Enforcement

The City currently has eight cameras operating at five locations.

The monthly red light photo vendor payments are \$3,904 for each of the four red light photo cameras at Bridgeport Blvd SW & San Francisco Ave SW and Steilacoom Blvd SW & Phillips Road SW and \$4,118 for the two red light photo cameras at South Tacoma Way & SR 512.

The monthly school zone photo vendor payments are based on the number of citations issued at the 5405 Steilacoom Blvd and 9904 Gravelly Lake Drive and are \$4,870 (up to 100 issued citations), \$5,870 (101 – 160 issued citations), and \$6,870 (161+ issued citations).

Year-to-date net revenues total \$68K which is \$15K or 17.9% below year-to-date 2013 collections of \$83K.

| Photo Infraction - Red light/School Zone Enforcement | | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------------------|---------------|
| Month | Year 2013 | | | Year 2014 | | | Favorable/(Unfavorable) | |
| | Gross Revenue | Vendor Payment | Net Revenue | Gross Revenue | Vendor Payment | Net Revenue | Net Revenue Change from 2013 | |
| | | | | | | | \$ | % |
| Jan | \$ 58,410 | \$ 37,593 | \$ 20,817 | \$ 57,905 | \$ 36,593 | \$ 21,312 | \$ 495 | 2.4% |
| Feb | 66,685 | 37,593 | 29,093 | 63,261 | 36,593 | 26,668 | (2,425) | -8.3% |
| Mar | 70,575 | 37,593 | 32,982 | 56,692 | 36,593 | 20,099 | (12,883) | -39.1% |
| Apr | 67,061 | 37,593 | 29,468 | | | | | |
| May | 63,441 | 37,593 | 25,848 | | | | | |
| Jun | 76,071 | 37,593 | 38,479 | | | | | |
| Jul | 69,939 | 36,593 | 33,346 | | | | | |
| Aug | 49,938 | 34,593 | 15,345 | | | | | |
| Sep | 72,071 | 37,593 | 34,479 | | | | | |
| Oct | 53,443 | 37,593 | 15,850 | | | | | |
| Nov | 79,956 | 37,593 | 42,363 | | | | | |
| Dec | 65,515 | 36,593 | 28,922 | | | | | |
| YTD Total | \$ 195,670 | \$ 112,778 | \$ 82,892 | \$ 177,858 | \$ 109,779 | \$ 68,079 | \$ (14,813) | -17.9% |
| Annual Total | \$ 793,105 | \$ 446,114 | \$ 346,991 | \$ 177,858 | \$ 109,779 | \$ 68,079 | \$ (278,912) | -80.4% |

Jail Services

Total payments for jail services through year-to-date March 2014 is \$164K and represents 16.7% of the annual budget of \$982K.

| Year-to-Date March 31, 2014 | | | | | | | | |
|-----------------------------|--------------------|-----------------------|------------------|------------------|---------------|-------------|----------------------|-------------------|
| Service Period | Wapato Police Dept | Nisqually Police Dept | Pierce County | City of Puyallup | City of Fife | Medical * | Total by Month | |
| Jan | \$ 17,595 | \$ 18,770 | \$ 17,119 | \$ 520 | \$ - | \$ - | \$ 54,004 | |
| Feb | 18,225 | 30,665 | 11,635 | 65 | 215 | - | 60,805 | |
| Mar | 16,335 | 32,905 | - | - | - | - | 49,240 | |
| Apr | - | - | - | - | - | - | - | |
| May | - | - | - | - | - | - | - | |
| Jun | - | - | - | - | - | - | - | |
| Jul | - | - | - | - | - | - | - | |
| Aug | - | - | - | - | - | - | - | |
| Sep | - | - | - | - | - | - | - | |
| Oct | - | - | - | - | - | - | - | |
| Nov | - | - | - | - | - | - | - | |
| Dec | - | - | - | - | - | - | - | |
| Total | \$ 52,155 | \$ 82,340 | \$ 28,754 | \$ 585 | \$ 215 | \$ - | \$ 164,049 | |
| | | | | | | | Annual Budget | \$ 981,840 |
| | | | | | | | % Spent YTD | 16.7% |

* Medical include St. Clare Hospital, NW Emergency Physicians Inc, and Olympic Ambulance Services Inc.

Fines & Forfeitures

Municipal court revenue collections year-to-date March of \$354K accounts for 23.8% of the \$1.49M annual estimate.

| Fines & Forfeitures | | | | | | | | |
|--|--|-------------------|---------------------|---------------------|---------------------|---------------------|-------------------|-----------------------|
| Category | Annual Actual Revenue | | | | | 2014 YTD March | | |
| | 2009 | 2010 | 2011 | 2012 | 2013 | Budget | Actual | Actual as % of Budget |
| | Admin, Filing, Copy, Forms, Legal Fees | \$ 25,844 | \$ 28,620 | \$ 38,561 | \$ 57,658 | \$ 57,388 | \$ 31,350 | \$ 13,581 |
| Detention & Correction Services | 372,404 | 260,956 | 381,860 | 426,925 | 431,381 | 389,400 | 98,721 | 25.4% |
| Civil Penalties | 5,194 | 5,764 | 11,438 | 16,865 | 12,206 | - | 2,705 | n/a |
| Civil Infraction Penalties | 939,510 | 506,960 | 661,161 | 932,084 | 839,061 | 906,300 | 198,242 | 21.9% |
| Civil Parking Infractions | 22,230 | 21,062 | 13,364 | 12,148 | 12,307 | 39,200 | 2,093 | 5.3% |
| Criminal Traffic Misdemeanor Fines | 49,868 | 36,394 | 34,985 | 49,393 | 40,853 | 51,500 | 6,719 | 13.0% |
| Criminal Non-Traffic Fines | 20,789 | 8,939 | 13,102 | 13,285 | 13,874 | 26,700 | 2,197 | 8.2% |
| Court Cost Recoupment | 38,758 | 27,767 | 28,690 | 32,920 | 30,969 | 42,210 | 6,185 | 14.7% |
| Interest/Other/Misc | 25,982 | 29,796 | 48,316 | 55,021 | 76,589 | 2,250 | 23,779 | 1056.8% |
| Total | \$ 1,500,580 | \$ 926,257 | \$ 1,231,477 | \$ 1,596,299 | \$ 1,514,628 | \$ 1,488,910 | \$ 354,222 | 23.8% |
| Change over Prior Year (annual amounts): | | | | | | | | |
| \$ | \$530,311 | (\$574,322) | \$305,220 | \$364,822 | (\$81,672) | | | |
| % | 54.7% | -38.3% | 33.0% | 29.6% | -5.1% | | | |
| Average Change During 5 Year Period (2009 - 2013): | | | | | 0.2% | | | |

Community and Economic Development

The table below provides historical annual and 2014 budgeted (annual) versus actual (year-to-date) subsidy and recovery ratio by program, excluding economic development. Year-to-date operating expenditures total \$342K while operating revenues total \$415K, resulting in a recovery ratio of 122%.

| Community & Economic Development - Licenses & Permits | | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|-------------------|
| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | |
| | | | | | | Budget | Actual |
| Operating Revenues: | | | | | | | |
| Business Licenses | \$ 251,020 | \$ 253,803 | \$ 279,507 | \$ 174,708 | \$ 279,070 | \$ 337,000 | \$ 168,145 |
| Building Permits | 470,691 | 338,983 | 499,942 | 476,429 | 379,184 | 700,000 | 82,719 |
| Other Building Permit Fees | 108,161 | 84,175 | 88,780 | 89,525 | 118,595 | 131,330 | 19,288 |
| Plan Review/Plan Check Fees | 371,467 | 343,557 | 330,472 | 409,876 | 317,008 | 464,000 | 111,829 |
| Other Zoning/Development Fees | 52,436 | 47,613 | 41,949 | 50,512 | 48,682 | 140,455 | 33,224 |
| Total Operating Revenue | \$1,253,775 | \$1,068,131 | \$1,240,650 | \$1,201,050 | \$1,142,539 | \$ 1,772,785 | \$ 415,205 |
| Operating Expenditures: | | | | | | | |
| Code Enforcement | 170,905 | 239,550 | 255,437 | 276,269 | 282,706 | 291,760 | 68,286 |
| Planning | 806,750 | 747,322 | 793,082 | 822,696 | 680,926 | 683,900 | 142,898 |
| Building | 1,176,515 | 888,501 | 808,503 | 535,815 | 848,485 | 828,380 | 130,354 |
| Total Operating Expenditures | \$2,154,170 | \$1,875,373 | \$1,857,022 | \$1,634,780 | \$1,812,117 | \$ 1,804,040 | \$ 341,538 |
| Recovery Ratio | 58% | 57% | 67% | 73% | 63% | 98% | 122% |

Parks, Recreation & Community Services

The table below provides historical annual and 2014 budgeted (annual) versus actual (year-to-date) subsidy and recovery ratio by program excluding human services.

Direct program expenditures year-to-date March, 2014 total \$277K and revenues total \$199K, resulting in a General Fund subsidy of \$78K or a recovery ratio of 72%.

Including indirect administration costs of \$48K, expenditures total \$325K and proportionate share of parks sales tax revenue of \$17K, the General Fund subsidy is \$108K or recovery ratio of 67%.

| Parks, Recreation & Community Services | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|----------------|
| Program | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | |
| | | | | | | Budget | Actual YTD Mar |
| Recreation: | | | | | | | |
| Revenues | \$ 137,104 | \$ 149,683 | \$ 138,276 | \$ 160,531 | \$ 195,853 | \$ 163,308 | \$ 32,657 |
| Expenditures | \$ 316,887 | \$ 316,386 | \$ 355,653 | \$ 381,941 | \$ 346,398 | \$ 323,380 | \$ 58,117 |
| General Fund Subsidy | \$ 179,783 | \$ 166,703 | \$ 217,378 | \$ 221,411 | \$ 150,545 | \$ 160,072 | \$ 25,460 |
| Recovery Ratio | 43% | 47% | 39% | 42% | 57% | 51% | 56% |
| Senior Services: | | | | | | | |
| Revenues | \$ 135,627 | \$ 139,135 | \$ 143,313 | \$ 116,654 | \$ 118,303 | \$ 128,999 | \$ 37,577 |
| Expenditures | \$ 207,277 | \$ 201,264 | \$ 226,560 | \$ 189,836 | \$ 200,651 | \$ 208,610 | \$ 47,610 |
| General Fund Subsidy | \$ 71,651 | \$ 62,129 | \$ 83,248 | \$ 73,182 | \$ 82,348 | \$ 79,611 | \$ 10,033 |
| Recovery Ratio | 65% | 69% | 63% | 61% | 59% | 62% | 79% |
| Parks Facilities: | | | | | | | |
| Revenues | \$ 151,132 | \$ 167,328 | \$ 151,710 | \$ 171,277 | \$ 185,071 | \$ 133,976 | \$ 36,444 |
| Expenditures | \$ 464,275 | \$ 439,314 | \$ 457,365 | \$ 489,109 | \$ 459,913 | \$ 401,680 | \$ 82,283 |
| General Fund Subsidy | \$ 313,143 | \$ 271,986 | \$ 305,655 | \$ 317,832 | \$ 274,843 | \$ 267,704 | \$ 45,838 |
| Recovery Ratio | 33% | 38% | 33% | 35% | 40% | 33% | 44% |
| Fort Steilacoom: | | | | | | | |
| Revenues | \$ 359,471 | \$ 379,117 | \$ 310,000 | \$ 216,384 | \$ 230,243 | \$ 192,799 | \$ 92,584 |
| Expenditures | \$ 374,876 | \$ 391,342 | \$ 410,815 | \$ 449,884 | \$ 417,950 | \$ 416,450 | \$ 89,170 |
| General Fund Subsidy | \$ 15,405 | \$ 12,226 | \$ 100,815 | \$ 233,500 | \$ 187,706 | \$ 223,651 | \$ (3,414) |
| Recovery Ratio | 96% | 97% | 75% | 48% | 55% | 46% | 104% |
| Subtotal Direct Cost: | | | | | | | |
| Revenues | \$ 783,334 | \$ 835,262 | \$ 743,299 | \$ 664,846 | \$ 729,470 | \$ 619,082 | \$ 199,262 |
| Expenditures | \$ 1,363,316 | \$ 1,348,306 | \$ 1,450,394 | \$ 1,510,770 | \$ 1,424,912 | \$ 1,350,120 | \$ 277,179 |
| General Fund Investment | \$ 579,982 | \$ 513,044 | \$ 707,095 | \$ 845,925 | \$ 695,442 | \$ 731,038 | \$ 77,917 |
| Recovery Ratio | 57% | 62% | 51% | 44% | 51% | 46% | 72% |
| Administration (Indirect Cost): | | | | | | | |
| Revenues (Parks Sales Tax) | \$ 47,806 | \$ 57,781 | \$ 49,842 | \$ 50,104 | \$ 55,618 | \$ 50,518 | \$ 17,327 |
| Expenditures | \$ 206,632 | \$ 205,359 | \$ 204,221 | \$ 209,047 | \$ 196,770 | \$ 195,160 | \$ 47,881 |
| General Fund Subsidy | \$ 158,826 | \$ 147,579 | \$ 154,379 | \$ 158,943 | \$ 141,152 | \$ 144,642 | \$ 30,554 |
| Recovery Ratio | 23% | 28% | 24% | 24% | 28% | 26% | 36% |
| Total Direct & Indirect Cost: | | | | | | | |
| Revenues | \$ 831,140 | \$ 893,043 | \$ 793,141 | \$ 714,950 | \$ 785,087 | \$ 669,600 | \$ 216,589 |
| Expenditures | \$ 1,569,948 | \$ 1,553,665 | \$ 1,654,615 | \$ 1,719,818 | \$ 1,621,682 | \$ 1,545,280 | \$ 325,060 |
| General Fund Investment | \$ 738,808 | \$ 660,623 | \$ 861,475 | \$ 1,004,868 | \$ 836,595 | \$ 875,680 | \$ 108,471 |
| Recovery Ratio | 53% | 57% | 48% | 42% | 48% | 43% | 67% |

Fund 102 Street Capital Projects

Real Estate Excise Tax

All sales of real estate are taxed at 1.78%, of which 1.28% goes towards state funding of K-12 education and public works assistance and the City receives 0.5% for capital purposes. The Pierce County Treasurer collects the real estate excise tax and remits to the City on a monthly basis. The tax is the obligation of the seller and due and payable immediately at the time of the sale. Real estate excise tax revenue is accounted for in City's Street Capital Fund.

Year-to-date real estate excise tax collections total \$201K which exceeds year-to-date 2013 collections by \$22K or 12.2% and also exceeds the year-to-date budget of \$102K by \$99K or 96.3%.

| Real Estate Excise Tax | | | | | | | | | | | |
|--|------------------|------------------|------------------|-------------------|--------------------|-------------------|------------------|-------------------------|--------------|-----------------------|--------------|
| Month | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | | | | | Budget | Actual | Change from 2013 | | 2014 Actual vs Budget | |
| | | | | | | | | \$ | % | \$ | % |
| Jan | \$ 61,818 | \$ 49,063 | \$ 33,397 | \$ 30,756 | \$ 45,863 | \$ 33,435 | \$ 59,732 | \$ 13,869 | 30.2% | \$ 26,297 | 78.6% |
| Feb | 79,207 | 31,290 | 34,859 | 28,669 | 45,991 | 33,302 | 59,358 | 13,367 | 29.1% | 26,056 | 78.2% |
| Mar | 47,649 | 32,953 | 36,876 | 30,524 | 87,136 | 35,591 | 81,800 | (5,336) | -6.1% | 46,209 | 129.8% |
| Apr | 33,099 | 40,541 | 34,560 | 27,691 | 108,131 | 36,935 | | - | - | - | - |
| May | 58,629 | 66,050 | 64,212 | 102,884 | 65,367 | 54,057 | | - | - | - | - |
| Jun | 145,398 | 57,446 | 68,084 | 39,011 | 51,837 | 54,759 | | - | - | - | - |
| Jul | 66,266 | 73,321 | 58,957 | 60,895 | 201,276 | 69,734 | | - | - | - | - |
| Aug | 149,448 | 86,531 | 43,583 | 66,136 | 87,380 | 65,551 | | - | - | - | - |
| Sep | 65,364 | 57,498 | 39,782 | 48,286 | 44,527 | 38,666 | | - | - | - | - |
| Oct | 60,209 | 42,881 | 27,425 | 52,828 | 66,908 | 37,878 | | - | - | - | - |
| Nov | 167,667 | 43,404 | 63,943 | 46,605 | 300,388 | 94,147 | | - | - | - | - |
| Dec | 62,890 | 50,640 | 55,979 | 87,537 | 46,492 | 45,944 | | - | - | - | - |
| YTD Total | \$188,675 | \$113,306 | \$105,133 | \$ 89,949 | \$ 178,990 | \$102,328 | \$200,890 | \$21,900 | 12.2% | \$98,562 | 96.3% |
| Annual Total | \$997,645 | \$631,619 | \$561,659 | \$ 621,821 | \$1,151,297 | \$ 600,000 | | | | | |
| Change over Prior Year (annual amounts): | | | | | | | | | | | |
| | (\$3,615) | (\$366,026) | (\$69,961) | \$60,163 | \$529,476 | | | | | | |
| | -0.4% | -36.7% | -11.1% | 10.7% | 85.1% | | | | | | |
| Average Change During 5 Year Period (2009 - 2013): | | | | | 3.1% | | | | | | |

The following table summarizes by month, the number taxable and exempt real estate transactions, and lists major transactions (sales price of \$1M and greater).

| Month | Transaction Type | | | Major Transactions - 2014 | | | |
|------------------|------------------|------------|------------|--|---------------------|-----------------|--|
| | Exempt | Taxable | Total | Description | Sales Price | Net Tax | |
| Jan | 59 | 34 | 93 | Single Family Residence | \$1,200,000 | \$5,940 | |
| | | | | Storage Warehouse 8601 38th Ave SW | \$1,325,000 | \$6,559 | |
| | | | | Storage Warehouse 9805 32nd Ave S | \$3,000,000 | \$14,850 | |
| Feb | 56 | 53 | 109 | Single Family Residence | \$1,140,000 | \$5,643 | |
| | | | | Multi-Family Unit 12018 to 12020 47th Ave SW | \$2,084,800 | \$10,320 | |
| Mar | 55 | 59 | 114 | Custer Square Retail 7402 to 7406 Custer Road SW | \$1,100,000 | \$5,445 | |
| | | | | Multi-Family Unit 12506 - 12510 98th Ave Ct SW | \$2,835,000 | \$14,033 | |
| | | | | Lakewood Center Motor Inn | \$3,700,000 | \$18,315 | |
| YTD Total | 170 | 146 | 316 | | \$16,384,800 | \$81,105 | |

| Month | Transaction Type | | | Major Transactions - 2013 | | | |
|------------------|------------------|------------|------------|-----------------------------|--------------------|-----------------|--|
| | Exempt | Taxable | Total | Description | Sales Price | Net Tax | |
| Jan | 76 | 41 | 117 | n/a | n/a | n/a | |
| Feb | 62 | 48 | 110 | n/a | n/a | n/a | |
| Mar | 93 | 49 | 142 | Lexington Apartment Complex | \$8,176,000 | \$40,471 | |
| YTD Total | 231 | 138 | 369 | | \$8,176,000 | \$40,471 | |

The following table provides a summary of Street Capital Fund expenditures by project. Work is currently underway to be able to report additional information on capital projects, including beginning project balances, revenues and ending project balances.

| Street Capital Projects Expenditures by Project | 2014 |
|---|-----------------------|
| | Actual YTD thru March |
| Unallocated Capital Expenditures | 106,654 |
| Custer/John Dower Traffic Signal | 21,955 |
| Lakewood Station Connection | 1,670 |
| City-wide Traffic Signal Management | 8,850 |
| Gravelly Lake Drive (100th to Bridgeport) | 41,139 |
| Bridgeport Way (83rd to 75th) | 9,139 |
| South Tacoma Way (SR512 to 96th) | 26,705 |
| Madigan Access Improvements | 63,409 |
| Bridgeport Way Overlay (112th to 59th) | 2,555 |
| City-Wide Safety Improvements - Traffic Signals | 5,914 |
| Steilacoom Boulevard Safety Improvements | 22,742 |
| South Tacoma Way (Steilacoom Blvd to 88th) | 7,257 |
| Bridgeport Way (JBLM - I-5) | 10,698 |
| LED Street Lights | 1,810 |
| 112th-11th Bridgeport to Kendrick St | 61 |
| Total | \$ 330,559 |

Fund 104 Hotel/Motel Lodging Tax

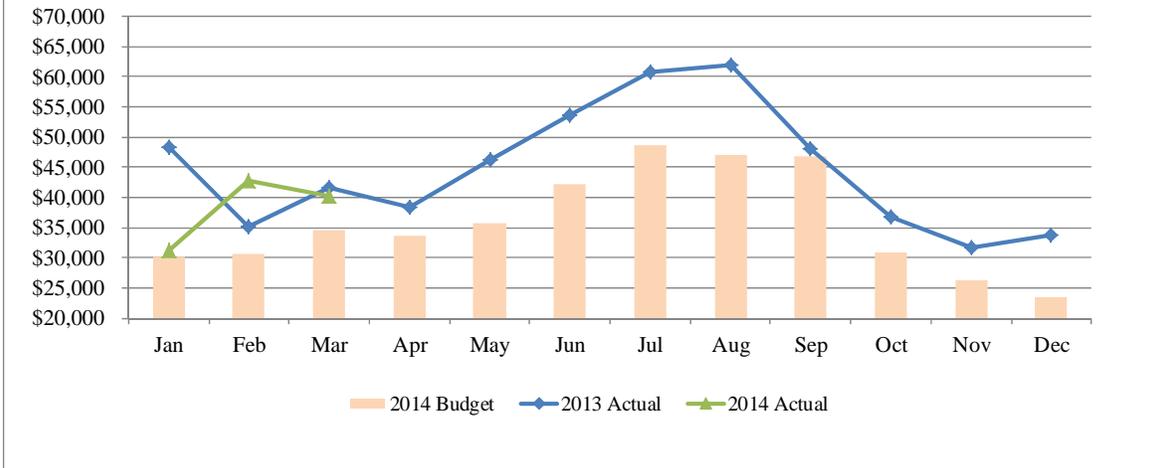
There is an excise tax of 7% on the sale of or charge made for the furnishing of lodging by a hotel, rooming house, tourist court, motel, trailer camp and the granting of similar license to use real property. The hotel/motel taxes generated from the rental of rooms are restricted to be used for the promotion of tourism in the City.

Year-to-date hotel/motel lodging tax collections total \$114K which is below 2013 year-to-date collections by \$10K or 8.7%; however, is above the year-to-date budget of \$95K by \$19K or 19.9%.

| Hotel/Motel Lodging Tax | | | | | | | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|-------------------|-------------------------|--------------|-----------------------|--------------|
| Month | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | | | | | Budget | Actual | Change from 2013 | | 2014 Actual vs Budget | |
| | | | | | | | | \$ | % | \$ | % |
| Jan | \$ 31,569 | \$ 31,367 | \$ 31,572 | \$ 38,981 | \$ 48,326 | \$ 30,174 | \$ 31,153 | (17,173) | -35.5% | 979 | 3.2% |
| Feb | 39,526 | 40,405 | 38,386 | 30,569 | 35,165 | 30,546 | 42,805 | 7,640 | 21.7% | 12,259 | 40.1% |
| Mar | 50,257 | 34,951 | 42,089 | 39,557 | 41,686 | 34,610 | 40,341 | (1,345) | -3.2% | 5,731 | 16.6% |
| Apr | 39,866 | 40,075 | 46,498 | 37,484 | 38,482 | 33,591 | | - | - | - | - |
| May | 42,920 | 36,555 | 49,311 | 40,668 | 46,329 | 35,812 | | - | - | - | - |
| Jun | 47,646 | 42,500 | 72,187 | 38,310 | 53,637 | 42,201 | | - | - | - | - |
| Jul | 62,226 | 55,333 | 62,899 | 51,477 | 60,837 | 48,589 | | - | - | - | - |
| Aug | 47,227 | 61,799 | 48,344 | 64,056 | 62,050 | 47,046 | | - | - | - | - |
| Sep | 41,276 | 101,228 | 47,081 | 44,355 | 48,131 | 46,813 | | - | - | - | - |
| Oct | 28,500 | 47,924 | 36,553 | 36,579 | 36,863 | 30,938 | | - | - | - | - |
| Nov | 24,588 | 40,666 | 24,848 | 35,866 | 31,695 | 26,166 | | - | - | - | - |
| Dec | 26,059 | 27,538 | 25,472 | 28,807 | 33,808 | 23,514 | | - | - | - | - |
| YTD Total | \$ 121,352 | \$ 106,723 | \$ 112,048 | \$ 109,108 | \$ 125,177 | \$ 95,330 | \$ 114,299 | \$ (10,878) | -8.7% | \$ 18,969 | 19.9% |
| Annual Total | \$481,661 | \$560,341 | \$525,239 | \$486,708 | \$537,010 | \$430,000 | | | | | |
| Change over Prior Year (annual amounts): | | | | | | | | | | | |
| | (\$106,272) | \$78,680 | (\$35,103) | (\$38,530) | \$50,301 | | | | | | |
| | -18.1% | 16.3% | -6.3% | -7.3% | 10.3% | | | | | | |
| Average Change During 5 Year Period (2009 - 2013): 2.3% | | | | | | | | | | | |

The City's Lodging Tax Advisory Committee makes recommendations to the City Council in regards to how the taxes are to be used. The following table provides details of the hotel/motel lodging tax allocations for 2014.

Hotel/Motel Lodging Tax 2013 - 2014 By Month



| | 2014 | |
|--|-------------------|-----------------------|
| | Annual Budget | YTD Actual thru March |
| Hotel/Motel Lodging Tax Expenditures by Program | | |
| Advertise Grant Application Open Periods/LTAC Meetings/Investment Fees | | \$ 3 |
| Lakewood Economic Dept - Program & Personnel | 33,040 | - |
| Subtotal - Program Administration | 33,040 | 3 |
| Asia Pacific Cultural Center (APCC) | 5,000 | - |
| Historic Fort Steilacoom Assoc. | 8,000 | - |
| Lakewold Gardens | 45,000 | - |
| Lakewood Chamber of Commerce | 80,000 | - |
| Lakewood Historical Society & Museum | 39,500 | - |
| Lakewood Parks & Rec Dept - Lakewood Farmers Market | 10,000 | 4,296 |
| Lakewood Parks & Rec Dept - SummerFEST | 17,000 | - |
| Lakewood Playhouse, Marketing | 25,000 | 1,750 |
| Lakewood Sister Cities Association | 12,500 | 22 |
| Tacoma Regional Convention + Visitor Bureau | 45,000 | 12,071 |
| Tacoma South Sound Sports Commission | 50,000 | 10,984 |
| Subtotal - Tourism | 337,000 | 29,124 |
| Lakewood Economic Dept - Promotion & Outreach (FRAUSE, Media Consultant) | 24,000 | 2,000 |
| Today in America - Promotional Video | - | - |
| Subtotal - Promotion | 24,000 | 2,000 |
| Clover Park Technical College | 101,850 | - |
| Subtotal - Capital | 101,850 | - |
| Total | \$ 495,890 | \$ 31,127 |

Budget of \$495,890 reflects the actual allocation approved by the City Council.

