# LAKEWOOD CITY COUNCIL
# STUDY SESSION AGENDA

Monday, June 22, 2015
*Following the Council Special Meeting*
City of Lakewood
City Council Chambers
6000 Main Street SW
Lakewood, WA 98499

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Page No.

**CALL TO ORDER**

**ITEMS FOR DISCUSSION:**

( 3) 1. Joint Public Safety Advisory Committee meeting.
- Work Plan

( 4) 2. Review of the Community Visioning Plan. – (Memorandum)

(57) 3. Review of the City's investment policy and creation of an investment control fund. – (Memorandum)

(89) 4. Review of the 1st Quarter 2015 Financial Report. – (Memorandum)

**REPORTS BY THE CITY MANAGER**

**ITEMS TENTATIVELY SCHEDULED FOR THE JULY 6, 2015 REGULAR CITY COUNCIL MEETING:**

1. Item No. 3 above.

2. Presentation of West-Pierce Fire District Levy. – *Fire Chief Jim Sharp*

*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.*

3. This is the date set for a public hearing by the City Council on the Six Year (2016-2021) Transportation Improvement Program.

4. Adopting the 2015-2020 Region 5 All Hazard Mitigation Plan. – (Resolution – Regular Agenda)

5. Authorizing the sale of the Lakeland surplus property at 12621 Lakeland Avenue SW. - (Resolution – Regular Agenda)

**COUNCIL COMMENTS**

**ADJOURNMENT**

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**Public Safety Advisory Board**
**2015-2016 Work Program and Meeting Schedule**

| Meeting Date | TOPICS |
|---|---|
| January 7, 2015 | Shopping Cart Ordinance<br>Wall of Shame<br>Solicitation Ordinance- Agreed the one already in place is sufficient |
| February 4, 2015<br>*(Pierce County Department of Emergency Management)* | Shopping Cart Ordinance<br>US Open Parking at FSP Update<br>Apartment Building Fire Codes<br>Emergency Management |
| March 4, 2015 | Homelessness Issues in both cities (Mentally Ill)<br>Hiring of Police Officers |
| April 1, 2015 | Shopping Cart Ordinance<br>Abandoned Homes |
| May 6, 2015 | US Open Parking Safety<br>Shopping Cart Ordinance |
| June 3, 2015 | US Open Review<br>Summer Fest (Fund Raiser)<br>Shopping Cart Ordinance |
| July 1, 2015 | Summer Fest (Cont.)<br>US Open review<br>National night out<br>Shopping Cart Ordinance Review |
| August 5, 2015 | Abandoned Homes Ordinance<br>Summer Fest review<br>National Night Out review |
| September 2, 2015 | Voting in of new PSAC Officers<br>Look into Joint Meeting with UP PSAC |
| October 7, 2015 | Abandoned Homes Ordinance<br>Start year-end review<br>Finalize UP PSAC meeting date |
| November 4, 2015 | Revisit/review Action Plan for 2016<br>Year-end review cont. |
| December 2, 2015 | Abandoned Homes Ordinance Review<br>Community Outreach/Meeting List reallocation |
| January 6, 2016 | UP PSAC Meeting? |
| February 3, 2016 | Review of joint UP/Lakewood PSAC Meeting<br>Review of Abandoned Homes Ordinance |
| March 2, 2016 | Homelessness /Mental Health Issues/Pertaining to Public Safety<br>Cities Emergency Response Plan<br>Review Use Of Force Policy |
| April 6, 2016 | Cities Emergency Response Plan (Cont.)<br>Re-visit Hiring ( Diversity)<br>Use Of Force Policy Review (Cont.) |
| May 4, 2016 | Diversity Hiring (Cont.)<br>Greater Lakes Mental Health / Summer Fest |
| June 1, 2016 | Summer Fest/ Review of Work Plan |

All meetings begin at 5:15 p.m. and are held in the Lakewood Police Department multi-purpose room (unless otherwise noted.)

**Special Events and Dates to Remember**

| Event | Date | Time | Location |
|---|---|---|---|
| Summer FEST | July11 | hours vary | Ft. Steilacoom Park |
| National Night Out | August 4 | hours vary | Our neighborhoods |

TO: Mayor and City Councilmembers

FROM: Dan Catron, Principal Planner, & Dave Bugher, Assistant City Manager/Community Development Director

THROUGH: John Caulfield, City Manager

MEETING DATE: June 22, 2015 Study Session

SUBJECT: Community Visioning Plan- Final Draft

A final draft of the Lakewood *Community Vision Plan* has been provided for the Council's review under separate cover. Project documents include the *Community Vision Plan*, the *Public Outreach and Scenario Planning Summary*, and the *Community Profile*.

Background:

The Community Visioning project began in late 2013 with development of the project scope and a consultant selection process. The City's consultants, Tindale Oliver Associates and Fregonese Associates, began work in April, 2014, and completed a community demographic profile, designed and conducted an on-line public survey, and performed public outreach activities through the summer of 2014.

On September 23, 2014, the City held a community workshop at the McGavick Center. At the community workshop, participants were asked about their preferences with regard to development and participated in an exercise where they were asked to graphically indicate where and in what form they would like to see the future development anticipated for Lakewood. The consultants used this input to develop and analyze several potential development scenarios for the City.

The consultants also used the input gathered from citizens through the on-line survey, meetings with community groups (including the public workshop) to discern common themes of interest to the community. The results of this process identified five over-arching community values that are used as organizing points to articulate Lakewood's vision for its future. A Community Vision Plan that discusses the five community values and outlines a number of actions that the City can take to begin to realize those values as identified by Lakewood citizens.

City Council Review

The City Council has received periodic progress reports throughout the development of the plan. On October 13, 2014, the Council received a presentation on the results of the community workshop and gave input to the consultants regarding the selection of development scenarios for further analysis. On February 9, 2015, the Council reviewed the initial development scenario maps, a draft of the Community Vision Statement, and an outline of the five identified community values and the subsequent action plan.

At its most recent meeting discussing the Vision project on May 26th, the Council made the following suggestions with regard to the Vision Plan document:

- Move the goal of constructing a new community center strategy from Value #2 (*High –Quality Public Services, Educational Systems, Parks and Facilities*) to Value #3 (*Vibrant and Connected Community Places Unique to Lakewood*).
- Add an introduction to what the Vision Statement is intended to be (an aspirational statement representing the future of Lakewood, not necessarily what Lakewood is today). Adjust verb tenses as appropriate.
- Present the quality of K-12 schools as a stronger issue, not just a perception of an issue. Perhaps include some statistics from the community profile report? Note that responsibility for school district performance ultimately rests with the community as a whole.
- Make sure income discussion is not just addressing missing middle class but recognizing current trends and the importance of increasing median household income and reducing the number of households under the poverty level.
- Add a strategy related to McGavick Center under Value #3 to recognize City's investment in this regional convention center.
- Change the MLK day celebration picture under Value #1. The current picture looks like a protest rather than a celebration.
- Add a strategy connecting healthcare to all socio economic populations and focus on connecting the local healthcare sector to higher education opportunities in Value #4.

A draft of the plan showing most of these edits accompanies this memo. The staff report from the May 26th Study Session includes a discussion of the primary insights gathered through the public outreach effort, and provides a breakdown of implementation of recommended action items by city department. For brevity's sake, it is not repeated in the memorandum.

Building a Final Consensus

Developing a consensus on the final plan can be a difficult process. Part of the difficulty is because visioning promotes greater awareness of societal change and deepened citizen involvement. It also gives communities a stronger sense of control over their destinies. So, it is important to "get it right." Naturally, Councilmembers are likely to have varying opinions as to the outcome. If that is the case, members must take time to discuss the reasoning of the differing viewpoints, and look at ways to fine-tune the vision.

To assist members with this exercise, staff has taken the opportunity to research visioning processes. Successful visioning efforts share five key characteristics:

- Does the process promote an understanding of the whole community and the full range of issues shaping its future? (Did we adequately engage the participation of the entire community and its key stakeholder groups?)
- Does it reflect core community values?
- Did the visioning process explore emerging trends driving the community's future and the strategic issues they portend?
- Did the visioning process produce a statement articulating the community's preferred future? (The vision statement represents the community's desired "destination" - a shared image of where it would like to be in the long-term future.)
- Did the visioning process produces an action plan? (The action plan serves as the community's "road map" to move it in the direction of its vision in the near-term future.)

It is suggested that the overarching strategies and implementation measures be gauged, or measured in relation to these descriptions.

Resolution

When the Council is satisfied with the document, Staff is recommending that it formally accept the Plan by adopting an appropriate resolution. It will then be the responsibility of the Council and staff to see that the Community Vision is implemented as noted in the action plan portion, and periodically updated to stay current with emerging issues and trends in the community.

Attachments:

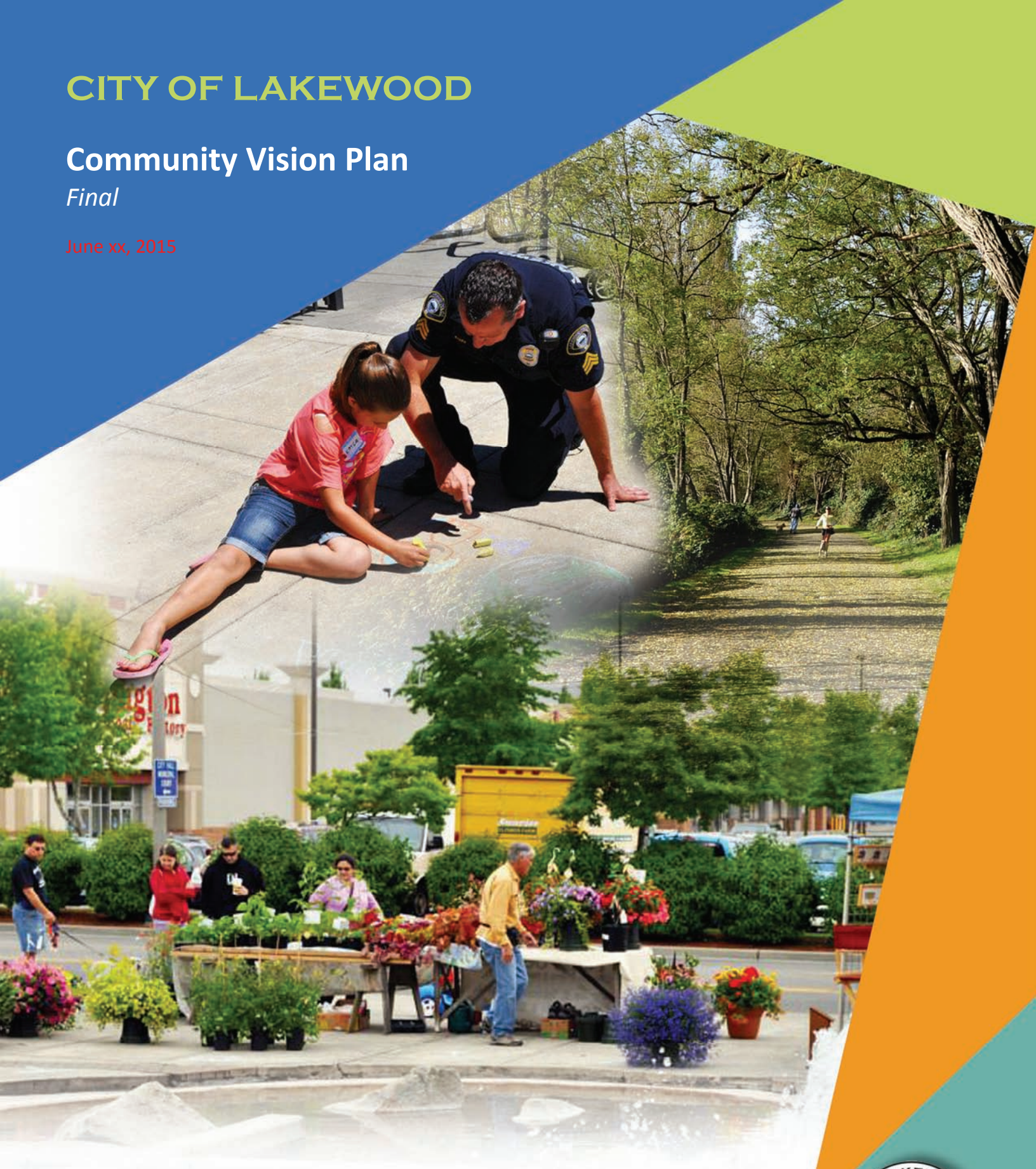
1. Community Vision plan dated June XX, 2015

# CITY OF LAKEWOOD

## Community Vision Plan

*Final*

June xx, 2015



Tindale Oliver *in association with* FREGONESE ASSOCIATES

CITY OF LAKEWOOD, WA •1996•

## Message from the Mayor and City Council

As councilmembers for the City of Lakewood, it is our pleasure to present this Community Vision Plan to the Lakewood community. This document was prepared as the culminating expression of ideas shared by residents, business owners, and visitors to Lakewood between June and November 2014. The Lakewood City Council reviewed and accepted the plan in ____, 2015.

A broad-based community survey was used to elicit input from the community on a wide variety of subjects. City staff and the consultant team hired for this project also reached out to various community groups and organizations to gather information regarding the needs and desires of residents and other community members. This information was used to craft a vision statement, define a set of community values, and articulate a set of actions intended to further those values as the City moves into the future.

This document is intended to be the beginning of an ongoing process within the community to refine and adjust City policies and actions consistent with identified community values. Additionally, it will be used to inform development of the City's comprehensive plan and help shape the future of the City.

It is expected that the City will revisit the document at appropriate intervals and will consider future actions in relation to the values and goals expressed here. As the City moves forward, new community values will be added, and that community actions will be identified that further the realization of those values.

*Mayor Don Anderson*

*Deputy Mayor Jason Whalen*

*Councilmember Mary Moss*

*Councilmember Marie Barth*

*Councilmember Paul Bocchi*

*Councilmember John Simpson*

*Councilmember Michael D. Brandstetter*

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***Please note:*** *All images and graphics used in this document are provided courtesy of the City of Lakewood or the consultant team unless otherwise noted.*

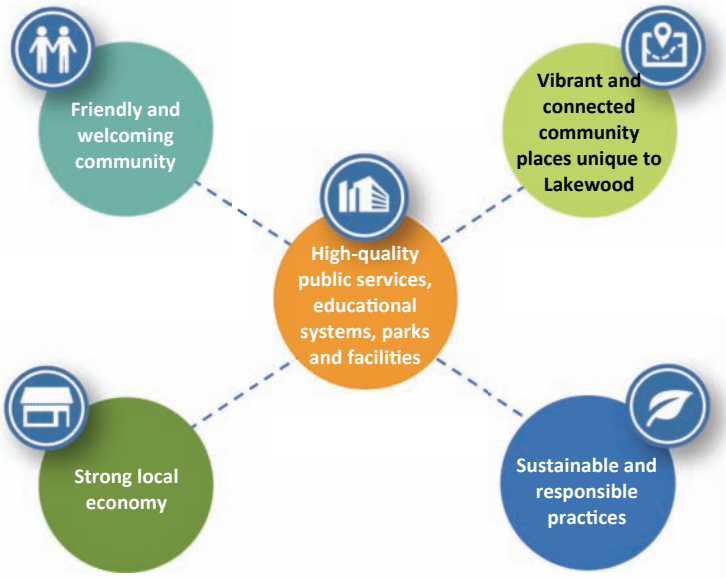
*Lakewood International Festival*

# INTRODUCTION

The Lakewood Vision is community-inspired and is the result of the best ideas shared by residents, business owners, and visitors of Lakewood between June and November 2014. During this time, the community was asked what they loved about Lakewood, what they wanted to see change, and how they wanted Lakewood to grow over time. This document identifies the community's goals and aspirations, and provides a blueprint for how the vision can be realized.

