



Clover Park School District and City of Lakewood Joint School Board and City Council Meeting

Tuesday, November 25, 2014 - 6 p.m.

Location:

Student Services Center - Board Room
10903 Gravelly Lake Drive SW
Lakewood, WA 98499

I. Welcome and Call to Order

Presenter: Dr. Marty Schafer

II. Items for Discussion

1. City Council - Goals & Priorities

Goals and Priorities.pdf (p. 2)
2015-17 Biennial Legislative Agenda.pdf (p. 14)

2. School Board - Goals & Priorities

Accountability Plan.pdf (p. 23)
Legislative Priorities 2014-15.pdf (p. 30)
At A Glance 14-15.pdf (p. 31)

3. Discussion

III. Adjourn

The district shall provide equal employment opportunity and treatment for all applicants and employees in recruitment, hiring, retention, assignment, transfer, promotion, and training. Such equal employment opportunity shall be provided without discrimination with respect to race, creed, religion, color, national origin, age, sex, sexual orientation including gender expression or identity, marital status, veteran status or physical, sensory or mental disabilities, except insofar as such factors are bona fide occupational qualifications, or the use of a trained guide dog or service animal by a person with a disability.



2014-2016 City Council Goals & Priorities

As adopted by the City Council on July 7, 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. The goal setting process also builds consensus on policies and projects that impact City residents, businesses and the community as a whole.

These goals 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. Each adopted goal also includes specific action strategies and a work plan outlining priority projects to be identified to implement each goal. 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.

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

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. An additional review occurred as part of City Council's June 23, 2014 study session with adoption occurring as part of City Council's July 7, 2014 regular meeting.

The following goals 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

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) Committed to developing and maintaining a professional, highly qualified, well-trained, and service-oriented City workforce that utilizes sound business practices rooted in accountability, ethical behavior, efficiency, technology, effectiveness, and responsiveness in the delivery of city services.
- g) Promote the interests and needs of Lakewood in local, state, and national affairs
- h) Support human services for the benefit of residents of all ages
- i) 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
- 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
 - Outreach to faith-based organizations
 - Promote "Lakes"
 - 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
 - Diabetes Association of Pierce County
 - Emergency Food Network (EFN)
 - 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
 - Lakewold 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
- Military Partnerships
 - 2-2 Stryker “Lancer” 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
- Police Department 10 year Anniversary (2014)
- Summer FEST & Triathlon
- 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



2015-2017 Biennial Legislative Agenda

Transportation Funding: I-5 JBLM Corridor Improvements

Lakewood requests that the state adopt a transportation revenue package that includes full funding for improvements to the Joint Base Lewis McChord I-5 Corridor (I-5/Mounts Rd Interchange on the south to the I-5/Bridgeport Interchange on the north) to relieve congestion and allow for the future economic development of the City of Lakewood and the surrounding communities. The City also requests that a transportation revenue package include a direct distribution of funding to cities for local street maintenance and operations.

Capital Funding Request: Springbrook Park Phase III, Neighborhood Connection

Springbrook is one of the most economically disadvantaged areas in Lakewood. It is located in the southeast corner of Lakewood just outside the Joint Base Lewis McChord Field gate and is isolated from the remainder of Lakewood by I-5 and Clover Creek. Aside from this project, there are no open spaces, or community centers in this area. Lakewood requests \$300,000 for Springbrook Park Phase III. This phase will include a small open space coupled with a 175-foot pedestrian bridge over Clover Creek near Springbrook Park to allow this geographically isolated area to easily access Springbrook Park.

Point Defiance Bypass Rail Safety

The Point Defiance Bypass Project will re-route passenger trains through south Tacoma, Lakewood, and DuPont at the cost of \$89 million. Once completed, the project will bring a total of seven daily round trip passenger trains through Lakewood intersections, with an average crossing time of 7 seconds per intersection, 45 seconds total with guard rails, and a maximum speed of 79 mph. This routing bifurcates the community and negatively affects residents and businesses by generating additional traffic congestion, increasing noise and vibrations, and impacting economic development. Lakewood requests \$4.6 million be appropriated to WSDOT-Rail to fund rail safety improvements in Lakewood.

Maintain Funding for the Western State Hospital Community Policing Program

The 2013-15 State Operating Budget contains \$462,000 for a highly effective neighborhood policing team to respond to hundreds of calls for police service at Western State Hospital. The City of Lakewood requests that this funding remain included in the budget, and that it be re-appropriated in the 2015-17 Operating Budget. The City also requests that the funding amount appropriated to the community policing program be re-assessed if Western State Hospital expands.



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CITY OF LAKEWOOD

LEGISLATIVE POLICY MANUAL

ADOPTED BY CITY COUNCIL ON NOVEMBER 3, 2014

COMMUNITY, ECONOMIC DEVELOPMENT, TRANSPORTATION, AND INFRASTRUCTURE

I-5 JBLM Corridor

The City supports full funding of improvements to the I-5 Joint Base Lewis McChord Corridor to relieve congestion and allow for future economic development of Lakewood and the surrounding region.

South Sound Military & Communities Partnership & Joint Base Lewis McChord

The City is a strong partner with Joint Base Lewis McChord (JBLM) and a participant in the South Sound Military Communities Partnership (SSMCP). JBLM is an employment hub for the City of Lakewood. The SSMCP is a primary point of coordination for military-related issues that affects the region as a whole to include workforce development to provide opportunities for those military personnel leaving the service each year, transportation and infrastructure, education, and healthcare and wellness. The City of Lakewood supports the ongoing efforts of the SSMCP and supports policy decisions that assist JBLM. The City also believes in a strong commitment from the State in support of military affairs, such as the Washington Military Alliance (WMA), to include financial assistance in support of local advocacy agencies such as SSMCP.

Economic Development Tools

The City supports programs that may be developed to assist local governments in improvement of neighborhood residential and commercial area rehabilitation, through tax incentives, grants, loans and other programs. The City also supports legislation that provides economic development tools that the City may use if it so chooses. This legislation includes, but is not limited to: the multi-family housing tax incentive, tax increment financing, lodging tax, the Main Street Act (a series of small tax incentives for neighborhood business districts), complete streets grant program, community facility financing, shared state revenue for construction of convention and special event centers, additional shared state revenue for urban renewal and other public facility improvements, and innovative approaches to property tax assessment that reduces the current incentive to allow property to remain blighted.

Annexation

The City believes that annexation laws should encourage the logical development and expansion of the City to provide for a healthy and growing local economy and efficient services. The law should also facilitate and ease the annexation of unincorporated islands adjacent to City limits. The City supports legislation that will further modify state annexation laws to reduce the administrative process of annexation and further encourage and incentivize annexation of existing unincorporated islands. A recent model that provides a temporary shift in sales tax revenue to incentivize very large annexations needs modification to recognize that most annexations involve far fewer than 10,000 people.