Fund 190 Community Development Block Grant (and other grants)

The purpose of this fund had been to account for all major grants coming into the City. The fund currently accounts primarily for the Community Development Blocks Grants (CDBG) and two non-CDBG grants, a domestic violence and a Nisqually Tribe grant for emergency assistance for displaced residents. Beginning with the 2015/16 Biennial Budget, the fund will be used to account for CDBG only. Based on the reconciliation of the fund for the years 1996-2013, it was determined that \$840K of ending fund balance was due to unspent General Fund proceeds. This \$840K will be returned to the General Fund during 2nd quarter as approved by Council in May 2014. Recent changes in accounting processes are in place to ensure the funds are reconciled monthly. The following table provides a financial summary of the various CDBG and other grants.

| CDBG Grants | Year-to-Date March 31, 2014 | | | |
|---|-----------------------------|------------------|------------------|-------------------|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| CDBG | | | | |
| Administration | | | | |
| Administration | \$ - | \$ 23,950 | \$ 23,950 | \$ - |
| Public Service | | | | - |
| Tillicum Community Center | - | 117 | 117 | - |
| South Sound Outreach | - | 2,510 | 2,510 | - |
| Pierce County Coalition Developmental Disabled | - | 71 | 71 | - |
| Centerforce Kitchen Renovations | - | 7,764 | 7,764 | - |
| Physical Improvements | | | | - |
| LASA Client Services - (1) | | (1,634) | 875 | (2,509) |
| Housing Programs | | | | - |
| Brookridge Apts | - | 847 | 847 | - |
| Owens, T. | - | 78 | 78 | - |
| Baker, Bernard | - | 6,311 | 6,311 | - |
| Jones, R. | - | 4,327 | 4,327 | - |
| Chisolm, C. | - | 153 | 153 | - |
| Fennell, P. | - | 879 | 879 | - |
| Major Staff | - | 13,160 | 13,160 | - |
| Sproge, R. | - | 74 | 74 | - |
| Paint Lakewood Beautiful | - | 500 | 500 | - |
| Rebuild South Sound | - | 8,026 | 8,026 | - |
| Emergency Assist Displaced Res | - | 1,634 | 1,634 | - |
| CDBG - Revolving Loans - Major | - | 850 | 850 | 0 |
| CDBG - Revolving Loans - Econ Dev - 5 Star - (2) | 1,094 | 1,112 | - | 2,206 |
| CDBG - Revolving Loan Interest - Econ Dev -5 Star - (3) | | 588 | 364 | 224 |
| SECTION 108 - LASA - (4) | | (2,000) | | (2,000) |
| HOME | | | | - |
| Administration | - | | | - |
| Administration | - | 1,183 | 1,183 | - |
| Housing Rehabilitation | | | | - |
| Owens, T. | - | 78 | 78 | - |
| Mazer, I. | - | 425 | 425 | - |
| Smith, T. | - | 812 | 812 | - |
| Zarins, N. | - | 3,455 | 3,455 | - |
| Allen, J. - (5) | | (8) | - | (8) |
| American Dream Down Payment | - | | | - |
| Leitel, R.- (4) | | 4,472 | 4,471 | 0 |
| Affordable Housing | | | | - |
| Habitat - 8901 Commercial | - | 396 | 396 | - |
| Habitat - 15209 Portland | - | 188 | 188 | - |
| Habitat - 15407 Grant | - | 259 | 259 | - |
| LASA - Prairie Oaks - (6) | | (11,115) | 4,341 | (15,456) |
| Habitat - 14814-14906 Portland | - | 841 | 841 | 0 |
| NISQUALLY - Emergency Assist Displaced Residents - (7) | | 12,056 | 500 | 11,556 |
| STOP - Dept. of Commerce - Legal | - | 4,655 | 4,655 | - |
| OTHER - to be returned to General Fund - (8) | 840,174 | - | - | 840,174 |
| Total | \$ 841,268 | \$ 87,013 | \$ 94,093 | \$ 834,188 |

(1) Timing Difference - to be billed in June as CDBG contract was finalized in June.

(2) Revolving Loan Payments

(3) Revolving Loan Interest - threshold portion applied to expenditures.

(4) Timing Difference - to be billed in June as CDBG contract was finalized in June.

(5) Potential client did not qualify for loan - move to administration.

(6) Timing Difference - to be billed in June as CDBG contract was finalized in June.

(7) Revenue received in 2013.

(8) Unspent General Fund source will be returned to the General Fund during 2nd quarter.

Fund 191 Neighborhood Stabilization Program

The purpose of this fund is to account for the revenues and expenditures associated with the Federal Neighborhood Stabilization Program. The NSP was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. The NSP1 program provides funds to purchase and redevelop foreclosed and abandoned homes and residential properties. NSP3 program provides a third round of neighborhood stabilization grants to all states and select governments on a formula basis. The following table provides a financial summary of the NSP programs.

| Neighborhood Stabilization Program | Year-to-Date March 31, 2014 | | | |
|--|-----------------------------|-------------------|-------------------|-------------------|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| Neighborhood Stabilization Program 1 (1) | \$ 171,345 | \$ 58,103 | \$ 58,103 | \$ 171,345 |
| Neighborhood Stabilization Program 3 | - | 96,032 | 96,032 | - |
| Total | \$ 171,345 | \$ 154,135 | \$ 154,135 | \$ 171,345 |

(1) The ending balance represents program income (liens from abatement).

Fund 192 Office of Economic Adjustment Federal Grant

The purpose of this fund is to account for the revenues and expenditures associated with the Federal Office of Economic Adjustment Grant Program, which provides grants to assist communities with the alleviation of socioeconomic effects that may result from military base closures and realignments. The following table provides a financial summary of the SSMCP/OEA programs.

| South Sound Military Communities Partnership / Office of Economic Adjustment | Year-to-Date March 31, 2014 | | | |
|--|-----------------------------|-------------------|------------------|-------------------|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| SSMCP (1) | \$ - | \$ 130,000 | \$ 13,881 | 116,119 |
| OEA 04 - Joint Base Lewis McChord Growth Plan (2) | 28,652 | 41,948 | 42,918 | 27,682 |
| OEA 05 - Joint Land Use Study | - | 3,235 | 3,235 | - |
| Total | \$ 28,652 | \$ 175,183 | \$ 60,034 | \$ 143,801 |

(1) Ending balance represents balance of 2014 Partnership Participation.

(2) Ending balance represents balance of 2012 Partnership Participation.

Fund 195 Public Safety Grants

The purpose of this fund is to account for the revenues and expenditures related to police department grants. The following table provides a financial summary of the public safety grants.

| Public Safety Grants | Year-to-Date March 31, 2014 | | | |
|---|-----------------------------|------------------|------------------|-----------------|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| Washington Auto Theft Prevention Authority (WAPTA) ₍₁₎ | \$ - | \$ 12,883 | \$ 13,183 | \$ (300) |
| Washington Traffic Safety Commission (WTSC) Impaired Driving Emphasis | - | 1,102 | 1,102 | - |
| Washington Traffic Safety Commission (WTSC) Seatbelt Emphasis | - | - | - | - |
| Target Zero Team | - | 2,733 | 2,733 | - |
| Emergency Management | - | - | - | - |
| Byrne Justice Assistance Grant (JAG) - Therapeutic Justice | - | 1,214 | 1,214 | - |
| Byrne Justice Assistance Grant (JAG) - Metal Theft | - | - | - | - |
| Bullet Proof Vest Program | - | 1,101 | 1,101 | - |
| Nisqually Metal Theft | - | 1,371 | 1,371 | - |
| STOP VAWA Police Grant ₍₂₎ | - | - | 620 | (620) |
| Total | \$ - | \$ 20,404 | \$ 21,324 | \$ (920) |

(1) Fund balance of \$300 is made up of a \$40 refund that was not originally applied to the grant and a \$340 expenditure that was billed in the month after it was incurred. Both items have been corrected in the second quarter of 2014.

(2) The STOP VAWA Grant has not yet been billed in 2014.

Debt Service

Under RCW 39.36.020(2), the public may vote to approve bond issues for general government in an amount not to exceed 2.5% of the value of all taxable property within the City. Within the 2.5% limit, the City Council may approve bond issues not to exceed 1.5% of the City’s assessed valuation. Prior to the passage of new legislation in 1994, the statutory limit on councilmanic (non-voted) debt for general government purposes was 0.75% of assessed valuation. Another 0.75% of councilmanic debt was available only for lease-purchase contracts (RCW 35.43.200). Now, these two components have been combined and can be used for any municipal purpose, including using the entire 1.5% for bonds. Therefore the City’s remaining debt capacity without voter approval is \$64.5M and an additional \$44.9M can be accessed with voter approval. The voter approved capacity is generally referred to as unlimited tax general obligation debt, which requires 60% voter approval and the election must have a voter turnout of at least 40% of those who voted in the last State general election. With this vote, the voter approves additional property tax be levied above and beyond the constitutional and statutory caps on property tax.

In addition to these general purpose debt capacity, RCW 39.36.030(4) also allow voter to approve park facilities and utility bond issues, each limited to 2.5% of the City’s assessed valuation. Therefore legally the City can issue up to a total of 7.5% of the City’s assessed valuation in bonds for \$334.2M. The tables below show the available debt capacity and outstanding debt for the City of Lakewood at March 31, 2014.

| Computation of Limitation of Indebtedness | | | | | |
|--|------------------------------|------------------------------|--|--|---------------------------|
| Description | General Purpose | | Excess Levy Open Space & (voted) | Excess Levy Utility Purposes (voted) | Total Debt Capacity |
| | Councilmanic (Limited GO) | Excess Levy (with a vote) | | | |
| AV = \$4,494,673,400 (A) | | | | | |
| 1.50% | \$ 67,420,101 | \$ (67,420,101) | | | \$ - |
| 2.50% | | \$ 112,366,835 | \$ 112,366,835 | \$ 112,366,835 | \$ 337,100,505 |
| Add: Cash on Hand for Redemption (B) | \$ - | | | | \$ - |
| Less: Bonds Outstanding | \$ (2,904,129) | \$ - | \$ - | \$ - | \$ (2,904,129) |
| Remaining Debt Capacity | \$64,515,972 | \$44,946,734 | \$112,366,835 | \$112,366,835 | \$334,196,376 |
| General Capacity (C) | \$109,462,706 | | | | |
| (A) Final 2013 Assessed Valuation | | | | | |
| (B) Debt Service Prefunding (the City currently does not prefund debt service) | | | | | |
| (C) Combined Total for Councilmanic and Excess Levy Capacities | | | | | |

| Summary of Outstanding Debt As of March 31, 2014 | | | | | | | | | |
|---|---|------------|----------------|-----------------|-------------------------|----------------------|----------------------|------------------------|--|
| Description | Purpose | Issue Date | Final Maturity | Interest Rate % | Net Interest Cost (NIC) | Amount Issued | Outstanding Debt | Average Annual Payment | Funding Source |
| Limited Tax GO Bonds | Police Facility | 3/31/2009 | 12/1/2028 | 3.0 - 5.0% | \$ 1,399,553 | \$ 2,719,507 | \$ 2,220,000 | \$ 208,000 | General Fund |
| 59th Avenue Promissory Note | Right-of-Way / Roadway in Lakewood Towne Center | 4/30/2005 | 4/30/2024 | 3.74% | \$ 469,000 | \$ 1,071,000 | \$ 684,128 | \$ 77,000 | General Fund |
| Total GO Bonds | | | | | | \$ 3,790,507 | \$ 2,904,128 | \$ 285,000 | |
| PWTFL 04-691-PRE-132 | American Lake Gardens/ Tillicum Sewer | 7/7/2005 | 7/7/2024 | 1.00% | \$ 61,942 | \$ 593,864 | \$ 326,866 | \$ 32,000 | Assessments on all Lakewood Sewer Accounts |
| PWTFL 06-962-022 | American Lake Gardens/ Tillicum Sewer | 9/18/2006 | 9/18/2026 | 0.50% | \$ 226,941 | \$ 5,000,000 | \$ 3,828,267 | \$ 305,000 | Assessments on all Lakewood Sewer Accounts |
| PWTFL 08-951-025 | American Lake Gardens/ Tillicum Sewer | 3/1/2008 | 7/1/2028 | 0.50% | \$ 82,681 | \$ 1,840,000 | \$ 1,560,392 | \$ 108,000 | Assessments on all Lakewood Sewer Accounts |
| Total Public Works Trust Fund Loan | | | | | | \$ 7,433,864 | \$ 5,715,526 | \$ 445,000 | |
| Combined Local Improve District (CLID) 1101/1103 | Street Improvements | 12/1/2006 | 12/1/2026 | 3.75 - 4.65% | \$ 1,170,020 | \$ 2,824,704 | \$ 1,245,000 | \$ 156,000 | Assessment on Eight Property Owners |
| Local Improvement District (LID) 1108 | Street Improvements | 1/1/2008 | 12/1/2027 | 4.22 - 5.3% | \$ 418,195 | \$ 880,000 | \$ 513,938 | \$ 57,000 | Assessment on Single Business |
| Total Local Improvement District | | | | | | \$ 3,704,704 | \$ 1,758,938 | \$ 213,000 | |
| Grand Total | | | | | | \$ 14,929,075 | \$ 10,378,592 | \$ 943,000 | |

By Fund Summary

The following table provides a summary of each fund's activity as of March 31, 2014.

| Fund #/Fund Name | Beginning Fund Balance 1/1/2014 | Year-to-Date March | | Revenue Over/(Under) Expenditures | Ending Fund Balance 3/31/2014 | Cash & Invest Balance 3/31/2014 |
|---|---------------------------------------|----------------------|----------------------|---|-------------------------------------|---------------------------------------|
| | | Revenues * | Expenditures ** | | | |
| Total All Funds | \$ 19,949,770 | \$ 11,909,586 | \$ 10,330,054 | \$ 1,579,532 | \$ 21,529,304 | \$ 16,080,383 |
| 001 General Fund | \$ 2,580,681 | \$ 9,861,164 | \$ 8,434,619 | \$ 1,426,545 | \$ 4,007,228 | \$ (669,743) |
| 1XX Special Revenue Funds | \$ 4,070,980 | \$ 1,383,107 | \$ 1,214,904 | \$ 168,203 | \$ 4,239,183 | \$ 3,677,575 |
| 101 Street Operations & Maintenance | 82,969 | 365,816 | 448,785 | (82,969) | - | (84,934) |
| 102 Street Capital Projects | 841,124 | 405,663 | 330,559 | 75,104 | 916,228 | 726,058 |
| 104 Hotel/Motel Lodging Tax | 935,374 | 114,740 | 31,127 | 83,613 | 1,018,987 | 936,402 |
| 105 Property Abatement | 238,171 | 16,569 | 1,993 | 14,576 | 252,747 | 236,197 |
| 106 Public Art | 12,001 | 5,001 | - | 5,001 | 17,002 | 17,002 |
| 180 Narcotics Seizure | 778,174 | 23,335 | 66,169 | (42,834) | 735,340 | 766,595 |
| 181 Felony Seizure | 101,662 | (32) | 1,001 | (1,033) | 100,629 | 100,629 |
| 182 Federal Seizure | 40,240 | 15,281 | 5,685 | 9,596 | 49,836 | 49,836 |
| 190 Grants | 841,268 | 87,013 | 94,092 | (7,079) | 834,189 | 782,584 |
| 191 Neighborhood Stabilization Program | 171,345 | 154,135 | 154,135 | - | 171,345 | 19,542 |
| 192 Office of Economic Adjustment Grant | 28,652 | 175,183 | 60,034 | 115,149 | 143,801 | 125,843 |
| 195 Public Safety Grants | - | 20,403 | 21,324 | (921) | (921) | 1,821 |
| 2XX Debt Service Fund | \$ 900,257 | \$ 109,099 | \$ - | \$ 109,099 | \$ 1,009,356 | \$ 1,009,353 |
| 202 Local Improvement District Debt Service | 149 | - | - | - | 149 | 149 |
| 204 Sewer Project Debt Service | 508,250 | 108,537 | - | 108,537 | 616,787 | 616,786 |
| 251 Local Improvement District Guaranty | 391,858 | 562 | - | 562 | 392,420 | 392,417 |
| 3XX Capital Project Funds | \$ 646,295 | \$ 22,788 | \$ 9,397 | \$ 13,391 | \$ 659,686 | \$ 593,758 |
| 301 General Government CIP | 276 | - | - | - | 276 | 276 |
| 311 Sewer Project CIP | 126,208 | (29) | 2,204 | (2,233) | 123,975 | 124,132 |
| 312 Sanitary Sewer Connection | 519,811 | 22,817 | 7,193 | 15,624 | 535,435 | 469,350 |
| 4XX Enterprise Funds | \$ 6,204,969 | \$ 260,753 | \$ 617,890 | \$ (357,137) | \$ 5,847,832 | \$ 5,637,923 |
| 401 Surface Water Management | 6,204,969 | 260,753 | 617,890 | (357,137) | 5,847,832 | 5,637,923 |
| 5XX Replacement Reserve Funds | \$ 5,546,588 | \$ 272,675 | \$ 53,244 | \$ 219,431 | \$ 5,766,019 | \$ 5,766,015 |
| 501 Vehicle & Equipment Replacement | 5,093,746 | 272,097 | 53,244 | 218,853 | 5,312,599 | 5,312,598 |
| 502 City Hall Facility Services | 452,842 | 578 | - | 578 | 453,420 | 453,417 |
| 6XX Agency Funds | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 65,502 |
| 634 Municipal Court | - | - | - | - | - | 62,808 |
| 635 Section 125 | - | - | - | - | - | 2,694 |

* Revenues includes all sources, ongoing and one-time.

* Expenditures includes all uses, ongoing and one-time.

| | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | Year 2014 | | YTD Actual as % of Budget | 5 Year Ave Change 2009-2013 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|---------------------------------|-----------------------------------|
| | | | | | | Budget | Actual YTD March | | |
| | | | | | | | | | |
| (001) GENERAL FUND | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | |
| Taxes | 22,545,805 | 22,360,272 | 23,749,292 | 23,956,616 | 24,731,848 | 24,953,900 | 7,366,907 | 29.5% | 1.9% |
| Property Tax | 5,895,610 | 6,047,325 | 6,116,332 | 6,227,924 | 6,295,819 | 6,306,000 | 2,679,740 | 42.5% | 1.4% |
| Local Sales & Use Tax | 7,374,776 | 7,562,339 | 7,445,356 | 7,897,357 | 8,140,449 | 8,000,000 | 1,975,787 | 24.7% | 2.1% |
| Sales/Parks | 363,218 | 437,146 | 403,822 | 412,204 | 458,373 | 400,000 | 117,632 | 29.4% | 5.2% |
| Natural Gas Use Tax | - | - | 38,585 | 11,296 | 30,120 | 25,000 | 6,130 | 24.5% | n/a |
| Criminal Justice Sales Tax | 715,292 | 743,835 | 732,065 | 756,800 | 824,003 | 800,000 | 199,965 | 25.0% | 3.0% |
| Admissions Tax | 485,308 | 484,607 | 517,350 | 591,704 | 641,151 | 472,500 | 148,307 | 31.4% | 6.4% |
| Utility Tax | 4,947,757 | 4,448,209 | 6,047,025 | 5,622,338 | 5,899,854 | 6,229,400 | 1,611,400 | 25.9% | 3.8% |
| Leasehold Tax | 4,545 | 21,350 | 16,357 | 11,858 | 8,027 | 1,000 | - | 0.0% | 15.3% |
| Gambling Tax | 2,759,297 | 2,615,460 | 2,432,400 | 2,425,133 | 2,434,051 | 2,720,000 | 627,946 | 23.1% | -2.4% |
| Franchise Fees | 1,756,058 | 1,779,565 | 2,319,292 | 2,957,590 | 3,157,630 | 2,165,000 | 802,391 | 37.1% | 16.0% |
| Cable, Water, Sewer, Solid Waste | 1,383,428 | 1,395,706 | 1,558,420 | 2,169,251 | 2,342,256 | 1,535,000 | 587,784 | 38.3% | 13.9% |
| Tacoma Power | 372,629 | 383,859 | 760,872 | 788,340 | 815,374 | 630,000 | 214,606 | 34.1% | 23.8% |
| Development Service Fees | 1,002,755 | 814,328 | 961,142 | 1,026,342 | 863,469 | 1,435,785 | 247,061 | 17.2% | -2.8% |
| Building Permits | 470,691 | 338,983 | 499,942 | 476,429 | 379,184 | 700,000 | 82,719 | 11.8% | -3.9% |
| Other Building Permit Fees | 108,161 | 84,175 | 88,780 | 89,525 | 118,595 | 131,330 | 19,288 | 14.7% | 1.9% |
| Plan Review/Plan Check Fees | 371,467 | 343,557 | 330,472 | 409,876 | 317,008 | 464,000 | 111,829 | 24.1% | -2.9% |
| Other Zoning/Development Fees | 52,436 | 47,613 | 41,949 | 50,512 | 48,682 | 140,455 | 33,224 | 23.7% | -1.4% |
| Licenses & Permits | 379,866 | 402,881 | 460,532 | 372,188 | 468,159 | 392,500 | 237,099 | 60.4% | 4.6% |
| Business License | 251,020 | 253,803 | 279,507 | 174,708 | 279,070 | 337,000 | 168,145 | 49.9% | 2.2% |
| Alarm Permits & Fees | 78,233 | 103,862 | 133,322 | 142,276 | 157,742 | 14,500 | 36,341 | 250.6% | 20.3% |
| Animal Licenses | 50,614 | 45,216 | 47,704 | 55,203 | 31,346 | 41,000 | 32,613 | 79.5% | -7.6% |
| State Shared Revenues | 1,015,338 | 1,095,155 | 979,728 | 1,038,157 | 1,057,083 | 1,085,800 | 269,765 | 24.8% | 0.8% |
| Sales Tax Mitigation | 37,800 | 62,808 | 39,782 | 49,158 | 48,029 | 48,000 | 12,176 | 25.4% | 5.4% |
| Criminal Justice | 127,431 | 121,941 | 121,470 | 123,883 | 131,854 | 92,300 | 33,298 | 36.1% | 0.7% |
| Criminal Justice High Crime | 139,494 | 132,507 | 119,789 | 125,164 | 263,208 | 263,000 | 76,782 | 29.2% | 17.7% |
| Vehicle Registration Fees Pierce County | 16,774 | 16,172 | 10,023 | 13,695 | 12,619 | 21,500 | - | 0.0% | -5.0% |
| Liquor Excise Tax | 289,374 | 291,060 | 283,260 | 145,808 | 77,675 | 211,000 | 17,868 | 8.5% | -14.6% |
| Liquor Board Profits | 404,466 | 470,667 | 405,405 | 580,449 | 523,698 | 450,000 | 129,640 | 28.8% | 5.9% |
| Intergovernmental | 267,537 | 290,219 | 472,709 | 338,213 | 347,944 | 357,000 | 53,432 | 15.0% | 6.0% |
| Public Safety | 50,012 | 76,372 | 322,709 | 288,213 | 297,944 | 307,000 | 3,432 | 1.1% | 99.1% |
| Parks & Recreation | 217,525 | 213,847 | 150,000 | 50,000 | 50,000 | 50,000 | 50,000 | 100.0% | -15.4% |

| | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | Year 2014 | | YTD Actual as % of Budget | 5 Year Ave Change 2009-2013 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|---------------------------------|-----------------------------------|
| | | | | | | Budget | Actual YTD March | | |
| (001) GENERAL FUND - continued | | | | | | | | | |
| Charges for Services & Fees | 1,076,081 | 1,023,270 | 1,098,341 | 1,076,914 | 1,045,767 | 824,650 | 138,966 | 16.9% | -0.6% |
| Parks & Recreation Fees | 226,661 | 210,224 | 216,412 | 237,203 | 234,548 | 184,600 | 42,301 | 22.9% | 0.7% |
| Municipal Court | - | - | 8,525 | 15,290 | 13,915 | - | 2,695 | n/a | n/a |
| Police Contracts, including Extra Duty | 837,003 | 809,079 | 864,167 | 812,769 | 791,205 | 631,450 | 92,129 | 14.6% | -1.1% |
| Other | 12,417 | 3,967 | 9,237 | 11,652 | 6,098 | 8,600 | 1,841 | 21.4% | -10.2% |
| Fines & Forfeitures | 2,895,692 | 1,722,695 | 2,038,586 | 2,419,617 | 2,342,639 | 2,335,910 | 535,013 | 22.9% | -3.8% |
| Municipal Court | 1,500,580 | 926,257 | 1,231,477 | 1,596,299 | 1,514,628 | 1,488,910 | 354,222 | 23.8% | 0.2% |
| Photo Infraction/Red Light/School Zone Enforcement | 1,332,546 | 768,908 | 765,151 | 789,539 | 793,105 | 820,000 | 177,858 | 21.7% | -8.1% |
| Penalties & Interest - Taxes | 62,567 | 27,530 | 41,957 | 33,779 | 34,907 | 27,000 | 2,933 | 10.9% | -8.8% |
| Miscellaneous/Interest/Other | 299,542 | 183,670 | 50,145 | 42,724 | 436,546 | 63,750 | 49,730 | 78.0% | 9.1% |
| Interest Earnings | 49,762 | 29,479 | 6,035 | 3,358 | 2,387 | 36,000 | 158 | 0.4% | -19.0% |
| Miscellaneous/Other | 249,781 | 154,192 | 44,110 | 39,367 | 434,159 | 27,750 | 49,572 | 178.6% | 14.8% |
| Interfund Transfers | 443,500 | 443,980 | 259,700 | 269,700 | 298,060 | 298,060 | 74,514 | 25.0% | -6.6% |
| Transfers In - Fund 101 Street O&M | 28,080 | 28,360 | - | - | 28,360 | 28,360 | 7,089 | 25.0% | 0.2% |
| Transfers In - Fund 102 Street Capital | 163,280 | 163,280 | - | - | - | - | - | n/a | -20.0% |
| Transfer In - Fund 401 SWM Operations | 252,140 | 252,340 | 259,700 | 269,700 | 269,700 | 269,700 | 67,425 | 25.0% | 1.4% |
| Subtotal Operating Revenues | 31,682,174 | 30,116,036 | 32,389,466 | 33,498,061 | 34,749,146 | 33,912,355 | 9,774,878 | 28.8% | 1.9% |
| <i>EXPENDITURES:</i> | | | | | | | | | |
| City Council | 91,945 | 93,597 | 99,617 | 97,927 | 85,530 | 97,600 | 28,808 | 29.5% | -1.4% |
| Legislative | 85,760 | 89,393 | 93,467 | 95,156 | 80,745 | 93,100 | 26,858 | 28.8% | -1.2% |
| Sister City | 6,185 | 4,204 | 6,150 | 2,771 | 4,784 | 4,500 | 1,950 | 43.3% | -4.5% |
| City Manager | 511,061 | 490,397 | 482,766 | 409,921 | 421,687 | 488,030 | 119,146 | 24.4% | -3.5% |
| Executive | 320,932 | 327,520 | 355,725 | 363,400 | 310,256 | 341,120 | 94,659 | 27.7% | -0.7% |
| Governmental Relations | 190,129 | 162,877 | 127,040 | 46,521 | 111,431 | 146,910 | 24,486 | 16.7% | -8.3% |
| Municipal Court | 1,351,946 | 1,429,939 | 1,596,425 | 1,679,120 | 1,721,223 | 1,738,190 | 410,218 | 23.6% | 5.5% |
| Judicial Services | 897,679 | 905,101 | 881,460 | 962,456 | 1,028,035 | 958,600 | 258,618 | 27.0% | 2.9% |
| Professional Services | 228,485 | 219,935 | 328,274 | 350,005 | 292,830 | 342,500 | 50,932 | 14.9% | 5.6% |
| Probation & Detention | 225,782 | 304,902 | 386,691 | 366,659 | 400,358 | 437,090 | 100,667 | 23.0% | 15.5% |
| Finance & Administrative Services | 3,144,327 | 3,229,080 | 3,574,503 | 3,353,185 | 3,322,082 | 3,015,380 | 1,369,030 | 45.4% | 1.1% |
| Finance | 1,070,180 | 1,116,076 | 1,261,533 | 1,208,779 | 1,194,573 | 1,225,400 | 292,381 | 23.9% | 2.3% |
| Information Technology | 1,063,071 | 1,073,605 | 1,155,848 | 986,962 | 851,501 | 830,350 | 222,660 | 26.8% | -4.0% |
| Human Resources & Safety | 492,250 | 490,886 | 477,791 | 478,017 | 490,739 | 496,000 | 118,851 | 24.0% | -0.1% |
| Risk Management | 518,825 | 548,514 | 679,331 | 679,428 | 785,270 | 463,630 | 735,138 | 158.6% | 10.3% |

| | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | Year 2014 | | YTD Actual as % of Budget | 5 Year Ave Change 2009-2013 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|---------------------------------|-----------------------------------|
| | | | | | | Budget | Actual YTD March | | |
| (001) GENERAL FUND - continued | | | | | | | | | |
| Legal | 1,424,993 | 1,404,412 | 1,511,178 | 1,407,092 | 1,249,436 | 1,408,700 | 302,337 | 21.5% | -2.5% |
| Legal | 1,016,379 | 1,098,101 | 1,218,883 | 1,186,678 | 991,955 | 1,215,790 | 272,569 | 22.4% | -0.5% |
| City Clerk | 297,010 | 306,311 | 144,986 | 133,408 | 124,707 | 122,910 | 29,768 | 24.2% | -11.6% |
| Election | 111,604 | - | 147,308 | 87,006 | 132,774 | 70,000 | - | 0.0% | 3.8% |
| Community & Economic Development | 2,400,933 | 2,208,234 | 2,145,108 | 2,036,213 | 2,219,754 | 2,219,650 | 424,897 | 19.1% | -1.5% |
| Code Enforcement | 170,905 | 239,550 | 255,437 | 276,269 | 282,706 | 291,760 | 68,286 | 23.4% | 13.1% |
| Planning | 806,750 | 747,322 | 793,082 | 822,696 | 680,926 | 683,900 | 142,898 | 20.9% | -3.1% |
| Building | 1,176,515 | 888,501 | 808,503 | 535,815 | 848,485 | 828,380 | 130,354 | 15.7% | -5.6% |
| Economic Development | 246,764 | 332,861 | 288,087 | 401,433 | 407,637 | 415,610 | 83,359 | 20.1% | 13.0% |
| Parks, Recreation & Community Services | 2,040,225 | 2,066,238 | 2,165,104 | 2,165,776 | 1,997,690 | 1,947,730 | 336,109 | 17.3% | -0.4% |
| Human Services | 470,278 | 512,573 | 510,489 | 445,958 | 376,008 | 402,450 | 11,049 | 2.7% | -4.0% |
| Administration | 206,632 | 205,359 | 204,221 | 209,047 | 196,770 | 195,160 | 47,881 | 24.5% | -1.0% |
| Recreation | 316,887 | 316,386 | 355,653 | 381,941 | 346,398 | 323,380 | 58,117 | 18.0% | 1.9% |
| Senior Services | 207,277 | 201,264 | 226,560 | 189,836 | 200,651 | 208,610 | 47,610 | 22.8% | -0.6% |
| Parks Facilities | 464,275 | 439,314 | 457,365 | 489,109 | 459,913 | 401,680 | 82,283 | 20.5% | -0.2% |
| Fort Steilacoom | 374,876 | 391,342 | 410,815 | 449,884 | 417,950 | 416,450 | 89,170 | 21.4% | 2.3% |
| Police | 19,064,039 | 19,032,395 | 19,265,013 | 19,297,759 | 19,844,706 | 19,844,505 | 4,768,240 | 24.0% | 0.8% |
| Command | 1,674,804 | 1,912,891 | 2,060,187 | 1,835,726 | 1,887,065 | 2,010,570 | 390,139 | 19.4% | 2.5% |
| Jail Service | 1,049,715 | 1,198,375 | 1,224,888 | 1,007,157 | 883,655 | 981,840 | 164,027 | 16.7% | -3.2% |
| Dispatch Services/SS911 | 2,375,705 | 2,413,447 | 2,456,743 | 2,424,764 | 2,440,224 | 1,941,055 | 526,064 | 27.1% | 0.5% |
| Investigations | 2,372,211 | 2,347,695 | 2,269,674 | 2,458,584 | 2,512,500 | 2,575,390 | 660,433 | 25.6% | 1.2% |
| Patrol | 5,991,591 | 5,897,524 | 6,327,816 | 6,586,617 | 6,553,810 | 6,985,330 | 1,631,650 | 23.4% | 1.9% |
| Special Units | 1,149,469 | 1,000,568 | 982,802 | 970,835 | 1,000,039 | 972,600 | 263,466 | 27.1% | -2.6% |
| SWAT | 60,586 | 103,957 | 101,258 | 102,896 | 106,189 | 95,830 | 29,309 | 30.6% | 15.1% |
| Crime Prevention | 1,079,277 | 897,543 | 461,566 | 511,007 | 848,470 | 988,200 | 210,481 | 21.3% | -4.3% |
| Contracted Services (Extra Duty, offset by Revenue) | 563,895 | 559,088 | 479,452 | 479,368 | 519,277 | 400,000 | 123,739 | 30.9% | -1.6% |
| Community Safety Resource Team (CSRT) | - | 314,446 | 357,680 | 367,392 | 394,263 | 371,070 | 104,526 | 28.2% | n/a |
| Training | 160,885 | 139,965 | 192,417 | 192,524 | 179,494 | 200,090 | 42,966 | 21.5% | 2.3% |
| Traffic Policing | 1,014,701 | 947,123 | 1,085,217 | 1,076,032 | 1,183,591 | 1,220,300 | 306,375 | 25.1% | 3.3% |
| Property Room | 260,317 | 252,958 | 274,835 | 275,746 | 309,188 | 285,080 | 67,377 | 23.6% | 3.8% |
| Reimbursements | 293,373 | 176,259 | 152,513 | 159,210 | 295,434 | 35,000 | 60,312 | 172.3% | 0.1% |
| Emergency Management | 69,048 | 64,453 | 52,430 | 48,505 | 4,464 | 15,300 | 1,050 | 6.9% | -18.7% |
| Animal Control | 308,906 | 306,555 | 276,732 | 293,566 | 280,929 | 316,850 | 76,549 | 24.2% | -1.8% |
| Road & Street/Camera Enforcement | 639,554 | 499,549 | 508,803 | 507,831 | 446,113 | 450,000 | 109,778 | 24.4% | -6.0% |

| | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | Year 2014 | | YTD Actual as % of Budget | 5 Year Ave Change 2009-2013 |
|--|---------------------|-----------------------|-----------------------|-------------------|-------------------|---------------------|---------------------|---------------------------------|-----------------------------------|
| | | | | | | Budget | Actual YTD March | | |
| (001) GENERAL FUND - continued | | | | | | | | | |
| Property Management | 880,409 | 906,932 | 873,542 | 844,314 | 862,862 | 940,120 | 173,060 | 18.4% | -0.4% |
| Fleet Management | 139,692 | 115,728 | 113,647 | 29,940 | 945 | 4,500 | 186 | 4.1% | -19.9% |
| Facilities Maintenance | 347,143 | 414,122 | 376,856 | 399,099 | 330,341 | 310,030 | 60,645 | 19.6% | -1.0% |
| City Hall Facility | 146,328 | 153,456 | 154,601 | 137,667 | 105,536 | 134,550 | 23,637 | 17.6% | -5.6% |
| Law Enforcement Facilities | 183,267 | 123,627 | 128,438 | 120,017 | 277,217 | 278,590 | 53,812 | 19.3% | 10.3% |
| Parking Facilities/Light Rail | 63,979 | 100,000 | 100,000 | 157,592 | 148,822 | 212,450 | 34,780 | 16.4% | 26.5% |
| Non-Dept - To Be Categorized | 393,735 | 487,277 | 520,106 | 586,421 | 509,815 | 505,170 | 77,753 | 15.4% | 5.9% |
| Commuter Trip Reduction | - | 1,409 | 3,824 | 6,422 | 3,681 | 10,000 | 2,072 | 20.7% | n/a |
| Other (affects many departments) | 272,724 | 155,051 | 189,203 | 250,232 | 185,893 | 177,500 | 65,811 | 37.1% | -6.4% |
| Liquor/Pollution Control | 44,012 | 41,548 | 40,808 | 41,496 | 34,334 | 34,000 | 9,869 | 29.0% | -4.4% |
| Debt Service | 77,000 | 289,270 | 286,270 | 288,270 | 285,908 | 283,670 | - | 0.0% | 54.3% |
| Interfund Transfers | - | - | 1,075,671 | 1,069,266 | 1,064,780 | 1,064,780 | 185,197 | 17.4% | n/a |
| Transfer to Fund 101 Street O&M | - | - | 1,041,221 | 1,032,826 | 1,029,780 | 1,029,780 | 150,197 | 14.6% | n/a |
| Transfer to Fund 102 Street Capital | - | - | 34,450 | 36,440 | 35,000 | 35,000 | 35,000 | 100.0% | n/a |
| Contributions to Reserve Funds | 822,819 | 687,821 | 777,820 | - | 920,300 | 920,300 | 230,073 | 25.0% | 2.4% |
| Contribution to Fund 501 Vehicle & Equip Reserves | 822,819 | 687,821 | 777,820 | - | 920,300 | 920,300 | 230,073 | 25.0% | 2.4% |
| Subtotal Operating Expenditures | 32,126,434 | 32,036,323 | 34,086,852 | 32,946,994 | 34,219,863 | 34,190,155 | 8,424,869 | 24.6% | 1.3% |
| OPERATING INCOME (LOSS) | \$ (444,260) | \$ (1,920,287) | \$ (1,697,386) | \$ 551,067 | \$ 529,283 | \$ (277,800) | \$ 1,350,009 | | -43.8% |
| <i>OTHER FINANCING SOURCES:</i> | | | | | | | | | |
| Grants, Donations/Contrib, 1-Time | 279,785 | 234,570 | 288,144 | 830,521 | 338,965 | 335,000 | 86,286 | 25.8% | 4.2% |
| Contributions/Donations | 52,673 | 51,157 | 61,531 | 72,034 | 39,773 | 35,000 | 4,946 | 14.1% | -4.9% |
| Intergovernmental | - | - | - | 581,260 | - | - | - | n/a | n/a |
| Loan Receipts | - | - | 125,817 | - | - | - | - | n/a | n/a |
| Proceeds from Sale of Assets/Capital Lease | 6,283 | - | - | - | - | - | - | n/a | -20.0% |
| Grants | 220,828 | 183,412 | 100,795 | 177,227 | 299,192 | 300,000 | 81,340 | 27.1% | 7.1% |
| Transfers In | 144,086 | 577,861 | 27,056 | 19,901 | 398,392 | - | - | n/a | 35.3% |
| Transfer In - Various Grant Funds | 172,827 | 577,861 | 24,323 | 16,025 | - | - | - | n/a | -20.0% |
| Transfer In - Fund 190 Grant Fund | (28,741) | - | - | - | - | - | - | n/a | -20.0% |
| Transfer In - Fund 195 Public Safety Grant Fund | - | - | - | 3,000 | - | - | - | n/a | n/a |
| Transfer In - Fund 301 General Governmental CIP | - | - | - | - | 398,392 | - | - | n/a | n/a |
| Transfer in - Fund 311 Sewer CIP | - | - | 2,733 | - | - | - | - | n/a | n/a |
| Transfer In - Fund 312 Sanitary Sewer Connection CIP | - | - | - | 876 | - | - | - | n/a | n/a |
| Subtotal Other Financing Sources | \$ 423,871 | \$ 812,431 | \$ 315,199 | \$ 850,422 | \$ 737,357 | \$ 335,000 | \$ 86,286 | 25.8% | 14.8% |

| | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | Year 2014 | | YTD Actual as % of Budget | 5 Year Ave Change 2009-2013 |
|---|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|---------------------|---------------------------------|-----------------------------------|
| | | | | | | Budget | Actual YTD March | | |
| (001) GENERAL FUND - continued | | | | | | | | | |
| <i>OTHER FINANCING USES:</i> | | | | | | | | | |
| Capital & Other 1-Time | 302,020 | 379,668 | 195,364 | 310,380 | 1,293,088 | 487,575 | 9,750 | 2.0% | 65.6% |
| Municipal Court | 7,738 | - | - | - | 34,039 | - | - | n/a | 68.0% |
| Finance & Administrative Services | 143,660 | 251,955 | 152,067 | 114,355 | 999,976 | 477,575 | 8,132 | 1.7% | 119.2% |
| Non-Dept - To Be Categorized | - | - | - | - | 36,000 | - | - | n/a | n/a |
| Legal/Clerk | - | 2,519 | - | - | 7,663 | - | 1,619 | n/a | n/a |
| Community Development | - | - | - | - | 101,673 | 10,000 | - | 0.0% | n/a |
| Parks, Recreation & Community Services | 110,410 | 100,000 | 7,900 | - | 79,034 | - | - | n/a | -5.7% |
| Police | 40,212 | 781 | 26,669 | 11,736 | 34,703 | - | - | n/a | -2.7% |
| Police-Donated Funds | - | 161 | 8,728 | - | - | - | - | n/a | n/a |
| Public Works/Property Management | - | 24,251 | - | 57,200 | - | - | - | n/a | n/a |
| Interfund Loans | - | - | - | 127,089 | - | - | - | n/a | n/a |
| Interfund Transfers | 3,112,235 | 230,038 | 165,000 | 30,739 | 8,179 | - | - | n/a | -19.9% |
| Transfer Out - Fund 102 Street Capital | 307,000 | - | - | - | 3,826 | - | - | n/a | -19.8% |
| Transfer Out - Fund 105 Property Abatement | - | - | - | - | - | - | - | n/a | n/a |
| Transfer Out - Fund 106 Public Art | - | - | - | - | 2,000 | - | - | n/a | n/a |
| Transfer Out - Fund 180 Narcotics Seizure | - | - | - | - | - | - | - | n/a | n/a |
| Transfer Out - Fund 182 Federal Seizure | - | 80,038 | - | - | - | - | - | n/a | n/a |
| Transfer Out - Fund 190 Grants | - | - | - | - | - | - | - | n/a | n/a |
| Transfer Out - Fund 192 OEA Grant | - | - | - | - | - | - | - | n/a | n/a |
| Transfer Out - Fund 195 Police Grants | - | - | - | - | 2,353 | - | - | n/a | n/a |
| Transfer Out - Fund 203 Police Facility Debt Svc | 141,185 | - | - | - | - | - | - | n/a | -20.0% |
| Transfer Out - Fund 301 General Gov't CIP | 2,550,000 | 150,000 | 50,000 | - | - | - | - | n/a | -20.0% |
| Transfer Out - Fund 401 Surface Water Mgmt | 12,049 | - | - | 22,065 | - | - | - | n/a | -20.0% |
| Transfer Out - Fund 501 Fleet & Equip Reserves | - | - | - | 8,674 | - | - | - | n/a | n/a |
| Transfer Out - Fund 502 City Hall Reserves | 102,000 | - | 115,000 | - | - | - | - | n/a | -20.0% |
| Contingency | - | - | - | - | - | 25,000 | - | 0.0% | n/a |
| Contingency | - | - | - | - | - | 25,000 | \$ - | 0.0% | n/a |
| Subtotal Other Financing Uses | \$ 3,414,255 | \$ 609,706 | \$ 360,364 | \$ 341,119 | \$ 1,301,267 | \$ 512,575 | \$ 9,750 | 1.9% | -12.4% |
| Total Revenues and Other Sources | | | | | | | | | |
| | \$ 32,106,045 | \$ 30,928,466 | \$ 32,704,666 | \$ 34,348,483 | \$ 35,486,503 | \$ 34,247,355 | \$ 9,861,164 | 28.8% | 2.1% |
| Total Expenditures and other Uses | | | | | | | | | |
| | \$ 35,540,688 | \$ 32,646,028 | \$ 34,447,216 | \$ 33,288,113 | \$ 35,521,130 | \$ 34,702,730 | \$ 8,434,619 | 24.3% | 0.0% |
| Beginning Fund Balance: | | | | | | | | | |
| | \$ 8,449,693 | \$ 5,015,050 | \$ 3,297,488 | \$ 1,554,938 | \$ 2,615,308 | \$ 1,737,361 | \$ 2,580,681 | 148.5% | -13.8% |
| Ending Fund Balance: | | | | | | | | | |
| | \$ 5,015,050 | \$ 3,297,488 | \$ 1,554,938 | \$ 2,615,308 | \$ 2,580,681 | \$ 1,281,986 | \$ 4,007,226 | 312.6% | -9.7% |
| Ending Fund Balance as a % of Operating Revenues | 15.8% | 10.9% | 4.8% | 7.8% | 7.4% | 3.78% | 41.00% | | |
| Reserve - Total Target 12% of Operating Revenues: | \$ 3,801,861 | \$ 3,613,924 | \$ 3,886,736 | \$ 4,019,767 | \$ 4,169,897 | 4,069,483 | 1,172,985 | | |
| 2% Contingency Reserves | \$ 633,643 | \$ 602,321 | \$ 647,789 | \$ 669,961 | \$ 694,983 | \$ 678,247 | \$ 195,498 | | |
| 5% General Fund Reserves | \$ 1,584,109 | \$ 1,505,802 | \$ 1,619,473 | \$ 1,674,903 | \$ 1,737,457 | 1,695,618 | 488,744 | | |
| 5% Strategic Reserves | \$ 1,584,109 | \$ 1,505,802 | \$ 1,619,473 | \$ 1,674,903 | \$ 1,737,457 | 1,695,618 | 488,744 | | |
| Unreserved / (12% Target Reserves Shortfall): | \$ 1,213,189 | \$ (316,437) | \$ (2,331,798) | \$ (1,404,460) | \$ (1,589,216) | (2,787,497) | 2,834,241 | | |

| | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | Year 2014 | | YTD Actual as % of Budget | 5 Year Ave Change 2009-2013 |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|---------------------------------|-----------------------------------|
| | | | | | | Budget | Actual YTD March | | |
| FUND 101 STREET OPERATIONS & MAINTENANCE | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | |
| Utility Tax | 754,880 | 680,143 | - | - | - | - | - | n/a | -20.0% |
| Franchise Fees | 246,337 | 252,545 | - | - | - | - | - | n/a | -20.0% |
| Permits | 70,486 | 73,020 | 48,486 | 99,092 | 60,733 | 48,500 | 7,147 | 14.7% | -2.8% |
| Engineering Review Fees | 1,600 | 200 | 850 | 3,400 | 300 | 1,000 | 50 | 5.0% | -16.3% |
| Motor Vehicle Fuel Tax | 926,995 | 894,867 | 860,093 | 843,743 | 858,750 | 790,000 | 197,129 | 25.0% | -1.5% |
| Interest Earnings | 7,214 | 3,152 | 283 | 28 | 5 | 100 | - | 0.0% | -20.0% |
| Transfer In From General Fund | - | - | 1,041,221 | 1,032,826 | 1,029,780 | 1,029,780 | 150,197 | 14.6% | n/a |
| Subtotal Operating Revenues | \$ 2,007,512 | \$ 1,903,927 | \$ 1,950,933 | \$ 1,979,089 | \$ 1,949,568 | \$ 1,869,380 | \$ 354,522 | 19.0% | -0.6% |
| <i>EXPENDITURES:</i> | | | | | | | | | |
| Street Lighting | 492,642 | 451,591 | 445,851 | 450,903 | 491,047 | 454,400 | 85,892 | 18.9% | -0.1% |
| Traffic Control Devices | 488,366 | 492,992 | 542,803 | 493,295 | 569,775 | 411,700 | 92,260 | 22.4% | 3.3% |
| Snow & Ice Response | 30,099 | 66,459 | 29,896 | 82,009 | 38,209 | 15,850 | 13,719 | 86.6% | 5.4% |
| Road & Street Preservation | 1,819,132 | 924,135 | 1,049,616 | 1,110,566 | 1,059,286 | 1,236,190 | 249,724 | 20.2% | -8.4% |
| Transfer Out - Fund 001 General Admin Support | 28,080 | 28,360 | - | - | 28,360 | 28,360 | 7,089 | 25.0% | 0.2% |
| Contribution to Fleet & Equipment Reserves | 56,522 | 116,101 | 100,000 | - | 100 | 100 | 100 | 100.0% | -20.0% |
| Subtotal Operating Expenditures | \$ 2,914,841 | \$ 2,079,639 | \$ 2,168,166 | \$ 2,136,773 | \$ 2,186,777 | \$ 2,146,600 | \$ 448,785 | 20.9% | -5.0% |
| OPERATING INCOME (LOSS) | \$ (907,328) | \$ (175,711) | \$ (217,233) | \$ (157,684) | \$ (237,209) | \$ (277,220) | \$ (94,263) | | -14.8% |
| <i>OTHER FINANCING SOURCES:</i> | | | | | | | | | |
| Grants | 707,672 | - | 9,117 | 30,471 | - | - | - | n/a | -20.0% |
| Donations/Contributions | 20,745 | - | - | - | - | - | 146 | n/a | -20.0% |
| Proceeds from Sale of Assets/Capital Lease | 47,369 | - | 67,057 | 70,600 | 93,944 | 25,000 | 7,568 | 30.3% | 19.7% |
| Judgments, Settlements/Miscellaneous | 1,728 | 1,620 | 10,186 | 10,924 | 14,341 | 326,550 | 3,579 | 1.1% | 145.9% |
| Transfer In - Fund 002 Street Capital | 5,000 | - | - | 134,552 | 56,000 | - | - | n/a | 204.0% |
| Transfer In - Fund 401 Surface Water Mgmt | 47,173 | - | 11,379 | 6,325 | - | - | - | n/a | -20.0% |
| Subtotal Other Financing Sources | \$ 829,687 | \$ 1,620 | \$ 97,739 | \$ 252,872 | \$ 164,286 | \$ 351,550 | \$ 11,293 | 3.2% | -16.0% |
| <i>OTHER FINANCING USES:</i> | | | | | | | | | |
| Grants | 707,672 | - | 9,117 | 30,471 | - | - | - | n/a | -20.0% |
| Building, Vehicles, Equipment | 114,690 | 35,885 | 82,767 | 6,432 | - | 59,330 | - | 0.0% | -20.0% |
| Construction - Traffic Control | 74,080 | 99,820 | 18,214 | 42,779 | - | 15,000 | - | 0.0% | -20.0% |
| Subtotal Other Financing Uses | \$ 896,442 | \$ 135,705 | \$ 110,098 | \$ 79,682 | \$ - | \$ 74,330 | \$ - | 0.0% | -20.0% |
| Total Revenues and Other Sources | \$ 2,837,200 | \$ 1,905,547 | \$ 2,048,672 | \$ 2,231,961 | \$ 2,113,854 | \$ 2,220,930 | \$ 365,816 | 16.5% | -5.1% |
| Total Expenditures and other Uses | \$ 3,811,283 | \$ 2,215,343 | \$ 2,278,264 | \$ 2,216,455 | \$ 2,186,777 | \$ 2,220,930 | \$ 448,785 | 20.2% | -8.5% |
| Beginning Fund Balance: | \$ 1,653,858 | \$ 679,775 | \$ 369,978 | \$ 140,386 | \$ 155,892 | \$ 155,892 | \$ 82,969 | 53.2% | -18.1% |
| Ending Fund Balance: | \$ 679,775 | \$ 369,978 | \$ 140,386 | \$ 155,892 | \$ 82,969 | \$ 155,892 | \$ (0) | 0.0% | -17.6% |
| Ending Fund Balance as a % of Operating Revenues | 33.9% | 19.4% | 15.4% | 16.5% | 9.0% | 18.6% | 0.00% | | |
| Reserve - Total Target 12% of Operating Revenues: | \$ 240,901 | \$ 228,471 | \$ 109,165 | \$ 113,552 | \$ 110,375 | 100,752 | 24,519 | | |
| 2% Contingency Reserves | \$ 40,150 | \$ 38,079 | \$ 18,194 | \$ 18,925 | \$ 18,396 | \$ 16,792 | \$ 4,087 | | |
| 5% General Fund Reserves | \$ 100,376 | \$ 95,196 | \$ 45,486 | \$ 47,313 | \$ 45,989 | 41,980 | 10,216 | | |
| 5% Strategic Reserves | \$ 100,376 | \$ 95,196 | \$ 45,486 | \$ 47,313 | \$ 45,989 | 41,980 | 10,216 | | |
| Unreserved / (12% Target Reserves Shortfall): | \$ 438,873 | \$ 141,507 | \$ 31,221 | \$ 42,341 | \$ (27,406) | 55,140 | (24,519) | | |

| | 2009 | 2010 | 2011 | 2012 | 2013 | Year 2014 | |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|-------------------|
| | Actual | Actual | Actual | Actual | Actual | Budget | Actual YTD March |
| FUND 102 STREET CAPITAL | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Utility Tax | 61,950 | 62,570 | - | - | - | - | - |
| Real Estate Excise Tax | 997,645 | 631,619 | 561,659 | 621,821 | 1,151,297 | 600,000 | 200,889 |
| Solid Waste Recycling Licenses & Permits | 6,700 | 2,300 | 100 | - | 1,600 | - | 1,300 |
| Tacoma Power | 135,237 | 139,226 | - | - | - | - | - |
| Motor Vehicle Fuel Tax | 369,502 | 372,861 | 351,306 | 344,627 | 350,757 | 335,000 | 80,517 |
| City Assistance | - | - | - | - | - | - | - |
| Intergovernmental | 137,824 | 679,622 | 354 | - | - | - | - |
| Engineering Services | - | - | - | - | 9,144 | - | - |
| Interest Earnings | 14,492 | 9,868 | 442 | 83 | 139 | 2,570 | 18 |
| Grants | 1,140,951 | 4,452,055 | 2,620,519 | 6,401,471 | 2,891,751 | 10,082,000 | 87,938 |
| Donations/Contributions | 33,662 | 111,344 | 31,267 | 161,446 | 234,253 | - | - |
| Proceeds from Sale of Assets/Capital Lease | - | 750 | - | 52,886 | 1,500 | - | - |
| Judgments, Settlements/Miscellaneous | 3,251 | 264 | - | - | 15 | 100,000 | - |
| Transfer In From 001 General Fund | 307,000 | - | 34,450 | 36,440 | 38,826 | 35,000 | 35,000 |
| Transfer In - Fund 190 Grant | - | - | 2,059 | - | - | - | - |
| Transfer In - Fund 401 Surface Water Mgmt | 479,669 | 1,611,330 | 395,949 | 704,882 | 108,004 | 200,000 | - |
| Total Revenue | \$ 3,687,883 | \$ 8,073,808 | \$ 3,998,104 | \$ 8,323,657 | \$ 4,787,286 | \$ 11,354,570 | \$ 405,663 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Capital Projects | 4,813,002 | 8,554,433 | 3,993,890 | 8,286,000 | 4,253,248 | 10,937,810 | 330,559 |
| Vehicle and Equipment | 74,398 | 66,898 | - | - | - | - | - |
| Transfer Out - Fund 001 General Admin Support | 163,280 | 122,460 | - | - | - | - | - |
| Transfer Out - Fund 001 General Fund | - | 40,820 | - | - | - | - | - |
| Transfer Out - Fund 101 Street O&M | 5,000 | - | - | 134,552 | 56,000 | - | - |
| Transfer Out - Fund 351 LID Capital | - | - | - | - | - | - | - |
| Transfer Out - Fund 401 Surface Water Mgmt | - | 38,500 | - | - | 300,000 | 300,000 | - |
| Total Expenditures | \$ 5,055,680 | \$ 8,823,112 | \$ 3,993,890 | \$ 8,420,553 | \$ 4,609,248 | \$ 11,237,810 | \$ 330,559 |
| Beginning Fund Balance: | \$ 2,872,868 | \$ 1,505,070 | \$ 755,767 | \$ 759,981 | \$ 663,085 | \$ 638,575 | \$ 841,124 |
| Ending Fund Balance: | 1,505,070 | 755,767 | 759,981 | 663,085 | 841,124 | 755,335 | 916,228 |

| | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | Year 2014 | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| | | | | | | Budget | Actual YTD March |
| FUND 104 HOTEL/MOTEL LODGING TAX | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Special Hotel/Motel Lodging Tax | 344,044 | 400,243 | 375,170 | 341,154 | 383,578 | 315,000 | 81,642 |
| Transient Rental income Tax | 137,617 | 160,098 | 150,069 | 145,555 | 153,431 | 115,000 | 32,657 |
| Interest Earnings | 4,796 | 1,936 | 2,145 | 1,074 | 1,093 | - | 442 |
| Total Revenues | \$ 486,457 | \$ 562,277 | \$ 527,383 | \$ 487,782 | \$ 538,102 | \$ 430,000 | \$ 114,740 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Administration | 64,344 | 33,122 | 30,381 | 35,877 | 34,359 | 34,500 | 3 |
| Lodging Tax Programs | 441,747 | 404,674 | 476,715 | 476,653 | 506,186 | 464,500 | 31,124 |
| Transfer Out - Fund 190 Grant | 149,450 | - | - | - | - | - | - |
| Total Expenditures | \$ 655,542 | \$ 437,796 | \$ 507,096 | \$ 512,530 | \$ 540,545 | \$ 499,000 | \$ 31,127 |
| Beginning Fund Balance: | \$ 986,881 | \$ 817,795 | \$ 942,277 | \$ 962,564 | \$ 937,817 | \$ 870,097 | \$ 935,374 |
| Ending Fund Balance: | \$ 817,795 | \$ 942,277 | \$ 962,564 | \$ 937,817 | \$ 935,374 | \$ 801,097 | \$ 1,018,988 |
| FUND 105 PROPERTY ABATEMENT | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Abatement Charges | 25,198 | 119,774 | 52,723 | 95,069 | - | 50,000 | 16,550 |
| Interest Earnings | 788 | 5,949 | 3,236 | 1,497 | 146 | - | 19 |
| Total Revenues | \$ 25,985 | \$ 125,723 | \$ 55,959 | \$ 96,566 | \$ 146 | \$ 50,000 | \$ 16,569 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Abatement | 93,282 | 15,005 | 68,025 | 50,114 | 16,902 | 100,000 | 1,993 |
| Total Expenditures | \$ 93,282 | \$ 15,005 | \$ 68,025 | \$ 50,114 | \$ 16,902 | \$ 100,000 | \$ 1,993 |
| Beginning Fund Balance: | \$ 177,120 | \$ 109,823 | \$ 220,541 | \$ 208,475 | \$ 254,927 | \$ 219,927 | \$ 238,171 |
| Ending Fund Balance: | \$ 109,823 | \$ 220,541 | \$ 208,475 | \$ 254,927 | \$ 238,171 | \$ 169,927 | \$ 252,746 |
| FUND 106 PUBLIC ART | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Interest Earnings | - | - | - | - | 1 | - | 1 |
| Facilities Rental | - | - | - | - | 10,000 | 5,000 | 5,000 |
| Transfer In - Fund 001 General | - | - | - | - | 2,000 | - | - |
| Total Revenues | \$ - | \$ - | \$ - | \$ - | \$ 12,001 | \$ 5,000 | \$ 5,001 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Public Art | - | - | - | - | - | 5,000 | - |
| Total Expenditures | \$ - | \$ 5,000 | \$ - |
| Beginning Fund Balance: | \$ - | \$ 5,000 | \$ 12,001 |
| Ending Fund Balance: | \$ - | \$ - | \$ - | \$ - | \$ 12,001 | \$ 5,000 | \$ 17,002 |

| | 2009 | 2010 | 2011 | 2012 | 2013 | Year 2014 | |
|---|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Actual | Actual | Actual | Actual | Budget | Actual YTD March |
| FUND 180 NARCOTICS SEIZURE | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Share of Forfeited Property | - | - | - | 21,942 | 30,745 | - | 20,907 |
| John School | - | - | - | - | - | - | - |
| Restitution/Settlements | 3,645 | - | (2,468) | 117,419 | - | - | - |
| Interest Earnings | 1,974 | 845 | 1,395 | 858 | 844 | 1,660 | 328 |
| Interfund Rent | - | 42,000 | 42,000 | 42,000 | 3,500 | 42,000 | - |
| Forfeitures | 293,998 | 55,686 | 264,623 | 110,866 | 110,664 | 281,340 | 2,101 |
| Proceeds From Sale of Land | - | - | - | - | 514,181 | - | - |
| Transfer In - Fund 001 General | - | - | - | - | - | - | - |
| Total Revenues | \$ 299,618 | \$ 98,531 | \$ 305,551 | \$ 293,085 | \$ 659,935 | \$ 325,000 | \$ 23,335 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Investigations | 127,785 | 117,315 | 128,496 | 151,650 | 165,290 | 240,000 | 66,132 |
| Interfund Loan Interest | - | - | - | 1,070 | - | 10,000 | - |
| Capital Purchases | - | - | - | - | 124,268 | - | 38 |
| Transfer Out - Fund 181 Felony Seizures | 242,913 | 201,460 | - | - | - | - | - |
| Transfer Out - Fund 301 General Govt CIP | - | - | - | - | - | - | - |
| Total Expenditures | \$ 370,698 | \$ 318,775 | \$ 128,496 | \$ 152,720 | \$ 289,558 | \$ 250,000 | \$ 66,169 |
| Beginning Fund Balance: | \$ 381,702 | \$ 310,621 | \$ 90,377 | \$ 267,432 | \$ 407,797 | \$ 223,457 | \$ 778,174 |
| Ending Fund Balance: | \$ 310,622 | \$ 90,377 | \$ 267,432 | \$ 407,797 | \$ 778,174 | \$ 298,457 | \$ 735,339 |
| FUND 181 FELONY SEIZURE | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| John School | 150 | 700 | - | - | - | - | - |
| Interest Earnings | 496 | 447 | 290 | 124 | 117 | 200 | (32) |
| Forfeitures | (1,976) | 8,380 | - | 4,419 | 4,250 | 9,800 | - |
| Transfer In From Fund 180 Narcotics Seizure | 242,913 | 201,460 | - | - | - | - | - |
| Total Revenues | \$ 241,582 | \$ 210,988 | \$ 290 | \$ 4,544 | \$ 4,367 | \$ 10,000 | \$ (32) |
| <i>EXPENDITURES:</i> | | | | | | | |
| Investigations | 12,475 | 7,370 | 13,186 | 10,620 | 9,166 | 20,000 | 1,001 |
| Capital Purchases | 258,183 | - | - | - | 49,108 | - | - |
| Total Expenditures | \$ 270,659 | \$ 7,370 | \$ 13,186 | \$ 10,620 | \$ 58,274 | \$ 20,000 | \$ 1,001 |
| Beginning Fund Balance: | \$ - | \$ (29,076) | \$ 174,541 | \$ 161,645 | \$ 155,569 | \$ 97,319 | \$ 101,662 |
| Ending Fund Balance: | \$ (29,076) | \$ 174,542 | \$ 161,645 | \$ 155,569 | \$ 101,662 | \$ 87,319 | \$ 100,629 |

| | 2009 | 2010 | 2011 | 2012 | 2013 | Year 2014 | |
|--|---------------------|---------------------|---------------------|-------------------|-------------------|---------------------|-------------------|
| | Actual | Actual | Actual | Actual | Actual | Budget | Actual YTD March |
| FUND 182 FEDERAL SEIZURE | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Share of Forfeited Property | - | 8,469 | 76,711 | - | 6,260 | 69,520 | 15,277 |
| Interest Earnings | - | 50 | 162 | 82 | 24 | - | 4 |
| Transfer In - Fund 001 General | - | 80,038 | - | - | - | - | - |
| Total Revenues | \$ - | \$ 88,557 | \$ 76,873 | \$ 82 | \$ 6,284 | \$ 69,520 | \$ 15,281 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Crime Prevention | - | - | 35,781 | 23,316 | 11,915 | 69,520 | 5,685 |
| Transfer Out - Fund | - | - | - | 33,160 | - | - | - |
| Transfer Out - Fund | - | - | - | 27,384 | - | - | - |
| Total Expenditures | \$ - | \$ - | \$ 35,781 | \$ 83,859 | \$ 11,915 | \$ 69,520 | \$ 5,685 |
| Beginning Fund Balance: | \$ - | \$ - | \$ 88,557 | \$ 129,649 | \$ 45,871 | \$ - | \$ 40,240 |
| Ending Fund Balance: | \$ - | \$ 88,557 | \$ 129,649 | \$ 45,871 | \$ 40,240 | \$ - | \$ 49,836 |
| FUND 190 GRANTS | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Grants | 1,598,555 | 1,189,732 | 1,204,098 | 955,382 | 841,130 | 479,000 | 74,369 |
| Home Program | 9,595 | - | 555,432 | - | - | 210,000 | - |
| Interest Earnings | 268 | - | 2,212 | 2,401 | 565 | - | 588 |
| Miscellaneous Revenue | - | - | 11 | - | 120 | - | 12,056 |
| Loan Proceeds-CDBG Major Repair | - | 388 | - | - | - | - | - |
| Transfer In - Fund 001 General | - | - | - | - | - | - | - |
| Transfer In - Fund 301 General Govt CIP | 334,308 | - | - | - | - | - | - |
| Transfer In - Fund 104 Hotel/Motel Tax | 149,450 | - | - | - | - | - | - |
| Total Revenues | \$ 2,092,176 | \$ 1,190,120 | \$ 1,761,753 | \$ 957,783 | \$ 841,815 | \$ 689,000 | \$ 87,013 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Grants | 1,860,985 | 1,157,300 | 1,295,972 | 947,058 | 850,269 | 1,773,390 | 94,092 |
| Transfer Out - Fund 001 General | (28,741) | - | - | - | - | - | - |
| Transfer Out - Fund 102 Street Capital | - | - | 2,059 | - | - | - | - |
| Transfer Out - Fund 311 Sewer Capital | - | 13,477 | 242,604 | - | - | - | - |
| Transfer Out - Fund 401 Surface Water Mgmt | - | 12,792 | 198,671 | 4,834 | - | - | - |
| Total Expenditures | \$ 1,832,244 | \$ 1,183,569 | \$ 1,739,306 | \$ 951,892 | \$ 850,269 | \$ 1,773,390 | \$ 94,092 |
| Beginning Fund Balance: | \$ 554,901 | \$ 814,833 | \$ 821,384 | \$ 843,831 | \$ 849,722 | \$ 2,703,892 | \$ 841,268 |
| Ending Fund Balance: | \$ 814,833 | \$ 821,384 | \$ 843,831 | \$ 849,722 | \$ 841,268 | \$ 1,619,502 | \$ 834,188 |

| | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | Year 2014 | |
|--|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | | | | Budget | Actual YTD March |
| FUND 191 NEIGHBORHOOD STABILIZATION PROGRAM | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Grant-NSP 1 | - | 345,240 | 293,609 | 152,542 | 34,679 | - | 58,103 |
| Grant-NSP 3 | - | - | 331,234 | 130,527 | 165,095 | - | 96,032 |
| Abatement Charges | - | - | - | - | - | - | - |
| Abatement Interest | - | - | 13,561 | 855 | - | - | - |
| Total Revenues | \$ - | \$ 345,240 | \$ 638,403 | \$ 283,924 | \$ 199,774 | \$ - | \$ 154,135 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Grant-NSP 1 | - | 345,239 | 139,471 | 149,751 | 34,679 | - | 58,103 |
| Grant-NSP 3 | - | - | 331,234 | 132,096 | 163,526 | - | 96,032 |
| Total Expenditures | \$ - | \$ 345,239 | \$ 470,705 | \$ 281,848 | \$ 198,205 | \$ - | \$ 154,135 |
| Beginning Fund Balance: | \$ - | \$ - | \$ 1 | \$ 167,699 | \$ 169,776 | \$ 171,345 | \$ 171,345 |
| Ending Fund Balance: | \$ - | \$ 1 | \$ 167,699 | \$ 169,776 | \$ 171,345 | \$ 171,345 | \$ 171,345 |
| FUND 192 OFFICE OF ECONOMIC ADJUSTMENT | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Grants | 303,027 | 1,219,197 | 176,249 | 294,834 | 189,961 | - | 45,183 |
| Partner Participation | - | - | 32,500 | 32,500 | 30,000 | 660,363 | 130,000 |
| Total Revenues | \$ 303,027 | \$ 1,219,197 | \$ 208,749 | \$ 327,334 | \$ 219,961 | \$ 660,363 | \$ 175,183 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Grants | 278,165 | 1,219,198 | 193,991 | 309,574 | 223,826 | 660,363 | 60,034 |
| Transfer To Fund 001 General | 24,862 | - | - | - | - | - | - |
| Total Expenditures | \$ 303,027 | \$ 1,219,198 | \$ 193,991 | \$ 309,574 | \$ 223,826 | \$ 660,363 | \$ 60,034 |
| Beginning Fund Balance: | \$ - | \$ (0) | \$ (1) | \$ 14,757 | \$ 32,517 | \$ 12,517 | \$ 28,652 |
| Ending Fund Balance: | \$ (0) | \$ (1) | \$ 14,757 | \$ 32,517 | \$ 28,652 | \$ 12,517 | \$ 143,801 |
| FUND 193 POLICE AMERICAN REINVESTMENT RECOVERY ACT (ARRA) GRANT | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Grants | 139,053 | 540,183 | 315,778 | 418,911 | - | - | - |
| Total Revenues | \$ 139,053 | \$ 540,183 | \$ 315,778 | \$ 418,911 | \$ - | \$ - | \$ - |
| <i>EXPENDITURES:</i> | | | | | | | |
| Grants | 39,032 | 57,303 | 315,377 | 402,886 | - | 300 | - |
| Transfer Out - Fund 001 General | 105,013 | 478,290 | - | 16,025 | 0 | - | - |
| Total Expenditures | \$ 144,044 | \$ 535,593 | \$ 315,377 | \$ 418,911 | \$ 0 | \$ 300 | \$ - |
| Beginning Fund Balance: | \$ - | \$ (4,991) | \$ (401) | \$ 0 | \$ 0 | \$ 300 | \$ - |
| Ending Fund Balance: | \$ (4,991) | \$ (401) | \$ 0 | \$ 0 | \$ 0 | \$ - | \$ - |

| | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | Year 2014 | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| | | | | | | Budget | Actual YTD March |
| FUND 195 PUBLIC SAFETY GRANTS | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Grants | 225,368 | 487,356 | 522,304 | 458,874 | 384,752 | 278,200 | 20,403 |
| Transfer In - Fund 001 General | - | - | - | - | 2,353 | - | - |
| Total Revenues | \$ 225,368 | \$ 487,356 | \$ 522,304 | \$ 458,874 | \$ 387,105 | \$ 278,200 | \$ 20,403 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Grants | 178,180 | 362,449 | 525,258 | 455,874 | 389,399 | 277,140 | 21,324 |
| Transfer Out - Fund 001 General | 42,952 | 99,571 | 24,323 | 3,000 | - | - | - |
| Total Expenditures | \$ 221,132 | \$ 462,020 | \$ 549,581 | \$ 458,874 | \$ 389,399 | \$ 277,140 | \$ 21,324 |
| Beginning Fund Balance: | \$ - | \$ 4,235 | \$ 29,571 | \$ 2,294 | \$ 2,294 | \$ 5,934 | \$ - |
| Ending Fund Balance: | \$ 4,235 | \$ 29,571 | \$ 2,294 | \$ 2,294 | \$ - | \$ 6,994 | \$ (921) |
| FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Interest | 1,646 | 278 | 125 | 52 | 34 | - | 0 |
| Assessments | 777,533 | 322,786 | 313,304 | 303,823 | 294,341 | 288,470 | - |
| Transfer In From Fund 351 LID Capital | - | - | - | - | - | - | - |
| Total Revenues | \$ 779,179 | \$ 323,064 | \$ 313,429 | \$ 303,875 | \$ 294,375 | \$ 288,470 | \$ 0 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Principal & Interest - Combined LID 1101/1103 | 661,163 | 273,629 | 225,764 | 214,459 | 213,296 | 212,874 | - |
| Principal & Interest - LID 1108 | 96,013 | 93,241 | 115,019 | 87,697 | 84,925 | 75,596 | - |
| Total Expenditures | \$ 757,175 | \$ 366,870 | \$ 340,783 | \$ 302,156 | \$ 298,221 | \$ 288,470 | \$ - |
| Beginning Fund Balance: | \$ 51,433 | \$ 73,436 | \$ 29,630 | \$ 2,276 | \$ 3,995 | \$ 3,995 | \$ 149 |
| Ending Fund Balance: | \$ 73,436 | \$ 29,630 | \$ 2,276 | \$ 3,995 | \$ 149 | \$ 3,995 | \$ 149 |
| FUND 203 POLICE FACILITY DEBT SERVICE | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Interest Earnings | 279 | - | - | - | - | - | - |
| Transfer In From Fund 001 General | 141,185 | - | - | - | - | - | - |
| Total Revenues | \$ 141,464 | \$ - | \$ - |
| <i>EXPENDITURES:</i> | | | | | | | |
| Principal & Interest - | 141,464 | - | - | - | - | - | - |
| Total Expenditures | \$ 141,464 | \$ - | \$ - |
| Beginning Fund Balance: | \$ - | \$ - |
| Ending Fund Balance: | \$ - | \$ - |

| | 2009 | 2010 | 2011 | 2012 | 2013 | Year 2014 | |
|--|---------------------|-------------------|-------------------|---------------------|-------------------|-------------------|-------------------|
| | Actual | Actual | Actual | Actual | Actual | Budget | Actual YTD March |
| FUND 204 SEWER PROJECT DEBT SERVICE | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Sewer Charges | 376,081 | 435,027 | 500,489 | 555,947 | 616,257 | 540,000 | 104,642 |
| Interest Earnings | 2,609 | 1,751 | 1,976 | 2,170 | 4,293 | - | 1,422 |
| Sanitary Side Sewer Connection Home Loan Repayment | - | - | - | 2,403 | 19,234 | - | 2,473 |
| Total Revenues | \$ 378,690 | \$ 436,778 | \$ 502,465 | \$ 560,520 | \$ 639,784 | \$ 540,000 | \$ 108,537 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Principal & Interest | 92,176 | 248,389 | 408,902 | 462,533 | 460,725 | 458,436 | - |
| Transfer To Fund 311 Sewer Capital | - | - | - | 750,000 | - | - | - |
| Total Expenditures | \$ 92,176 | \$ 248,389 | \$ 408,902 | \$ 1,212,533 | \$ 460,725 | \$ 458,436 | \$ - |
| Beginning Fund Balance: | \$ 412,736 | \$ 699,250 | \$ 887,639 | \$ 981,203 | \$ 329,191 | \$ 408,457 | \$ 508,250 |
| Ending Fund Balance: | \$ 699,250 | \$ 887,639 | \$ 981,203 | \$ 329,191 | \$ 508,250 | \$ 490,021 | \$ 616,787 |
| FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Interest Earnings | 1,883 | 915 | 670 | 307 | 1,075 | - | 562 |
| Total Revenues | \$ 1,883 | \$ 915 | \$ 670 | \$ 307 | \$ 1,075 | \$ - | \$ 562 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Total Expenditures | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Beginning Fund Balance: | \$ 387,009 | \$ 388,892 | \$ 389,807 | \$ 390,476 | \$ 390,783 | \$ 390,783 | \$ 391,858 |
| Ending Fund Balance: | \$ 388,892 | \$ 389,807 | \$ 390,476 | \$ 390,783 | \$ 391,858 | \$ 390,783 | \$ 392,420 |
| FUND 301 GENERAL GOVERNMENT CAPITAL | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Interest Earnings | (601) | 2,794 | 488 | 322 | 276 | - | 0 |
| Contributions/Donations | - | 5,000 | 100,000 | - | - | - | - |
| GO Bond Proceeds | 2,742,361 | - | - | - | - | - | - |
| Transfer In From Fund 001 General | 2,550,000 | 150,000 | 50,000 | - | - | - | - |
| Transfer In From Fund 180 Narcotics Seizure | - | - | - | - | - | - | - |
| Total Revenues | \$ 5,291,760 | \$ 157,794 | \$ 150,488 | \$ 322 | \$ 276 | \$ - | \$ 0 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Capital | 4,172,124 | 269,094 | 31,721 | - | - | - | - |
| Transfer to Fund 001 General Fund | - | - | - | - | 398,392 | - | - |
| Transfer To Fund 190 | 334,308 | - | - | - | - | - | - |
| Transfer To Fund 311 | - | - | - | - | - | - | - |
| Transfer To Fund 502 City Hall Services | - | 115,000 | - | - | - | - | - |
| Total Expenditures | \$ 4,506,432 | \$ 384,094 | \$ 31,721 | \$ - | \$ 398,392 | \$ - | \$ - |
| Beginning Fund Balance: | \$ (279,725) | \$ 505,602 | \$ 279,303 | \$ 398,070 | \$ 398,392 | \$ - | \$ 276 |
| Ending Fund Balance: | \$ 505,602 | \$ 279,303 | \$ 398,070 | \$ 398,392 | \$ 276 | \$ - | \$ 276 |

| | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | Year 2014 | |
|---|---------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|
| | | | | | | Budget | Actual YTD March |
| FUND 311 SEWER CAPITAL PROJECT | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Grants | 741,551 | 1,656,811 | 672,769 | - | - | - | - |
| Charges for Services & Fees | 58,125 | - | - | - | - | - | - |
| Interest Earnings | 8,875 | 2,574 | 111 | 335 | 153 | - | (29) |
| Contributions/Donations | 227,441 | 12,060 | 44,160 | 21,514 | - | - | - |
| Public Works Trust Fund Loan | 2,500,000 | 2,078,000 | 1,262,000 | - | - | 185,650 | - |
| Transfer In From Fund 190 Grants | - | 13,477 | 242,604 | - | - | - | - |
| Transfer In From Fund 301 General Gov't CIP | - | - | - | - | - | - | - |
| Transfer In From Fund 401 Surface Water Mgmt | 134,594 | - | 194,300 | - | - | - | - |
| Transfer In From Fund 204 Sewer Project Debt | - | - | - | 750,000 | - | - | - |
| Total Revenues | \$ 3,670,587 | \$ 3,762,921 | \$ 2,415,945 | \$ 771,849 | \$ 153 | \$ 185,650 | \$ (29) |
| <i>EXPENDITURES:</i> | | | | | | | |
| Capital | 3,400,812 | 5,552,073 | 2,417,988 | 613,553 | 63,947 | 184,830 | 2,204 |
| Transfer To Fund 001 General | - | - | 2,733 | - | - | - | - |
| Total Expenditures | \$ 3,400,812 | \$ 5,552,073 | \$ 2,420,721 | \$ 613,553 | \$ 63,947 | \$ 184,830 | \$ 2,204 |
| Beginning Fund Balance: | \$ 1,555,859 | \$ 1,825,634 | \$ 36,483 | \$ 31,706 | \$ 190,002 | \$ 190,972 | \$ 126,208 |
| Ending Fund Balance: | \$ 1,825,634 | \$ 36,483 | \$ 31,706 | \$ 190,002 | \$ 126,208 | \$ 191,792 | \$ 123,975 |
| FUND 312 SANITARY SEWER CONNECTION CAPITAL | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Sewer Availability Charge | - | - | - | 238,686 | 378,932 | 372,530 | 21,705 |
| Interest Earnings | - | - | - | - | 489 | - | 286 |
| Proceeds From Lien | - | - | - | - | 4,196 | - | 826 |
| Total Revenues | \$ - | \$ - | \$ - | \$ 238,686 | \$ 383,617 | \$ 372,530 | \$ 22,817 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Capital | - | - | - | 56,821 | 44,795 | 92,290 | 7,193 |
| Transfer To Fund | - | - | - | 876 | - | - | - |
| Total Expenditures | \$ - | \$ - | \$ - | \$ 57,697 | \$ 44,795 | \$ 92,290 | \$ 7,193 |
| Beginning Fund Balance: | \$ - | \$ - | \$ - | \$ - | \$ 180,989 | \$ 360,949 | \$ 519,811 |
| Ending Fund Balance: | \$ - | \$ - | \$ - | \$ 180,989 | \$ 519,811 | \$ 641,189 | \$ 535,434 |