As suggestions flowed in, it became apparent that the majority fit within one of five overarching themes. These five themes evolved into Lakewood's Community Values. The Community Vision embraces these values, becoming the foundation for future policy and investment decisions.

*Lakewood Community Values*




## Welcome to Lakewood's Community Vision!

**The Community Vision Statement below expresses the best of Lakewood today and what the community desires Lakewood to become.**

*Lakewood is a safe, culturally diverse, and beautiful city, recognized for being one of Washington's premier places to live, raise a family, and cultivate a business. The picturesque parks, scenic lakes, protected open spaces, and abundant natural amenities throughout Lakewood make our community a rare gem within the Puget Sound region. Recognition for Lakewood lies in the outstanding K-12 and higher education institutions within our city and the core values our community is built upon, including family, service, community engagement, and protection of the natural environment. Active and on-going support for America's service members at Joint Base Lewis-McChord is an explicit mission of the city. Lakewood's strategic location, robust economy, high-quality public services, and parks and recreation facilities round out the reasons that the City of Lakewood is the perfect place to call home.*

## Vision Committee

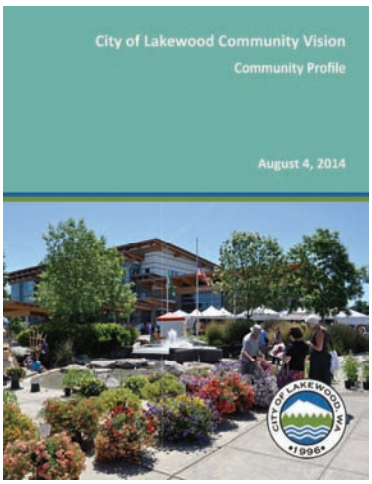
A 14-member Vision Committee was established to provide guidance in developing the Lakewood Community Vision Plan. Committee members represented a wide variety of interests to ensure that all aspects of the Community Vision were adequately examined.

## Supporting Documentation

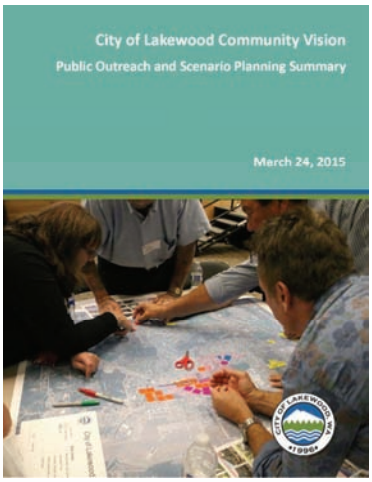
Two important pieces of supporting documentation accompany this Lakewood Community Vision Plan. The first is the Community Profile, which was prepared early in the process to document Lakewood's history and demographic, economic, and physical characteristics. This profile was used to identify the community's available resources, strengths, issues and opportunities. Key findings are incorporated into the development of the Community Vision.

In addition to the Community Profile, the Public Outreach and Scenario Planning Appendix documents all public outreach activities undertaken as part of the visioning process. The Public Outreach and Scenario Planning Appendix discusses in detail the community visioning workshop and scenario planning process undertaken to develop alternative development scenarios.

Both of these documents are provided under separate cover.




***City of Lakewood Community Vision Community Profile, August 2014***




***City of Lakewood Community Vision Public Outreach and Scenario Planning Summary, February 2015***

## Vision Committee Members & City of Lakewood Staff

A special thank you to the following individuals for providing their time and guidance in preparing the Lakewood Community Vision Plan.

### *Vision Committee Members*

- Becky Newton, Manager, Lakewood Economic Development Department
- Catherine Rudolph, Government Affairs Director, Tacoma-Pierce County Association of Realtors
- Colonel Chuck Hodges, Installation Commander, Joint Base Lewis McChord
- Denise Yochum, President Pierce College - Fort Steilacoom
- Don Daniels, Chair, Planning Advisory Board
- Don MacSparran, Oakbrook resident
- Ed Brooks, Steilacoom Lake Improvement Club
- Jae Han, Local Business Owner (Boo Han Plaza)
- Jason Gerwin, Chair, Parks and Recreation Advisory Board
- Jim Chaboneau, Chair, Redevelopment Advisory Board
- Jim Taylor, Member, Planning Advisory Board
- Kim Prentice, Community Relations Director, Clover Park School District
- Linda Smith, Executive Director, Lakewood Chamber of Commerce
- Tim Puryear, Lakewood Industrial Park

### *City of Lakewood Staff*

- John Caulfield, City Manager
- Dave Bugher, Assistant City Manager for Community Development
- Dan Catron, Planning Manager
- Brent Champaco, Communications Manager

# LAKEWOOD TODAY

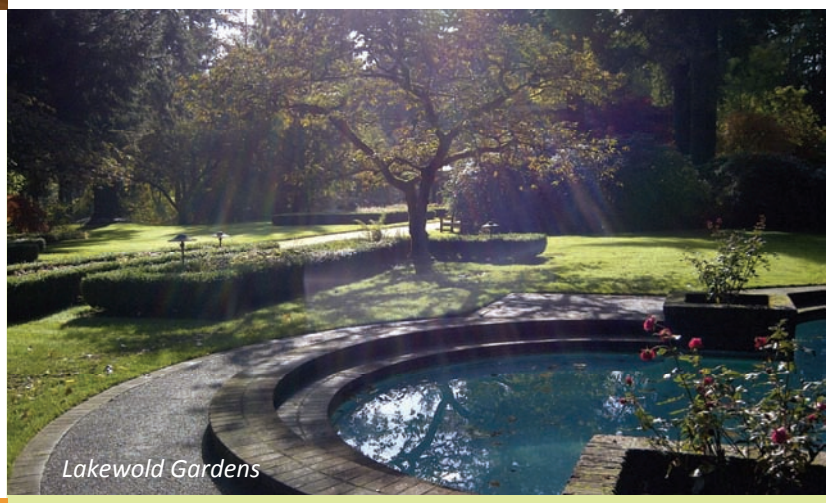
*The Lakewood International Festival showcases the rich cultural diversity of the community.*

## Lakewood is diverse

The range and growth in diversity within Lakewood is indicative of a dynamic and multicultural community. According to the 2010 Census, 36% of Lakewood residents identify themselves as a race other than Caucasian, compared to 25.5% in Pierce County. By far, the fastest-growing segment of the population is the Hispanic community, which grew from 8.5% to 17.4% of the population between 2000 and 2012.

## Lakewood is beautiful

Lakewood is known for its stunning lakes, including American Lake, Lake Steilacoom, and Gravelly Lake; its expansive natural and open space areas; and its quality parks and recreation facilities. Lakewold Gardens, a Washington State historic landmark, provides 10 acres of beautiful gardens within the city. Mt. Rainier can be viewed from locations throughout Lakewood.



*Lakewold Gardens*

*"The mix of an urban feel in the Towne Center area and the feeling of being in the forest/lake with areas such as around Lake Steilacoom."*

— Visioning Outreach participant, commenting on what she likes best about Lakewood

## Lakewood is unique

In addition to its rich natural, recreational, and cultural assets, several other notable features of Lakewood strengthen the uniqueness and character of the community.

Lakewood is adjacent to Joint Base Lewis–McChord (JBLM), the largest military installation on the West Coast. JBLM is the second largest employer in the state of Washington, thus affording the region, including Lakewood, significant economic benefit.

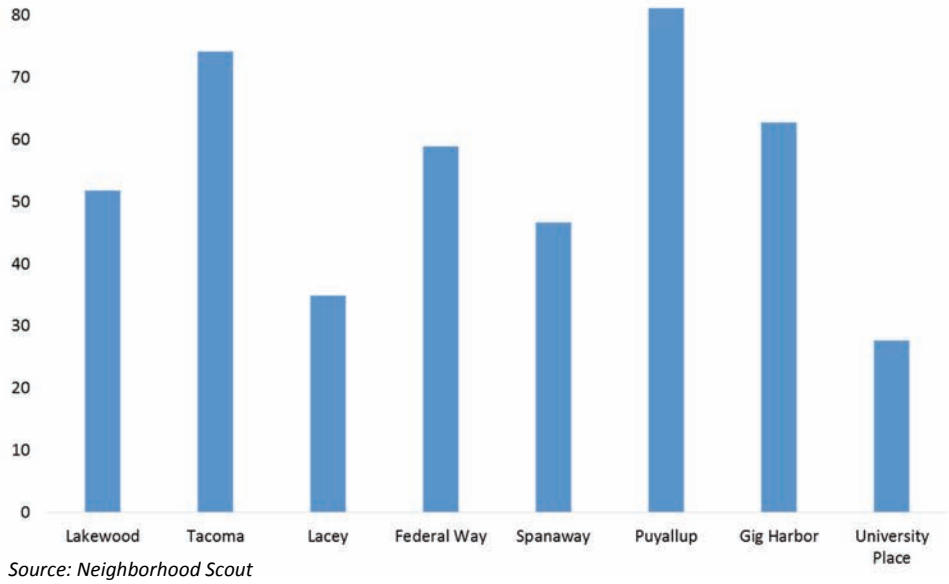
Two nationally-recognized institutions of higher education are located within Lakewood—Pierce College and Clover Park Technical College. These institutions provide great educational resources to the community and also are key partners in strengthening economic development and enhancing the skilled labor force in Lakewood.

*Pierce College (photo courtesy of Pierce College)*

## Lakewood is safe

Both residents and visitors believe that Lakewood has, to some extent, retained a reputation for being unsafe, which stemmed largely from when Lakewood was a part of unincorporated Pierce County. In reality, crime in Lakewood has decreased significantly over the past decade following establishment of the Lakewood Police Department in 2004. Violent crimes dropped by 25% and property crimes dropped by 50% during this period. Crime rates in Lakewood are lower than those in several nearby cities, indicating that perception is the biggest obstacle for Lakewood to be recognized as a safe community.

***Lakewood Overall Crime (per 1,000 people)***



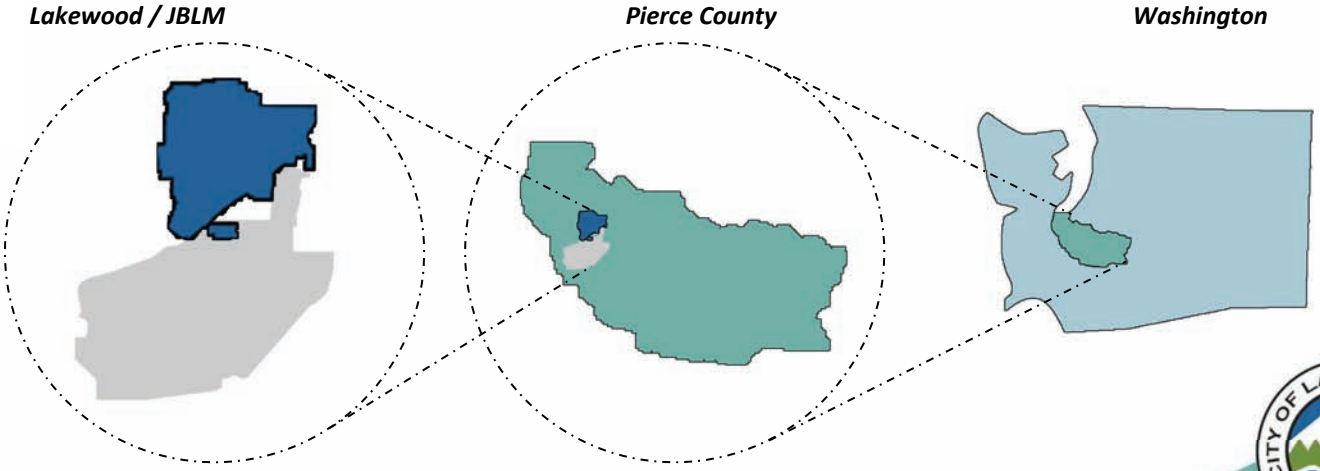

*Source: Neighborhood Scout*

### *Lakewood Police Department named 2014 Agency of the Year*

*In 2014, Lakewood Police Department was awarded with the RISE Award as "Agency of the Year." Judges recognized the Lakewood Police Department for its "remarkable policing efforts, which has led to a 12% drop in person, property, and society crimes in the last year."*

## Lakewood's location has much to offer

In addition to being located adjacent to JBLM, Lakewood is centrally located within the greater Puget Sound region, immediately south of Tacoma, and within a moderate driving distance to Olympia and the Seattle-metro area. Lakewood's central location provides access and convenience. There are seven direct exits off Interstate 5 (I-5) into Lakewood, including the I-5/ Highway 512 interchange, which provides direct freeway access to eastern Pierce County and the Kent/Auburn valley.



## Lakewood's challenges and Opportunities

There are many great things about Lakewood, but the community is not without its challenges, many of which are common to all cities. During the outreach process for this visioning effort, participants voiced their concerns for Lakewood and what they would like to see changed. This section highlights some of the issues identified by the

### *Lakewood's Legacy as an Unincorporated Area*

While Lakewood is a relatively young city, it is not a new community. Essentially built out at the time of incorporation, the City has struggled to overcome a legacy of poor land use planning established under Pierce County. Since incorporation on February 28, 1996, Lakewood has been challenged with establishing its own vision for growth and redevelopment and to provide the necessary municipal infrastructure and services for residents, the business community, and visitors. In Lakewood's nearly 20-year history, much has been accomplished. A new City Hall has been constructed, the Lakewood Police Department was established, the Towne Center was redeveloped, and the parks system, roads, and utility infrastructure have been enhanced.

To date the focus has been to establish a community vision and provide the essential infrastructure, services, and Comprehensive Plan policies necessary to be a great community. Now that this foundation has been laid, the City looks forward to further addressing other remaining issues from Lakewood's legacy as an unincorporated area.

### *Socioeconomic Imbalances*

Just under 18% of Lakewood's households earn an annual income below the poverty level. Although the per-capita income is consistent with Pierce County and Washington State, the median household income is $10,000+ less than the county and state averages. Comparative household incomes between different neighborhoods demonstrate a "barbell" effect—the presence of both high- and low-income households but the lack of a solid middle class.

> *"I think the City of Lakewood has made major strides since incorporation. The goal now is to continue in that direction."*
>
> — Visioning Outreach participant

Increasing family-wage jobs and attracting middle-class persons is important to strengthening Lakewood's economic base. At the same time, identifying holistic approaches to increasing employment opportunities and incomes for Lakewood residents must not be overlooked, so as to reduce the number of Lakewood residents living in poverty.