CITY OF LAKEWOOD

LEGISLATIVE POLICY MANUAL

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Boundary Review Board

Boundary Review Boards are a quasi-judicial administrative body empowered to make decisions on such issues as incorporations, annexations, extensions of utilities, etc. by cities, towns, and special purpose districts. These Boards can approve, deny, or modify a proposal. Decisions are appealable to the Pierce County Superior Court. Because most issues are appealed to the Superior Court the City of Lakewood believes the Boundary Review Boards are duplicative and supports legislation that results in their elimination.

Local Authority for Land Use and Planning

Local governments must maintain final decision making authority on local zoning, land use, and planning, including local zoning and regulation of house-banked card rooms and other businesses. Specifically, the City opposes any effort by either the State Legislature or Congress to preempt local land use or taxation authority.

Public Works Assistance Account

The City supports reforming the Public Works Assistance Account by restoring its revenue sources, streamlining its processes, and allowing the Public Works Board to expand uses for its loan program and make other modernizations.

Parks, Recreation & Urban Forestry

The City of Lakewood is in need of state assistance to improve, maintain and expand its local park system and the open space areas of the City. The City supports ongoing funding for the Washington Wildlife and Recreation Program (WWRP) and the Youth Athletic Fund (YAF).

If the WWRP program is fully funded with \$95 million in the 2015-17 Capital Budget, the City will receive \$193,950 in funding for Phase II of Springbrook Park (Acquisition and Development), and \$250,000 in funding for Waughop Lake Trail at Fort Steilacoom Park.

If the YAF fund is fully funded to \$12 million, the City will have the chance to compete for these funds (e.g., lighting or turf upgrades at Fort Steilacoom Park) in a competitive grant process. Maximum grant award is \$250,000.

Fort Steilacoom Park: Transfer of Ownership

Fort Steilacoom Park is currently owned by the state (DSHS), and leased to the City of Lakewood. The current lease will be up for renewal in approximately 11 years. In the meantime, an extension has been requested for grant application purposes. The City would like to transfer ownership from the State to the City, which would require legislative authorization. The City of Chehalis accomplished a similar ownership transfer for Stan Hedwall Park in the 2013-15 state budget. The City is currently exploring with DSHS and the Department of Enterprise Services whether a similar ownership transfer is possible for Fort Steilacoom Park. We have also reached out to Pierce College since their campus grounds are also leased from the State. As these conversations progress, the City is supportive of any needed legislative authorization.



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LEGISLATIVE POLICY MANUAL

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Local Transportation Funding

The City supports a local funding component in future state transportation packages, and requests that cities be provided with a dedicated transportation revenue stream. Both the state and the county have dedicated transportation revenue streams; the gas tax and the county road levy, respectively. Cities lack a dedicated transportation revenue stream to maintain and operate local streets. As a result, city roads remain in disrepair; general fund dollars are taken from other important services to repair roads; or a combination thereof. A dedicated transportation fund source would improve roads and help make cities more financially sustainable.

SR 167/SR 509 Puget Sound Gateway Project

The City of Lakewood supports completing State Route 167 by adding the remaining six miles between Puyallup (SR-161) and Tacoma (SR-509) originally envisioned in the highway's design 30 years ago.

Capital Funding Request: Towne Green

During the 2014 legislative session, the City requested \$500,000 for the Lakewood Towne Green, which was proposed to be included as part of a development project at the Towne Center. The 2014 House Proposed Capital Budget proposal included \$250,000 for the Towne Green, but a final capital budget was not adopted. It's now uncertain whether the project is ripe for receiving funding because progress with the developer is moving slower than anticipated. The City expects to pursue this funding request once an agreement is reached with our developer partner.

Limiting Additional Freight on Point Defiance Bypass (Lakeview Rail Line)

With the development of the Point Defiance Bypass project in support of Amtrak passenger rail coupled with increasing demands on freight rail, there is concern that the Point Defiance Bypass project could eventually lead to carrying increased freight traffic in addition to new passenger rail. The City opposes increased freight traffic along this corridor that is above and beyond the activity already in place and does not have a destination point within Lakewood.

FINANCE

State-Shared Revenues

The City supports restoration and continued appropriation of committed state shared funds, such as Liquor Excise Taxes and Profits, Streamlined Sales Tax Mitigation, City-County Assistance Account, Municipal Criminal Justice Account, Annexation Sales Tax Credit, and public health funding. Support legislation that provides cities with tax revenue from the sale of marijuana.



CITY OF LAKEWOOD

LEGISLATIVE POLICY MANUAL

ADOPTED BY CITY COUNCIL ON NOVEMBER 3, 2014

Fiscal Home Rule (alternative to State-Shared Revenues)

The city recognizes that it is increasingly difficult for the state to continue its historic role of providing state-shared revenues to the local level. The city will evaluate fiscal home rule proposals as they are introduced.

General Fund Revenue

The City supports legislation that will increase, expand, or favorably restructure its revenue-raising ability. In consideration of the continued growth in demand for services that exceed revenue growth and inflation, the City supports the following revenue options:

- Give local governments increased local option flexibility in all areas of taxing authority.
- Eliminate remaining non-supplanting language and restrictions on use of certain revenues in local option tax authority. This language excessively limits City Council discretion regarding funding priorities.

Unfunded Mandates & Other State & Federal Budget Impacts

Mandates from the Federal and State governments are rarely accompanied with adequate new revenues or taxing authority, but instead force the City to reduce funding levels for other services. The City opposes efforts by Congress and the State Legislature to balance budgets by shifting responsibilities to cities.

PUBLIC SAFETY

Authority to Appoint Municipal Court Judges

The City supports cities' ability to appoint a municipal court judge and to maintain courts and supports further technical and financial assistance for the administration of municipal courts.

Traffic Enforcement Cameras

The Legislature has authorized local government to use traffic enforcement cameras in limited situations, including red light enforcement at certain intersections and speed control in school zones. Traffic enforcement cameras have proven to be a success in reducing instances of speeding and violation of traffic signals. The City supports the use of traffic enforcement cameras. The City also supports legislation allowing images from traffic enforcement cameras to be used by law enforcement in criminal cases if there is probable cause.

Jail and Court Costs

The City supports legislative proposals that reduce jail and court costs, and maintain the City's flexibility in providing jail and court services. The City supports additional funding for local grants through the Office of Public Defense, and clarifying local authority to set standards for public defenders. The City also supports maintaining the flexibility to select the most appropriate manner in which to provide jail services.



CITY OF LAKEWOOD

LEGISLATIVE POLICY MANUAL

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Expansion of “Fair Share” to Special Commitment Center Offenders

The City supports legislation expanding the current “fair share” law, which requires Department of Corrections to send prisoners/offenders back to their county of origin when they are released from the Special Commitment Center run by the Department of Social and Health Services. Currently, a disproportionate number of those being released from the Special Commitment Center are residing in Pierce County. Since the beginning of 2012, 41 detainees have been released, and 15 of them are in Pierce County.