| | 2009 Actual | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | Year 2014 | |
|--|----------------------|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | | | | | Budget | Actual YTD March |
| FUND 401 SURFACE WATER MANAGEMENT | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Charges for Services & Fees | 2,847,354 | 2,650,221 | 2,718,958 | 2,732,964 | 2,720,766 | 2,662,340 | 244,032 |
| Interest Earnings | 89,895 | 68,096 | 77,747 | 24,183 | 24,555 | 19,300 | 606 |
| Subtotal Operating Revenues | \$ 2,937,249 | \$ 2,718,317 | \$ 2,796,705 | \$ 2,757,147 | \$ 2,745,321 | \$ 2,681,640 | \$ 244,638 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Geographical Information Services | - | - | - | - | 26,562 | - | 6,388 |
| Storm Drainage | 1,730,416 | 1,341,511 | 1,930,105 | 1,815,233 | 1,774,893 | 2,409,480 | 322,370 |
| Transfer to Fund 001 General Admin Support | 252,140 | 252,340 | 259,700 | 269,700 | 269,700 | 269,700 | 67,425 |
| Contribution to Fleet & Equipment Reserves | 14,181 | 12,715 | 17,750 | - | 17,750 | 17,750 | 17,750 |
| Subtotal Operating Expenditures | \$ 1,996,737 | \$ 1,606,567 | \$ 2,207,555 | \$ 2,084,933 | \$ 2,088,905 | \$ 2,696,930 | \$ 413,933 |
| OPERATING INCOME (LOSS) | \$ 940,512 | \$ 1,111,750 | \$ 589,151 | \$ 672,214 | \$ 656,416 | \$ (15,290) | \$ (169,296) |
| <i>OTHER FINANCING SOURCES:</i> | | | | | | | |
| Grants | 89,047 | 44,675 | 425,419 | 143,043 | 913,296 | - | 13,105 |
| Contributions/Donations | - | - | 169 | 672 | - | - | - |
| Judgments, Settlements/Miscellaneous | 3,650 | 853 | - | - | 320 | - | 3,010 |
| Interfund Loan Interest | - | - | - | 1,706 | - | - | - |
| Proceeds from Sale of Assets/Capital Lease | 4,066 | - | 3,114 | - | - | - | - |
| Transfer In From Fund 001 General | 12,049 | - | - | 22,065 | - | - | - |
| Transfer In From Fund 102 Street Capital | - | 38,500 | - | - | 300,000 | 300,000 | - |
| Transfer In From Fund 190 Grant | - | 12,792 | 198,671 | 4,834 | - | - | - |
| Subtotal Other Financing Sources | \$ 108,812 | \$ 96,820 | \$ 627,373 | \$ 172,319 | \$ 1,213,617 | \$ 300,000 | \$ 16,115 |
| <i>OTHER FINANCING USES:</i> | | | | | | | |
| Interfund Loan | - | - | - | - | - | - | - |
| Capital | 2,497,722 | 3,791,704 | 1,730,146 | 1,371,826 | 2,293,616 | 670,000 | 203,957 |
| Transfer To Fund 101 Street O&M | 47,173 | - | 11,379 | 6,325 | - | - | - |
| Transfer To Fund 102 Street Capital | 479,669 | 1,611,330 | 395,949 | 704,882 | 108,004 | 200,000 | - |
| Transfer To Fund 311 Sewer Capital | 134,594 | - | 194,300 | - | - | - | - |
| Subtotal Other Financing Uses | \$ 3,159,158 | \$ 5,403,033 | \$ 2,331,774 | \$ 2,083,033 | \$ 2,401,620 | \$ 870,000 | \$ 203,957 |
| Total Revenues and Other Sources | \$ 3,046,061 | \$ 2,815,136 | \$ 3,424,078 | \$ 2,929,466 | \$ 3,958,937 | \$ 2,981,640 | \$ 260,753 |
| Total Expenditures and other Uses | \$ 5,155,895 | \$ 7,009,600 | \$ 4,539,329 | \$ 4,167,966 | \$ 4,490,525 | \$ 3,566,930 | \$ 617,890 |
| Beginning Fund Balance: | \$ 15,394,768 | \$ 13,284,934 | \$ 9,090,470 | \$ 7,975,056 | \$ 6,736,556 | \$ 4,053,266 | \$ 6,204,969 |
| Ending Fund Balance: | \$ 13,284,934 | \$ 9,090,470 | \$ 7,975,219 | \$ 6,736,556 | \$ 6,204,969 | \$ 3,467,976 | \$ 5,847,832 |

| | 2009 | 2010 | 2011 | 2012 | 2013 | Year 2014 | |
|---|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Actual | Actual | Actual | Budget | Actual YTD March |
| FUND 501 VEHICLE & EQUIPMENT RESERVE | | | | | | | |
| Years 2009 - 2012 In Progress | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Replacement Reserves Collections | | | | | 938,150 | 1,799,840 | 247,923 |
| Interest Earnings | | | | | 15,576 | - | (76) |
| Insurance Recovery | | | | | 76,781 | 30,000 | - |
| Interfund Loan Payment & Interest | | | | | - | - | - |
| Proceeds From Sale of Assets | | | | | 17,213 | 20,000 | 24,250 |
| Transfer In From Fund 001 General | | | | | - | - | - |
| Total Revenues | \$ - | \$ - | \$ - | \$ - | \$ 1,047,720 | \$ 1,849,840 | \$ 272,097 |
| <i>EXPENDITURES:</i> | | | | | | | |
| Maintenance & Operations | | | | | 28 | - | - |
| Interfund Loan to General Fund | | | | | - | - | - |
| Capital Purchases | | | | | 672,917 | 675,000 | 53,244 |
| Total Expenditures | \$ - | \$ - | \$ - | \$ - | \$ 672,945 | \$ 675,000 | \$ 53,244 |
| Beginning Fund Balance: | | | | | \$ 4,718,971 | \$ 4,628,523 | \$ 5,093,746 |
| Ending Fund Balance: | | | | | \$ 5,093,746 | \$ 5,803,363 | \$ 5,312,599 |
| FUND 502 CITY HALL FACILITY SERVICES & RESERVE | | | | | | | |
| <i>REVENUES:</i> | | | | | | | |
| Interest Earnings | 1,116 | 1,704 | 1,070 | 878 | 722 | - | 578 |
| Transfer In From Fund 001 General | 102,000 | - | 115,000 | - | - | - | - |
| Transfer In From Fund 301 General Govt CIP | - | 115,000 | - | - | - | - | - |
| Total Revenues | \$ 103,116 | \$ 116,704 | \$ 116,070 | \$ 878 | \$ 722 | \$ - | \$ 578 |
| <i>EXPENDITURES:</i> | | | | | | | |
| City Facilities Maintenance | - | - | - | - | - | - | - |
| Capital Projects | 7,305 | 55 | - | - | - | - | - |
| Total Expenditures | \$ 7,305 | \$ 55 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Beginning Fund Balance: | \$ 122,713 | \$ 218,523 | \$ 335,172 | \$ 451,242 | \$ 452,120 | \$ 452,120 | \$ 452,842 |
| Ending Fund Balance: | \$ 218,523 | \$ 335,173 | \$ 451,242 | \$ 452,120 | \$ 452,842 | \$ 452,120 | \$ 453,420 |

Financial Report – 1st Quarter, 2014

City Council

June 23, 2014



Introduction

- Covers year-to-date March 31, 2014
- Does not include 2014 budget adjustments
- New items added:
 - General & Street O&M Funds Combined Summary
 - Sales Tax by Area
 - Grants
 - Street Capital Projects
- Future Items:
 - Franchise Fees
 - Business License Activity
 - Permit Activity

General/Street O&M Funds

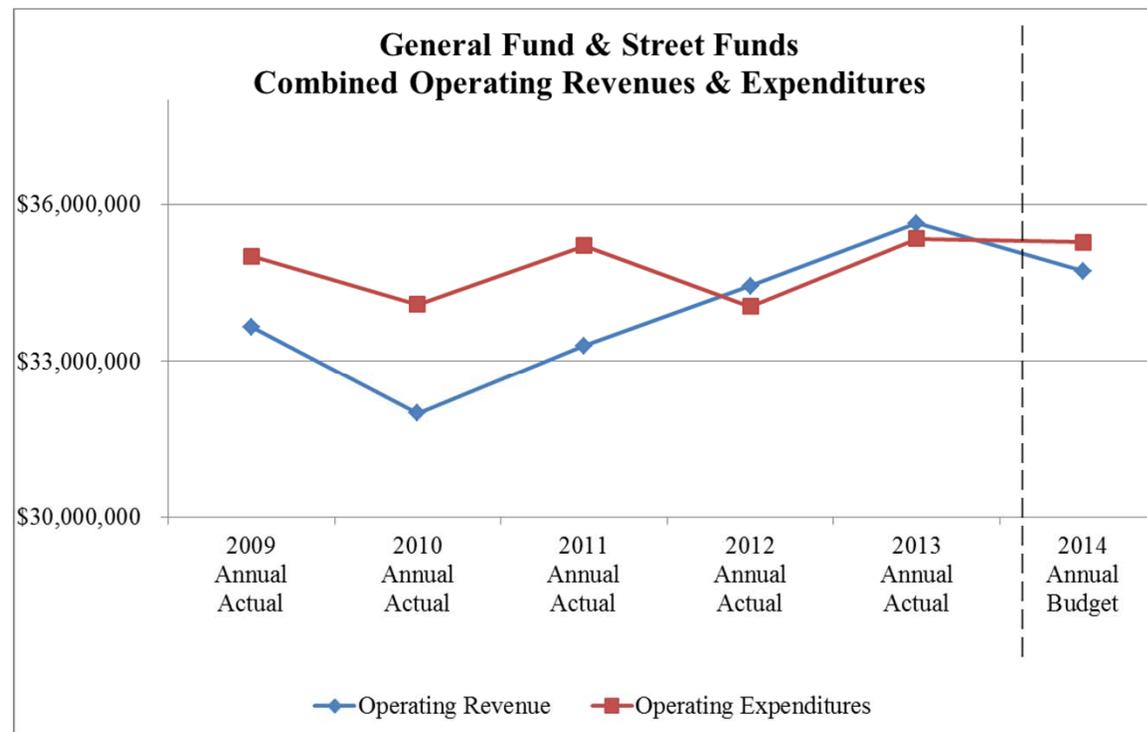
– Operating Revenues & Expenditures

- Operating revenues total \$9.97M or 28.7% of annual budget
- Operating expenditures total \$8.72M or 24.7% of annual budget
- Explanation of departments exceeding 25% of annual budget

General/Street O&M Funds

- Operating Revenues & Expenditures

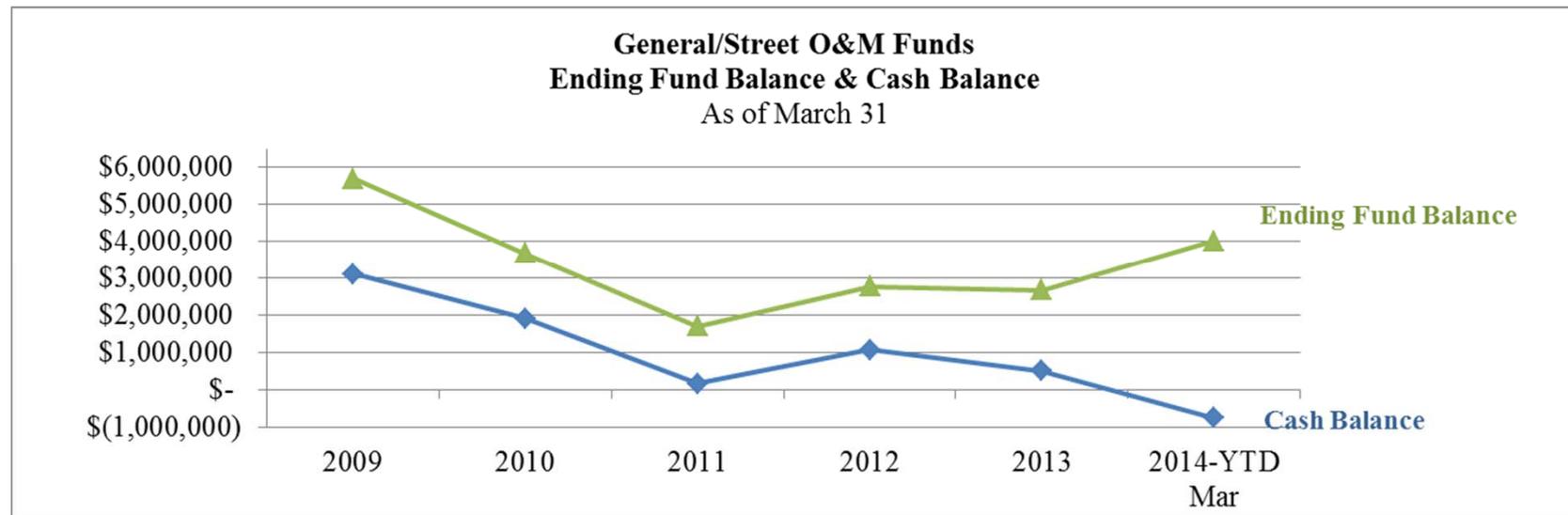
| General & Street O&M Funds | 2009 Annual Actual | 2010 Annual Actual | 2011 Annual Actual | 2012 Annual Actual | 2013 Annual Actual | 2014 Annual Budget |
|----------------------------------|----------------------|----------------------|----------------------|--------------------|--------------------|--------------------|
| Operating Revenue | \$33,662,000 | \$31,992,000 | \$33,299,000 | \$34,444,000 | \$35,641,000 | \$34,724,000 |
| Operating Expenditures | \$35,013,000 | \$34,088,000 | \$35,214,000 | \$34,051,000 | \$35,348,000 | \$35,279,000 |
| Operating Income / (Loss) | (\$1,351,000) | (\$2,096,000) | (\$1,915,000) | \$393,000 | \$293,000 | (\$555,000) |



General/Street O&M Funds

- Ending Fund Balance & Cash Balance

| Year | Total Ending Fund Balance | Cash | Investments | Total |
|--------------|---------------------------|-----------|-------------|-----------|
| 2009 | \$ 5,694,825 | 1,590,235 | 1,512,518 | 3,102,753 |
| 2010 | \$ 3,667,466 | 1,906,000 | - | 1,906,000 |
| 2011 | \$ 1,695,324 | 173,142 | - | 173,142 |
| 2012 | \$ 2,771,200 | 1,072,852 | - | 1,072,852 |
| 2013 | \$ 2,663,648 | 505,801 | - | 505,801 |
| 2014-YTD Mar | \$ 4,007,226 | (754,677) | - | (754,677) |



General/Street O&M Funds – Ending Fund Balance Reserves

- Financial Integrity
- 12% of operating revenues equates to roughly \$4.2M
 - 2% General Fund Contingency
 - 5% Ending Fund Balance Reserves
 - 5% Strategic Reserves
- Excess revenues and expenditure savings → increase ending fund balance
- Goal date for meeting target is no later than 2016

Property Tax

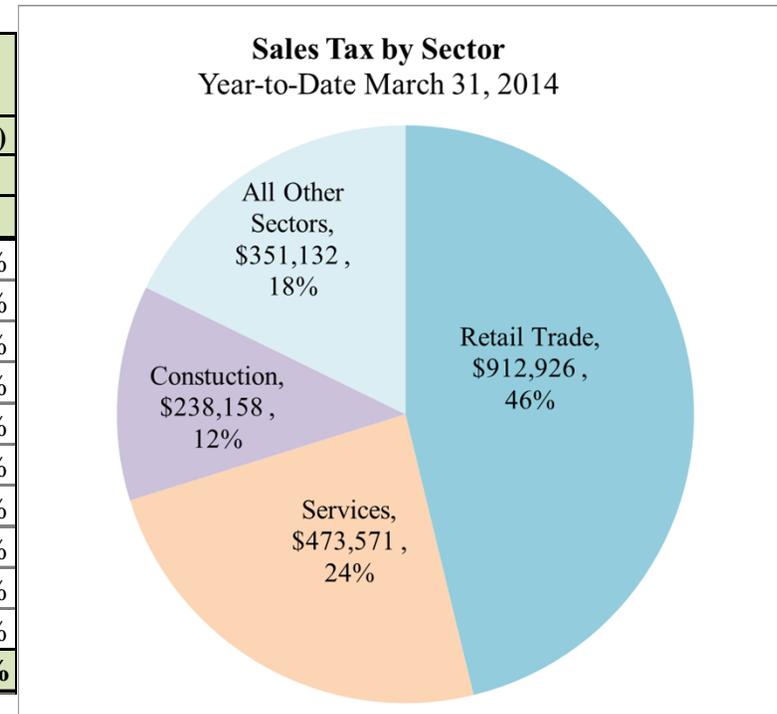
| Property Tax | | | | | | | |
|-------------------------|---------------------|--------------------|--------------------|-------------------------|-------------|-----------------------|-------------|
| Month | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | | | Change from 2013 | | 2014 Actual vs Budget | |
| | | Budget | Actual | \$ | % | \$ | % |
| Jan | \$ 102,245 | \$ 88,232 | \$ 92,779 | \$ (9,466) | -9.3% | \$ 4,547 | 5.2% |
| Feb | 433,439 | 283,490 | 403,847 | (29,592) | -6.8% | 120,357 | 42.5% |
| Mar | 1,945,434 | 2,184,049 | 2,183,114 | 237,680 | 12.2% | (935) | 0.0% |
| Apr | 896,437 | 751,251 | | - | - | - | - |
| May | 16,703 | 27,737 | | - | - | - | - |
| Jun | 28,818 | 28,315 | | - | - | - | - |
| Jul | 43,108 | 34,455 | | - | - | - | - |
| Aug | 217,489 | 157,499 | | - | - | - | - |
| Sep | 1,869,723 | 2,040,886 | | - | - | - | - |
| Oct | 702,704 | 636,295 | | - | - | - | - |
| Nov | 9,048 | 35,416 | | - | - | - | - |
| Dec | 30,671 | 38,374 | | - | - | - | - |
| YTD Total | \$ 2,481,118 | \$2,555,772 | \$2,679,740 | \$ 198,622 | 8.0% | \$ 123,968 | 4.9% |
| Annual Total | \$6,295,819 | \$6,306,000 | | | | | |

Sales Tax

| Sales Tax | | | | | | | |
|-------------------------|---------------------|---------------------|---------------------|-------------------------|--------------|-----------------------|-------------|
| Month | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | Budget | Actual | Change from 2013 | | 2014 Actual vs Budget | |
| | | | | \$ | % | \$ | % |
| Jan | \$ 588,783 | \$ 562,385 | \$ 599,289 | 10,506 | 1.8% | 36,904 | 6.6% |
| Feb | 665,316 | 635,979 | 660,758 | (4,558) | -0.7% | 24,778 | 3.9% |
| Mar | 758,783 | 716,372 | 715,740 | (43,043) | -5.7% | (633) | -0.1% |
| Apr | 681,641 | 637,495 | | - | - | - | - |
| May | 698,333 | 646,320 | | - | - | - | - |
| Jun | 735,824 | 723,758 | | - | - | - | - |
| Jul | 669,832 | 658,426 | | - | - | - | - |
| Aug | 650,171 | 667,855 | | - | - | - | - |
| Sep | 685,216 | 711,881 | | - | - | - | - |
| Oct | 632,657 | 652,593 | | - | - | - | - |
| Nov | 619,860 | 625,319 | | - | - | - | - |
| Dec | 754,032 | 761,613 | | - | - | - | - |
| YTD Total | \$ 2,012,882 | \$ 1,914,737 | \$ 1,975,787 | \$ (37,095) | -1.8% | \$ 61,050 | 3.2% |
| Annual Total | \$ 8,140,450 | \$ 8,000,000 | | | | | |

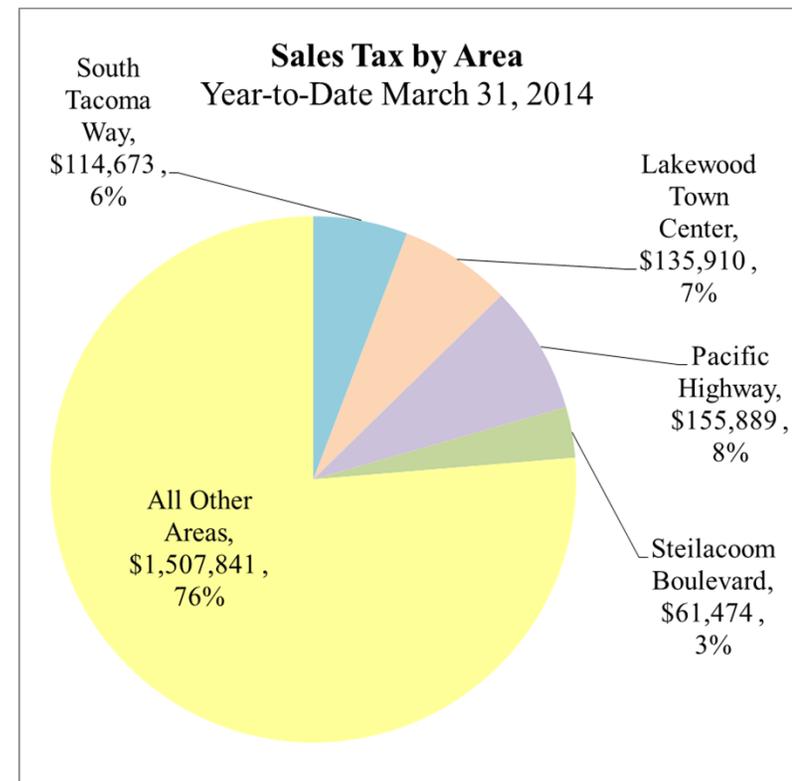
Sales Tax

| Sales & Use Tax by Sector | | | | |
|---------------------------------|---------------------|---------------------|-------------------------|--------------|
| Sector | Year-To-Date | | Favorable/(Unfavorable) | |
| | Change from 2013 | | | |
| | 2013 | 2014 | \$ | % |
| Retail Trade | \$ 998,419 | \$ 912,926 | \$ (85,493) | -8.6% |
| Services | 465,071 | 473,571 | 8,500 | 1.8% |
| Construction | 247,399 | 238,158 | (9,241) | -3.7% |
| Wholesale Trade | 78,719 | 81,530 | 2,811 | 3.6% |
| Information | 92,561 | 114,087 | 21,526 | 23.3% |
| Finance, Insurance, Real Estate | 68,359 | 64,232 | (4,127) | -6.0% |
| Manufacturing | 31,178 | 38,858 | 7,680 | 24.6% |
| Government | 17,640 | 37,702 | 20,062 | 113.7% |
| Other | 12,665 | 13,938 | 1,273 | 10.1% |
| Transportation/Utilities | 871 | 785 | (86) | -9.9% |
| Total | \$ 2,012,882 | \$ 1,975,787 | \$ (37,095) | -1.8% |



Sales Tax

| Sales & Use Tax by Area | | | | |
|-------------------------|---------------------|---------------------|-------------------------|--------------|
| Area | Year-To-Date | | Favorable/(Unfavorable) | |
| | 2013 | 2014 | Change from 2013 | |
| | | | \$ | % |
| South Tacoma Way | \$ 160,017 | \$ 114,673 | \$ (45,344) | -28.3% |
| Lakewood Town Center | 150,733 | 135,910 | (14,823) | -9.8% |
| Pacific Highway | 156,764 | 155,889 | (875) | -0.6% |
| Steilacoom Boulevard | 61,573 | 61,474 | (99) | -0.2% |
| All Other Areas | 1,483,795 | 1,507,841 | 24,046 | 1.6% |
| Total | \$ 2,012,882 | \$ 1,975,787 | \$ (37,095) | -1.8% |

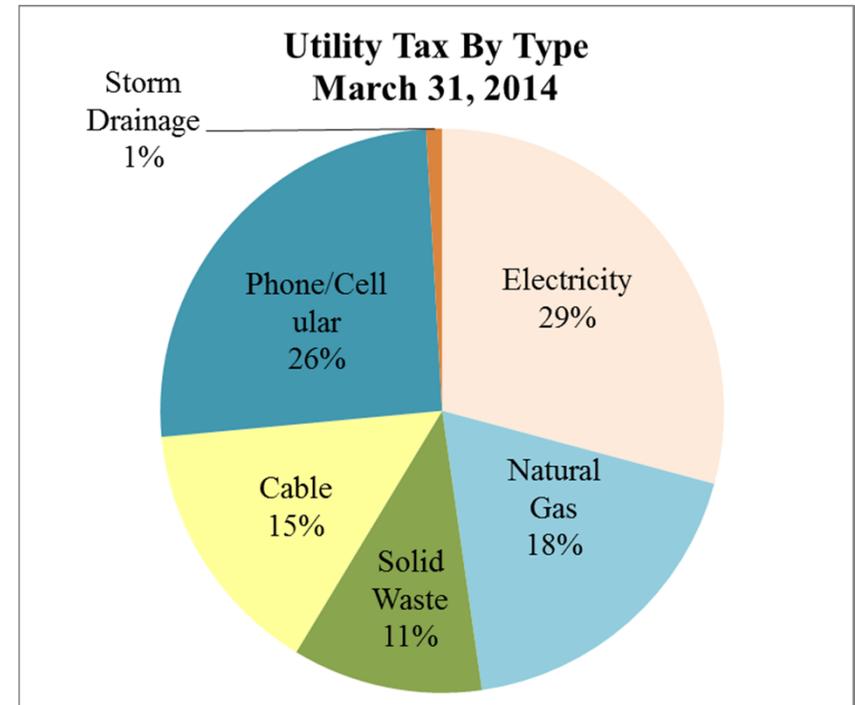


Utility Tax

| Utility Tax | | | | | | | |
|---------------------|---------------------|---------------------|---------------------|-------------------------|-------------|-----------------------|--------------|
| Month | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | Budget | Actual | Change from 2013 | | 2014 Actual vs Budget | |
| | | | | \$ | % | \$ | % |
| Jan | \$ 536,622 | \$ 571,526 | \$ 605,440 | \$ 68,818 | 12.8% | \$ 33,914 | 5.9% |
| Feb | 478,022 | 523,073 | 473,272 | (4,750) | -1.0% | (49,801) | -9.5% |
| Mar | 525,479 | 674,138 | 532,688 | 7,209 | 1.4% | (141,450) | -21.0% |
| Apr | 629,278 | 433,950 | | - | - | - | - |
| May | 542,264 | 564,639 | | - | - | - | - |
| Jun | 482,544 | 610,127 | | - | - | - | - |
| Jul | 351,102 | 386,445 | | - | - | - | - |
| Aug | 506,145 | 496,934 | | - | - | - | - |
| Sep | 461,243 | 411,791 | | - | - | - | - |
| Oct | 294,459 | 443,177 | | - | - | - | - |
| Nov | 461,243 | 440,660 | | - | - | - | - |
| Dec | 631,454 | 672,939 | | - | - | - | - |
| YTD Total | \$ 1,540,123 | \$ 1,768,738 | \$ 1,611,400 | \$71,277 | 4.6% | \$ (157,338) | -8.9% |
| Annual Total | \$ 5,899,854 | \$ 6,229,400 | | | | | |

Utility Tax

| Utility Tax by Type | | | | |
|---------------------|--------------------|--------------------|--------------------|-----------------------|
| Type | 2013 Actual | 2014 | | Actual as % of Budget |
| | | Budget | YTD Actual | |
| Electricity | \$ 1,602,288 | \$ 1,385,600 | \$ 470,055 | 33.9% |
| Natural Gas | 762,036 | 1,200,000 | 299,298 | 24.9% |
| Solid Waste | 740,532 | 665,000 | 175,984 | 26.5% |
| Cable | 942,278 | 703,800 | 239,367 | 34.0% |
| Phone/Cellular | 1,689,516 | 2,100,000 | 412,100 | 19.6% |
| Storm Drainage | 163,204 | 175,000 | 14,597 | 8.3% |
| Total | \$5,899,854 | \$6,229,400 | \$1,611,401 | 25.9% |



Gambling Tax

| Gambling Tax | | | | | | | |
|---------------------|--------------------|--------------------|-------------------|-------------------------|--------------|-----------------------|---------------|
| Month | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | Budget | Actual | Change from 2013 | | 2014 Actual vs Budget | |
| | | | | \$ | % | \$ | % |
| Jan | \$ 224,136 | \$ 239,597 | \$ 195,538 | \$ (28,598) | -12.8% | \$ (44,059) | -18.4% |
| Feb | 234,642 | 261,191 | 194,147 | (40,495) | -17.3% | (67,044) | -25.7% |
| Mar | 198,324 | 234,719 | 238,262 | 39,938 | 20.1% | 3,543 | 1.5% |
| Apr | 202,922 | 226,335 | | - | - | - | - |
| May | 207,948 | 207,769 | | - | - | - | - |
| Jun | 189,331 | 223,334 | | - | - | - | - |
| Jul | 209,906 | 220,584 | | - | - | - | - |
| Aug | 192,726 | 217,017 | | - | - | - | - |
| Sep | 211,389 | 235,390 | | - | - | - | - |
| Oct | 189,421 | 206,342 | | - | - | - | - |
| Nov | 179,572 | 219,828 | | - | - | - | - |
| Dec | 193,734 | 227,893 | | - | - | - | - |
| YTD Total | \$ 657,102 | \$ 735,507 | \$ 627,947 | \$ (29,155) | -4.4% | \$ (107,560) | -14.6% |
| Annual Total | \$2,434,051 | \$2,720,000 | | | | | |