### *Quality of Lakewood's Public Schools*

The quality of the public schools in Lakewood was a common concern cited by those that participated in the vision plan. While key performance indicators for the Clover Park School District fall within the range of surrounding communities, they are at the lower end of the peer comparison, indicating there is room for improvement. A quality educational system is critical to a community's ability to not only produce an educated population, but also to attract families in order to grow and generate a strong economy.

***City of Lakewood Historical Income Trends***

| City of Lakewood: | 1989 | 2000 | 2010 | % Change (2000–2010) |
|---|---|---|---|---|
| Per capita income | $13,538 | $20,569 | $26,760 | 30.0% |
| Median household income | $26,228 | $36,422 | $42,476 | 16.6% |
| % of persons below poverty level | 16.0% | 15.8% | 17.9% | 13.3% |

*Source: 1990/2000 US Census Data and ACS 2010 Data*

*"Clean up abandoned properties."*
*"Vacant homes owned by banks are not properly treated or cared for and look decrepit."*

— Visioning Outreach participants

### *Property Maintenance Issues*

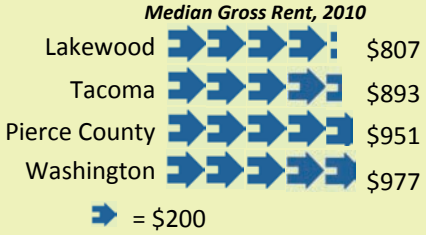
During the community outreach process, it became apparent that a high priority for residents is to clean up run down or abandoned properties in Lakewood. There was a clear correlation between comments that certain areas of Lakewood are unsafe with areas where the majority of these problem properties were located. Public discussions at the neighborhood level focused on issues such as excess junk and/or trash outside, poor yard maintenance, and undesirable activities at specific properties. These properties were viewed as eyesores, perpetuating significant problems in otherwise quiet neighborhoods.

### *A Balance of Quality Housing*

Lakewood's character and housing conditions focus on the adjoining military base, lakefront property, and proximity to Tacoma. Historically, affordable housing has been in demand for personnel stationed at JBLM, which has a significant effect on the number of multi-family units found in Lakewood. The highest-value homes generally are found on or near the lakes. Lakewood has a post-World War II housing stock because of its proximity to Tacoma. The balance among these three characteristics has resulted in the existing housing profile of Lakewood.

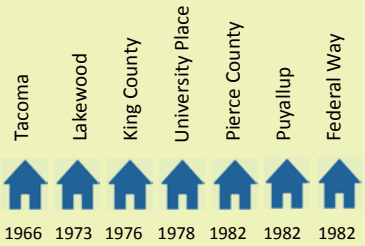
Despite having a high percentage of multi-family housing, Lakewood has some of the oldest housing stock in the region. Many of these units are in need of redevelopment. In addition, there is a greater number of rental units compared to owner-occupied, and the median rent is substantially below that of neighboring communities or the county average. Many comments were received from residents about the need to increase home ownership rates, reduce the number of apartments, and clean up units that are viewed as uninhabitable.

***Median Gross Rent, 2010***

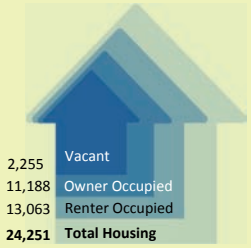



Source: 2010 Census

***Median Age of Housing, 2010***




***Total Housing Units, 2010***




### *Gaps in Essential Services for Minorities*

To engage a more representative sample of Lakewood's population, community organizations that work directly with minority populations in Pierce County, including Lakewood, were invited to participate in the visioning process. These organizations expressed concern that today there are gaps in essential services for non-English speaking persons that historically were supported, in part, through City funding. Language and cultural barriers are significant hurdles to minority persons in Lakewood being able to successfully integrate into the community. Housing conditions are a high priority concern, in particular when renters are unaware of, do not understand, or are fearful of enforcing their rights as tenants to safe and sanitary living conditions.

***Centro Latino, an agency serving the Latino community of Pierce County, estimates that 30–40% of people who visit its office in need of services are from Lakewood. According to the 2013 American Community Survey, 25.9% of Lakewood households speak a language other than English at home, and 6% of all households have no one age 14 and over who speaks English only or speaks English "very well."***

# LAKEWOOD TOMORROW

## Lakewood's Voices

The Lakewood Community Vision is the result of hundreds of comments generated by the community over a six -month period. Participants attended community events, completed surveys, submitted comment cards and shared their ideas for the future of Lakewood through a variety of activities.

### *Community Events*

Between June and November 2014, various local events and meetings were held to discuss the vision with community leaders, residents, business owners, and other stakeholders. These events included hosting a table at the Lakewood Farmers Market, attending neighborhood association meetings, and one-on-one interviews. In all, **400+** people were engaged face-to-face during these various activities and provided important input used to develop the Lakewood Community Vision

### *Community Survey*

An online community survey was distributed to gather critical input regarding Lakewood's future, with more than **450** people responding. In addition to rating community issues and concerns, respondents provided more than **1,250** open-ended comments to help in the development of the Community Vision.

Key themes from the survey are documented on the following page. A detailed analysis of the survey responses is provided in the Public Outreach and Scenario Planning Summary Appendix.

*"I have lived abroad for many years of my life. I have seen many gorgeous towns, and I think what really matters most is having people that truly care about our town and how it can be improved and put forth a presentable, welcoming image. Thank you for allowing me to participate in this very important survey!."*

*— Visioning Outreach participant*

Lake City

Tillicum/ Woodbrook

Springbrook

NEIGHBORHOOD ASSOCIATIONS

# Key Themes From the Community survey

Parks and natural resources, Public safety; proud of reduction in crime; feels safe, Caring, close-knit community

Quiet neighborhoods, but close to retail/services Towne Center; retail choices Good location in region, proximity to I-5 & transit

Lower crime (in targeted areas); clean up problem properties (structures, yards)

Expand business and restaurants choices

Closer relationship at the citizen level with Joint-Base Lewis McChord

**450**

RESPONSES

1,250 OPEN-ENDED COMMENTS

OVER 12 WEEKS

Improve gateways into Lakewood

Less multi-family/ group housing

Slow down speeders, traffic calming

Attracting and retaining businesses (small, locally-owned)

City services, leaders, and communication
Diverse community
More sidewalks; better connectivity and safer bicycle lanes

Improve quality of primary schools

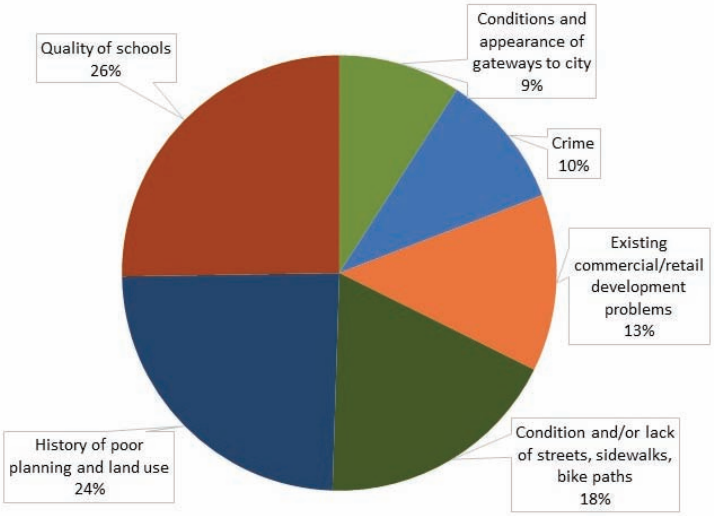
CITY OF LAKEWOOD, WA 1996

### *Community Visioning Workshop*

A community visioning workshop was held on September 23, 2014. More than **70** people participated in the workshop, which included two interactive elements. The first was an instant polling activity, asking participants a series of questions concerning topics such as transportation, housing, and development trends in Lakewood to gauge their interest in different future growth patterns. Participants used keypads to instantly record their vote during the activity and the results of the poll of each question were shown in real time.

Following the instant polling activity, participants were divided into groups and worked with a base map of the city, development stickers, and pens to identify where they wanted future development to occur and to identify types, transportation facilities, and open/recreation space that should be preserved. Each of the nine groups produced a map documenting their future growth scenario for Lakewood.

***What is Lakewood's Biggest Challenge?***




*Responses to all instant polling questions are documented in the Public Outreach and Scenario Planning Summary Appendix.*

*Working in groups, workshop participants placed different types of development chips on a map of Lakewood to identify where they would like to see future growth and redevelopment occur.*

### *Key Themes Resulting from the Workshop*

The common themes resulting from the different group scenarios are noted below. These were incorporated into one of the four future development scenarios prepared during the scenario planning process (discussed on the following pages).

- Redevelop the Towne Center to have a better mix of uses, including the addition of housing.
- Retain existing and attracting new businesses.
- Locate jobs and households around the transit center and in areas served with good transit.
- Beautify the gateways into the city.
- Make investments to improve the Bridgeport Way corridor from I-5 to the Towne Center.
- Balance more single family homes with mixed-use housing.
- Improve and adding more sidewalks, bike lanes, trails and street lighting.
- Preserve the existing open space and parks.
- Identify new trails and pathways better connecting the parks throughout the city.
- Target some of the older single family neighborhoods for upgrades and infill development.

## The Scenario Planning Process

Scenario planning is a method that allows planners and policy makers to plan for what lies ahead. It provides a framework for developing a shared vision for the future by analyzing various factors such as housing, employment, parks, and transportation that affect future growth and prosperity.

Scenario planning tests various future alternatives and provides feedback on their performance across a variety of categories. Different groups can give their input to the process, which develops a scenario output. Comparing different scenarios to each other allows all participants to see the merits and impacts of their input.

Working with residents of Lakewood and City staff, four different scenarios for Lakewood were prepared. These scenarios represented a range of possible options for the future of the city, ranging from a "business as usual" approach to more innovative, directed growth strategies.

*Lakewood residents working to develop a future growth scenario at the Community Vision Workshop.*

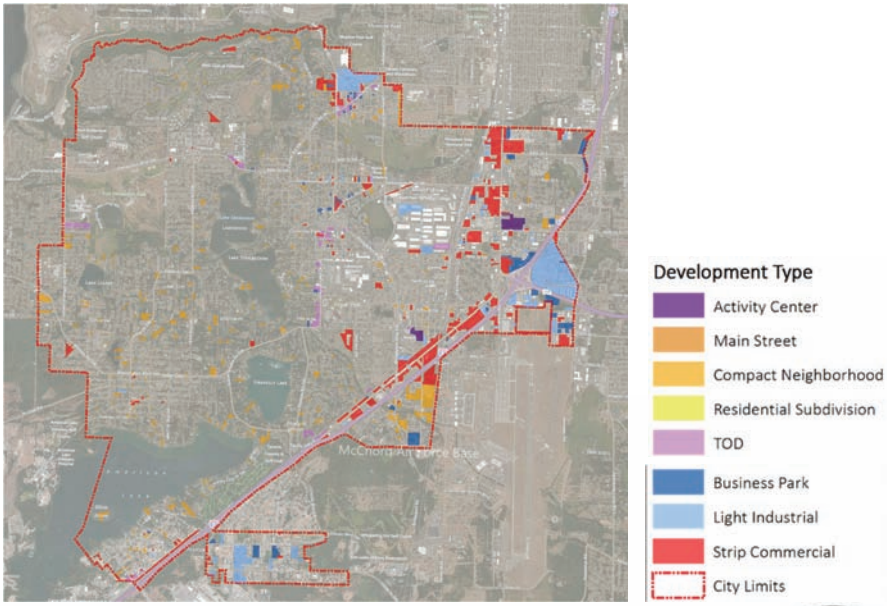
### *Scenario A*

Scenario A represents the existing trend scenario, or what would be expected to happen if growth and development continue as they have in Lakewood's recent history. The primary characteristics of this scenario are the continued trend of building new multi- family units and the development of low-density strip commercial retail. The land for new housing is in the form of infill of vacant lots rather than redevelopment. New retail is from both infill of vacant parcels and redevelopment of underused parcels.

Another distinguishing feature of this scenario is what it did *not* include. There was no new activity center in the Towne Center, and only a very small amount of transit oriented development.

This scenario resulted in a **net increase of 4,500 new housing units and 3,600 new jobs**. New housing was primarily in the form of townhomes, and new employment was primarily retail.

***Results of Scenario A***

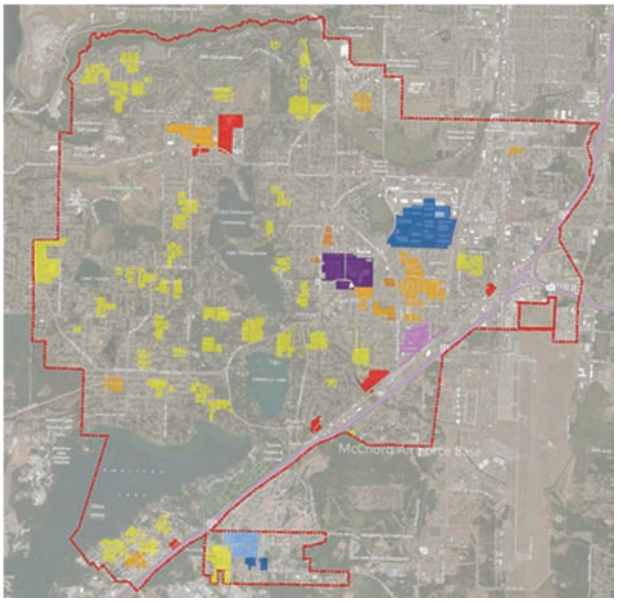


### *Scenario B*

Scenario B is based on the common themes observed from the scenarios developed at the community visioning workshop. This scenario shows the continued growth and redevelopment of Lakewood based on the priorities and vision of the community. The primary characteristics of this scenario are its housing approach and more directed redevelopment scope. Instead of infill multi-family units, there was a large focus on redeveloping existing residential areas with new single-family homes and more transit-oriented development along transit lines. Another defining outcome of the workshop scenario was an enhanced Towne Center, including mixed-use buildings, retail shops, and new civic spaces.

This scenario resulted in a **net increase of 3,800 new housing units and 1,200 new jobs.** New housing was primarily in single-family homes, and new employment was primarily office space, with some retail.

***Results of Scenario B***



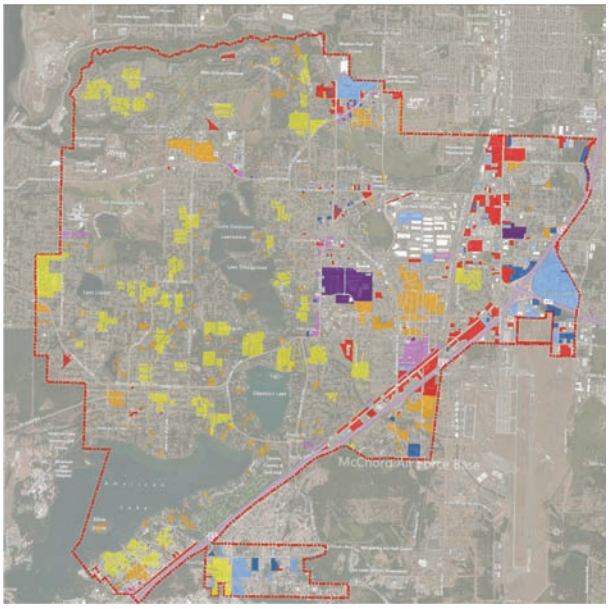
Development Type
- Activity Center
- Main Street
- Compact Neighborhood
- Residential Subdivision
- TOD
- Business Park
- Light Industrial
- Strip Commercial
- City Limits

### *Scenario C*

Scenario C was a blend of Scenarios A and B. From Scenario A, infill residential development would allow for the intensification of existing neighborhoods, and commercial redevelopment would allow for lower-valued developments to be given new life. From Scenario B, new single-family homes, transit-oriented development, and enhanced Towne Center all satisfy a clear desire from the community.