GENERAL GOVERNMENT

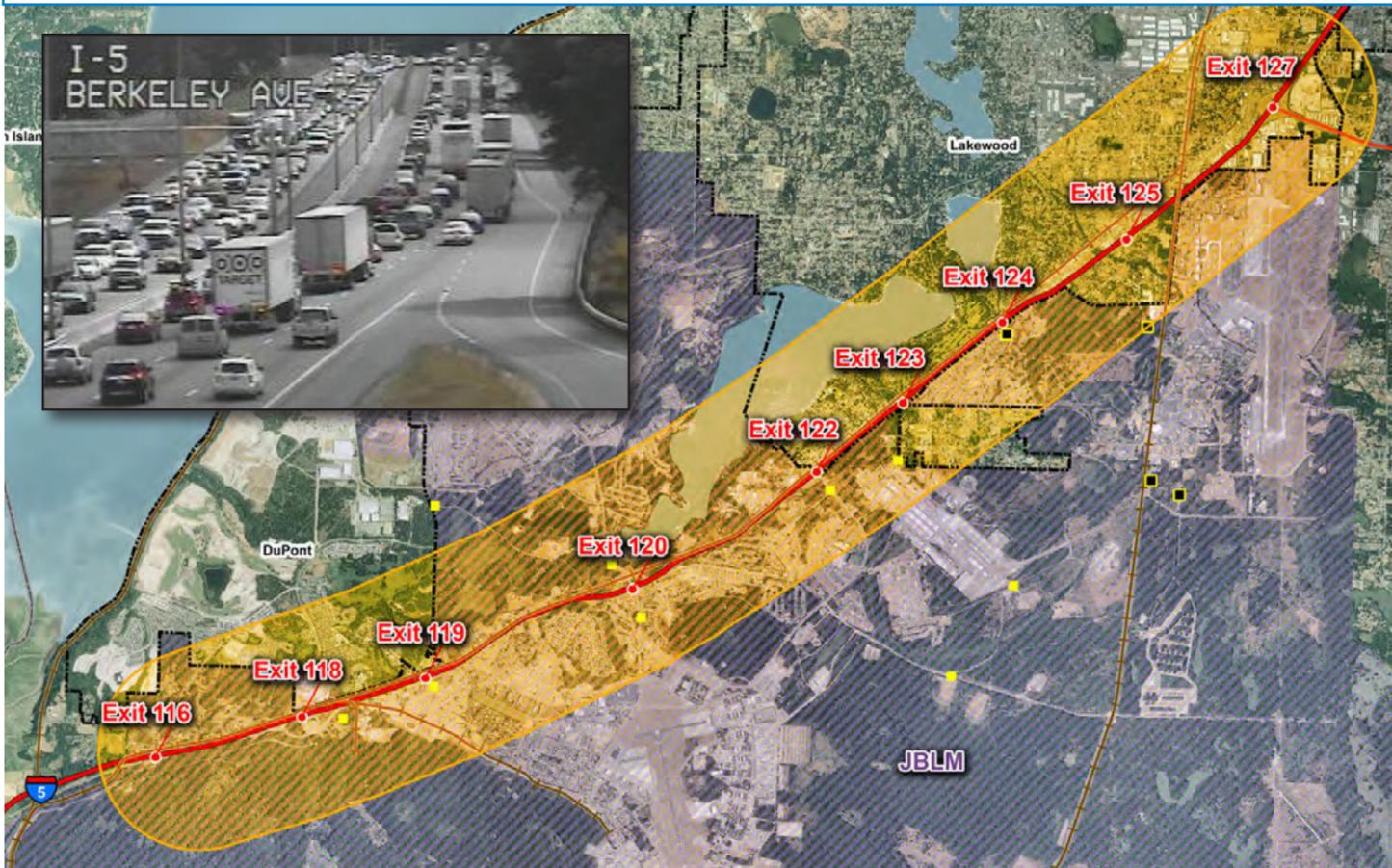
Public Records & Open Meetings

The City respects the right of the public to have access to legitimate public records and documents. The City believes its ability to recover the costs of searching for, gathering and reviewing requested documents is also in the public’s interest. The City supports reasonable reforms to the public records act. The City opposes requiring the recording of executive sessions or other restrictions on legitimate uses of executive sessions.

Regulating Enhanced Service Facilities

In 2013, legislation passed allowing adult family homes to transition to enhanced service facilities (ESFs). Because of the City’s proximity to Western State Hospital, it has a significant number of adult family homes that under this new law could be transitioned into ESFs. For example, the neighborhood of Oakbrook, directly north of Western State Hospital, has 26 adult family homes. ESFs are intended to serve those that have greater needs than those in an adult family home. The City is concerned that ESFs should not be located in residential areas in the same manner as adult family homes. This last interim, DSHS completed rulemaking on the regulations that Enhanced Service Facilities must follow. The City supports legislative changes that impose greater regulation on ESFs than is included in the adopted rules.

I-5 JBLM Corridor Interchange and Capacity — \$820 million



Important Lakewood Info

I-5 Statistics

- This section of I-5 comprises some of the worst congestion in the entire state and as such is an issue of local, regional, and national interest
- Over 120,000 vehicles use the corridor daily
- Afternoon traffic speeds slow to 22 MPH to 36 MPH in both directions, 7 days per week
- I-5 is an important regional freight corridor; 12-13% of total vehicles are freight
- Traffic slows to an average speed of 15 MPH during peak-use times

Lakewood Today

- Current population: 58,310; Households: 26,548
- Median age: 36.6 years
- Median household income: \$43,801 compared to \$59,374 Statewide
- Average household income: \$65,912
- Median home value in 2013: \$194,610
- Unemployment rate—6.4% compared to 5.6% Statewide and 5.7% in Seattle
- Lakewood property tax rate is \$1.44 per \$1,000 assessed value
- JBLM: 158,697 population: 46,496 Service Members, 57,946 Family Members, 16,896 Civilians, and 33,938 Retirees
- Approximately 26,250 jobs in Lakewood
- 3,528 businesses operate in Lakewood
- Possess high school diploma/equivalent—86.9% compared to 90% Statewide
- Possess at least a Bachelors degree—20.8 compared to 31.6% Statewide
- Diversity: 60% White, 15% Hispanic, 12% African American, 9% Asian, 4% Native American