Admissions Tax

| Admissions Tax | | | | | | | |
|---------------------|-------------------|-------------------|-------------------|-------------------------|-------------|-----------------------|--------------|
| Month | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | | | Change from 2013 | | 2014 Actual vs Budget | |
| | | Budget | Actual | \$ | % | \$ | % |
| Jan | \$ 43,295 | \$ 37,427 | \$ 53,560 | \$ 10,265 | 23.7% | \$ 16,133 | 43.1% |
| Feb | 45,678 | 38,144 | 47,650 | 1,972 | 4.3% | 9,506 | 24.9% |
| Mar | 48,920 | 35,243 | 47,097 | (1,823) | -3.7% | 11,854 | 33.6% |
| Apr | 55,687 | 40,248 | | - | - | - | - |
| May | 76,194 | 55,025 | | - | - | - | - |
| Jun | 73,038 | 48,712 | | - | - | - | - |
| Jul | 65,646 | 44,401 | | - | - | - | - |
| Aug | 30,319 | 25,194 | | - | - | - | - |
| Sep | 35,343 | 26,225 | | - | - | - | - |
| Oct | 40,180 | 41,083 | | - | - | - | - |
| Nov | 58,282 | 43,776 | | - | - | - | - |
| Dec | 68,571 | 37,020 | | - | - | - | - |
| YTD Total | \$ 137,892 | \$ 110,815 | \$ 148,307 | \$ 10,415 | 7.6% | \$ 37,492 | 33.8% |
| Annual Total | \$ 641,151 | \$ 472,500 | | | | | |

Red Light/School Zone Enforcement

| Photo Infraction - Red light/School Zone Enforcement | | | | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------------------|---------------|
| Month | Year 2013 | | | Year 2014 | | | Favorable/(Unfavorable) | |
| | Gross Revenue | Vendor Payment | Net Revenue | Gross Revenue | Vendor Payment | Net Revenue | Net Revenue Change from 2013 | |
| | | | | | | | \$ | % |
| Jan | \$ 58,410 | \$ 37,593 | \$ 20,817 | \$ 57,905 | \$ 36,593 | \$ 21,312 | \$ 495 | 2.4% |
| Feb | 66,685 | 37,593 | 29,093 | 63,261 | 36,593 | 26,668 | (2,425) | -8.3% |
| Mar | 70,575 | 37,593 | 32,982 | 56,692 | 36,593 | 20,099 | (12,883) | -39.1% |
| Apr | 67,061 | 37,593 | 29,468 | | | | | |
| May | 63,441 | 37,593 | 25,848 | | | | | |
| Jun | 76,071 | 37,593 | 38,479 | | | | | |
| Jul | 69,939 | 36,593 | 33,346 | | | | | |
| Aug | 49,938 | 34,593 | 15,345 | | | | | |
| Sep | 72,071 | 37,593 | 34,479 | | | | | |
| Oct | 53,443 | 37,593 | 15,850 | | | | | |
| Nov | 79,956 | 37,593 | 42,363 | | | | | |
| Dec | 65,515 | 36,593 | 28,922 | | | | | |
| YTD Total | \$ 195,670 | \$ 112,778 | \$ 82,892 | \$ 177,858 | \$ 109,779 | \$ 68,079 | \$ (14,813) | -17.9% |
| Annual Total | \$ 793,105 | \$ 446,114 | \$ 346,991 | \$ 177,858 | \$ 109,779 | \$ 68,079 | \$ (278,912) | -80.4% |

Fines & Forfeitures

| Fines & Forfeitures | | | | |
|--|---------------------|-----------------------|-------------------|------------------------------|
| Category | 2013 | 2014 YTD March | | |
| | | Budget | Actual | Actual as % of Budget |
| Admin, Filing, Copy, Forms, Legal Fees | \$ 57,388 | \$ 31,350 | \$ 13,581 | 43.3% |
| Detention & Correction Services | 431,381 | 389,400 | 98,721 | 25.4% |
| Civil Penalties | 12,206 | - | 2,705 | n/a |
| Civil Infraction Penalties | 839,061 | 906,300 | 198,242 | 21.9% |
| Civil Parking Infractions | 12,307 | 39,200 | 2,093 | 5.3% |
| Criminal Traffic Misdemeanor Fines | 40,853 | 51,500 | 6,719 | 13.0% |
| Criminal Non-Traffic Fines | 13,874 | 26,700 | 2,197 | 8.2% |
| Court Cost Recoupment | 30,969 | 42,210 | 6,185 | 14.7% |
| Interest/Other/Misc | 76,589 | 2,250 | 23,779 | 1056.8% |
| Total | \$ 1,514,628 | \$ 1,488,910 | \$ 354,222 | 23.8% |

Community Development Recovery Ratio

| Community & Economic Development - Licenses & Permits | | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|---------------------|-------------------|
| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | |
| | | | | | | Budget | Actual |
| Operating Revenues: | | | | | | | |
| Business Licenses | \$ 251,020 | \$ 253,803 | \$ 279,507 | \$ 174,708 | \$ 279,070 | \$ 337,000 | \$ 168,145 |
| Building Permits | 470,691 | 338,983 | 499,942 | 476,429 | 379,184 | 700,000 | 82,719 |
| Other Building Permit Fees | 108,161 | 84,175 | 88,780 | 89,525 | 118,595 | 131,330 | 19,288 |
| Plan Review/Plan Check Fees | 371,467 | 343,557 | 330,472 | 409,876 | 317,008 | 464,000 | 111,829 |
| Other Zoning/Development Fees | 52,436 | 47,613 | 41,949 | 50,512 | 48,682 | 140,455 | 33,224 |
| Total Operating Revenue | \$1,253,775 | \$1,068,131 | \$1,240,650 | \$1,201,050 | \$1,142,539 | \$ 1,772,785 | \$ 415,205 |
| Operating Expenditures: | | | | | | | |
| Code Enforcement | 170,905 | 239,550 | 255,437 | 276,269 | 282,706 | 291,760 | 68,286 |
| Planning | 806,750 | 747,322 | 793,082 | 822,696 | 680,926 | 683,900 | 142,898 |
| Building | 1,176,515 | 888,501 | 808,503 | 535,815 | 848,485 | 828,380 | 130,354 |
| Total Operating Expenditures | \$2,154,170 | \$1,875,373 | \$1,857,022 | \$1,634,780 | \$1,812,117 | \$ 1,804,040 | \$ 341,538 |
| Recovery Ratio | 58% | 57% | 67% | 73% | 63% | 98% | 122% |

Parks & Recreation Recovery Ratio

| Parks, Recreation & Community Services | | | | | | | |
|--|--------------|--------------|--------------|--------------|--------------|--------------|-------------------|
| Program | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | |
| | | | | | | Budget | Actual YTD Mar |
| Direct Cost: | | | | | | | |
| Revenues | \$ 783,334 | \$ 835,262 | \$ 743,299 | \$ 664,846 | \$ 729,470 | \$ 619,082 | \$ 199,262 |
| Expenditures | \$ 1,363,316 | \$ 1,348,306 | \$ 1,450,394 | \$ 1,510,770 | \$ 1,424,912 | \$ 1,350,120 | \$ 277,179 |
| General Fund Investment | \$ 579,982 | \$ 513,044 | \$ 707,095 | \$ 845,925 | \$ 695,442 | \$ 731,038 | \$ 77,917 |
| Recovery Ratio | 57% | 62% | 51% | 44% | 51% | 46% | 72% |
| Administration (Indirect Cost): | | | | | | | |
| Revenues (Parks Sales Tax) | \$ 47,806 | \$ 57,781 | \$ 49,842 | \$ 50,104 | \$ 55,618 | \$ 50,518 | \$ 17,327 |
| Expenditures | \$ 206,632 | \$ 205,359 | \$ 204,221 | \$ 209,047 | \$ 196,770 | \$ 195,160 | \$ 47,881 |
| General Fund Subsidy | \$ 158,826 | \$ 147,579 | \$ 154,379 | \$ 158,943 | \$ 141,152 | \$ 144,642 | \$ 30,554 |
| Recovery Ratio | 23% | 28% | 24% | 24% | 28% | 26% | 36% |
| Total Direct & Indirect Cost: | | | | | | | |
| Revenues | \$ 831,140 | \$ 893,043 | \$ 793,141 | \$ 714,950 | \$ 785,087 | \$ 669,600 | \$ 216,589 |
| Expenditures | \$ 1,569,948 | \$ 1,553,665 | \$ 1,654,615 | \$ 1,719,818 | \$ 1,621,682 | \$ 1,545,280 | \$ 325,060 |
| General Fund Investment | \$ 738,808 | \$ 660,623 | \$ 861,475 | \$ 1,004,868 | \$ 836,595 | \$ 875,680 | \$ 108,471 |
| Recovery Ratio | 53% | 57% | 48% | 42% | 48% | 43% | 67% |

Street Capital Fund – Real Estate Excise Tax

| Real Estate Excise Tax | | | | | | | |
|-------------------------|--------------------|-------------------|-------------------|-------------------------|--------------|-----------------------|--------------|
| Month | 2013 Actual | 2014 | | Favorable/(Unfavorable) | | | |
| | | | | Change from 2013 | | 2014 Actual vs Budget | |
| | | Budget | Actual | \$ | % | \$ | % |
| Jan | \$ 45,863 | \$ 33,435 | \$ 59,732 | \$ 13,869 | 30.2% | \$ 26,297 | 78.6% |
| Feb | 45,991 | 33,302 | 59,358 | 13,367 | 29.1% | 26,056 | 78.2% |
| Mar | 87,136 | 35,591 | 81,800 | (5,336) | -6.1% | 46,209 | 129.8% |
| Apr | 108,131 | 36,935 | | - | - | - | - |
| May | 65,367 | 54,057 | | - | - | - | - |
| Jun | 51,837 | 54,759 | | - | - | - | - |
| Jul | 201,276 | 69,734 | | - | - | - | - |
| Aug | 87,380 | 65,551 | | - | - | - | - |
| Sep | 44,527 | 38,666 | | - | - | - | - |
| Oct | 66,908 | 37,878 | | - | - | - | - |
| Nov | 300,388 | 94,147 | | - | - | - | - |
| Dec | 46,492 | 45,944 | | - | - | - | - |
| YTD Total | \$ 178,990 | \$ 102,328 | \$ 200,890 | \$ 21,900 | 12.2% | \$ 98,562 | 96.3% |
| Annual Total | \$1,151,297 | \$ 600,000 | | | | | |

Street Capital Fund – Real Estate Excise Tax

| Month | Transaction Type | | | Major Transactions - 2014 | | |
|------------------|------------------|------------|------------|--|---------------------|-----------------|
| | Exempt | Taxable | Total | Description | Sales Price | Net Tax |
| Jan | 59 | 34 | 93 | Single Family Residence | \$1,200,000 | \$5,940 |
| | | | | Storage Warehouse 8601 38th Ave SW | \$1,325,000 | \$6,559 |
| | | | | Storage Warehouse 9805 32nd Ave S | \$3,000,000 | \$14,850 |
| Feb | 56 | 53 | 109 | Single Family Residence | \$1,140,000 | \$5,643 |
| | | | | Multi-Family Unit 12018 to 12020 47th Ave SW | \$2,084,800 | \$10,320 |
| Mar | 55 | 59 | 114 | Custer Square Retail 7402 to 7406 Custer Road SW | \$1,100,000 | \$5,445 |
| | | | | Multi-Family Unit 12506 - 12510 98th Ave Ct SW | \$2,835,000 | \$14,033 |
| | | | | Lakewood Center Motor Inn | \$3,700,000 | \$18,315 |
| YTD Total | 170 | 146 | 316 | | \$16,384,800 | \$81,105 |

| Month | Transaction Type | | | Major Transactions - 2013 | | |
|------------------|------------------|------------|------------|-----------------------------|--------------------|-----------------|
| | Exempt | Taxable | Total | Description | Sales Price | Net Tax |
| Jan | 76 | 41 | 117 | n/a | n/a | n/a |
| Feb | 62 | 48 | 110 | n/a | n/a | n/a |
| Mar | 93 | 49 | 142 | Lexington Apartment Complex | \$8,176,000 | \$40,471 |
| YTD Total | 231 | 138 | 369 | | \$8,176,000 | \$40,471 |

Street Capital Fund – Projects

| Street Capital Projects Expenditures by Project | 2014 |
|---|-----------------------|
| | Actual YTD thru March |
| Unallocated Capital Expenditures | 106,654 |
| Custer/John Dower Traffic Signal | 21,955 |
| Lakewood Station Connection | 1,670 |
| City-wide Traffic Signal Management | 8,850 |
| Gravelly Lake Drive (100th to Bridgeport) | 41,139 |
| Bridgeport Way (83rd to 75th) | 9,139 |
| South Tacoma Way (SR512 to 96th) | 26,705 |
| Madigan Access Improvements | 63,409 |
| Bridgeport Way Overlay (112th to 59th) | 2,555 |
| City-Wide Safety Improvements - Traffic Signals | 5,914 |
| Steilacoom Boulevard Safety Improvements | 22,742 |
| South Tacoma Way (Steilacoom Blvd to 88th) | 7,257 |
| Bridgeport Way (JBLM - I-5) | 10,698 |
| LED Street Lights | 1,810 |
| 112th-11th Bridgeport to Kendrick St | 61 |
| Total | \$ 330,559 |

Hotel/Motel Lodging Tax

| Hotel/Motel Lodging Tax | | | | | | | |
|-------------------------|-------------------|-------------------------|-------------------|--------------------|--------------|-----------------------|--------------|
| | | Favorable/(Unfavorable) | | | | | |
| Month | 2013 | 2014 | | Change from 2013 | | 2014 Actual vs Budget | |
| | Actual | Budget | Actual | \$ | % | \$ | % |
| Jan | \$ 48,326 | \$ 30,174 | \$ 31,153 | (17,173) | -35.5% | 979 | 3.2% |
| Feb | 35,165 | 30,546 | 42,805 | 7,640 | 21.7% | 12,259 | 40.1% |
| Mar | 41,686 | 34,610 | 40,341 | (1,345) | -3.2% | 5,731 | 16.6% |
| Apr | 38,482 | 33,591 | | - | - | - | - |
| May | 46,329 | 35,812 | | - | - | - | - |
| Jun | 53,637 | 42,201 | | - | - | - | - |
| Jul | 60,837 | 48,589 | | - | - | - | - |
| Aug | 62,050 | 47,046 | | - | - | - | - |
| Sep | 48,131 | 46,813 | | - | - | - | - |
| Oct | 36,863 | 30,938 | | - | - | - | - |
| Nov | 31,695 | 26,166 | | - | - | - | - |
| Dec | 33,808 | 23,514 | | - | - | - | - |
| YTD Total | \$ 125,177 | \$ 95,330 | \$ 114,299 | \$ (10,878) | -8.7% | \$ 18,969 | 19.9% |
| Annual Total | \$ 537,010 | \$ 430,000 | | | | | |

Hotel/Motel Lodging Tax

| Hotel/Motel Lodging Tax Expenditures by Program | 2014 | |
|--|-------------------|-----------------------|
| | Annual Budget | YTD Actual thru March |
| Advertise Grant Application Open Periods/LTAC Meetings/Investment Fees | | \$ 3 |
| Lakewood Economic Dept - Program & Personnel | 33,040 | - |
| Subtotal - Program Administration | 33,040 | 3 |
| Asia Pacific Cultural Center (APCC) | 5,000 | - |
| Historic Fort Steilacoom Assoc. | 8,000 | - |
| Lakewold Gardens | 45,000 | - |
| Lakewood Chamber of Commerce | 80,000 | - |
| Lakewood Historical Society & Museum | 39,500 | - |
| Lakewood Parks & Rec Dept - Lakewood Farmers Market | 10,000 | 4,296 |
| Lakewood Parks & Rec Dept - SummerFEST | 17,000 | - |
| Lakewood Playhouse, Marketing | 25,000 | 1,750 |
| Lakewood Sister Cities Association | 12,500 | 22 |
| Tacoma Regional Convention + Visitor Bureau | 45,000 | 12,071 |
| Tacoma South Sound Sports Commission | 50,000 | 10,984 |
| Subtotal - Tourism | 337,000 | 29,124 |
| Lakewood Economic Dept - Promotion & Outreach (FRAUSE, Media Consultant) | 24,000 | 2,000 |
| Today in America - Promotional Video | - | |
| Subtotal - Promotion | 24,000 | 2,000 |
| Clover Park Technical College | 101,850 | - |
| Subtotal - Capital | 101,850 | - |
| Total | \$ 495,890 | \$ 31,127 |

Budget of \$495,890 reflects the actual allocation approved by the City Council.

Grants – CDBG & Other

| CDBG Grants | Year-to-Date March 31, 2014 | | | |
|---|-----------------------------|-----------|-------------|----------------|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| CDBG | \$ 1,094 | \$ 69,317 | \$ 72,489 | \$ (2,079) |
| Administrtion | - | 23,950 | 23,950 | - |
| Public Service | - | 10,462 | 10,462 | 0 |
| Physical Improvements | - | (1,634) | 875 | (2,509) |
| Housing Programs | 1,094 | 36,539 | 37,203 | 430 |
| HOME | - | 985 | 16,449 | (15,464) |
| Administration | - | 1,183 | 1,183 | - |
| Housing Rehabilitation | - | 4,762 | 4,770 | (8) |
| American Dream Down Payment | - | 4,472 | 4,471 | 0 |
| Affordable Housing | - | (9,432) | 6,024 | (15,456) |
| NISQUALLY - Emergency Assist Displaced Residents | - | 12,056 | 500 | 11,556 |
| STOP - Dept. of Commerce - Legal | - | 4,655 | 4,655 | - |
| OTHER - to be returned to General Fund | 840,174 | - | - | 840,174 |
| Total | \$ 841,268 | \$ 87,013 | \$ 94,093 | \$ 834,188 |

Grants – NSP

| Neighborhood Stabilization Program | Year-to-Date March 31, 2014 | | | |
|--|-----------------------------|-------------------|-------------------|-------------------|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| Neighborhood Stabilization Program 1 (1) | \$ 171,345 | \$ 58,103 | \$ 58,103 | \$ 171,345 |
| Neighborhood Stabilization Program 3 | - | 96,032 | 96,032 | - |
| Total | \$ 171,345 | \$ 154,135 | \$ 154,135 | \$ 171,345 |

Grants – OEA/SSMCP

| South Sound Military Communities Partnership / Office of Economic Adjustment | Year-to-Date March 31, 2014 | | | |
|---|-----------------------------|-------------------|------------------|-------------------|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| SSMCP (1) | \$ - | \$ 130,000 | \$ 13,881 | 116,119 |
| OEA 04 - Joint Base Lewis McChord Growth Plan (2) | 28,652 | 41,948 | 42,918 | 27,682 |
| OEA 05 - Joint Land Use Study | - | 3,235 | 3,235 | - |
| Total | \$ 28,652 | \$ 175,183 | \$ 60,034 | \$ 143,801 |

Grants – Public Safety

| Public Safety Grants | Year-to-Date March 31, 2014 | | | |
|--|-----------------------------|------------------|------------------|-----------------|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| Washington Auto Theft Prevention Authority (WAPTA) ₍₁₎ | \$ - | \$ 12,883 | \$ 13,183 | \$ (300) |
| Washinton Traffic Safety Commission (WTSC) Impaired Driving Emphasis | - | 1,102 | 1,102 | - |
| Washington Traffic Safety Commission (WTSC) Seatbelt Emphasis | - | - | - | - |
| Target Zero Team | - | 2,733 | 2,733 | - |
| Emergency Management | - | - | - | - |
| Byrne Justice Assistance Grant (JAG) - Therapeutic Justice | - | 1,214 | 1,214 | - |
| Byrne Justice Assistance Grant (JAG) - Metal Theft | - | - | - | - |
| Bullet Proof Vest Program | - | 1,101 | 1,101 | - |
| Nisqually Metal Theft | - | 1,371 | 1,371 | - |
| STOP VAWA Police Grant ₍₂₎ | - | - | 620 | (620) |
| Total | \$ - | \$ 20,404 | \$ 21,324 | \$ (920) |

Next Steps

- Fleet and Equipment Plan (July 2014)
- Financial Policies (July/August/September 2014)
- City Funds Ordinance Update (July 2014)
- Transportation Benefit District Funding Options (July 2014)
- 6-Year Financial Forecast (September 2014)
- 2nd Quarter, 2014 Financial Report (September 2014)

End of Presentation

Questions?



To: Mayor and City Councilmembers
From: Brent Champaco, Communications Manager
Through: John J. Caulfield, City Manager *John J. Caulfield*
Date: June 23, 2014
Subject: Communications Strategy

The Communications Program oversees all public communication coming from the City, including all City web articles, publications, news releases, social media, public engagement campaigns and media outreach. The Communications Program is also committed to providing a direct communication channel between the City and citizens, and it recognizes that it often serves as the lone method for citizens to voice their suggestions, concerns and praise for the City.

The goal of the Communications Program is to be recognized as the benchmark for City Communications across Pierce County, Washington State and the country.

Since embarking on this new direction in late 2013, the City has seen tangible improvements in many aspects of its Communications efforts. That includes substantial increases in visitor engagement on our social media networks; an updated, content-heavy edition of the Connections newsletter, both print and online; a renewed focus on Economic Development-related Communications; and embarking on several efforts to improve the City's image, both with citizens and visitors.

The City's Communications Strategy consists of several key elements:

- "IamLakewood" / Community Imaging
- City Website Redesign
- Social Media / Online Presence
- Connections Newsletter

- “Infobullets”/City Manager’s Weekly Bulletin
- Economic Development Communications
- Media Outreach
- JBLM Community Connector

“IamLakewood”/Community Imaging: One of the City Council Priorities is to improve and help shape the City of Lakewood’s public image and perception. The City must do everything in its power to tell its own story, which is one of pride, tradition, diversity and unlimited potential. That includes everything from employees winning awards to the installation of a new traffic signal. While it might not be a traditional, eye-catching news piece, telling our own story will go a long way in improving and maintaining our community image. As part of that effort, the City is embarking on a campaign that highlights what makes this community great: its people. The “#IamLakewood” campaign highlights successful individuals who grew up or live in Lakewood and should be the personalities who define the community. Specifically, we will use social media and video to let people tell their stories, as well generate community buy in and excitement. The campaign name also features a Twitter hashtag to generate social media hits. While this campaign has yet to officially launch, the City has experimented with it on social media and has received positive feedback from users.

Another part of Community Imaging involves getting the City’s story to the public, whether that is through traditional media outlets, online media outlets or our own media channels. The focus should always be on highlighting the positive attributes of our community. Many of those attributes can be found at City Hall, where departments and individuals are doing an extraordinary job on behalf of the public. One of the biggest points the City should repeatedly stress is, because of Police, the City has one of the lowest crime rates around. That message cannot be emphasized enough: Lakewood is safe community.

Also, the City is planning to meet with the Clover Park School District administration to develop a joint messaging campaign that highlights the positive attributes of Lakewood. The City has also made an effort to highlight the positive attributes of the School District in its publications and social media.

City Website Redesign: In the digital age, more people go online to get their information. The City’s website serves as the portal to Lakewood for many users and can be visitors’ first impression of our community, which can be vital as visitors are already researching and making plans for the 2015 U.S. Open. Currently, the website — the homepage in particular — needs a visual overhaul. Communications is working with IT on a redesign of the homepage that is more fluid, active, engaging and visually appealing. Given IT’s demands with other aspects of infrastructure needs and priorities, the City might have to explore outside help to conduct a website redesign. Whatever the method, the goal is to produce a website that will meet the Communication Program’s high standards and serve as a benchmark for what City websites should look like. The good news is despite the current

website's shortcomings, users are still visiting it. Here are some stats since the beginning of 2014:

- 70,071 users have visited the City's website for 93,676 total sessions. During the same time last year, 59,333 users visited the website for 79,657 total sessions.
- There have been 255,956 total page views, or 2.73 page views per session. During the same time last year, there were 232,436 total page views, or 2.92 page views.
- 71 percent of the sessions are from a new user. That mirrors the previous year.
- The average session lasts a little more than 2 minutes. That mirrors the previous year.

If the users had a website that was more user-friendly and more visually appealing, the numbers were theoretically would increase at an even faster rate.

Social Media/Online Presence: The City is committed to connecting with and engaging citizens via ever-evolving social media methods. Currently, that includes posting regularly to the City website, Facebook, Twitter, YouTube and Instagram accounts. Since November 2013, the City has seen substantial gains on its social media channels:

- The number of "Likes" on Facebook has increased by 340 users, or a 33-percent increase.
- Facebook engagement (Comments, Shares) has gone from being almost nonexistent to active and, at times, thriving during the same time period.
- The star rating for the City's Facebook page – voted on by users – has grown from 2.5 to 4 stars.
- Since the establishment of the City's Twitter account in late 2013, it has gained more than 460 followers.
- The City has posted several short videos on its newly established YouTube account, and those videos are now featured at the top of the homepage.

The increases show that more users rely on electronic, online resources for their information. The City should capitalize on that by continuing to increase its social media brand. It should also turn to social media to engage users on civic issues (i.e., "What do you think about this proposal") and for practical purposes, such as informing the public during emergencies and natural disasters. Producing more online videos that are relatively short (30 seconds to 2 minutes) that a user can watch despite his or her busy schedule, providing an interactive, online version of the newsletter, and performing similar steps will help accomplish this. The City's ultimate goal is to become a benchmark for municipal government social media.

Connections Newsletter: The City’s official newsletter has undergone changes over the last year. First, to save costs, the publication was combined with the Parks and Recreation Guide. Published three times a year, the publication places City news in the front and Parks and Recreation information in the back. The City selects different paper types to distinguish the newsletter from the guide.

Second, the newsletter itself has undergone an overhaul, both visually and editorially. In 2014, the City focused more on a news- and content-heavy design, moving closer toward the look of a newspaper or news magazine. This type of design allows for more content while utilizing space. It also committed to more news articles rather than features.

Third, the City has made a concerted effort to add online and multimedia elements to our newsletter experience. We have created an online and mobile version of the newsletter, which allows people to virtually flip pages, watch videos and link to the City’s homepage.

“Infobullets:/City Manager’s Weekly Bulletin: This weekly recap of City news and happenings is another regular staple of Communications Program. Published on the website and shared on social media, the City Manager’s weekly bulletin provides a summary of the City’s biggest news over the prior week. Content includes articles and stories that the division has produced, as well as information sent directly from City departments. Pushing the bulletin online and on social media provides a great method of linking users back to the website.

Economic Development Communications: Another important City Council Priority is Economic Development. Communications is taking a more active role in promoting Lakewood’s business community and success stories, as well as showcasing what the City is doing from a policy standpoint. Communications is regularly discussing topics and ideas with Economic Development. To date, that collaboration has resulted in:

- The launch of an online Economic Development newsletter. For the first issue, it had an open rate of more than 50 percent.
- Expanded coverage of the first Lakewood Housing Forum, including video.
- Coverage through the City’s social media channels of the grand openings of the Hobby Lobby and Big Lots stores.
- Collaboration on the filming of the “Comcast Newsmakers” segment and our upcoming online video tourbook from CGI.