This scenario resulted in a **net increase of 8,000 new housing units and 2,900 new jobs**. New housing was split between townhomes and single-family residences, and new employment was primarily retail.

***Results of Scenario C***



Development Type
- Activity Center
- Main Street
- Compact Neighborhood
- Residential Subdivision
- TOD
- Business Park
- Light Industrial
- Strip Commercial
- City Limits

### *Scenario D*

Scenario D was a modification of Scenario C based on feedback from City of Lakewood staff. Although Scenario C represented the combined desires of the community and existing development trends, it was not checked against existing conditions. City staff identified locations where development was unlikely to occur for a variety of reasons, such as being within environmentally-sensitive land or other designated greenspace or simply in an area unlikely to change as indicated in earlier scenarios. Additionally, staff added locations where redevelopment was not identified in Scenario C but believed that it may occur. Incorporating this expert feedback improved the utility of the scenario planning exercise by providing more realistic estimates of future possibilities.

This scenario resulted in a **net increase of 5,000 new housing units and 2,300 new jobs**. New housing was a mix of townhomes and single-family homes, and new employment was primarily retail, with some office space.

### *Performance Indicators*

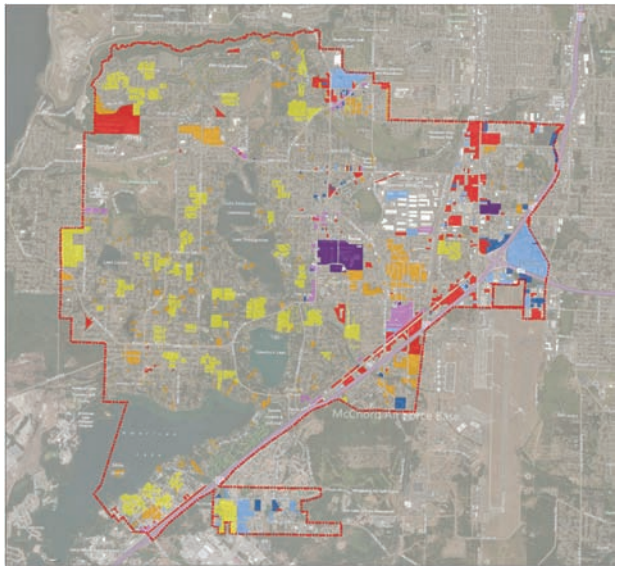
For each scenario, a series of performance indicators was created to assess how well the scenario performed related to a specific indicator and to compare the performance of the four scenarios. Example performance indicators are provided on the following page, and all performance indicators analyzed for the scenarios are provided in the Public Outreach and Scenario Planning Appendix.

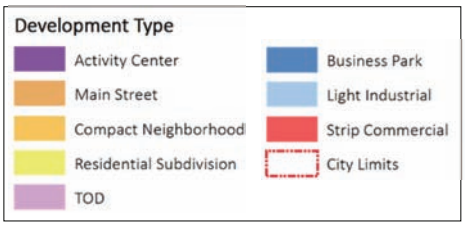
***Comparison of Net Housing Units and Jobs***

| | Scenario A | Scenario B | Scenario C | Scenario D | Planning Targets |
|---|---|---|---|---|---|
| Housing Units | 4,336 | 3,822 | 7,946 | 4,989 | 8,380 |
| Jobs | 3,012 | 1,245 | 2,970 | 2,304 | 9,285 |

*Net New Housing Units and Jobs for Four Scenarios, compared to the 2030 growth targets allocated for City of Lakewood as part of long range planning process*

***Results of Scenario D***






### *What the Scenarios Indicate*

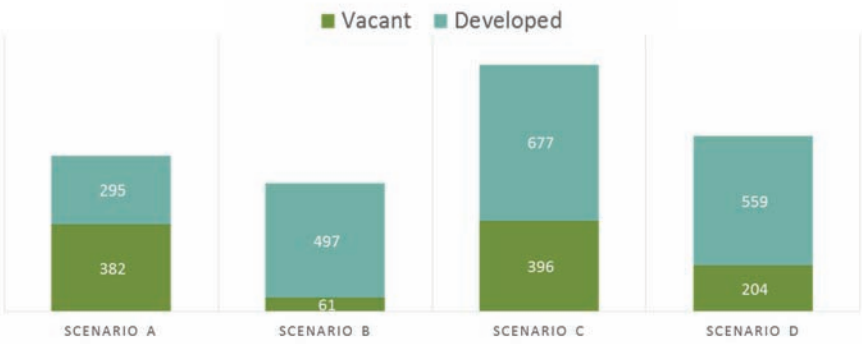
The scenario planning process illustrates how applying different overarching land use goals can produce different built environments and considerable ranges in population and employment outcomes over time. For Lakewood, this process also provides valuable insight that anticipated future development levels based on today's land use policies do not particularly align with the redevelopment goals of the community.

The incremental difference among some performance indicators between the four scenarios also demonstrates how in communities where growth is primarily from redevelopment, land use policies must be targeted to ensure that the desired type and location of redevelopment occur. This will help built-out communities realize a change in the mix of development and employment over time without the benefit of larger -scale development of raw vacant land.

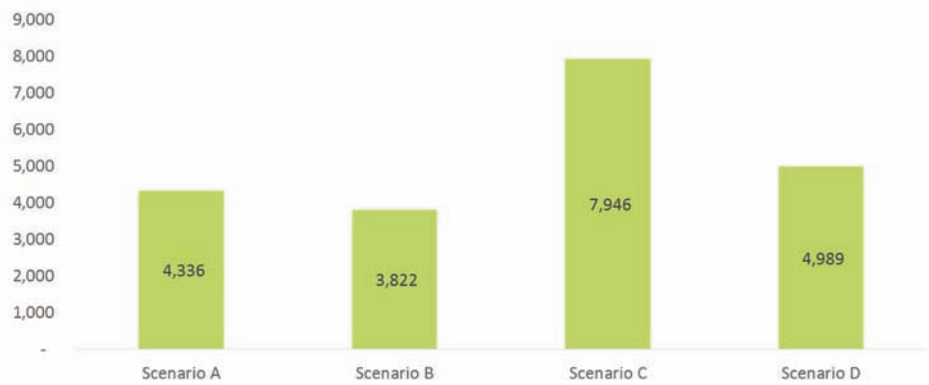
### *Conclusions Drawn from Scenario Planning*

Development of the four scenarios resulted in the following conclusions:

- The 2030 planning target for household and job growth provided by Pierce County is likely more aggressive than can be achieved.
- Under any scenario, a substantial part of Lakewood's growth will be through redevelopment and infill, as there is little vacant developable land within the city.
- The majority of the new housing units over the next 20 years will be in higher-density products such as townhomes, duplexes, condominiums, and mixed-use buildings. It should be noted that these types of housing units can still be ownership products rather than rentals, as the community has indicated a desire to increase homeownership levels in Lakewood.
- There is potential for some single family redevelopment but it will not be a large portion of the household growth.
- Reinvesting in the Towne Center and areas with good public transit should be a focus for new growth.
- Preservation of existing parks and greenspace is a high priority of the community.
- Better non-motorized connections to parks and other community assets is desired.




*Land Consumed (Acres) performance indicator from scenario analysis.*




*Net New Housing Units performance indicator from scenario analysis.*

*Jobs-to-Household Ratio (Existing vs. Four Scenarios) performance indicator from scenario analysis. Note: Jobs-Housing Balance is the total number of new jobs divided by the total number of new housing units.*

# COMMUNITY VISION PLAN

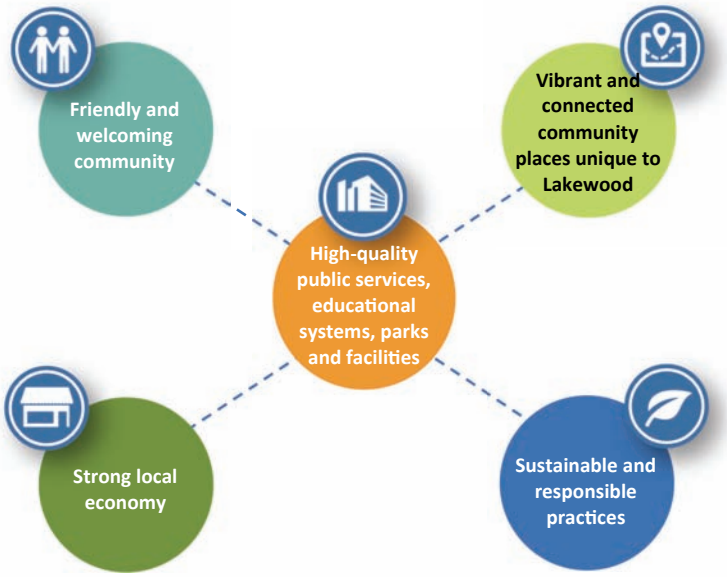
## The Community Vision Plan

Lakewood's Community Vision is built around five core values in support of the Community Vision Statement (provided below). These values come directly from the input received during the outreach process and reflect the community's collective desire for the direction of Lakewood's future.

The Lakewood Community Vision is supported by an action plan that outlines strategies and activities to bring each community value to life. The action plan is presented in the matrix on the following pages. It identifies 68 initial strategies and activities in support of the 5 community values that can be built upon in years to come.

***Lakewood's Community Vision:*** *Lakewood is a safe, culturally diverse, and beautiful city, recognized for being one of Washington's premier places to live, raise a family, and cultivate a business. The picturesque parks, scenic lakes, protected open spaces, and abundant natural amenities throughout Lakewood make our community a rare gem within the Puget Sound region. Recognition for Lakewood lies in the outstanding K-12 and higher education institutions within our city and the core values our community is built upon, including family, service, community engagement, and protection of the natural environment. Active and on-going support for America's service members at Joint Base Lewis-McChord is an explicit mission of the city. Lakewood's strategic location, robust economy, high-quality public services, and parks and recreation facilities round out the reasons that the City of Lakewood is the perfect place to call home.*

### *Lakewood Community Values*

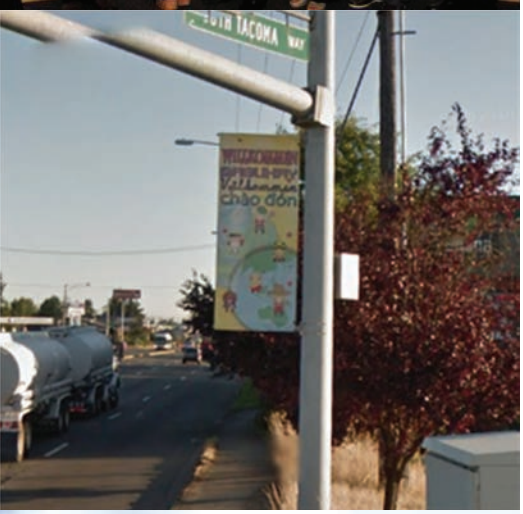



*"Lakewood is a great place to live and raise a family."*

— Visioning Outreach participant

## Next Steps

- The City's Comprehensive Plan should be updated to incorporate the updated Community Vision Plan.
- The action plan should be revised and updated periodically to keep current with changing resources, opportunities, and long-term needs in support one or more of the five community values.
- Public outreach should be expanded on a more focused basis to ensure that the Vision Plan is meeting the needs of the community.
- Limited funding and resources will need to be prioritized to implement many of the actions identified in the Community Vision Plan. Other potential challenges and barriers to implementation may be identified and need to be addressed as the plan is realized.



*Community Value #1*

# FRIENDLY & WELCOMING COMMUNITY

Lakewood is a place in which all people are welcome. Each person's differences are what make this community interesting and fulfilling. Lakewood is a city of diverse cultures, lifestyles, and family types, and each is equally respected and honored. People of all ages, backgrounds, and abilities have an important place in the community.

Lakewood embraces its new residents and encourages them to become involved at whatever level they feel comfortable. The community strongly believes that citizen involvement in the local government decision-making process is fundamental in providing a strong community foundation.

Frequent and interesting events bring people of all backgrounds together. Information to citizens, business owners, visitors, and neighbors is open and forthcoming in many different formats. Strong partnerships with surrounding communities enrich not only Lakewood, but the larger region as a whole.

*Images from top: City of Lakewood International Day; multilingual welcoming signage at the intersection of South Tacoma Way and SR 512 in Lakewood; Summerfest at Ft. Steilacoom Park; City of Lakewood 2015 Martin Luther King Jr. Day celebration.*

# COMMUNITY VALUE #1:
# FRIENDLY & WELCOMING COMMUNITY

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Strengthen connections among diverse community groups and with city government.*** | | | | | | |
| **1.1: Diversity & equity ad hoc committee** | Constitute a diversity and social equity ad hoc committee to determine the state of the city pertaining to issues of race and barriers to equal opportunities. | **Lead:** City of Lakewood<br><br>**Support:** Community organizations that support Latino, Korean, and other minority communities in Lakewood; interested citizens | ▷ | ⇨ | ⇨ | • Incorporate policies and philosophy into all citizen committees as part of their on-going work programs.<br>• Develop a work plan for the ad hoc committee.<br>• Appoint ad hoc committee members. |
| **1.2: Conduct Community Meetings** | The ad hoc committee holds community meetings with cultural leaders and citizens to understand specific issues facing minority persons in Lakewood. | **Lead:** City of Lakewood<br><br>**Support:** Community organizations that support Latino, Korean, and other minority communities in Lakewood; interested citizens; Lakewood's Promise; Clover Park School District; Community Services Advisory Board | ▷ | | | • Ad hoc committee conducts an initial meeting; reviews the work plan.<br>• Ad hoc committee conducts meetings throughout the community. |
| **1.3: Strategic Plan** | Conduct a "unity retreat" & initiate a process to develop overarching strategies for the City. | **Lead:** City of Lakewood, Clover Park School District, Lakewood's Promise<br><br>**Support:** Community organizations that support Latino, Korean, and other minority communities in Lakewood; interested citizens; Lakewood's Promise; Clover Park School District; Community Services Advisory Board | ▷ | | | • Ad hoc committee advertises meeting; sets meeting agenda.<br>• Ad hoc committee prepares a final report to the City Council. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #1: FRIENDLY & WELCOMING COMMUNITY