City of Lakewood

Federal Priorities



Elected Officials

Don Anderson
Mayor

Jason Whalen
Deputy Mayor

Mary Moss
Councilmember

Michael Brandstetter
Councilmember

Marie Barth
Councilmember

Paul Bocchi
Councilmember

John Simpson
Councilmember

CONTACT INFORMATION

John J. Caulfield
City Manager



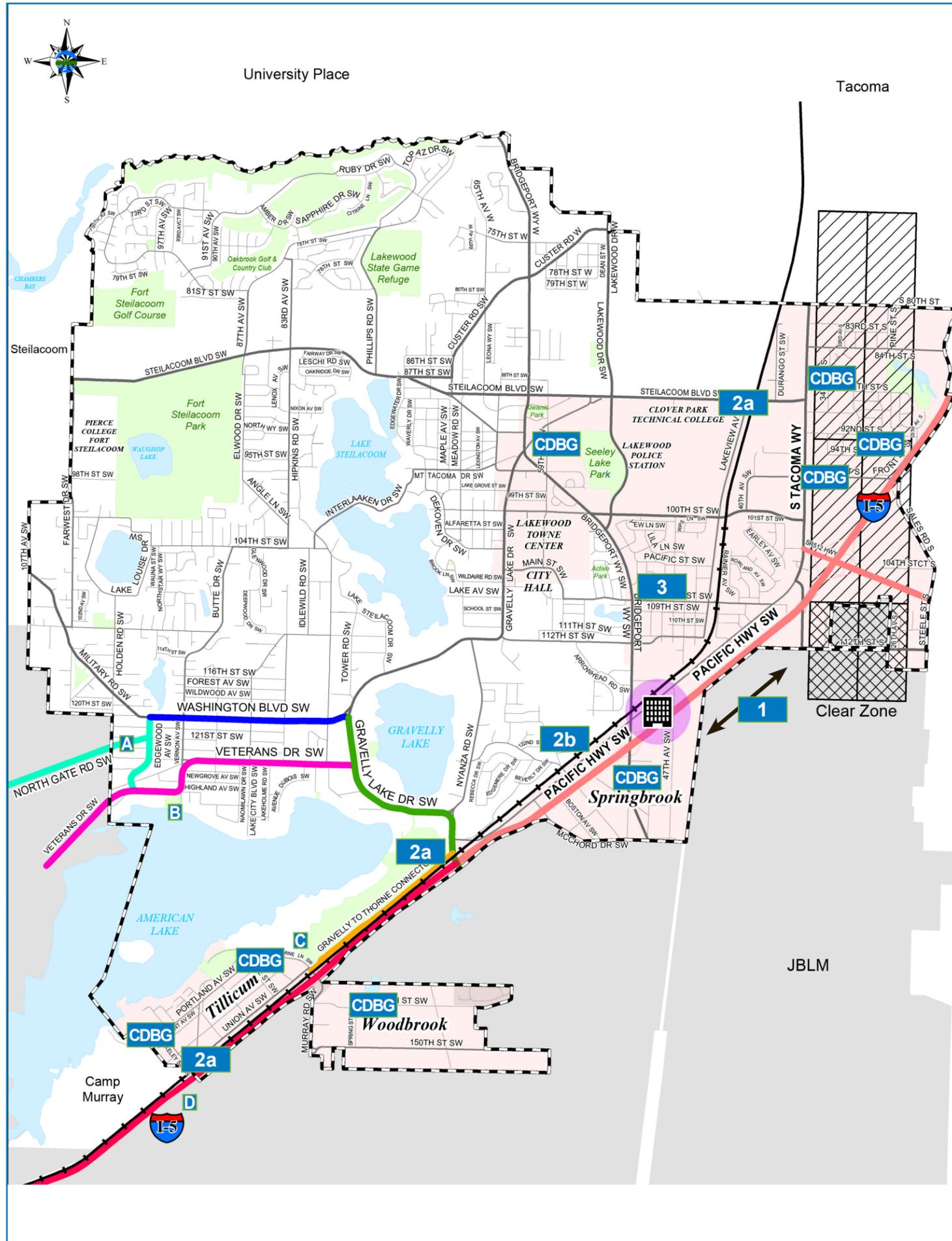
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City of Lakewood Federal Priorities



- 1 I-5 JBLM Corridor Interchange and Capacity**
- Current status: WSDOT moving forward with an Alternative Analysis for the full corridor and Interchange Justification Report (IJR) that will result in a preferred alternative by the end of 2014/ early 2015
 - Total Project Cost: \$820 million
 - Provide congestion relief, improved mobility and travel time reliability
 - Improve connectivity between communities and JBLM location
 - Improve access to JBLM, reducing back up on the interstate
 - Reduce demand on I-5 by rebuilding priority interchanges with phased improvements.
 - Project lead is the Washington State Department of Transportation; other partners include City of Lakewood and JBLM
 - Ramp metering and some minor Intelligent Transportation System improvements have been made

- 2a Port Defiance Rail Bypass—Basic Safety Enhancements**
- Provides public safety improvements including: safety fencing, sound walls, security cameras and detection equipment
 - Total Project Cost: \$87 million
 - Outstanding Need: \$4.6 million

- 2b Port Defiance Rail Bypass—Lakewood Amtrak Station**
- Adds a station to the City of Lakewood bringing Amtrak access to the community and JBLM

- 3 EB5 Foreign Investment Regional Center**
- Lakewood created a Targeted Employment Zone to utilize this federal program
 - Secured commitments of investors to create 2 new hotels in Lakewood
 - Extreme federal delays (more than 2 years) prevented these developments