The divisions are also working together to develop a strategy that capitalizes on the 2015 U.S. Open at Chambers Bay Golf Course. We are also working with regional partners and neighboring cities to best leverage the media attention that the tournament will bring.

Media Outreach: In addition to the City’s communication efforts, Lakewood also works with local media. This occurs on many fronts:

- The City Manager and Communications Manager have a regular meeting with the West Pierce County beat reporter for The News Tribune, which includes Lakewood.
- The Communications Manager regularly fields calls and inquiries from media and decides whether the reporter should be directed to a department administrator or speak on behalf of the City.
- For Police-related matters, media work directly with Public Information Officer (PIO) Chris Lawler.
- During a major emergency, the Communications Manager would work directly with Police PIO, West Pierce Fire & Rescue’s PIO and other agency PIO’s to best determine how information should be distributed.

Community Connector: Given its natural, symbiotic connection to Joint Base Lewis-McChord (JBLM), the City of Lakewood has visible ties to the base, its soldiers and families. Its “Community Connector” to the base – the 2-2 Lancer Brigade – is continuing the successful “Give Back” effort that began with the 4-2 Raider Brigade. The City has helped the Lancer Brigade connect with Clover Park School District and other groups to establish an ongoing connection for soldier community projects that make them visible in Lakewood. The goal of the program is to help the Brigade show its appreciation for the community. For instance, the first official collaboration between the City and the 2-2 Lancers was the Jermaine Kearse Day event in April, where soldiers served as highly visible representatives of JBLM. They also helped direct vehicle and foot traffic. Events that could involve 2-2 soldiers include the Math Relay, SummerFEST and Tree-Lighting/Jingle Bell Rock 5K.

City of Lakewood Social Media



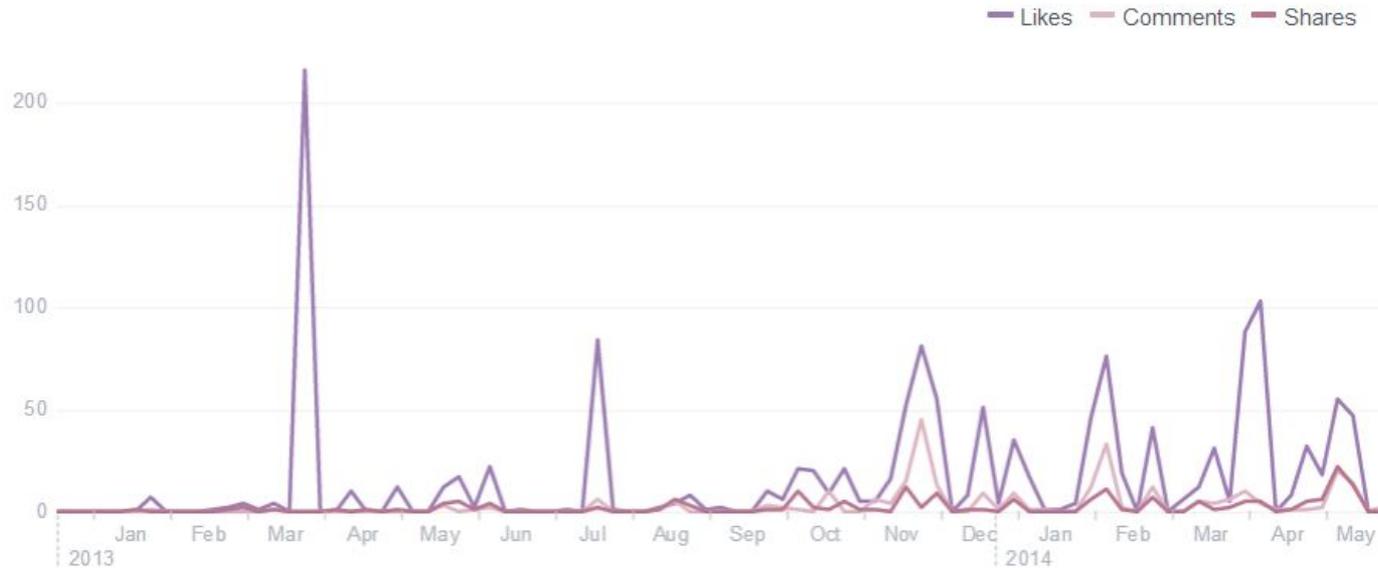
Facebook: Likes



Facebook Engagement

Likes, Comments, and Shares

These actions will help you reach more people.



BENCHMARK

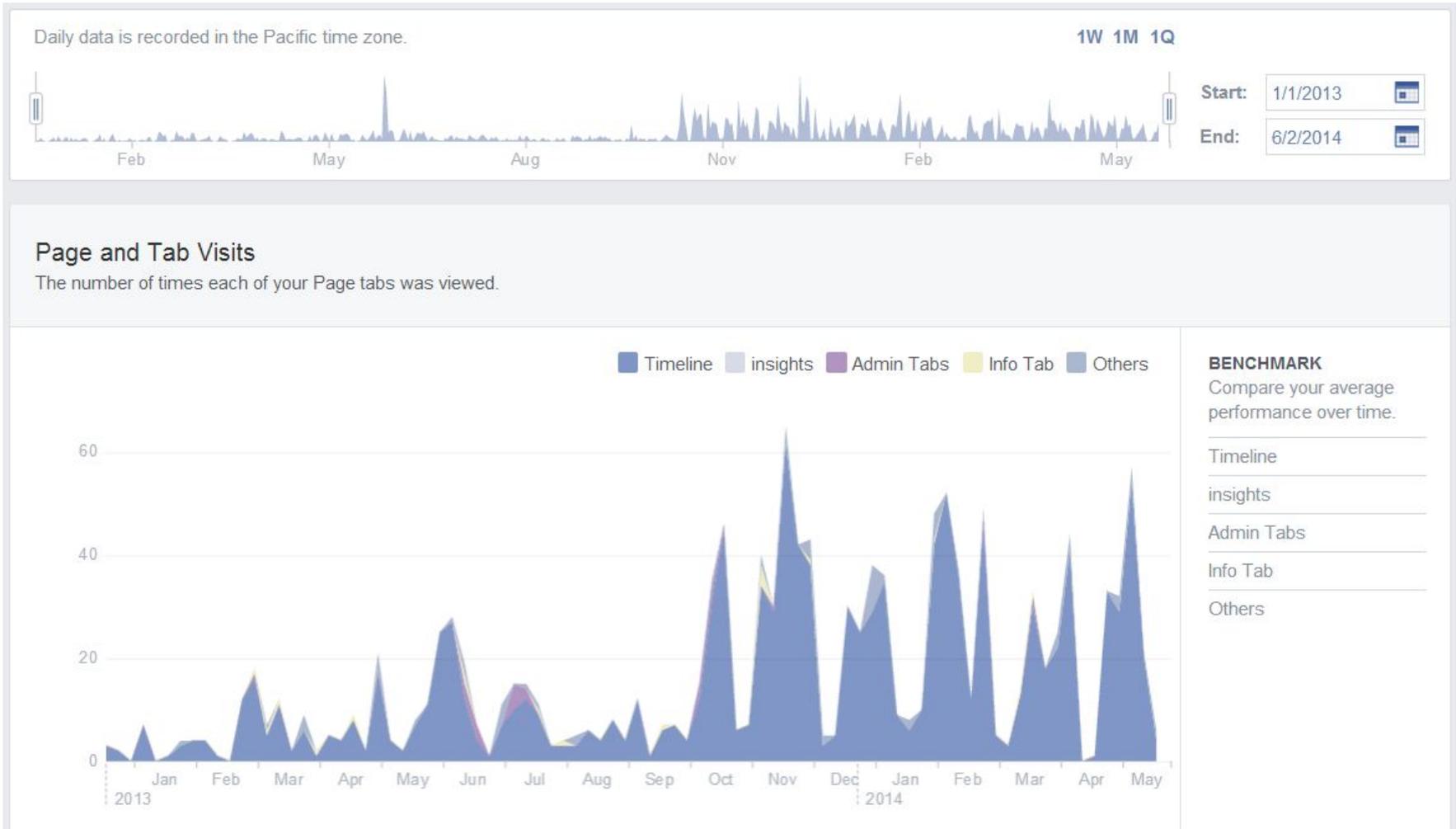
Compare your average performance over time.

Likes

Comments

Shares

Facebook: Tabs Viewed



Facebook: Total Reach

Total Reach

The number of people who were served any activity from your Page including posts, posts by other people, Page like ads, mentions and checkins.



BENCHMARK
Compare your average performance over time.

Organic

Paid

Facebook: The City's Fans

The people who like your Page

Women

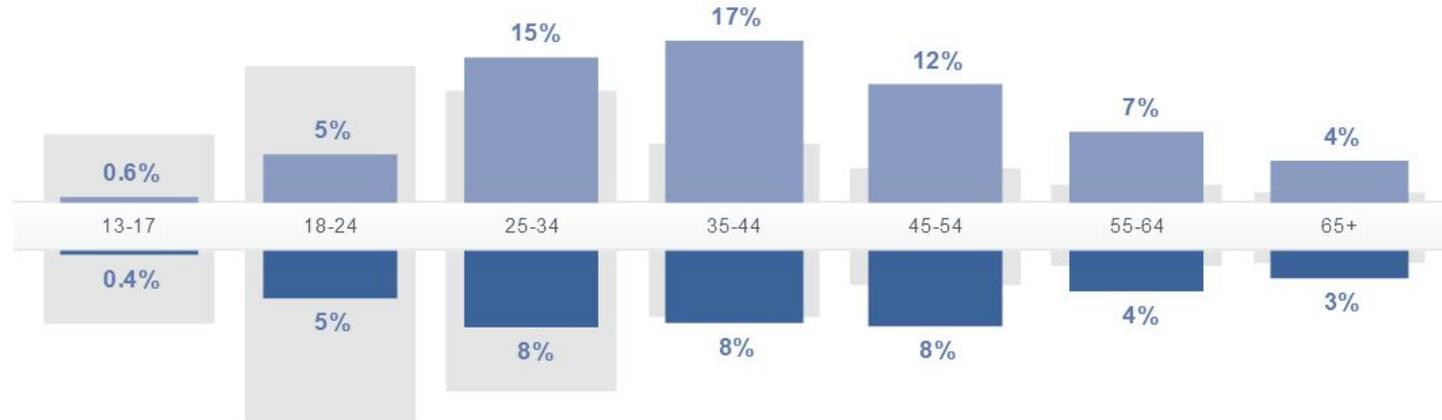
62%
Your Fans

46%
All Facebook

Men

36%
Your Fans

54%
All Facebook



| Country | Your Fans | City | Your Fans | Language | Your Fans |
|--------------------------|-----------|----------------------|-----------|---------------------|-----------|
| United States of America | 1,302 | Lakewood, WA | 380 | English (US) | 1,293 |
| Philippines | 6 | Tacoma, WA | 271 | English (UK) | 46 |
| Pakistan | 5 | Seattle, WA | 63 | Spanish | 12 |
| Canada | 5 | Puyallup, WA | 49 | Portuguese (Brazil) | 3 |
| Brazil | 4 | Steilacoom, WA | 40 | Arabic | 3 |
| India | 3 | University Place, WA | 34 | Turkish | 3 |
| United Kingdom | 3 | Fort Lewis, WA | 19 | Norwegian (Bokmal) | 119 |

Twitter: Nearly 500 Followers

LakewoodWA
@CityofLakewood

The official Twitter feed for the City of Lakewood, Pierce County, WA. Incorporated 1996.

Lakewood, WA
cityoflakewood.us

290 Photos and videos

TWEETS 872 PHOTOS/VIDEOS 290 FOLLOWING 728 FOLLOWERS 472 FAVORITES 72 More

Edit profile

Tweets Tweets and replies

LakewoodWA @CityofLakewood · 19m
#IamLakewood just started following @CIA, but we're 99 pct sure they're already following us @FallonTonight

LakewoodWA @CityofLakewood · 2h
#IamLakewood @PierceCo announces sale of 2015 US Open tix @ChambersBayGolf & its views goo.gl/QfxDpR #scotlandsgotnothingonus

LakewoodWA @CityofLakewood · 2h
Pierce County: 2015 U.S. Open Tickets On...

Who to follow · Refresh · View all

Guns & Tactics @gunsandtacti.. x
Follow

Soldier Systems @soldiersyste.. x
Follow

Popular accounts · Find friends

Trends · Change

The Young Ones
Rise of the Tomb Raider
Rik Mayall
#CollegeOpportunity
Sunset Overdrive
#nationalbestfriendday
#E32014
Assassin's Creed Unity
Royal Reign



To: Mayor, Deputy Mayor and City Councilmembers

From: John J. Caulfield, City Manager

Date: June 23, 2014

Subject: City Council Goals & Priorities

Introduction

The Lakewood City Council held a retreat on Saturday, May 10, 2014 as a continuation of a December 14, 2013 retreat to develop goals and priorities for the next three-year period (2014-2016) and beyond.

The City Council sets the vision for our City and adopts goals to reflect that vision and guide decision-making at all levels of City government. The goal setting process also builds consensus on policies and projects that impact City residents, businesses and the community as a whole.

These goals, once adopted by the City Council, will direct our community toward positive change and will serve as the policy direction for City government as well as the policy guide for developing and implementing the City's 2015-2016 biennial budget. It is also recommended that specific action strategies and a work plan outlining priority projects be identified to implement each goal.

The City Manager uses the City Council vision and goals to set priorities, direct work activities, and allocate personnel and financial resources.

The following proposed goals have emerged:

1. Our City is Fiscally Responsible
2. Our City Provides First-Rate Public Safety Services
3. Our City Promotes Economic Development
4. Our City is Dedicated to Maintaining and Improving Public Infrastructure and Facilities
5. Our City is Committed to Honest, Open, and Transparent Government

In addition, the City Council identified the following as the key objectives to pursue:

- Infrastructure Improvements
- Fiscal Responsibility

- Focus on “Low Hanging Fruit” (i.e., promote positive image and attributes of Lakewood, continue to move forward with current infrastructure improvements and develop implementation strategy for unfunded infrastructure improvements, CSRT, economic development opportunities, gateway improvements, etc.)
- Public Safety Cost/Benefit Analysis

Attached are the detailed findings categorized first by goal, followed by policy objectives and action strategy statements and then the various work plan items, tasks, and priority projects to implement the goals. These latter items and projects are not inclusive of all activities and services provided or undertaken by city departments, though they represent the leading priorities.

Also attached are the Guiding Principles that have been adopted as part of the City’s Comprehensive Plan. These Guiding Principles are expected to be updated as part of the Visioning and 2015 Comprehensive Plan update processes.

Next Steps

It is recommended that City Council review the proposed goals as presented, make changes or updates as needed and move forward to July 7, 2014 regular meeting for consideration and adoption.

Summary follow up from December 14, 2013 Retreat

QUESTION #1: What do you want to see accomplished as a key outcome or outcomes from this retreat/work session?

RESPONSES:

- Good discussion on the goals and priorities, understand what they mean, and develop a work plan on what the City Council is going to do implement the goals and priorities.
- Move away from a shotgun approach and focus on deliverables and timelines (i.e. focus on economic development and identify specific projects and resources to do them).
- Review and obtain consensus on existing priorities.
- Establish a foundation and framework for the work plan and how it will be accomplished.
- Focus on one or two priorities and make it stick. “Make the plan and work the plan.”
- Narrow to four or five priorities and identify timeframe.
- Review the goals and priorities and match them with what was found during the listening tour.
- Develop an “institutionalized” work plan (e.g., one-year, three-year and five-year) and yet be able to take advantage of opportunities as they come up.

QUESTION #2: What do you wish to accomplish over the next 3 years (and even beyond)?

RESPONSES:

- Enhance community’s image (e.g., “Yes Lakewood”, “Discover Lakewood”)
- Aggressively promote who and what we are (e.g., “Did you Know”)
- Street improvements & street maintenance to include residential neighborhoods
- Expedite neighborhood and business connection
- Economic development – bring business to Lakewood
- Strategic approach to economic development – focus on three to four areas for strategic investment
- I-5 way finding signs to draw people to the community
- Inventory of developable property for housing to include partnership with housing industry
- Towne Center Green
- New Lakewood Library
- Maintain momentum in parks system
- Public safety cost/benefit
- Continue leadership role with SSMCP
- Leadership and partnership role on I-5/JBLM Corridor Improvement Project
- Align resources with priorities
- Financial integrity and responsibilities to include financial policies
- Annexation opportunities

Summary follow up from May 10, 2014 Retreat

Brainstorming session to provide and verify items identified from December 14, 2013 retreat as well as identification of other ideas or issues/trends facing the City.

- Concentrate on messaging (i.e., economic development, parks, schools, public safety, neighborhoods, professionalism of city employees, positive attributes of Lakewood, etc.)
- Focus on “Low Hanging Fruit” (i.e., promote positive image and attributes of Lakewood, continue to move forward with current infrastructure improvements and develop implementation strategy for unfunded infrastructure improvements, CSRT, gateway improvements, etc.)
- Promote home ownership programs such as first time home-buyer’s program as part of CDBG
- Public sector entrepreneurship (court contracts, JBLM partnerships, expand and focus on core competencies, identify opportunities and efficiencies)
- Study and evaluate impact fees as possible financing tool in support of parks
- Study and evaluate Metropolitan Parks District as possible financing tool in support of parks
- Performance measures
- Stay focused; do not overwhelm ourselves
- “Fight above our weight” (i.e., local and regional leadership, legislative, transportation, SSMCP, etc.)
- Do not become complacent

Top Priorities Identified

- Infrastructure Improvements
- Fiscal Responsibility
- Focus on “Low Hanging Fruit” (i.e., promote positive image and attributes of Lakewood, continue to move forward with current infrastructure improvements and develop implementation strategy for unfunded infrastructure improvements, CSRT, economic development opportunities, gateway improvements, etc.)
- Public Safety Cost/Benefit Analysis

Goal 1: Our City is Fiscally Responsible

Policy Objectives & Action Strategies

- a) Support a stronger, more prosperous community by making smart investments that accomplish lasting, tangible returns
- b) Adjust to changes in the service requirements of the community, maximizing resources and creating meaningful performance measures for programs and services
- c) Focus on total financial picture of the City rather than single-issue areas and promote long-term financial forecasting in support of day-to-day operations
- d) Continuously evaluate city revenues and expenditures with a view of maintaining a strong fiscal position while providing quality municipal services
- e) Perform organizational structure review for economic efficiencies and effectiveness, including contract services and vendors
- f) Do not balance the operating budget with one-time monies and/or reserves; one-time monies should be used for one-time projects, not ongoing or reoccurring programs
- g) Use performance measures and benchmark key community characteristics (e.g., Comparing Lakewood)

Work Plan items, Tasks, and Priority Projects

- Review 2013-2014 Revised Budget
- Prepare 2015-2016 Biennial Budget, to include performance measures
- Prepare annual Comprehensive Annual Financial Report (CAFR)

- Develop Quarterly Finance Report
 - Review and update internal finance controls (i.e., review of claims and vouchers, cash management, purchasing, fund structure, banking services agreement, grant accounting, records management, fixed assets, credit cards, etc.)
 - Financial Analyses (i.e., fleet & equipment, historical revenue and expenditure trends, revenue and program fees & charges vs. program expenditures, position inventory, debt schedules, interfund transfers, interfund loans, overtime, travel & training, memberships & dues, contracts, use and priorities of seizure funds, lodging tax balances, impacts of Affordable Care Act, fire services contract, fleet & equipment, etc.)
 - Taxes and Fees in Lakewood to include context of other applicable taxes and fees as compared to neighboring communities, as relates to service levels

- Develop Six Year Financial Forecast 2015 to 2020
 - Develop and implement comprehensive financial policies (i.e., financial reporting, six-year financial report, revenue & expenditure assumptions, fund balance/working capital, reserves, cost recovery for fee supported activities, investments with a focus on safety, liquidity and yield, capital investment, use of debt, creation of internal service funds and

- replacement reserves in support of risk management, IT, fleet & equipment and facilities, etc.)
- Capital Improvement Program (CIP) and Transportation Improvement Program (TIP)
 - Funding options for streets and sidewalks to include pay-as-you-go financing options for capital investment opportunities (i.e., Transportation Benefit District, grants, etc.)
 - Funding options for parks to include pay-as-you-go financing options for capital investment opportunities
 - Develop and implement a Six Year Information Technology Plan 2015 to 2020
 - City Finances 101 Presentation (i.e., legal mandates, restricted versus unrestricted revenues, discretionary services, etc.)
 - Continue proactive approach to seek and obtain grants across all city disciplines
 - Develop organizational chart
 - Develop comparison of various economic, social and demographic indicators between Lakewood, surrounding cities and similar sized cities (e.g., benchmarking analysis)
 - Ensure community has adequate resources to ensure health, welfare, and safety of our community (i.e., parks and recreation, public safety, community & economic development, public works, community outreach, capital infrastructure to include streets, sidewalks and parks, etc.)
- Implement Risk Management Program to include Worker's Compensation and Safety Program

Goal 2: Our City Provides First-Rate Public Safety Services

Policy Objectives & Action Strategies

- a) The City of Lakewood is safe
- b) Residents and visitors will experience a sense of safety in all neighborhoods and in all activities in the City of Lakewood
- c) The City of Lakewood will be one of the safest cities based on approved metrics; bring benchmark metrics back to City Council for approval and tracking
- d) Ensure adequate resources are available to maintain and ensure health, welfare, and safety of community
- e) Enhance community safety through expanded public awareness and educational programs

Work Plan items, Tasks, and Priority Projects

- Public safety cost/benefit analysis
- Proactive and regular public safety reporting
- CSRT program (e.g., visual survey to identify code enforcement violations, initiate a “gateway” enforcement program, initiate a Lakeview/100th St enhancement program)
- Impact of homelessness and mental illness to include options and alternatives (local versus regional options/approach)
- Emergency Preparedness and Disaster Recovery
 - Emergency Management Training/Incident Command System (ICS) (e.g., Comprehensive Emergency Management Plan, Emergency Coordination Center Plan)
 - Emergency Management Program/Plan/Training/Exercises (e.g., neighborhood and business outreach, Community Emergency Response Team [CERT] training, PC Alert)
 - Emergency Coordination Center (ECC) location(s)
- Public Defender contract options
- Streamline municipal court operations to include shared efficiencies with primary stakeholders such as police, legal, public defender and jails (e.g., video arraignment, paperless system)
- Additional municipal court partnerships

Goal 3: Our City Promotes Economic Development

Policy Objectives & Action Strategies

- a) Lakewood will support a dynamic and robust local economy with balanced and sustainable growth by implementing an economic development strategy that will create jobs and improve the tax base in the community with a particular focus on the community's commercial corridors
- b) Provide leadership and strategic guidance concerning economic development, including coordination with various stakeholders
- c) Create collaborative and effective working partnerships with the business community, and other key organizations to effectively manage the City's regulatory environment while accomplishing economic development goals
- d) Update and implement the Comprehensive Plan, Community Vision and key development regulations and other policies such as housing and capital facilities plan (CFP) in partnership with residents, neighborhoods and businesses
- e) Attract new housing development to accommodate military and all segments of population
- f) Explore ways the City can effectively stimulate economic development with our economic partners to address community-wide economic development issues (e.g., assistance to existing businesses, business recognition, business retention and expansion strategies, business attraction strategies, community marketing)
- g) Promote an attractive Lakewood image to include a positive message about doing business in the City and leverage existing competitive advantages such as location, access, military, lakes, parks, golf courses, civic and community involvement, transit options, and wide variety of retail, restaurant and cultural activities.
- h) Promote better access (e.g., I-5, Bridgeport, Gravelly Lake Dr, 100th, 108th) and increase visibility to Towne Center and other commercial centers to take advantage of proximity to I-5 and six freeway exits
- i) If feasible, pursue annexation of selected areas within the City's Urban Growth Area (UGA)

Work Plan items, Tasks, and Priority Projects

- Community Visioning process to solicit input from citizens regarding the policy direction of the city
- Foster redevelopment and revitalization opportunities for:
 - Central Business District (CBD) to include Towne Center
 - Springbrook Neighborhood
 - Pacific Highway corridor to include WSDOT property and adjoining parcels
 - South Tacoma Way/International District corridor
 - Woodbrook Business Park
 - Tillicum Neighborhood

- Towne Center Green, private-public partnership to create a park/plaza complex that connects Towne Center with City Hall (evaluate use of lodging tax funds and other city resources)
- Develop community-marketing materials to promote and attract investment opportunities
- Marketing “phrase or slogan” to establish community identity/image (e.g., #IamLakewood)
- Demographic snapshot/profile of Lakewood community and economic development incentives offered by the City
- Leverage available economic development and financing options (i.e., capital improvement program, EB5, Section 108, lodging tax, urban renewal areas, etc.)
- Builder and developer forum (e.g., commercial development opportunities and housing development opportunities in Lakewood)
- Coordinate with Pierce County Library District to evaluate a new Lakewood Library
- Review city codes and regulations to identify updates and efficiencies as well as updates to encourage and support development and redevelopment and improve quality of life
 - Comprehensive Plan
 - Shoreline Master Plan (SMP)
 - Communal housing regulations
 - Subdivision code amendments
 - LTAC Guidelines
 - Title 9 change; move LID Chapter
 - Nuisance Chapter 8.16 code update
 - Rental licensing inspection Chapter 5.60 update
 - Utility tax refund code Chapter 3.52 code amendments
 - Hearings Examiner code amendments
 - Joint Land Use Study (JLUS)
 - Marijuana Sales, Processing and Production Update
 - Way finding/informational signs/Gateway/City entrance signage
 - Feather Signage
 - Shopping cart ordinance
 - Underground utilities policy for new construction
- Review and update franchise agreements (e.g., TPU-Water, TPU-Electric, TPU-Click! Network, Comcast, Waste Connections, Lakewood Water District, Pierce County Sewer, Puget Sound Energy, Lakeview Light & Power, Integra)
- Identify and prioritize CDBG program and infrastructure opportunities (e.g., street lights, sidewalks)
- Annexation opportunities
 - Arrowhead & Partridge Glen
 - American Lake VA Hospital and Golf Course
 - Camp Murray and American Lake access
- Continue to streamline development services (permitting) process

Goal 4: Our City is Dedicated to Maintaining and Improving Public Infrastructure and Facilities

Policy Objectives & Action Strategies

- a) Implement a capital improvement program that provides a safe, clean, and well-maintained community for the enjoyment of all residents and to provide preventive maintenance to avoid greater replacement costs
- b) Identify, review and prioritize capital infrastructure projects
- c) Explore, identify and develop long-term funding strategies to maintain the City's infrastructure assets (i.e., Transportation Benefit District, voter-approved initiative, grants, etc.)
- d) Enhance curb appeal with ramp beautification, well maintained properties on major thoroughfares, right of way maintenance, and beautification plan for all entry points to the City
- e) Develop and implement a vision for parks and public spaces to improve quality of life and attract residents