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Strengthen connections among diverse community groups and with city government. (Continued)*** | | | | | | |
| **1.4: Multilingual Gateway Signage** | Standardize theme for and expand locations where multilingual welcoming signage is provided in Lakewood, including City Hall, City website, gateways, and other public spaces. | **Lead:** City of Lakewood<br><br>**Support:** Parks, Recreation, & Community Services Department, Lakewood Arts Commission | ▷ | ⇨ | ⇨ | • Incorporate gateway signage in the City's capital facilities plan.<br>• Coordinate with the arts commission. |
| **1.5: Multicultural Public Art** | Seek opportunities to incorporate multiculturalism in public art/community spaces. | **Lead:** City of Lakewood<br><br>**Support:** Lakewood Arts Commission | ▷ | ⇨ | ⇨ | • Initiate the concept with the arts commission.<br>• Perform brainstorming meetings on the concept.<br>• Review concepts with the greater community. |
| ***Strengthen community identity.*** | | | | | | |
| **1.6: #IamLakewood** | Build upon the #IamLakewood brand by incorporating information posted on social media into the City's website and other "instant" modes of communication. | **Lead:** City of Lakewood<br><br>**Support:** Community partners | ▷ | | | • Set a goal to produce a set number of #IamLakewood spots per quarter.<br>• Create a means by which to gauge public reaction to this form of media outreach. |
| **1.7: Communication Outreach** | Continue to expand the reach of social media and other forms of communication outreach to keep all parties informed, to promote regular participation in local decisions, and to encourage volunteerism. | **Lead:** City of Lakewood<br><br>**Support:** Community partners | ▷ | ⇨ | ⇨ | • Have targeted benchmarks for increased levels of public participation. |
| **1.8: Community Events** | Promote understanding and appreciation of Lakewood's diversity through celebrations and festivals. | **Lead:** City of Lakewood<br><br>**Support:** Community partners | ▷ | ⇨ | ⇨ | • Improve public outreach to the events that are already occurring within Lakewood. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #1: FRIENDLY & WELCOMING COMMUNITY

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Promote a strong relationship with Joint Base Lewis-McChord (JBLM) at the citizen level.*** | | | | | | |
| **1.9: Community Partnership with JBLM** | Support community access to information about active duty, veteran and military family workforce development, healthcare, and social care services available on and off base. | **Lead:** SSMCP<br><br>**Support:** Emergency services; economic development boards; school districts; public and private utilities; public libraries; convention visitor bureaus parks districts; health systems; ports; colleges & universities; environmental advocates; chambers of commerce; workforce development organizations; social service organizations; veterans services; charitable organizations | ● | ⇨ | ⇨ | • Identify SSMCP member-only & public events; elected officials events; legislative/regulatory/ administrative advocacy; work group interactive sessions; increased SSMCP membership; & improved SSMCP communication. |
| **1.10: Implement Recommendations from the 2015 JBLM Joint Land Use Study** | Adopt recommended policies & regulations which are designed to reduce urban encroachment, and improve the quality of life for residents working and living in or near JBLM's accident potential zones or noise corridors. | **Lead:** City of Lakewood<br><br>**Support:** JBLM; SSMCP | ● | ⇨ | ⇨ | • As needed, amend the City's Comprehensive Plan and implementing land use & development regulations. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Promote a strong relationship with Joint Base Lewis-McChord (JBLM) at the citizen level. (Continued)*** | | | | | | |
| **1.11: Enhance & Expand Regional SSMCP Coordination & Participation** | Engage community technical experts, advisors, & leadership holding various social, cultural, agency, jurisdictional, non-profit, & institutional capacities in order to carry out recommendations & strategies of the SSMCP & provide expertise to tackle issues as they arise. | **Lead:** SSMCP<br><br>**Support:** Emergency services; economic development boards; school districts; public and private utilities; public libraries; convention visitor bureaus parks districts; health systems; ports; colleges & universities; environmental advocates; chambers of commerce; workforce development organizations; social service organizations; veterans services; charitable organizations | ● | ⇨ | ⇨ | • Maintain an updated SSMCP work plan.<br>• Introduce JBLM transportation policies to the PSRC, stand up SME subcommittees. |
| **1.12: Improve Outside Knowledge of the Military's Direct & Indirect Impacts on the Region, the state, & Vice-Versa** | • Improve community access to data & information.<br>• Better inform the community about the economic benefits of a military presence.<br>• Monitor & share changes occurring on JBLM & the Department of Defense. | **Lead:** SSMCP<br><br>**Support:** Emergency services; economic development boards; school districts; public and private utilities; public libraries; convention visitor bureaus parks districts; health systems; ports; colleges & universities; environmental advocates; chambers of commerce; workforce development organizations; social service organizations; veterans services; charitable organizations | ● | ⇨ | ⇨ | • Identify opportunities through websites; electronic and hard copy newsletter; media outreach; talking points and technical memoranda for agencies, partners, elected officials, etc.; and testimony/ comment letters/presentations as appropriate. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Promote a strong relationship with Joint Base Lewis-McChord (JBLM) at the citizen level. (Continued)*** | | | | | | |
| **1.13: Conduct Periodic JBLM Surveys, & Circulate Results** | Regularly seek information about community perceptions of, & attitudes about, JBLM military service members, staff, & military families. | **Lead:** SSMCP<br><br>**Support:** JBLM; business community. | ● | ⇨ | ⇨ | • Conduct a 2015 community survey.<br>• Prepare a draft RFP.<br>• Initiate survey and coordinate survey with the SSMCP.<br>• Disseminate survey results to partners. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

*Community Value #2*

# HIGH-QUALITY PUBLIC SERVICES, EDUCATIONAL SYSTEMS, PARKS & FACILITIES

Since incorporation, Lakewood has strived to provide a diverse offering of high-quality and convenient community facilities and services. Like most local governments, Lakewood's leaders are continually challenged to prioritize limited resources to maintain existing assets and service levels, plan for growth, and address changing technologies and community desires.

The City is responsible for a range of services and infrastructure, but as a public agency it cannot do it all. As a community comprising many different cultures, ages, lifestyles, and abilities, City leaders and staff must work closely with community partners to ensure that quality services such as education, health care, and social support are available to all as needed. Demographic shifts point to health care for the aging population and support services for Spanish and other non-English speaking persons as being increasingly important needs within the Lakewood community. Working with strong community partners will be necessary to identify where the potential gaps in existing services are, understand how these needs will change in the future, and work together accomplish the goal of providing high-quality public services available to all.

*Images from top: Active Park; Clover Park High School students who received Act Six scholarships (photo courtesy of Clover Park School District); Lakewood Police Department receives 2014 Agency of the Year Award (photo courtesy of Lakewood Police Department); vendor at the Lakewood Farmer's Market.*

# COMMUNITY VALUE #2:
# HIGH-QUALITY PUBLIC SERVICES, EDUCATIONAL SYSTEMS, PARKS &

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Monitor progress of municipal services and programs.*** | | | | | | |
| **2.1: Annual Performance Report Card Process** | Prepare and market an annual report card that identifies benchmarks and measures performance of City programs and services. Report card format should be clearly understood and consistent, and should identify projects, programs, efforts, initiatives for the following reporting period. | **Lead:** City of Lakewood<br><br>**Support:** Community members to provide feedback | ▷ | ⇨ | ⇨ | • Develop an annual report card process and format.<br>• Obtain on-going feedback from the public as to its usefulness. |
| ***Work with community partners to provide superior education, health care, recreation, and social services.*** | | | | | | |
| **2.2: Strengthen Education Partnerships** | Strengthen the partnerships between the City of Lakewood and educational institutions to provide quality K-12 and higher educational services. | **Lead:** City of Lakewood, Clover Park Technical College, Pierce College; Clover Park School District<br><br>**Support:** Workforce Central, SSMCP | ▷ | ⇨ | ⇨ | • Work with educational partners to identify areas of need and partnership opportunities.<br>• Establish a plan for leveraging partnerships.<br>• Monitor activities or initiatives in which Lakewood can aid or lead to support educational programs within the city.<br>• Hold periodic meetings and regularly evaluate partnership strategy and reach. |
| **2.3: Expand Reach of Youth Programs** | Work with community partners to expand youth mentorship and other youth programs throughout Lakewood. | **Lead:** City of Lakewood, Clover Park School District, Lakewood's Promise<br><br>**Support:** Lakewood Youth Council, other community partners such as St. Clare's Hospital, Boys and Girls Club, Boy Scouts of America, Centerforce, YMCA, etc. | ▷ | ⇨ | ⇨ | • Identify areas and subjects where youth mentorship and other programs are needed.<br>• Establish an on-going program to establish and maintain a list of qualified mentors and to match student needs with mentors.<br>• Note whether other identified needs are being met and find ways to resolve any challenges to providing needed programs. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #2:
# HIGH-QUALITY PUBLIC SERVICES, EDUCATIONAL SYSTEMS, PARKS &

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Provide a clean, safe, and attractive city for all.*** | | | | | | |
| **2.4: Roadway Level of Service** | Maintain existing levels of service on arterial streets. | **Lead:** City of Lakewood | ● | ⇨ | ⇨ | • Monitor LOS at critical points and intersections. |
| **2.5: Citywide Safety** | Continue to enhance safety and reduce crime in all areas of the city. | **Lead:** City of Lakewood<br><br>**Support:** Public Safety Advisory Board; neighborhood organizations; other community-interest groups | ● | ⇨ | ⇨ | • Establish citywide and sub-area targets to maintain or annually reduce crime rates.<br>• Monitor crime rates/calls for service. |
| **2.6: Develop a Property Maintenance Plan** | Explore developing a "maintenance plan" and insurance requirement for vacant properties to keep structures safe and presentable. | **Lead:** City of Lakewood<br><br>**Support:** Various neighborhood and community interest groups | ▷ | ⇨ | ⇨ | • Evaluate whether developing a maintenance plan is feasible.<br>• If feasible, develop a work plan to implement program.<br>• If not feasible, evaluate whether other alternatives are appropriate. |
| **2.7: Monitor and Support Transportation Improvement Efforts in JBLM Corridor** | Advocate for and track state and federal funding opportunities for the I-5 JBLM transportation corridor as well as the local road network. | **Lead:** City of Lakewood<br><br>**Support:** SSMCP | ● | ⇨ | ⇨ | • Develop a coordinated approach with JBLM to advocate for and track funding.<br>• Identify specific actions that the City of Lakewood can do to support and advocate for transportation improvements.<br>• Tracking funding received for identified improvements. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Provide a clean, safe, and attractive city for all. (Continued)*** | | | | | | |
| **2.8: Enhance CPTED Design Elements** | Incorporate Crime Prevention Through Environmental Design (CPTED) concepts into the Land Development Code to deter criminal behavior in parks and other public spaces through environmental design. | **Lead:** City of Lakewood<br><br>**Support:** City of Lakewood;, Public Safety Advisory Board; Planning Commission; neighborhood organizations and other community-interest groups | ▷ | ⇨ | ⇨ | • Perform evaluation of City codes to identify existing CPTED principals versus areas of need.<br>• Develop a plan to implement findings.<br>• Update City codes and design documents per plan. |
| **2.9: Alternative Funding Options** | Within targeted redevelopment areas, consider a policy by the City Council to dedicate a percentage of the increase in the annual property tax revenue generated by properties within the redevelopment area. This revenue will be dedicated to funding infrastructure and services that support the redevelopment area. This program would be part of the City's budgetary process and a list of prioritized improvements or services to be funded by this revenue source identified. | **Lead:** City of Lakewood<br><br>**Support:** Various community business interest groups | | ▷ | ⇨ | • Hold City Council workshop to discuss alternative funding concepts.<br>• Evaluate policy program and identify potential areas of application.<br>• Update City codes and policies to implement program, as appropriate. |
| **2.10: Problem Property Clean-Up** | Continue current programs such as public nuisance and dangerous building abatements, in addition to ongoing property maintenance programs . | **Lead:** City of Lakewood<br><br>**Support:** Various neighborhood and community interest groups | ● | ⇨ | ⇨ | • Perform evaluation of existing program to identify the number of problem properties that have been cleaned up and the rate at which city expenditures are being recovered. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #2:
# HIGH-QUALITY PUBLIC SERVICES, EDUCATIONAL SYSTEMS, PARKS &

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Expand local support public services for non-English speaking or traditionally underserved residents.*** | | | | | | |
| **2.11: Safe-Place Social Services Resource Center** | Work with community partners to create and identify funding for a "safe-place" social services resource center providing translation, legal, housing, and other essential services where people who need these services can easily access them. | **Lead:** City of Lakewood<br><br>**Support:** Community organizations that support Latino, Korean, and other minority communities in Lakewood | | ▷ | ⇨ | • Diversity & Equity Ad Hoc Committee take the lead to evaluate need for resource center.<br>• Make recommendations to City Council.<br>• As appropriate, develop parameters for City support. |
| **2.12: HopeSparks Family Services** | Become an active member of HopeSparks, an advocacy group that assists families with developing problem solving skills, parenting education, linking them with resources, encouraging ways to support their children in school. | **Lead:** HopeSparks, City of Lakewood and other HopeSparks community partners<br><br>**Support:** SSMCP, various community interest groups | ▷ | ⇨ | ⇨ | • Hold discussion with HopeSparks about services provided and the City of Lakewood's potential role.<br>• Identify initiatives that the City can support and be involved with. |
| **2.13: Multilingual City Resources Guide** | Create a multilingual City services resource guide to provide frequently requested information about City programs and services in one accessible document. | **Lead:** City of Lakewood<br><br>**Support:** Community organizations that support Latino, Korean, and other minority communities in Lakewood | ▷ | ⇨ | ⇨ | • Establish an inter-departmental City staff committee to work with Diversity & Equity Ad Hoc Committee to develop source guide material.<br>• Prepare City resource guide in English and Spanish.<br>• Evaluate success of resource guide; if deemed valuable, translate into other languages as needed. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

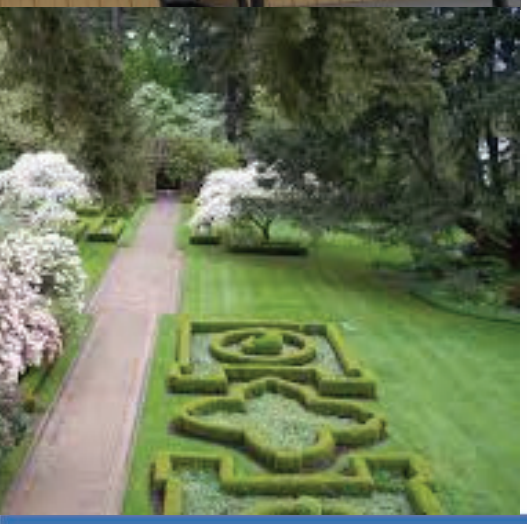
# COMMUNITY VALUE #2:
# HIGH-QUALITY PUBLIC SERVICES, EDUCATIONAL SYSTEMS, PARKS &

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Identify targeted activities to help combat misperceptions about Lakewood.*** | | | | | | |
| **2.14: Establish a Community Marketing Plan** | Publicize information to the community to inform about key public services and rebut any incorrect or misleading information published about Lakewood. For example:<br>• Market reduced crime statistics and periodic information about crime statistics and trends, particularly in relation to other jurisdictions.<br>• Publish school test scores and other information on a regular basis. | **Lead:** City of Lakewood; Clover Park School District<br><br>**Support:** City of Lakewood; Public Safety Advisory Committee; neighborhood associations and other interest groups | ▷ | ⇨ | ⇨ | • Develop a publication strategy and set a goal to produce a set number of community highlights per quarter.<br>• Monitor the number of press releases or other published items.<br>• Create a means by which to gauge public reaction to this information. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

*Community Value #3*

# VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD



The quality of life for Lakewood residents is greatly enhanced by the connections formed in the community. This includes personal connections, such as relationships with friends, neighbors, places of worship, and other community service clubs and organizations. It also includes the physical connections that allow easy and safe movement between many interest points throughout the city, such as shopping, dining, healthcare, education centers, parks, jobs, and other services.