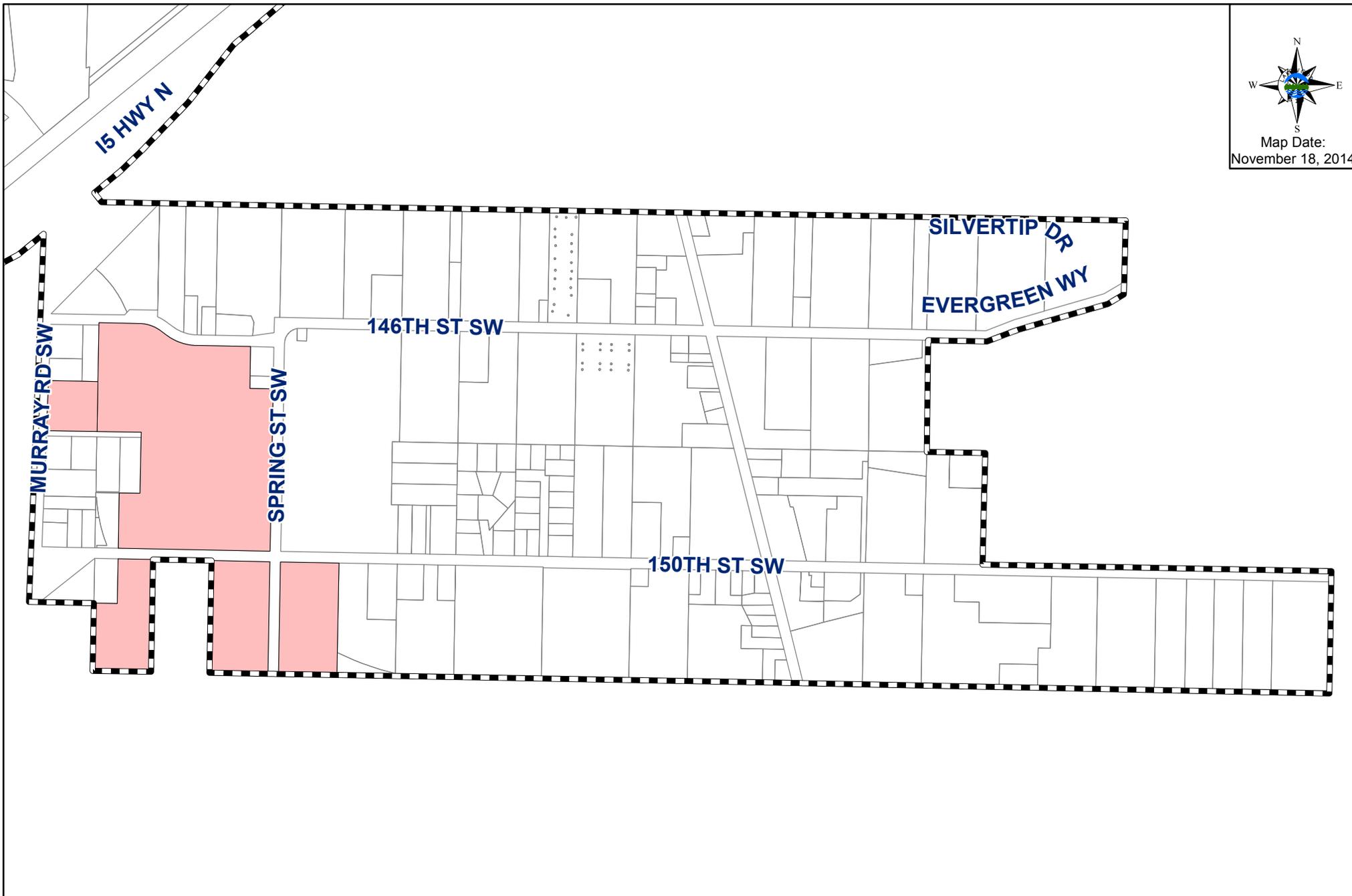
- CDBG Community Development Block Grant and HOME**
- CDBG funding has dropped from \$913,000 in 2000 down to \$471,752 in 2014
 - HOME funding has dropped from \$464,000 in 2000 down to \$242,800 in 2014
 - Lakewood has helped families fix up nearly 150 homes at a cost of nearly \$6 million since 2000 coupled with basic physical infrastructure improvements in needy neighborhoods

- JBLM Air Corridor**
- Two zones; clear zone and the air corridor
 - Zoned for limited use but the area contains numerous businesses and homes that create a large economic impact for the City
 - A main entrance to the City of Lakewood

- Other Federal Priorities**
- A) COMMUTE Act of 2014 (H.R.5290) gives the Office of Economic Adjustment (OEA) the authority to grant awards for the construction of transportation infrastructure improvements in military communities
 - A** North Gate Road and Edgewood Avenue
 - B** Veterans Drive at American Lake Park
 - C** North Thorne Lane at Future Gravelly to Thorne Connector (aka: Union Avenue)
 - D** Madigan Access Project (Berkeley Street I-5 Interchange)
 - B) Expansion of OEA's authority to provide sustainable funding beyond base gates to assist and partner with the communities (e.g. SSMCP) that they serve
 - C) The City supports reauthorization of the TIGER grant program in the MAP-21 Reauthorization and supports designating a portion of these funds for cities under 100,000 in population size



Map Date:
November 18, 2014



- Clover Park School District Tax Parcel
- Tax Parcel
- Lakewood City Limit



Woodbrook

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

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Accountability Plan for Implementing the Board Priorities and District Goals 2013-14

Goal 1

Marty Schafer



Improve Student Achievement in Elementary and Secondary Schools

Goal 2

Carole Jacobs



Engage Parents and Other Community Stakeholders

Goal 3

Joe Vlaming



Communicate Fiscal Responsibility and Effective Resource Stewardship

Goal 4

Paul Wagemann



Emphasize Student Conduct to create a Supportive Learning Environment for students and employees

Goal 5

Walt Kellcy, Jr.



Improve Staff Retention, Recruitment and Performance

Vision

In our district...

- All children are performing at or above grade level.
- Everyone is committed to creating unique solutions for student achievement.
- A spirit of collaboration and accountability thrives.
 - A culture of districtwide pride exists.

Mission

The mission of Clover Park School District is to teach each child what he or she needs to know to succeed and contribute to the community.

GOAL 1 - Student Achievement

Improve student achievement in elementary and secondary schools

Objective	Measure	Baseline 2007-08	2010-11	2011-12	2012-13	2013-14
Readiness for Reading	% of 2nd graders reading at benchmark - DIBELS	54%	59%	59%	67%	74%
Growth for all Students	Met growth target on MAP (3-8)					
	3rd grade Reading	N/A	N/A	51.5%	53.5%	64.4%
	4th grade Reading	N/A	N/A	49.0%	52.4%	59.8%
	5th grade Reading	N/A	N/A	56.6%	57.1%	64.1%
	6th grade Reading	45%	47.6%	52.8%	52.3%	60.8%
	7th grade Reading	45%	53.8%	60.6%	56.8%	58.6%
	8th grade Reading	48%	54.4%	54.5%	53.3%	59.6%
	3rd grade Math	n/a	45.4% (JB LM)	59.8%	58.8%	70.7%
	4th grade Math	n/a	56.0% (JB LM)	61.2%	65.6%	69.0%
	5th grade Math	n/a	65.6% (JB LM)	65.1%	60.6%	62.9%
	6th grade Math	48%	50.1%	59.4%	60.5%	69.4%
	7th grade Math	50%	59.8%	69.0%	68.0%	74.1%
8th grade Math	53%	56.9%	60.0%	59.6%	67.3%	
Proficiency on State Standards	State Reading Assessment					
	3rd grade	58.1%	69.3%	63.2%	66.6%	68.2%
	4th grade	62.1%	57.6%	64.0%	67.9%	64.1%
	5th grade	61.7%	55.4%	62.3%	74.7%	67.9%
	6th grade	60.4%	62.6%	61.7%	64.1%	67.9%
	7th grade	55.4%	48.3%	59.1%	64.0%	57.8%
	8th grade	55.6%	58.0%	60.5%	59.8%	71.1%
	10th grade	77.9%	78.2%	76.7%	75.8%	80.8%
	State Math Assessment					
	3rd grade	54.5%	56.1%	64.5%	61.4%	60.9%
	4th grade	32.3%	55.2%	51.8%	54.1%	49.4%
	5th grade	44.0%	54.5%	54.9%	59.5%	52.0%
	6th grade	34.6%	49.7%	50.5%	50.1%	57.9%
	7th grade	50.5%	45.6%	50.7%	63.2%	57.8%
	8th grade	37.7%	36.7%	46.7%	51.3%	71.1%
	10th grade *Note	33.5%	N/A*	N/A*	N/A*	N/A*
	EOC Year 1	Spring 2011 was the first year for these end of course exams	Grade 9 - 60.2%	Grade 9 - 37.0%	Grade 9 - 55.8%	Grade 9 - 55.1%
			Grade 10 - 63.8%	Grade 10 - 80.6%	Grade 10 - 81.0%	Grade 10 - 81.4%
	EOC Year 2		Grade 9 - 74.2%	Grade 9 - 74.5%	Grade 9 - 91.9%	Grade 9 - 90.0%
			Grade 10 - 40.3%	Grade 10 - 60.7%	Grade 10 - 71.0%	Grade 10 - 68.4%
	State Writing Assessment					
	4th grade	50.2%	49.5%	46.5%	47.0%	49.9%
	7th grade	63.2%	58.7%	49.9%	66.3%	68.8%
	10th grade	86.8%	85.5%	86.5%	83.4%	84.6%
	State Science Assessment					
	5th grade	26.9%	37.2%	51.4%	56.9%	52.9%
	8th grade	27.8%	47.6%	54.6%	56.3%	55.8%
	10th grade	22.0%	32.0%	N/A**	N/A**	N/A**
End of Course Biology Exam	N/A	N/A	Grade 9 - 61.0%	Grade 9 - 78.4%	Grade 9 - 82.0%	
			Grade 10 - 52.9%	Grade 10 - 57.8%	Grade 10 - 65.6%	
# of student groups meeting proficiency on State Annual Measureable Objectives	N/A	N/A	Reading - District 6/11 State 2/11 Math - District 8/11 State 4/11	Reading - District 5/11 State 1/11 Math - District 6/11 State 1/11	No longer applicable – now AYP	
Close the Achievement Gap	Achievement gap in math based on state assessment					
	4th grade Black and Hispanic	19%	18%	10%	5%	8%
	7th grade Black and Hispanic	16%	19%	18%	15%	13%
	10th grade Black and Hispanic	18%	18%	N/A	N/A	N/A