Work Plan items, Tasks, and Priority Projects

- Develop and implement a multi-modal transportation plan including streets, sidewalks, bike paths, signal improvements, and other system improvements resulting in a funding priority list (from CIP/TIP and Non-motorized Transportation Plan)
 - Street and sidewalk improvements (street reconstruction, sidewalk improvements, overlays, chip seal, pavement restoration, crack sealing, pot holes)
 - Street Preventative Maintenance Plan/Pavement Restoration Plan
 - Street Lights
- Develop and implement six year Capital Improvement Plan (2015-2020)
- Develop and implement six year Transportation Plan (2014-2019, 2015-2020)
- Evaluate existing revenue streams to maximize capital investment through pay-as-you-go and debt financing opportunities and reflect those financial options as part of city budgets and longer term financial strategies
- Explore feasibility of a voter-approved referendum now or in future years
- Continue to pursue local, state and federal grant opportunities
- I-5/JBLM Corridor Improvements
- Park Projects
 - Wards Lake property purchase and evaluation of three residential units (single family and duplex unit)
 - Fort Steilacoom Park
 - Lease update with state and evaluate property transfer from state
 - Amphitheater proposal (Rotary Club of Lakewood financial contribution, state & federal grants, and evaluate use of lodging tax funds)
 - Waughop Lake Trail (Partnership for Parks financial contribution, state & federal grants, and evaluate use of lodging tax funds)

- Water (fire hydrants) & sewer lines extensions into park
- Springbrook Park house demolition and other park improvements
- Restrooms in parks
- 2015 US Championship Open (parking at Fort Steilacoom Park, community volunteer opportunities)
- Options for additional waterfront access and fishing areas to include prioritization of street ends (14)
- ADA access to all parks and areas
- Gateway Improvements
- Storm Water & Sewer Services
 - Sewer Availability Analysis to include cost/benefit analysis and environmental impacts
 - Pierce County Sewer Grant in support of sewer extensions in Woodbrook neighborhood
 - Flood Control Zone – Identify local eligible projects in Flood Control Zone
- City Facilities
 - Public Works O&M Shop
 - Sound Transit Light Rail Station - contract for services
 - Public right-of-way (ROW) maintenance of WSDOT Interchanges and entrances to City
 - Public right-of-way (ROW) beautification
 - Public right-of-way (ROW) striping to include crosswalks
 - Public right-of-way (ROW) sign inventory
 - Energy Efficiency Audits -- (e.g., upgrade street lights to LEDs)
 - Replacement reserves in support of city facilities

Goal 5: Our City is Committed to Honest, Open, and Transparent Government

Policy Objectives & Action Strategies

- a) Enhance and promote the community's image – “#IamLakewood”
- b) Develop and implement a coordinated communication and engagement plan that will better allow the City to share information about the good work the City is doing, as well as obtain feedback from those the City serves about community priorities and public services
- c) Engage the community in City government to include providing timely and accurate information about City services and openly share information about City actions and decisions
- d) Ensure transparency between the City as an organization and the community to encourage and promote citizen and civic engagement
- e) Actively participate in local and regional issues that impact the Lakewood community to include coordination and partnerships with military partners and educational institutions
- f) Promote the interests and needs of Lakewood in local, state, and national affairs
- g) Support human services for the benefit of residents of all ages
- h) Continue to promote and partner with various volunteer groups

Work Plan items, Tasks, and Priority Projects

- Organizational
 - Bring in City Council early
 - Calendar and list of Lakewood Community & Special Events
 - City Council assignments - permanent or rotating
 - I-Pads for City Council email, calendar, packets
 - Organizational teamwork
 - Review roles and responsibilities of City Council appointed Boards & Commissions to optimize their effectiveness to include development of work plans
 - Talking Points for City Councilmembers
- Enhance engagement with the public
 - Celebrate successes
 - Community beautification -- recognition of well-maintained properties and banners
 - Foster community and support neighborhood vitality to include support opportunities for citizens to participate and to know each other
 - within their neighborhoods and across the city (e.g., neighborhood associations)
 - Promotion of economic development initiatives
 - Improve public access to City information

- Outreach to faith-based organizations
- Promote "Lakes"
- Community Outreach
 - Communications Plan
 - City Talk
 - City website (redesign)
 - Coffee with the Mayor
 - Community Connections newsletter to include sharing of partners successes (i.e., CPSD, Pierce College, CPTC, economic development, military, community partners, neighborhood meetings, Lake Steilacoom Improvement Club, etc.)
 - Community education (e.g., municipal finances, transportation needs)
 - Conduct a statistically valid survey to measure quality of life, community perception, and service level in Lakewood
 - JBLM community connector
- Community Partnerships
 - AARP
 - Alaska Gardens
 - American Lake Veterans Hospital
 - Association of Washington Cities
 - Boy and Girl Scouts of America
 - Bridgeport Place
 - Caring for Kids
 - Catholic Community Services
 - Centerforce
 - Christ Lutheran Church
 - City of Tacoma
 - City of University Place
 - Clover Park School District
 - Clover Park Technical College
 - Coffee with the Mayor
 - Communities in Schools of Lakewood
 - Diabetes Association of Pierce County
 - Emergency Food Network (EFN)
 - Promote and market positive community image
 - Promote community identity
 - Volunteer appreciation
 - E-government
 - Public hearings
 - Email communications
 - Media, business and community outreach
 - Meetings and presentations
 - News releases
 - Park Appreciation Day/Park Cleanup Day(s)
 - Proactive media relations
 - Public information brochures
 - Quarterly reports (e.g., public safety, finance, economic development, development services)
 - #IamLakewood social media campaign
 - Social Media to include newer applications
 - Weekly InfoBullets
 - Weekly Police Department Report
 - You Tube, public education videos
 - Federal Legislators (10th Congressional District)
 - First Baptist Church of Lakewood
 - FISH Food Bank
 - Grave Concerns
 - Habitat for Humanity
 - HeartWarming Care
 - Integrity Hearing
 - Joint Base Lewis-McChord (JBLM)
 - Keep Lakewood Beautiful
 - Kiwanis Club of Clover Park
 - Korean Women's Association
 - Lake City Neighborhood
 - Lake Steilacoom Improvement Club
 - Lakewood Gardens (MayFest)
 - Lakewood Baseball Club
 - Lakewood Boys and Girls Club
 - Lakewood Chamber of Commerce
 - Lakewood Community Foundation
 - Lakewood First Lions
 - Lakewood Historical Society

- Lakewood Industrial Park
- Lakewood Playhouse
- Lakewood Soccer Club
- Lakewood Towne Center
- Lakewood United
- Lakewood Water District
- Lakewood YMCA
- Little Church on the Prairie
- Living Access Support Alliance
- MultiCare Health System
- Narrows Glen
- Nisqually Tribe
- North East Neighborhood
- Pacific Lutheran University
- Pacific Neighborhood
- Partners for Parks
- Pierce College
- Pierce County
- Pierce County Cities & Towns
- Pierce County Housing Authority
- Pierce County Library District
- Pierce County Regional Council (PCRC)
- Pierce Transit
- Point Defiance Village
- Protect Our Pets
- Puget Sound Energy (PSE)
- Puget Sound Regional Council (PSRC)
- Rebuilding South Sound Together
- Regional Access Mobility Partnership (RAMP)
- Rotary Club of Clover Park
- Rotary Club of Lakewood
- Senior Footcare
- Senior Housing Assistance Group – Lakewood Meadows
- Statewide Health Insurance Benefits Advisors
- Sound Transit
- Soundview Medical

- South Sound Military Communities Partnership (SSMCP)
- South Sound Outreach Services
- South Sound Sports Commission
- St. Clare Hospital – Franciscan Health System
- Tacoma Area Coalition of Individuals with Disabilities (TACID)
- Tacoma Housing Authority
- Tacoma-Pierce County Economic Development Board
- Tacoma-Pierce County Health Department
- Tacoma-Pierce County Chamber of Commerce
- Tacoma-Pierce County Association of Realtors
- The Church of Jesus Christ of Latter-day Saints
- The Footwear Place
- The Weatherly Inn
- Tillicum/Woodbrook Neighborhood
- Trinity Baptist Church
- Town of Steilacoom
- United Way
- Visiting Angels
- Walmart
- Washington Recreation and Park Association
- Washington State Association of Senior Centers
- Washington State Department of Transportation (WSDOT)
- Washington State Legislators (28th & 29th Districts)
- Washington State SAIL Task Force
- West Pierce Fire and Rescue
- Western State Hospital
- World Vision
- WSDOT
- YWCA

- Community Events

- Christmas Tree Lighting
- City Incorporation 20 Year Anniversary (2016)
- Farmer's Market
- Jingle Bell Rock 5K Run
- National Night Out

- Nisqually Grant application (healthy start after school programs)
- Parks Appreciation Day
- Police Department 10 year Anniversary (2014)
- Summer FEST & Triathlon

- Military Partnerships
 - Transition to 2-2 Stryker Brigade
 - Camp Murray
 - Continued collaboration with JBLM

- Local, Regional & National Participation
 - Association of Washington Cities (AWC)
 - Local and regional business organizations (e.g., Chamber, EDB)
 - Monthly Mayor's Meeting
 - Pierce County Cities & Towns
 - Pierce County Regional Council (PCRC)
 - Pierce Transit
 - Puget Sound Regional Council (PSRC)
 - Regional Access Mobility Partnership (RAMP)
 - Sound Transit

- South Sound Military and Communities Partnership (SSMCP)
- Joint land Use Study (JLUS)

- State Legislative Agenda
 - Transportation Funding: I-5 JBLM Corridor Improvements
 - Public Safety Improvements: Point Defiance Bypass
 - Capital Funding Request: Towne Green
 - Maintain Funding for Western State Hospital Community Policing Program
 - Transfer of Fort Steilacoom Park ownership from State to City (future)

- Federal Legislative Agenda
 - Transportation Funding: I-5 JBLM Corridor Improvements
 - Public Safety Improvements: Point Defiance Bypass
 - Lakewood Amtrak Station
 - EB5 Program
 - CDBG Program
 - JBLM Air Corridor

GUIDING PRINCIPLES

People are Lakewood's most vital asset.

A city's livability and prosperity are found in the collective spirit of those who live and work there. Lakewood's community development goals are not merely related to buildings, roads, and such, but to people's quality of life and their pride in and individual contributions to the community.

A sense of place helps define the city.

Putting Lakewood's comprehensive plan to work will help support its most functional areas and continue to improve the physical and social conditions that have resulted in its compromised standing in the regional eye.

Lakewood must be a safe community.

A city and its neighborhoods are underpinned by caring people who watch after each other. Ensuring that there are adequate resources in place to foster public safety will help create a quality place for everybody.

Variety in the built environment helps sustain Lakewood.

Combining land uses that encourage people to live, work, and play in the "new downtown" and the Lakewood Station area will help create a more vibrant life and economy in the city's dominant commercial areas.

Connectivity and movement are essential.

Urban life is improved by facilitating movement, access, and connection for freight, private vehicles, pedestrians, public transportation, and bicycles. Developing a connecting network of streets, sidewalks, and land uses will keep Lakewood's people and products mobile.

Lakewood's urban ecology is important.

A city's natural spaces help make it a desirable place to live. Actively identifying and pursuing opportunities to reestablish a balance between Lakewood's urban and natural systems and restore such natural spaces as creek channels, oak stands, and "rails-to-trails" possibilities will help overcome past encroachment by development.

New development must contribute.

Holding new development responsible for providing functional infrastructure will offset its impacts on the community and ensure healthy neighborhoods for new residents.

The City must contribute.

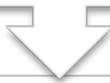
Lakewood's public lands and infrastructure -- streets, sidewalks, and other public areas -- set the stage for life in the city. Targeting public investments into infrastructure and other public projects will create clean, safe, inviting, and well-connected and -maintained facilities for a maximum number of people.



2014-2016 City Council Goals & Priorities

JUNE 23, 2014

The City Council sets the vision for our City and adopts goals to reflect that vision and guide decision-making at all levels of City government.



These goals, once adopted by the City Council, will direct our community toward positive change and will serve as the policy direction for City government.



The goal setting process builds consensus on policies and projects that impact City residents, businesses and the community as a whole.



Specific action strategies and a work plan outlining priority projects are identified to implement each goal.



The City Manager uses the City Council vision and goals to set priorities, direct work activities, and allocate personnel and financial resources.

Lakewood City Council Goal Setting Process





Our City is Fiscally Responsible



Policy Objectives & Action Strategies

- Support a stronger, more prosperous community by making smart investments that accomplish lasting, tangible returns
- Adjust to changes in the service requirements of the community, maximizing resources and creating meaningful performance measures for programs and services
- Focus on total financial picture of the City rather than single-issue areas and promote long-term financial forecasting in support of day-to-day operations
- Continuously evaluate city revenues and expenditures with a view of maintaining a strong fiscal position while providing quality municipal services
- Perform organizational structure review for economic efficiencies and effectiveness, including contract services and vendors
- Do not balance the operating budget with one-time monies and/or reserves; one-time monies should be used for one-time projects, not ongoing or reoccurring programs
- Use performance measures and benchmark key community characteristics

Work Plan items, Tasks and Priority Projects

- Prepare 2015-2016 Biennial Budget, to include performance measures
- Prepare annual Comprehensive Annual Financial Report (CAFR)
- Develop Quarterly Finance Report
- Develop Six Year Financial Forecast 2015 to 2020
- Implement Risk Management Program to include Worker's Compensation and Safety Program

Our City Provides First-Rate Public Safety Services



Policy Objectives & Action Strategies

- The City of Lakewood is safe
- Residents and visitors will experience a sense of safety in all neighborhoods and in all activities in the City of Lakewood
- The City of Lakewood will be one of the safest cities based on approved metrics; bring benchmark metrics back to City Council for approval and tracking
- Ensure adequate resources are available to maintain and ensure health, welfare, and safety of community
- Enhance community safety through expanded public awareness and educational programs

Work Plan items, Tasks & Priority Projects

- Public safety cost/benefit analysis
- Proactive and regular public safety reporting
- CSRT program
- Impact of homelessness and mental illness to include options and alternatives
- Emergency Preparedness and Disaster Recovery
- Public Defender contract options
- Streamline municipal court operations

Our City Promotes Economic Development



Policy Objectives & Action Strategies

- Lakewood will support a dynamic and robust local economy with balanced and sustainable growth by implementing an economic development strategy that will create jobs and improve the tax base in the community with a particular focus on the community's commercial corridors
- Provide leadership and strategic guidance concerning economic development, including coordination with various stakeholders
- Create collaborative and effective working partnerships with the business community, and other key organizations to effectively manage the City's regulatory environment while accomplishing economic development goals
- Update and implement the Comprehensive Plan, Community Vision and key development regulations and other policies such as housing and capital facilities plan (CFP) in partnership with residents, neighborhoods and businesses
- Attract new housing development to accommodate military and all segments of population
- Explore ways the City can effectively stimulate economic development with our economic partners to address community-wide economic development issues (e.g., assistance to existing businesses, business recognition, business retention and expansion strategies, business attraction strategies, community marketing)
- Promote an attractive Lakewood image to include a positive message about doing business in the City and leverage existing competitive advantages such as location, access, military, lakes, parks, golf courses, civic and community involvement, transit options, and wide variety of retail, restaurant and cultural activities.
- Promote better access (e.g., I-5, Bridgeport, Gravelly Lake Dr, 100th, 108th) and increase visibility to Towne Center and other commercial centers to take advantage of proximity to I-5 and six freeway exits
- If feasible, pursue annexation of selected areas within the City's Urban Growth Area (UGA)

Our City Promotes Economic Development



Work Plan items, Tasks and Priority Projects

- **Community Visioning process**
- **Redvelopment and revitalization opportunities**
 - Central Business District/Towne Center
 - Springbrook Neighborhood
 - Pacific Highway
 - South Tacoma Way/International Business District
 - Woodbrook Business Park
 - Tillicum Neighborhood
- **Towne Center Green**
- **Develop community-marketing materials**
- **#IamLakewood**
- **Demographic snapshot/profile of Lakewood community**
- **Leverage available economic development and financing options**
- **Builder and developer forum**
- **Review city codes and regulations to identify updates and efficiencies**
- **Review and update franchise agreements**
- **Identify and prioritize CDBG program**
- **Annexation opportunities**
- **Continue to streamline development services (permitting) process**

Our City is Dedicated to Maintaining and Improving Public Infrastructure and Facilities



Policy Objectives & Action Strategies

- Implement a capital improvement program that provides a safe, clean, and well-maintained community for the enjoyment of all residents and to provide preventive maintenance to avoid greater replacement costs
- Identify, review and prioritize capital infrastructure projects
- Explore, identify and develop long-term funding strategies to maintain the City's infrastructure assets (i.e., Transportation Benefit District, voter-approved initiative, grants, etc.)
- Enhance curb appeal with ramp beautification, well maintained properties on major thoroughfares, right of way maintenance, and beautification plan for all entry points to the City
- Develop and implement a vision for parks and public spaces to improve quality of life and attract residents

Work Plan items, Tasks, and Priority Projects

- Develop and implement a multi-modal transportation plan
- Develop and implement six year Capital Improvement Plan and six year Transportation Improvement Plan (2014-2019, 2015-2020)
- Evaluate existing revenue streams to maximize capital investment
- Explore feasibility of a voter-approved referendum now or in future years
- Continue to pursue local, state and federal grant opportunities
- I-5/JBLM Corridor Improvements
- Park Projects
- Storm Water & Sewer Services
- City Facilities

Our City is Committed to Honest, Open, and Transparent Government

Policy Objectives & Action Strategies

- Enhance and promote the community's image "#IamLakewood"
- Develop and implement a coordinated communication and engagement plan that will better allow the City to share information
- Engage the community in City government to include providing timely and accurate information about City services and openly share information about City actions and decisions
- Ensure transparency between the City as an organization and the community to encourage and promote citizen and civic engagement
- Actively participate in local and regional issues that impact the Lakewood community to include coordination and partnerships with military partners and educational institutions
- Promote the interests and needs of Lakewood in local, state, and national affairs
- Support human services for the benefit of residents of all ages
- Continue to promote and partner with various volunteer groups

Work Plan items, Tasks, and Priority Projects

- Enhance engagement with public
- Community Outreach
- Community and Military Partnerships
- Community Events
- Local, Regional & National Participation
- State Legislative Agenda
- Federal Legislative Agenda
- City Website Redesign
- Social Media/Online Presence
- Connections Newsletter
- "Infobullets"/City Manager's Weekly Bulletin
- Economic Development Communications
- Media Outreach

Next Steps



It is recommended that City Council review the proposed goals as presented, make changes or updates as needed and move forward to July 7, 2014 regular meeting for consideration and adoption.



To: Mayor and City Councilmembers

From: Dan Catron, Principal Planner

Through: M. David Bugher, Assistant City Manager/ Community Development Director

Meeting Date: June 23, 2014

Subject: Cottage Housing

The Community Development Department has been asked to provide the Council information with regard to *Cottage Housing*.

Cottage housing, as generally referred to here, typically involves discrete housing developments with smaller (650-1,000 sq. ft.) detached units oriented to a common open space area. Cottage units often have separate stand-alone garages or parking areas. Usually, because of the small size of the individual units, recreation buildings and other community resources and amenities are also provided.

Many communities provide special cottage housing regulations within their development codes. These special provisions often allow increased dwelling unit density in exchange for special design standards, open space requirements, and sometimes affordability requirements.

The Community Development Department did some exploratory work on cottage housing in 2010, however the effort never moved beyond an informational meeting before the PAB. The draft ordinance developed at that time proposed increased densities for cottage housing projects. The increased density was to be allowed in exchange for meeting certain special development standards. Staff expects there to be opposition regarding new higher density in-fill projects located in existing lower density single-family residential areas.

The City of Lakewood has established nine different residential zoning districts, with a wide range of allowable densities. If cottage housing development is desired in Lakewood, it is possible that such type of development could be permitted within existing zoning districts that allow for higher densities. It appears that the optimum density for cottage development with surface parking is approximately 7 to 12 units per acre. This level of density would currently be permitted in the Mixed Residential and Multi-Family zoning districts. Cottage –style housing projects may be an appropriate approach to small infill lots in MR and MF zoning districts, where larger conventional multi-family development is not possible, or where the developer wants to provide a higher level of amenities than might be found in simple

duplex or triplex development. Issues are anticipated when cottage housing is proposed in Single Family Residential districts that typically support lower maximum densities and larger minimum lot sizes.

In developing the current residential use-type categories, staff intended for the regulations to be very flexible and to accommodate cottage housing (and other creative housing types) within the parameters of the existing zoning code (especially in the MR and MF zoning districts). In the development of the Land Use and Development Code (LMC Title 18A) in 2001, the Community Development Department sought to create a “clean” code- with a minimal number of “special programs” such as planned development districts. Staff is concerned that a special cottage housing ordinance would constitute such a special program. If developers are interested in constructing “cottage housing”, staff would like to find a way to remove any impediments to such types of housing and let developers pursue such projects on their own initiative under existing (or lightly modified) zoning regulations. Upcoming amendments to the City’s subdivision code are intended to clarify procedures for binding site plans (used to create condominium units) which would help facilitate cottage housing projects.

Pros/Cons for cottage housing:

PROS

- Provides for increased number of dwelling units
- Requires higher level of design and resident amenities.
- Units are smaller and more efficient
- Provides greater range of types and styles of housing units
- Typically provides larger common open space area instead of individual yards.

CONS

- Allows for increased density in established neighborhoods (especially in the Residential Estate zoning districts, R-1 and R-2)
- Requires greater set-aside of land for private open space.
- Units may not be architecturally consistent with surrounding development.
- Process is more time consuming for staff and developer
- May increase costs per dwelling unit
- Complicates zoning code standards. Residents in general are not likely to be aware of a city-wide zoning amendment that would potentially have an impact on their existing neighborhood land-use patterns.

Staff recommends that any conceptual cottage housing project try to comply with the existing zoning ordinance. Existing residential development standards are generally very accommodating with minimal setback requirements and very broad categories of residential use types. If the underlying zoning does not allow for a desired cottage housing project, it may be more appropriate to “up-zone” the individual property (or the immediate area) rather than create a set of special provisions applicable city-wide. Most residents would not be aware of a zoning code amendment that is applicable city-wide. If a site-

specific up-zone is proposed, then neighboring property owners would have more notice of the intended development.

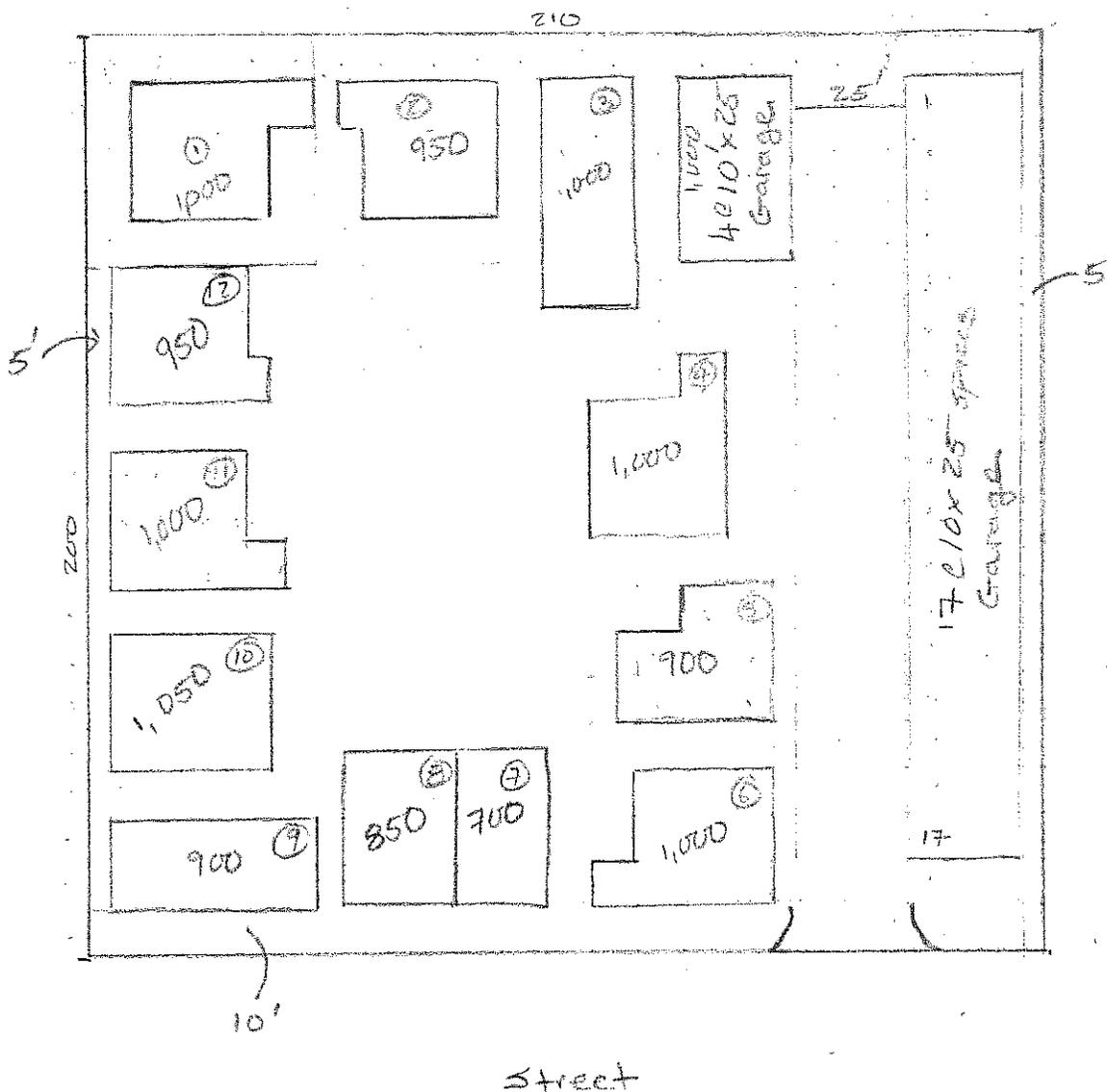
It is recommended that the City Council add this item to the Planning Advisory Board's 2014 Work Plan for review and the development of a recommendation to the City Council.

Example 1:

12 units on 42,000 s.f. lot in the Mixed Residential 2 (MR2) zone.

- 1 unit @ 1,050 s.f.
- 5 units @ 1,000 s.f.
- 2 units @ 950 s.f.
- 2 units @ 900 s.f.
- 1 unit @ 850 s.f.
- 1 unit @ 700 s.f.

| <u>Subject</u> | <u>Code Req't</u> | <u>Example</u> |
|------------------------|----------------------|-----------------------|
| Use Type | Multi-family Level 1 | Primary Permitted Use |
| Density | 14.6 du/ac. max. | 12.75 du/ac. |
| Minimum Lot size | 3,000 s.f./unit | NA (undivided condo) |
| Max Building Coverage | 60% (25,200 s.f.) | 39.4% (16,550 s.f.) |
| Max Impervious Surface | 75% (31,500 s.f.) | 51% (21,550 s.f.) |
| Parking | 1.75/unit (21) | 21 spaces |



Example 2:

5 units on 20,000 s.f. lot in the Multi-Family One (MF1) zone.

5 units @ 1,000 s.f.

| <u>Subject</u> | <u>Code Req't</u> | <u>Example</u> |
|------------------------|-----------------------|-----------------------|
| Use Type | Multi-Family- Level 1 | Primary Permitted Use |
| Density | 22 du/ac. max. | 10.9 du/ac. |
| Minimum Lot size | NA | NA |
| Max Building Coverage | 60% (12,000 s.f.) | 35% (7,000 s.f.) |
| Max Impervious Surface | 70% (14,000 s.f.) | 51% (9,800 s.f.) |
| Parking | 1.75/unit (9) | 10 spaces |