A thriving and vibrant community is never the product of a single place—it is the overlapping of many places and the degree to which they are connected. Creating a connected community of great places, such as institutions of higher education, arts and culture, parks, and retail choices, as well as safe and convenient ways to access them, is also a vital component of economic health.

*Images from top: Map illustrating $19 million in transportation improvements programmed for 2015 (photo courtesy of City of Lakewood Public Works Department); a community center was identified by the public as a need in Lakewood—pictured is the Federal Way Community Center, which opened in 2007 and is operated by the City of Federal Way (photo courtesy of City of Federal Way); Lakewood Playhouse, a community theatre serving Lakewood for more than 76 years, located in the heart of the Lakewood Towne Center (photo courtesy of www.southsoundtalk.com); Lakewold Gardens (photo courtesy of Lakewold Gardens).*

# COMMUNITY VALUE #3:
# VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Provide a safe and connected multimodal transportation system.*** | | | | | | |
| **3.1: Complete Bicycle and Pedestrian Network** | Implement the recommendations of the City's Non-Motorized Transportation Plan (2008). | **Lead:** City of Lakewood<br><br>**Support:** Various neighborhood and community interest groups | ● | ⇨ | ⇨ | • Identify annual priorities from 2008 plan.<br>• Incorporate project priorities into 6-year capital improvement plan.<br>• Identify metrics to evaluate success of program—have the miles (or lineal feet) of bicycle lanes and/or sidewalks provided increased? Have the number of bike/pedestrian network connectivity gaps addressed?<br>• Periodically update the Non-Motorized Plan to reassess needs and priorities. |
| **3.2: Identify Lower-Cost Safety Improvements** | Assess locations for lighting, signal timing, and/or low-cost traffic-calming improvements to address safety concerns. | **Lead:** City of Lakewood<br><br>**Support:** Various neighborhood and community interest groups | ● | ⇨ | ⇨ | • Conduct assessment to identify projects.<br>• Prepare plan for completing projects.<br>• Monitor the completion rate of identified safety projects.<br>• Identify metrics to evaluate success of program and how has safety been enhanced. |
| **3.3: Enhanced Springbrook Public Transportation Connection** | Better connect Springbrook residents to Towne Center (currently requires transfer using Pierce Transit). | **Lead:** City of Lakewood; Pierce Transit<br><br>**Support:** Centerforce, various community and neighborhood interest groups | | ▷ | ⇨ | • Hold community meeting with Pierce Transit and neighborhood representatives to discuss issues.<br>• Work with Pierce Transit staff to identify potential solutions. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #3:
# VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Provide a safe and connected multimodal transportation system. (Continued)*** | | | | | | |
| **3.4: Complete Current Vehicle Fee-Funded Transportation Projects** | Complete $15.7 million in transportation projects to be funded by vehicle licensing fee and general fund between 2015–2020. | **Lead:** City of Lakewood | ● | ⇨ | ⇨ | • Collect licensing fee revenue to fund identified project.<br>• Complete list of identified projects. |
| **3.5: Vehicle Fee-Funded Transportation Projects Marketing Campaign** | Create signage program to advertise which transportation projects were paid for with vehicle licensing fee. | **Lead:** City of Lakewood | ▷ | ⇨ | ⇨ | • Develop marketing strategy (branding, signage, etc.).<br>• Identify key projects to market for pilot campaign.<br>• Evaluate campaign for possible expansion to all projects. |
| **3.6: Additional Vehicle Fee-Funded Projects Plan** | As needed, create project priority list for needed improvements after 2020 and a plan to engage citizens in this decision-making process. | **Lead:** City of Lakewood<br><br>**Support:** Various neighborhood and community interest groups | | ▷ | ⇨ | • Assess need to continue revenue source beyond 2020.<br>• Conduct community outreach to identify projects.<br>• Develop a list of identified projects.<br>• Take list of projects to the public for review and input. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #3:
# VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Maximize the connectivity, quality, and aesthetics of public and private spaces.*** | | | | | | |
| **3.7: Central Business District Sub-Area Plan** | Prepare a subarea plan for the Central Business District as a means to maximize redevelopment potential consistent with the Community Vision | **Lead:** City of Lakewood<br><br>**Support:** Owners of the Towne Center; various business and other community interest groups | ▷ | ⇨ | ⇨ | • Initiate subarea plan.<br>• Amend land use policies and regulations.<br>• Initiate implementation of approved changes.. |
| **3.8: Beautify City Gateways and Points of Entry** | Beautify main entryways into the city to make them more attractive and unique to Lakewood. | **Lead:** City of Lakewood<br><br>**Support:** Parks and Recreation Advisory Board, Arts Commission, Keep Lakewood Beautiful, Planning Commission; various business and other community interest groups | ▷ | ⇨ | ⇨ | • Develop a prioritized list of projects/locations.<br>• Develop guidelines and standards for different scales of entryways into city.<br>• Incorporate projects in City's capital facilities plan. |
| **3.9: Comprehensive Plan Policies Consistent with Community Vision** | Update the Comprehensive Plan to maximize redevelopment potential of underutilized properties or less stable neighborhoods, preserve stable neighborhoods, and maximize connectivity to transit consistent with the community vision. | **Lead:** City of Lakewood<br><br>**Support:** Planning Commission; neighborhood and other community interest groups | ▷ | ⇨ | ⇨ | • Perform an annual review of vision action plan.<br>• Concurrent with annual review, assess changes to implementing policies and regulations needed to support community vision.<br>• Draft amendments and carry through appropriate review and adoption process.<br>• Monitor and evaluate the Comprehensive Plan and/or code amendments tied to subjects referenced in the Community Visioning Plan. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #3:
# VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Maximize the connectivity, quality, and aesthetics of public and private spaces. (Continued)*** | | | | | | |
| **3.10: Leverage City's Investment in the McGavick Conference Center** | Promote the McGavick Conference Center as a regional asset to attract conferences and events to Lakewood, as well as maximize local use of this facility for community meetings and other local events. | **Leads:** City of Lakewood; Clover Park Technical College; Lakewood Chamber of Commerce | ● | ⇨ | ⇨ | • Work with partners to market the McGavick Center as a premier event/conference venue in the Puget Sound region. |
| **3.11: Expanded Library Services** | Work with Pierce County Library System to expand library services in the city, consistent with desire voiced by members of the City Council, City staff, and residents during the visioning outreach effort. | **Lead:** City of Lakewood; Pierce County Library System<br><br>**Support:** Various neighborhood and community interest groups | | ▷ | ⇨ | • Hold initial meeting with Pierce County Library Services to discuss need.<br>• Support Pierce County Library System's effort to conduct a needs assessment.<br>• Meet with community leaders and citizens to inform needs assessment.<br>• Assist in assessing locations and other facility planning concepts for new library space. |
| **3.12: New Community Center** | Create a multi-generational center open to all residents that focuses on activities for youth/ teens /seniors and provides needed resources for adults. | **Lead:** City of Lakewood<br><br>**Support:** Lakewood's Promise; Centerforce; other youth-based and community organizations | | | ▷ | • Amend the Comprehensive Plan to support a community center.<br>• Gather public input regarding community needs and vision for community center design and services.<br>• Conduct feasibility assessment and cost estimation.<br>• Identify potential grant/local funding options.<br>• Include community center in 6-year capital improvement plan. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #3:
# VIBRANT & CONNECTED COMMUNITY PLACES UNIQUE TO LAKEWOOD

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Maximize the connectivity, quality, and aesthetics of public and private spaces. (Continued)*** | | | | | | |
| **3.13: Wayfinding Study** | Conduct a study to improve wayfindings for motorists, bicyclists, and pedestrians to major community destinations and attractions. | **Lead:** City of Lakewood<br><br>**Support:** Planning Commission | | ▷ | ⇨ | • Identify geographic extent for improved wayfinding.<br>• Initiate a wayfinding study.<br>• Review recommendations and program implementing projects.<br>• Monitor the number of wayfinding signs installed and evaluate effectiveness. |
| ***Nurture the historical, arts, and cultural assets.*** | | | | | | |
| **3.14: Use City Communication Outlets to Promote Historical, Arts, and Cultural Programs** | Work with community partners (Lakewood Playhouse, Lakewold Gardens, etc.) to promote historical, arts, and cultural programs. | **Lead:** City of Lakewood, Lakewood Playhouse, Lakewold Gardens, others<br><br>**Support:** Clover Park School District; minority and other community interest groups | ● | ⇨ | ⇨ | • Work with partners to develop a marketing/promotion strategy via the City's communication outlets.<br>• Monitor the number of groups using City media to promote cultural events and activities. |
| **3.15: Create a City Culture Guide** | Create a city culture guide for residents and visitors. | **Lead:** City of Lakewood, Lakewood Arts Commission, Lakewood Playhouse, Lakewold Gardens, others<br><br>**Support:** Lakewood Chamber of Commerce; Clover Park School District; minority and other community interest groups | ▷ | ⇨ | ⇨ | • Work with community interest groups to identify content for guide.<br>• Prepare marketing plan for distributing guide.<br>• Prepare and distribute guide.<br>• Identify and collect information used to gauge distribution, reception, and perceived usefulness of the guide. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Nurture the historical, arts, and cultural assets. (continued)*** | | | | | | |
| **3.16: Lakewood Playhouse Expansion** | Support growth of the Lakewood Playhouse within the existing Towne Center consistent with the organization's long-term plans for expansion of its existing space. | **Lead:** Lakewood Playhouse<br><br>**Support:** City of Lakewood; various community, business, and arts interest groups | | | ▷ | • Invite the Lakewood Playhouse to discuss its plans for expansion with the City Council. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Strengthen the quality and balance of housing options, affordability, and styles. (Continued)*** | | | | | | |
| **3.17: Rental Housing Inspection Program** | Explore establishing a rental inspection program to ensure that all multifamily rental units are safe, habitable, and conform to all City policies and regulations. | **Lead:** City of Lakewood<br><br>**Support:** Various neighborhood, business, development, and other community interest groups | ▷ | ⇨ | ⇨ | • Develop proposal for apartment inspection housing program.<br>• Take proposal to City Council.<br>• If approved, implement program.<br>• Establish performance measures to monitor effectiveness of program. |
| **3.18: Market Rate Housing and Buyer Preference Analysis** | Expand the City's existing library of information sources regarding housing stock to explore the needs and preferences of prospective purchasers of market rate housing. | **Lead:** City of Lakewood<br><br>**Support:** Various business, development, and other community interest groups | ▷ | ⇨ | ⇨ | • Identify concept for analysis and evaluate additional data and information required.<br>• Collect and analyze data to assess needs and preferences of prospective purchasers of market rate housing.<br>• Determine whether changes to City programs or policies should be made to better support purchase of market rate housing. |
| **3.19: Home Ownership Programs and Policies** | Encourage programs and policies to increase home ownership rates within Lakewood. | **Lead:** City of Lakewood<br><br>**Support:** Pierce County Housing Authority, Washington State Finance Commission | ▷ | ⇨ | ⇨ | • Work with community partners to identify new or expand existing strategies to increase home ownership rates.<br>• Monitor if home ownership rates increased over a defined time period. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

*Community Value #4*

# STRONG LOCAL ECONOMY

Maintaining a strong local economy is challenging for any city, and Lakewood has worked hard to lay a strong foundation. However, many opportunities still exist for the local economy to grow and become more balanced. Lakewood is working diligently to diversify its employment base by attracting new industries and, at the same time, supporting small and locally-owned businesses.

A strong local economy is best achieved through an accessible and responsive local government and strong community partnerships. Providing high-quality supporting infrastructure and an efficient and cohesive transportation system that moves people to work and moves goods and services to market also is critical. Attracting and retaining educated and knowledgeable talent for all sectors of industry will draw additional family-wage jobs to Lakewood, in turn generating the income levels necessary to support a robust local economy.

*Images from top: Example of municipal small business resource guide (photo courtesy of Rutland City, VT); automotive center at Clover Park Technical College, a higher education resource within Lakewood that supports and grows an educated work force in Lakewood (photo courtesy of Clover Park Technical College); November 2014 Lakewood Business Showcase of Boo Han Market, a long-time operating Asian grocery store in the heart of the International District along South Tacoma Way (photo courtesy of City of Lakewood); Lakewood Towne Center (photo courtesy of www.shoplakewoodtownecenter.com).*

# COMMUNITY VALUE #4: STRONG LOCAL ECONOMY

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Encourage diversification of business and industry and foster opportunities for existing businesses to grow and expand.*** | | | | | | |
| **4.1: Business Retention Best Practices** | Monitor best practices for peer cities concerning business retention and attraction programs to help retain and expand local businesses and attract new industry and large employers to Lakewood. | **Lead:** City of Lakewood<br><br>**Support:** Business and other community interest groups | ● | ⇨ | ⇨ | • Research peer cities that have implemented "best practices" for business retention programs.<br>• Evaluate peer city programs and assess whether Lakewood should adopt similar practices.<br>• Update Lakewood's Business Retention plan based on findings of evaluation. |
| **4.2: Developer Forums** | Continue to hold developer forums to discuss building permitting and approval process/issues with business/developer community. | **Lead:** City of Lakewood; Development and business community<br><br>**Support:** Other community interest groups | ● | ⇨ | ⇨ | • Identify key issues resulting from forums.<br>• Following each meeting, prepare an action plan to address/ respond to identified issues. |
| ***Develop a quality workforce that supports current and future businesses.*** | | | | | | |
| **4.3: Tacoma-Pierce County Growth Partnership** | Join and actively participate in the Tacoma-Pierce County Growth Partnership. | **Lead:** City of Lakewood<br><br>**Support:** Tacoma-Pierce County Growth Partnership members | ● | ⇨ | ⇨ | • Participate in Partnership meetings.<br>• Identify initiatives and programs Lakewood can lead or support.<br>• Monitor the number of Growth Partnership initiatives and programs that have been pursued by the City. |
| **4.4: Strengthen healthcare as an economic industry in Lakewood.** | Leverage higher educational resources to strengthen the healthcare industry in Lakewood and improve the delivery of healthcare services to all socio-economic population groups. | **Lead:** Healthcare providers, Clover Park Technical College, Pierce College<br><br>**Support:** City of Lakewood | ▷ | ⇨ | ⇨ | • Develop strategies to leverage higher education opportunities to promote healthcare-related jobs, strengthening the presence of this industry in Lakewood. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #4: STRONG LOCAL ECONOMY