GOAL 1 - Secondary Schools

Improve student achievement in secondary schools

Objective	Measure	Baseline 2007-08	2010-11	2011-12	2012-13	2013-14
Increase College and Career Readiness	Adjusted 4 year cohort Graduation rate new formula for Class of 2010	N/A	Class of 2011 69.8% State 2011 scores 76.6%	Class of 2012 67.9% State 2012 scores 77.2%	Class of 2013 73.6% State 2013 scores 76.0%	Available late winter 2014
	Adjusted 5 year cohort Graduation rate new formula for Class of 2010	N/A	Class of 2010 73.2% State 2010 scores 78.2%	Class of 2011 76.8% State 2011 scores 78.9%	Class of 2012 75.9% State 2012 scores 78.8%	Available late winter 2014
	% of 9th graders failing two or more classes	34%	39.63%	44.19%	34.75%	35.71%
	AP exams	23.7% 376 students enrolled 540 exams taken 128 exams, 3 and above	26.4% 487 students enrolled 605 exams taken 160 exams, 3 and above	28.9% 390 students enrolled 651 exams taken 188 exams, 3 and above	32.0% 369 students enrolled 612 exams taken 197 exams, 3 and above	33% 443 students enrolled 721 exams taken 236 exams, 3 and above
	Increase performance on ACT tests	303 students tested 18.4 CPSD scores 23.1 State scores	143 students tested 18.7 CPSD scores 22.8 State scores	191 students tested 17.7 CPSD scores 22.9 State scores	201 students tested 17.9 CPSD scores 22.8 State scores	292 students tested 18.2 CPSD scores 23.0 State scores
	Increase performance on Reading SAT tests	241 students tested 457 CPSD scores 526 State scores	235 students tested 464 CPSD scores 523 State scores	223 students tested 460 CPSD scores 517 State scores	219 students tested 461 CPSD scores 515 State scores	191 students tested 474 CPSD scores 510 State scores
	Increase performance on Math SAT tests	241 students tested 463 CPSD scores 533 State scores	235 students tested 469 CPSD scores 529 State scores	223 students tested 463 CPSD scores 528 State scores	219 students tested 466 CPSD scores 523 State scores	191 students tested 474 CPSD scores 518 State scores
	Increase performance on Writing SAT tests	241 students tested 440 CPSD scores 509 State scores	235 students tested 451 CPSD scores 508 State scores	223 students tested 442 CPSD scores 500 State scores	219 students tested 455 CPSD scores 499 State scores	191 students tested 455 CPSD scores 491 State scores
	Dual Credits Earned	1,559	3,136	1,891	2,947	3,109
	CTE Courses Offered	29	48	52	56	60
Career & Technical Education (CTE) Program Completers (360 hours or more in one CTE program of study)	0 students reported	58 students	262 students	274 students	425 students	

GOAL 2 - Community Engagement

Engage parents and other community stakeholders

Objective	Measure	Baseline 2007-08	2010-11	2011-12	2012-13	2013-14
Community Engagement	Parent-Teacher Conferences - % of students whose parents participated	Fall 2007 78%	Fall 2010 83%	Fall 2011 83.5%	Fall 2012 84.5%	Fall 88.5%
	Parent access to Skyward for assignments, grades, attendance	N/A	N/A	Access begins in November 2012 – First report will be for the 2012-13 school year	November 2012 - June 2013 Individual logins 32,063 Family logins 2,487	July 2013 - June 2014 Individual logins 46,900 Family logins 2,633
	Community Survey required by OSPI	N/A	N/A	First report will be for the 2012-13 school year	Nine characteristics of High Performing Schools Clear & Shared Focus 77% High Standards & Expectations 83% Effective Leadership 75% Collaboration & Communication 75% Parent & Community Involvement 73% Supportive Learning Environment 78% Monitoring Teaching & Learning 74% Curriculum, Instruction & Assessment 75%	Spring 2015
	Update Parent Resources on district website	Limited resources	Meets parents needs-updated regularly	Updated and reorganized, dress code and student code of conduct on district website	Updated and reorganized, dress code and student code of conduct on district website Consistent websites for all elementary schools Middle and high school websites converted by 6/14 Parent instructions available for Skyward access	Consistent website formats district wide Skyward facilitates parent communication Online enrollment piloted at three schools Enrollment forms available online

GOAL 3 - Communication/Public Relations

Communicating fiscal responsibilities and effective resource stewardship

Objective	Measure	Baseline 2007-08	2010-11	2011-12	2012-13	2013-14
Resource Stewardship	Fiscal responsibility - 5% debt and fiscal management	5%	5%	5%	Greater than 5%	Available Spring 2015
	Expenditures per student per OSPI	\$10,967	\$11,602	\$11,171	\$10,960	Available Spring 2015
	Administrative costs	16%	12.7%	12.9%	12.5%	Available Spring 2015
	Students exiting and entering CPSD	Exiting 60% Entering 40%	Exiting 63.54% Entering 36.46% K-5 Exit 35.55% K-5 Enter 65.04% 6-12 Exit 64.45% 6-12 Enter 34.96%	Exiting 57.34% Entering 42.66% K-5 Exit 37.45% K-5 Enter 62.55% 6-12 Exit 54.15% 6-12 Enter 45.85%	Exiting 62.04% Entering 35.96% K-5 Exit 38.16% K-5 Enter 51.40% 6-12 Exit 61.84% 6-12 Enter 48.60%	Exiting 57.89% Entering 42.11% K-5 Exit 43.40% K-5 Enter 47.58% 6-12 Exit 56.60% 6-12 Enter 52.42%
	Annual report to community about bonds, debt and fiscal management	N/A	N/A	District annual report, state of district presentations, annual financial report, monthly budget reports	District annual report, state of district presentations, annual financial report, monthly budget reports	District annual report, state of district presentations, annual financial report, monthly budget reports
	Report on the use of levy and bond funds	N/A	N/A	2006 bond - Lakes completed; 2010 bond - under construction. Monthly updates; Inside Schools; curriculum materials, student management system; computer replacements, staff PD - all levy funded	Hudtloff completed; Harrison Prep and Four Heroes on schedule; two schools completed and two underway on JBLM. Monthly updates; Inside Schools; curriculum materials, student management system, computer replacements, staff PD – all levy funded	Harrison Prep and Four Heroes on schedule. Harrison Prep move in Dec. 2014. Four Heroes move in Sept. 2015. Monthly updates; Inside Schools; Construction Zone and community talking points. Levy supports national board certification; new library database system; math intervention materials; new world language materials.
	Community perception of district improvements - survey every 2 yrs.	Fall 2007	Fall 2009	Fall 2011	Next survey Fall 2013	Fall 2013
	Grade	46.2% B or better	50.6% B or better	60% B or better		60% B or better
	Schools getting better or worse	42.4% better	37.6% better	53% better		62% better
	Importance of partnerships (important / very important)	93.3%	85%	95%		98%

GOAL 4 - Student Conduct/Support Learning Environment

Provide a safe and secure environment for students and employees

Objective	Measure	Baseline 2007-08	2010-11	2011-12	2012-13	2013-14
Supportive Learning Environment for Students	% secondary students feel safe	2008 Data	2010 Data	Bi-annual survey, given in fall 2012, results Spring 2013	2012 Data	Bi-annual survey, given in fall 2014, results Spring 2015
	6th grade	85.1%	81.4%		85.0%	
	8th grade	75%	80.0%		78.0%	
	10th grade	70.2%	78.1%		84.0%	
	12th grade	66.8%	75.4%		83.0%	
Number of suspensions and expulsions	STS - 2,343 LTS - 135 EXP - 63	STS - 1,972 LTS - 131 EXP - 109	STS - 2,242 LTS - 139 EXP - 25	STS - 2,017 LTS - 202 EXP - 29	STS - 681 LTS - 35 EXP - 39	
Attendance rates	Average Daily Attend. Overall 94.02% Unexcused .66%	Average Daily Attend. Overall 94.5% Unexcused .60%	Average Daily Attend. Overall 93.1% Unexcused .40%	Average Daily Attend. Overall 94.17% Unexcused .60%	Average Daily Attend. Overall 94.24% Unexcused 1.32%	
Monitor, evaluate and work directly with administrators and staff to reduce incidents on school buses	1,487	1,310	1,377	1,125	1,228	

GOAL 5 - Improve Staff Retention, Recruitment and Performance

Objective	Measure	Baseline 2007-08	2010-11	2011-12	2012-13	2013-14
Staff Retention, Recruitment and Performance	Teacher access to PD and Clock hours - New indicator added 8/12	8,672 clock hours	9,858 clock hours	11,588 clock hours	62,338 clock hours	52,227 clock hours The decline is due to fewer hours of training being required of teachers. In addition, the funding for PD declined due to a drop in federal funding, causing fewer trainings to be offered.
	Teacher turnover rate • Retirements • Resignations	2008-09 82 - 9.62% Retirements - 15 Resignations - 66	2010-11 9.5% Goal: not to exceed 10%	2011-12 77 - 10% Retirements - 15 Resignations - 62	2012-13 87 - 10.2% Retirements - 18 Resignations - 69	2013-14 115 - 13.7% Retirements - 15 Resignations - 100
	Number of National Board teachers	53	87	95	103	148 108 still in district
	Superintendent interacts with teachers, visible in schools	52 visits	91 visits	105 visits	114 visits	145 visits
	Greater diversity in hiring	Current plan expires Oct. 30, 2011	New 5 yr. approved plan in place Nov. 1, 2011	Slight increases in Asian and Hispanic staff; slight decrease in African American staff from 2011-12	Slight decrease in Asian, Hispanic and American Indian and African American staff from 2012-13	Slight increase in all areas of diversity from 2013-14
	Utilization of Data Dashboard -Need baseline data	N/A	Baseline use by admin. & teachers # trainings offered	4,470 logins district wide from 8/1/11 to 7/31/12 Ten trainings for schools Training part of teacher academy, online tutorial	667 logins district wide from 9/12 to 6/13 Decline due to new student system and multiple new assessments	691 logins district wide Decline due to new student system and multiple new assessments with their own web-based reports
	Worker's compensation loss ratio	.85	.81	.867	.897	Data available late winter 2014



CLOVER PARK SCHOOL DISTRICT Legislative Priorities for the 2014-15 School Year

1. Full Funding of Basic Education
2. Prioritized Funding of 2261 Requirements
 - Pupil transportation by FY15
 - Materials, Supplies and Operating Costs (MSOC) by FY16
 - Full-day kindergarten, starting with highest poverty schools by FY18
 - Compensation for administrative, certificated and classified staff by FY18
 - Smaller K-3 class sizes, starting with highest poverty schools by FY18
 - Increased instructional hours – to 1,000 for K-6 and 1,080 for grades 7-12 by FY18
 - Full funding technical working group staffing recommendations for prototypical schools by FY18
 - 24-credit diploma that provides options to students pursuing different post-secondary paths, for graduating class of 2020
3. Levy Equalization - to 20%
4. Teacher and Principal Evaluation Project
5. Unfunded Mandates
6. Special Education Funding
7. All Day Kindergarten
8. Transportation – based on actual operational costs
9. Accountability through local governance
10. Sustainable revenue



AT A GLANCE



Clover Park School District is the 26th largest public school district in Washington state and the fourth largest of 15 in Pierce County. The district is located immediately south of Tacoma. It encompasses 68 square miles in the western end of the county, serving the Lakewood and Joint Base Lewis-McChord communities.

Students

Clover Park School District has a student enrollment of 12,285

The ethnic ratios are as follows:

Totals do not equal 100 percent. Respondents can select more than one ethnicity. Some respondents chose not to answer.