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Develop a quality workforce that supports current and future businesses. (Continued)*** | | | | | | |
| **4.5: Youth Workforce Training/ Internship Programs** | Establish youth workforce training and summer internship programs. | **Lead:** Workforce Central; City of Lakewood<br><br>**Support:** Clover Park School District; Clover Park Technical College; Pierce College, business and other community interest groups | | ▷ | ⇨ | • Work with community partners to prepare a strategy for developing a youth workforce training/internship programs.<br>• Implement pilot program.<br>• Monitor effectiveness and evaluate opportunity for expansion. |
| **4.6: Promotion of Family-Wage Jobs Creation** | Partner with Workforce Central and institutions of higher education to promote and educate community about opportunities for workforce training. | **Lead:** Workforce Central; City of Lakewood<br><br>**Support:** Clover Park School District; Clover Park Technical College; Pierce College, SSMCP, business and other community interest groups | ● | ⇨ | ⇨ | • Work with community partners to identify initiatives and programs Lakewood can lead or support.<br>• Monitor whether the number of Lakewood residents receiving job training assistance has increased. |
| ***Support small and minority-owned businesses.*** | | | | | | |
| **4.7: Small Business Resource Guide** | Prepare a small business resource guide and prepare in Spanish and Korean. | **Lead:** City of Lakewood<br><br>**Support:** Development and business community | ▷ | ⇨ | ⇨ | • Work with community to identify content for resource guide.<br>• Prepare resource guide.<br>• Monitor the number of resource guides (in specific languages) that have been distributed.<br>• Work with community leaders to assess effectiveness of resource guide. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #4: STRONG LOCAL ECONOMY

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Support small and minority-owned businesses. (Continued)*** | | | | | | |
| **4.8: Re-evaluate the Development Review Threshold** | Re-evaluate the existing threshold for development traffic generation where a traffic impact analysis is not required for small development projects. | **Lead:** City of Lakewood<br><br>**Support:** Development and business community | ▷ | ⇨ | ⇨ | • Review historical traffic studies to assess whether the threshold should be raised.<br>• Implement recommendations based on findings into city codes and regulations.<br>• Monitor the estimated time/cost savings to development projects resulting from this policy. |
| **4.9: Small Business Incentive Program** | Explore an incentive program to waive permits and fees for qualifying small businesses based on the number of family-wage jobs created; program should include safeguards to the City should the business not produce the anticipated employment levels or duration (example: Roswell, GA). | **Lead:** City of Lakewood<br><br>**Support:** Development and business community | | ▷ | ⇨ | • Research other communities that have implemented a similar program.<br>• Identify protections put in place for the City to recoup revenue if program requirements are not met.<br>• Implement pilot program and monitor the number of family-wage jobs being produced versus fees waived. |
| **4.10: Buy/Eat Local Programs** | Partner with the Chamber of Commerce to establish a "buy-local" program and create a Lakewood "restaurant" week. | **Lead:** Lakewood Chamber of Commerce; City of Lakewood<br><br>**Support:** Development and business community | ▷ | ⇨ | ⇨ | • Work with community partners to develop program parameters and marketing strategy.<br>• Prepare implementation plan for new programs.<br>• Identify metrics to assess whether increased sales are attributable to new programs.<br>• Identify opportunities to expand if deemed successful. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #4: STRONG LOCAL ECONOMY

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Support small and minority-owned businesses. (Continued)*** | | | | | | |
| **4.11: Farmers Market Expansion** | Expand Lakewood's Farmers Market to feature "Business of the Week" and include indoor space during non-summer weeks. | **Lead:** Lakewood Chamber of Commerce; City of Lakewood<br><br>**Support:** Business community and other interest groups | ▷ | ⇨ | ⇨ | • Talk to existing vendors about possible marketing expansion<br>• Develop a farmer's market expansion plan, evaluating options considering both seasonal and space-based expansion.<br>• Implement "Business of the Week" program.<br>• Evaluate whether increased sales can be correlated to expanded space or vendor spotlights. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

*Community Value #5*

# SUSTAINABLE & RESPONSIBLE PRACTICES

Lakewood today is known for its abundance of natural areas, quality parks, and beautiful lakes. These assets that are so enjoyed now cannot be taken for granted; it is the community's responsibility to work collectively to ensure that all community members live and do business in a sustainable and responsible manner.

As Lakewood looks to grow and redevelop, a top priority is preserving open space and park lands to maintain natural beauty and to promote a healthy and active lifestyle. Looking forward to better connecting existing recreational trails and integrating green spaces will provide a more seamless and safer travel network for pedestrians and bicyclists of all ages and abilities, while at the same time expanding the green footprint of the city.

Investing in sustainable infrastructure, expanding the understanding and knowledge of residents, and encouraging responsible business practices are key components to ensuring that the legacy of Lakewood's beauty is enjoyed for many generations to come.

*Images from top: Ward Lake (photo courtesy of City of Lakewood Parks and Recreation Department); two views of a 3-in-1 "commingle" trash, compost, and recycle bin (photo courtesy of Linfield College); using community events such as the Lakewood Farmers Market to provide the community with information about sustainable and healthy practices; activities such as the Lakewood Summerfest Triathlon promote heathy and active lifestyles.*

# COMMUNITY VALUE #5: SUSTAINABLE & RESPONSIBLE PRACTICES

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Preserve, protect, and enhance the natural resources and extensive recreational spaces.*** | | | | | | |
| **5.1: Connected Path & Greenway System** | Enhance connectivity of paths, & greenway systems with the goal of forming an interconnected non-motorized trail system for users of all ages & abilities. | **Lead:** City of Lakewood<br><br>**Support:** Planning Commission; Parks & Recreation Advisory Board; various neighborhood & other community interest groups. | ● | ⇨ | ⇨ | • Develop an ADA access and transition plan to connect parks and other areas.<br>• Review and refine the City's street standards.<br>• Further examine the Non-Motorized Transportation Plan project definition criteria based on the funding plan and policies derived from the Lakewood Transportation Master Plan process.<br>• Convene a special city staff working group in the revision of local standards.<br>• Convene local training and development workshops regarding revised ADA-compliant construction standards and applications.<br>• Convene school-specific, walk-to -school route plan refinement efforts to either confirm or expand and refine existing plans.<br>• Continue to pursue federal and state funding. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #5: SUSTAINABLE & RESPONSIBLE PRACTICES

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Preserve, protect, and enhance the natural resources and extensive recreational spaces (continued).*** | | | | | | |
| **5.2: Protection of Natural Resources & Recreational Assets** | Ensure that the City's Comprehensive Plan adequately protects & preserves open space, recreation facilities, & natural amenities in accordance with the Community Vision. | **Lead:** City of Lakewood<br><br>**Support:** Planning Commission; Parks & Recreation Advisory Board; Partners for Parks; various neighborhood & other community interest groups. | ● | ⇨ | ⇨ | • Periodically review/revise Comprehensive Plan and Legacy Plan policies.<br>• Continue efforts to acquire wetlands in the Flett Creek Complex. |
| ***Encourage sustainable design and business practices and increase community awareness of their role in making Lakewood a sustainable community.*** | | | | | | |
| **5.3: Community Park Clean-Up Volunteer Opportunities** | Use City communication tools to help market current events and to help connect community volunteers. | **Lead:** City of Lakewood; Partners for Parks<br><br>**Support:** Neighborhood and other community organizations | ● | ⇨ | ⇨ | • Market a minimum number of events per year and create new opportunities to volunteer. |
| **5.4: Promote Municipal Energy Conservation** | Reduce municipal electrical costs by installing LED traffic signals & street lights. | **Lead:** City of Lakewood<br><br>**Support:** State of Washington | ● | ⇨ | ⇨ | • Obtain grant funds and begin installation. |
| **5.5: Promote Alternatives Forms of Transportation** | Deploy two public vehicle charging stations at City Hall | **Lead:** City of Lakewood<br><br>**Support:** Federal Department of Ecology | | ▷ | ⇨ | • Seek grant funding.<br>• Enter into agreement with charging station manufacturers. |
| **5.6: Protect Puget Sound Water Quality** | City requires that all new development use onsite infiltration techniques to dispose of stormwater. This mechanism decreases stormwater infrastructure costs, increases groundwater recharge, and decreases pollutant loads in stormwater runoff. | **Lead:** City of Lakewood<br><br>**Support:** State Department of Ecology | ● | ⇨ | ⇨ | • Ongoing. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

# COMMUNITY VALUE #5: SUSTAINABLE & RESPONSIBLE PRACTICES

| Action | Description | Lead Partner/Potential Support Partners | 1-3 yrs | 4-6 yrs | 7+ yrs | Initial Steps/Milestones |
|---|---|---|---|---|---|---|
| ***Encourage sustainable design and business practices and increase community awareness of their role in making Lakewood a sustainable community. (Continued)*** | | | | | | |
| **5.7: Community Sustainability Plan** | Develop a Community Sustainability Plan to coordinate, track, & report efforts to preserve natural assets, improve sustainable practices. | **Lead:** City of Lakewood<br><br>**Support:** Various community interest groups | ▷ | ⇨ | ⇨ | • Integrate sustainability policies into the City's Comprehensive Plan, focusing on active living policies, and jobs/housing balance. |
| **5.8: Green Building Initiatives** | Develop incentives for sustainable building designs (e.g., expedited permit review, permit fee reduction, residential & commercial deconstruction). | **Lead:** City of Lakewood<br><br>**Support:** Business and development community | ▷ | ⇨ | ⇨ | • Establish an incentive program and create a benchmarks system to monitor progress. |
| **5.9: Institute new recycling programs amongst Lakewood's large institutional users** | Develop a waste diversion program for large institutional users through waster prevention, recycling, &/or composting. | **Lead:** City of Lakewood; Waste Connections<br><br>**Support:** Clover Park School District; Pierce College; Clover Park Technical College; Western State Hospital; Saint Clare Hospital | ▷ | ⇨ | ⇨ | • Review/modify the City's contract for services with Waste Connections. |
| **5.10:Food Composting Program** | Consider establishing a citywide food composting program. | **Lead:** City of Lakewood; Waste Connections<br><br>**Support:** Neighborhood and other community organizations; business community | ▷ | ⇨ | ⇨ | • Using Department of Ecology grant funding, consider establishing a pilot program |
| **5.11: Community Education Opportunities** | Identify community events (Farmer's Market, etc.) to provide educational opportunities for residents on sustainable practices, such as recycling, energy savings, appliance replacement program, etc. | Lead: City of Lakewood<br><br>Support: Community organizations and other interested parties | ▷ | ⇨ | ⇨ | • Track existing educational opportunities and determine the City's reach to-date.<br>• Obtain a Department of Ecology public participation grant. |

▷ Anticipated Start ● Currently underway ⇨ Ongoing

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www.tindaleoliver.com

1000 N. Ashley Drive | Suite 400 Tampa, FL 33602 | (813) 224 - 8862

| | |
|---|---|
| To: | Mayor and City Councilmembers |
| From: | Tho Kraus, Assistant City Manager/Administrative Services |
| Through: | John J. Caulfield, City Manager |
| Date: | June 22, 2015 |
| Subject: | Investment Policy Resolution & Creation of the Investment Control Fund |

**Background**

In October 1996, the City Council approved the City's Investment Policy via Resolution No. 1996-33. Best practices dictate that the investment policy be reviewed annually by the Assistant City Manager for Administrative Services to ensure its consistency with respect to the overall objectives of safety, liquidity, and yield, and its relevance to current laws and financial trends.

**Revised Investment Policy**

The *major* differences between the original and revised investment policy are as follows:

1. Comingling of funds to maximize investment earnings to increase efficiencies with regard to investing pricing, safekeeping and administration. Allocation of interest earnings will be based on their respective participation and in accordance with generally accepted accounting principles. [Section II. Scope]

2. Under the objective of safety, added ways the City can minimize credit risk (the risk of loss due to the failure of the security issuer or backer) and interest risk (the risk that the market value of securities in the portfolio will fall due to changes in general market rates. [Section III. Objectives]

3. Management responsibility is explicitly delegated to the Assistant City Manager for Administration Services who shall establish written procedures for the operation of the investment program, consistent with the investment policy. [Section IV. Delegation of Authority]

4. Specific internal controls listed to assure compliance with the investment policy and internal procedures. This includes: control of collusion, separation of transaction authority from accounting and recordkeeping; custodial safekeeping; avoidance of physical delivery securities; clear delegation of authority to subordinate staff members; written confirmation of transactions

for investments and wire transfers; and the development of a wire transfer agreement with the lead bank and third-party custodian. [Section VII. Internal Controls]

5. Requires the City to conduct a process of due diligence by requiring certain documentation to the prior to engaging in investment transactions with the City. This documentation includes audited financial statements, proof of Financial Industry Regulatory Authority (FINRA) certification, proof of state registration, completed broker/dealer questionnaire and certificate of having read, understood and agreeing to comply with the City's investment policy.[Section X. Authorized Financial Institutions and Broker/Dealers]

6. Added new section on competitive bid process for purchase of investments. The City will make its best effort to obtain three bids for purchases of investments other than original issue securities as all dealers in the selling group offer those securities at original issue price. [Section XI. Selection of Investments]

7. Added specific diversification limitations as it relates to maturity, default risk and liquidity. Also, added specific language regarding the composition of the portfolio. The City will not be required to liquidate investments in order to realign the portfolio but will consider it for future purchases as investments mature. [Section XII. Diversification]

**Investment Control Fund**

The purpose for the creation of this agency fund is to account for investment transactions. It is used to record the amount of pooled monies invested from all City funds. Interest earned on the pooled investments is distributed to individual City funds.

**Next Steps:**

The following items will be presented to the City Council at the July 6th regular meeting for consideration and approval:

- Investment Policy Resolution
- Fund ordinance for the creation of an Investment Control Fund

**Attachments:**

- Revised Investment Policy Resolution
- Original Investment Policy per Resolution 1996-33
- Fund Ordinance

RESOLUTION NO. 2015-XX

A RESOLUTION of the City Council of the City of Lakewood, Washington, approving investment policies.

WHEREAS, it is in the City's best interest to invest public funds in a manner which will provide maximum security with the highest investment return while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds; and,

WHEREAS, it is in the City's best interest to formalize its investment policies in writing.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LAKEWOOD, WASHINGTON HEREBY RESOLVES as follows:

Section 1. That the City of Lakewood hereby adopts the City of Lakewood Investment Policy, as set forth in Attachment A to this Resolution and incorporated by reference.

Section 2. Repealer. Resolution 1996-33 is repealed in its entirety.

Section 3. Severability. If any section, sentence, clause or phrase of this resolution should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity, or unconstitutionality shall not affect the validity or constitutionality of any other section, sentence, clause or phrase of this resolution.

Section 4. Ratification. Any act consistent with the authority and prior to the effective date of the resolution is hereby ratified and affirmed.

Section 5. Effective Date. This resolution shall be effective immediately upon passage.

PASSED by the City Council this __ day of ____, 2015.

CITY OF LAKEWOOD

_____
Don Anderson, Mayor

Attest:

_____
Alice M. Bush, MMC, City Clerk

Approved as to form:

_____
Heidi Ann Wachter, City Attorney

**CITY OF LAKEWOOD**
**INVESTMENT POLICY**

## I. Policy

It is the policy of the City of Lakewood to invest public funds in a manner which will provide maximum security with the highest investment return while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds.