African American	12.5 percent
Asian American.....	4.1 percent
Hispanic	31.8 percent
Multiple ethnicities	13.1 percent
Native American	0.5 percent
Pacific Islander.....	3.9 percent
White.....	34.1 percent

District Property

Total building space	1.96 million sq. ft.
Federally owned	159,000 sq. ft.
Land total.....	405 acres
Federally owned.....	115 acres
Building values.....	\$469 million

Number of Schools

Elementary schools.....	17
Middle schools.....	4
Senior high schools	2
Special schools	1
Harrison Preparatory (6-12)	

Special Programs

Special Education students (ages 5-21) (approx. 12.73%)	1,524
Birth to two years old	150
Three- to four-year-olds.....	193
Total.....	1,867
English Language Learners....	1,284
Languages spoken	60
Title I Schools (total student population of 14 schools) ..	6,133
Title I Targeted Assistance (Students at one school).....	20
Learning Assistance Program (LAP) (Targeted assistance for students at 22 schools).....	2,286
Advanced Studies Program Students.....	539

Early Childhood Education

ECEAP	342
Head Start	133
Running Start.....	101

Students enrolled in Advanced

Placement courses	571*
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* Indicates total enrollment. Some students may take more than one AP class.

Staff

Certificated staff (teachers, counselors, etc.) ...	927
Support staff.....	670
Total.....	1,597

Military Influence

Students living on military bases (2013).....	32 percent
Funded military-dependent students (2013 Impact Aid)	40 percent
Total federally-connected students (2013).....	43 percent
Appointments to military academies 1985-2014.....	93

Other Services

Transportation

Buses.....	138
Bus values (replacement)	\$14.4 million
Daily mileage average.....	5,820
Total miles 2013-14 school year	1,032,718
Students riding one-way (to school programs)	5,174
Riding Daily	10,348

Student Nutrition

School lunches served daily ...	7,239
Daily á la carte sales (in addition to lunches).....	\$999
Breakfasts served daily	4,266
Students approved for free or reduced lunches.....	72 percent
Dinner served daily (after school).....	367

DIRECTORY

Clover Park School District

2014-15

www.cloverpark.k12.wa.us

October 2014



Administration

Superintendent & Board Secretary

Deborah L. LeBeau
(253) 583-5190

Deputy Superintendent

Brian Laubach
(253) 583-5050

Administrator for Business, Operations and Capital Projects

Rick Ring
(253) 583-5010

Executive Director for Human Resources

Lori McStay
(253) 583-5087

Assistant Superintendent for Elementary Schools

Othene Wade
(253) 583-5160

Assistant Superintendent for Secondary Schools

Moureen David
(253) 583-5165

Director of Community Relations

Kim Prentice
(253) 583-5040

High Schools

Clover Park

Tim Stults, Principal
11023 Gravelly Lake Dr SW
Lakewood WA 98499
(253) 583-5500

Lakes

Kären Mauer-Smith, Principal
10320 Farwest Dr SW
Lakewood WA 98498
(253) 583-5550

Middle Schools

Hudtloff

Greg Wilson, Principal
8102 Phillips Rd SW
Lakewood WA 98498
(253) 583-5400

Lochburn

Josh Zarling, Principal
5431 Steilacoom Blvd SW
Lakewood WA 98499
(253) 583-5420

Mann

Ron Banner, Principal
11509 Holden Rd SW
Lakewood WA 98498
(253) 583-5440

Woodbrook

Nancy LaChapelle, Principal
14920 Spring St
Lakewood WA 98439
(253) 583-5460

Elementary Schools

Beachwood

Paula Gayson, Principal
5190 North Division St
JBLM Lewis Main WA 98433
(253) 583-5260

Carter Lake

Jeff Murrell, Principal
3420 Lincoln Blvd SW
JBLM McChord Field WA 98439
(253) 583-5210

Custer

Jane Al-Tamimi, Principal
7801 Steilacoom Blvd SW
Lakewood WA 98498
(253) 583-5230

Dower

Jennifer Moore, Principal
7817 John Dower Rd W
Lakewood WA 98499
(253) 583-5240

Evergreen

Diana Dix, Principal
9010 Blaine Ave
JBLM Lewis Main WA 98433
(253) 583-5250

Hillside

David Young, Principal
Garcia Blvd & Magnolia Blvd
JBLM Lewis Main WA 98433
(253) 583-5280

Idlewild

Jim Pfeiffer, Principal
10806 Idlewild Dr SW
Lakewood WA 98498
(253) 583-5290

Lake Louise

Kristi Webster, Principal
11014 Holden Rd SW
Lakewood WA 98498
(253) 583-5310

Lakeview

Michael Auton, Principal
10501 47th Ave SW
Lakewood WA 98499
(253) 583-5320

Meriwether

Meghan Eakin, Principal
10285 Compass Ave
JBLM WA 98433
(253) 583-5200

Oakbrook

Sheri Warrick, Principal
7802 83rd Ave SW
Lakewood WA 98498
(253) 583-5330

Oakwood

Leila Davis, Principal
3230 85th St S
Lakewood WA 98499
(253) 583-5340

Park Lodge

Synette Meluzzo, Principal
6300 100th St SW
Lakewood WA 98499
(253) 583-5350

Rainier

Charlotte Clouse, Principal
2410 Stryker Ave
JBLM WA 98433
(253) 583-5220

Southgate

John Mitchell, Principal
10202 Earley Ave SW
Lakewood WA 98499
(253) 583-5360

Tillicum

Jeff Miller, Principal
8514 Maple St SW
Lakewood WA 98498
(253) 583-5370

Tyee Park

Taj Jensen, Principal
11920 Seminole Rd SW
Lakewood WA 98499
(253) 583-5380

Special Schools

Harrison Preparatory School (6-12)

Lisa Boyd, Principal
8800 121st St SW
Lakewood WA 98499
(253) 583-5418

Special Programs

Alfaretta Transition Program

6423 Alfaretta St SW
Lakewood WA 98499
(253) 583-5173

Firwood Secondary School

Carolyn Watkins, Principal
8805 Steilacoom Blvd SW
Lakewood WA 98498
(253) 583-5416

Oak Grove Elementary School

Carolyn Watkins, Principal
8805 Steilacoom Blvd SW
Lakewood WA 98498
(253) 583-5415

Oak Ridge Group Home

Carolyn Watkins, Principal
Western State Hospital
Lakewood WA 98494
(253) 583-5416

Student Services Center

10903 Gravelly Lake Dr SW
Lakewood WA 98499
(253) 583-5000

Auxiliary Services Center

9219 Lakewood Dr
Lakewood WA 98499
(253) 583-5482

Harry E. Lang Stadium

6015 111th St SW
Lakewood WA 98499
(253) 583-7364

*JBLM – Joint Base Lewis-McChord