## II. Scope

The investment policy applies to all financial assets of the City of Lakewood. These funds are accounted for in the City's Comprehensive Annual Financial Report and include:

- General fund
- Special revenue funds
- Capital project funds
- Debt service funds
- Enterprise funds
- Internal service funds

Except for funds in certain restricted and special funds, the City of Lakewood commingles its funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

## III. Objectives

The primary objectives, in priority order, of investment activities shall be:

*1. Safety*

Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

The City will minimize credit risk, the risk of loss due to the failure of the security issuer or backer, by:

- Limiting investments to the safest types of securities;
- Prequalifying the financial institutions and broker/dealers with which the City will do business; and
- Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

The City will minimize interest risk, the risk that the market value of securities in the portfolio will fall due to changes in general market rates, by:

- Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity; and
- Investing operating funds primarily in short-term securities, money market mutual funds or similar investment pools.

*2. Liquidity*

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary market or resale markets (dynamic liquidity). A portion of the portfolio also may be placed in the Local Government Investment Pool which offers same-day liquidity for short-term funds.

*3. Yield*

Yield on the City's investment portfolio is of secondary importance compared to the safety and liquidity objectives described above. Investments are limited to relatively low-risk securities in anticipation of earning a fair return relative to the risk being assumed. While it may occasionally be necessary or strategically prudent for the City to sell a security prior to maturity to either meet unanticipated cash needs or to restructure the portfolio, this Policy specifically prohibits trading securities for the sole purpose of speculating or taking an unhedged position on the future direction of interest rates.

## IV. Delegation of Authority

Management responsibility for the investment program is hereby delegated to the Assistant City Manager for Administrative Services, who shall establish written procedures for the operation of the investment program, consistent with this investment policy. Such procedures shall include explicit delegation of authority to persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established by the Assistant City Manager for Administrative Services. The Assistant City Manager for Administrative Services shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of subordinate officials.

## V. Prudence

The standard of prudence to be used by investment officials shall be the “prudent person” standard and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and this investment policy and exercising due diligence shall be relieved of personal liability for an individual security’s credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

The "prudent person" standard states that,

"Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

## VI. Ethics and Conflicts of Interest

Officers and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials authorized to place or approve investments shall not personally, nor through a close relative, maintain any accounts, interest, or private dealings with any firm with which the City places investments, except for regular savings accounts, checking accounts, money market accounts, or other similar transactions which are offered on a non-negotiable basis to the general public.

All persons authorized or approved for investments shall disclose to the City Manager any material financial interest in financial institutions that conduct business within the City.

All personnel involved in the investment function shall adhere closely to the City's Code of Ethics.

## VII. Internal Controls

The Assistant City Manager for Administrative Services is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived and the valuation of costs and benefits requires estimates and judgments by management.

Accordingly, the Assistant City Manager for Administrative Services shall establish a process for an annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

- Control of collusion
- Separation of transaction authority from accounting and recordkeeping
- Custodial safekeeping
- Avoidance of physical delivery securities
- Clear delegation of authority to subordinate staff members
- Written confirmation of transactions for investments and wire transfers
- Development of a wire transfer agreement with the lead bank and third-party custodian

## VIII. Reporting

The Assistant City Manager for Administrative Services is charged with the responsibility of including a report on investment activity in the City's quarterly financial report that provides an analysis of the status of the current investment portfolio and transactions made over the last quarter. This report will be prepared in a manner which will allow the City to ascertain whether investment activities during the reporting period have conformed to the investment policy.

Quarterly reports will include but not limited to:

- A listing of individual securities held at the end of the reporting period.
- Average life and final maturity of all investments listed.
- Coupon, discount or earnings rate.
- Par value, amortized book value and market value.
- Percentage of the portfolio in each investment category.

## IX. Authorized Investments

The City may only invest in those securities and deposits authorized by statute (RCW 39.58, 39.59, 43.84.080 and 43.250). Authorized investments include:

- Obligations of the U.S. government (U.S. Treasury Notes, Bonds and Bills).

- Obligations of U.S. government agencies or of corporations wholly owned by the U.S. government or any Government Sponsored Enterprises (GSE's) with the exception of mortgage backed securities (MBS), which are prohibited. These include but are not limited to: Federal Home Loan Bank (FHLB); Federal Farm Credit Bank (FFCB); Government National Mortgage Association (GNMA); Federal Home Loan Mortgage Corporation (FNMA); and Federal Agricultural Mortgage Corporation (FAMC).

- Bankers' acceptances purchased on the secondary market rated with the highest short-term credit rating of any two Nationally Recognized Statistical Rating Organizations (NRSROs), at the time of purchase. If the bankers' acceptance is rated by more than two NRSROs, it must have the highest rating from all of the organizations. Bankers' Acceptances are considered illiquid as there is no active secondary market for these securities.

- Certificates of deposit with financial institutions qualified by the Washington Public Deposit Protection Commission.

- Commercial Paper provided that the City adheres with policies and procedures of the State Investment Board regarding commercial paper (RCW 43.84.080(7)).

- Washington State Local Government Investment Pool; and

- Bonds of the State of Washington and any local government in the State of Washington which have, at the time of investment, one of the three highest credit ratings of a nationally recognized rating agency.

- Repurchase agreements provided that the transaction is structured so that the City of Lakewood obtains control over the underlying securities and a Master Repurchase Agreement has been signed with the financial institution or broker/dealer. Collateralization will be required on all repurchase agreements at a minimum level of 102% of the market value of principal and accrued interest. This is to anticipate any market changes and to provide an adequate level of security for all funds.

## X. Authorized Financial Institutions and Broker/Dealers

A list will be maintained of financial institutions and depositories authorized to provide investment services. In addition, a list will be maintained of approved security broker/dealers selected by conducting

a process of due diligence. These may include ‘primary” dealers or regional dealers that qualify under Securities and Exchange Commission (SEC) Rule 15C3-1 (uniform net capital rule).

Selection of financial institutions and brokers/dealers authorized to engage in transactions with the City of Lakewood shall be at the sole discretion of the City.

All broker/dealers who desire to become qualified for investment transactions must supply the following as appropriate:

- Audited financial statements
- Proof of FINRA certification
- Proof of state registration
- Completed broker/dealer questionnaire
- Certification of having read, understood and agreeing to comply with the City of Lakewood’s investment policy.

All financial institutions who desire to become depositories must supply the following as appropriate:

- Audited financial statements
- Proof of state registration

A periodic review of the financial condition and registration of all qualified financial institutions and brokers/dealers will be conducted by the investment officer.

## XI. Selection of Investment Instruments

Investment transactions will be based upon the final institution or brokerage firm that offers the best price to the City on each particular transaction. The City will make its best effort to obtain three bids for purchase or sale of government agency securities other than new issues. If circumstances dictate fewer than three bids due to the volatility of the market place, lack of bids, etc., the Assistant City Manager has the authority to waive this. Generally all brokers will not have the same inventory of agencies available to sell, but should be able to offer comparable alternatives.

The City will also make its best effort to obtain three bids for bankers’ acceptances and certificates of deposits (other than a compensating balance CD). Where two or more institutions or brokers have offered the same low bid, allocation will go to the first lowest bid received by the City.

When purchasing original issue instrumentality securities, no competitive offerings will be required as all dealers in the selling group offer those securities as the same original issue price.

## XII. Diversification

It is the policy of the City of Lakewood to diversity its investment portfolio. Assets held in the common cash fund shall be diversified to avoid incurring unreasonable risk of loss resulting from overconcentration of assets in a specific maturity, a specific issuer, or a specific class of securities.

The following diversification limitations shall be imposed on the portfolio:

- *Maturity* – Not more than 20% of the portfolio may be invested beyond 12 months, and average maturity of the portfolio may not exceed two years. The maximum stated final maturity of individual shall be five years.

- *Default Risk* – No more than 5% of the portfolio may be invested in the securities of a single issuer, except for the U.S. Treasury, to which no limits apply. No more than 30% of the portfolio may be invested in bankers' acceptances and certificates of deposit.

- *Liquidity Risk* – At least 20% of the portfolio may be invested in overnight instruments or in marketable instruments can be sold to raise cash in one day's notice.

Due to fluctuations in the aggregate surplus funds balance, maximum percentages for a particular issuer or investment type may be exceeded at a point in time subsequent to the purchase of a particular issuer or investment type. Securities need not be liquidated to realign the portfolio; however, consideration should be given to this matter when future purchases are made to ensure that appropriate diversification is maintained.

## XIII. Safekeeping and Custody

All security transactions, including collateral for repurchase agreements, entered into by the City shall be conducted on a delivery-versus-payment (DVP) basis to ensure that securities are deposited in an eligible financial institution prior to the release of funds. To protect against potential fraud and embezzlement, securities will be held by a third party custodian with whom the City has executed a safekeeping agreement. The delivery of these securities will be evidenced by safekeeping receipts.

## XIV. Performance Standards

The investment portfolio will be designed to obtain an average rate of return during budgetary and economic cycles, consistent with the investment objectives and cash flow needs. The City of Lakewood's investment strategy is passive. Given this strategy, the basis used by the Investment Officer will be the average 6-month Treasury bill and the average Local Government Investment Pool rate for the quarter.

## XV. Investment Policy Adoption

The City of Lakewood's investment policy shall be adopted by resolution of the City Council. The policy shall be reviewed annually by the Assistant City Manager for Administrative Services to ensure its consistency with respect to the overall objectives of safety, liquidity and yield, and its relevance to current laws and financial trends. Proposed amendments to this policy shall be prepared by the Assistant City Manager for Administrative Services, and after review and approval by the City Manager, shall be forwarded to the City Council for consideration and approval.

## GLOSSARY

**Agency -** A debt security issued by a federal or federally sponsored agency. Federal agencies are backed by the full faith and credit of the US Government. Federally Sponsored Agencies (FSAs) are backed by each particular agency with a market perception that there is an implicit government guarantee. An example of a federal agency is the Government National Mortgage Association (GNMA). An example of an FSA is the Federal National Mortgage Association (FNMA).

**Amortization -** The systematic reduction of the amount owed on a debt issue through period payments of principal.

**Bankers' Acceptances (BAs) -** A short-term debt instrument issued by a firm that is guaranteed by a commercial bank. These instruments are similar to Treasury Bills and are frequently used in money market funds. BAs trade at a discount from face value on the secondary market. The date of maturity typically ranges between 30 – 180 days from the date of issue.

**Basis Point -** A unit of measurement used in the valuation of fixed-income securities equal to 1/100 of 1 percent of yield (e.g. ¼ of 1 percent equals 25 basis points).

**Bid -** The indicated price at which a buyer is willing to purchase a security or commodity. When selling a security a bid is obtained (see Offer)

**Book Value -** The value at which a security is carried on the inventory lists or other financial records of an investor. The book value may differ significantly from the security's current value in market.

**Callable Security -** A security with an embedded call provision that allows the issuer to repurchase or redeem the security by a specified date. Since the holder of a callable security is exposed to the risk of the security being repurchased, the callable security is generally less expensive than comparable securities that do not have a call provision.

**Call Price -** The price at which an issuer may redeem a bond prior to maturity. The price is usually at a slight premium to the bond's original issue price to compensate the holder for loss of income and ownership.

**Call Risk -** The risk to a bondholder that a bond may be redeemed prior to maturity.

**Certificates of Deposits (CDs) -** Certificates issued against funds deposited in a bank for a definite period of time and earning a specified rate of return. Certificates of Deposit bear rates of interest in line with money market rates current at the time of issuance.

**Collateralization –** Process by which a borrower pledges securities, property, or other deposits for the purpose of securing the repayment of a loan and/or security.

**Coupon Rate -** The annual rate of interest received by an investor from the issuer of certain types of fixed-income securities. Also known as the "interest rate."

**Credit Risk -** The risk that another party to an investment transaction will not fulfill its obligations. Credit risk can be associated with the issuer of a security, a financial institution holding the entity's deposit, or a third party holding securities or collateral. Credit risk exposure can be affected by a concentration of deposits or investments in any one investment type or with any one party.

**Custodian -** An independent third party (usually bank or trust company) that holds securities in safekeeping as an agent for the investor.

**Delivery vs Payment -** A type of securities transaction in which the purchaser pays for the securities when they are delivered either to the purchase or his/her custodian.

**Discount -** The price of a bond that is lower than par. The discount equals the difference between the price paid for a security and the security's par value.

**Diversification -** A process of investing assets among a range of security types by sector, maturity, and quality rating.

**Duration -** A measure of the sensitivity of the price of a fixed-income investment to a change in interest rates. Duration is expressed as a number of years. Rising interest rates means falling bond prices, while declining interest rates mean rising bond prices. The greater the duration, the greater the interest-rate risk or reward for bond prices.

**Fair Value -** The amount at which an investment could be exchanged in a current transaction between willing parties, other than in a forced liquidation of sale.

**Federal Funds (Fed Funds) -** Funds placed in Federal Reserve banks by depository institutions in excess of current requirements. These depository institutions may lend fed funds to each other overnight or on a longer basis. They may also transfer funds among each other on a same-day basis through the Federal Reserve banking system. Fed funds are considered to be immediately available funds.

**Federal Reserve Bank of New York -** The Federal Reserve Bank that is responsible for the second district and is located in New York City. The Federal Reserve Bank of New York has developed the capacity to conduct reverse purchase agreement transactions with an expanded set of counterparties.

**Federal Reserve System -** The central bank of the United States which has regulated the US monetary and financial system since its inception in 1913. It is composed of a central governmental agency (the Board of Governors) and twelve regional Federal Reserve Banks.

**Financial Industry Regulatory Authority (FINRA) -** A regulatory body created after the merger of the National Association of Securities Dealers and the New York Stock Exchange's regulation committee. The FINRA is responsible for governing business between brokers, dealers and the investing public. By consolidating these two regulators, FINRA aims to eliminate regulatory overlap and cost inefficiencies.

**Floating Rate Note -** A debt instrument with a variable interest rate tied to a benchmark such as the US Treasury bill, LIBOR, the fed funds or the prime rate. Floaters are mainly issued by financial institutions and governments, typically with one- to three year maturities.

**Government Sponsored Enterprise (GSE) -** A privately held corporation with public purposes created by the US Congress to reduce the cost of capital for certain borrowing sectors of the economy. GSEs carry the implicit backing of the US Government but are not direct obligations of the US Government. Examples of GSEs include: Federal Home Loan Bank; Federal Home Loan Mortgage Corporation; Federal Farm Credit Bank; and Federal National Mortgage Association. Securities issued by GSEs are known as agency securities.

**Interest Rate Risk -** The risk associated with declines or rises in interest rates which cause an investment in a fixed-income security to increase or decrease in value.

**Internal Controls –** An internal control structure designed to ensure that the assets of the entity are protected from loss, theft, or misuse. The internal control structure is designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that 1) the cost of control should not exceed the benefits likely to be derived, and 2) the valuation of costs and benefits requires estimates and judgments by management. Internal controls should address the following points.

*Control of Collusion* – Collusion is a situation where two or more employees are working in conjunction to defraud their employer

*Separation of transaction authority from accounting and record keeping* – By separating the person who authorizes or performs the transaction from the people who record or otherwise account for the transaction, a separation of duties is achieved.

*Custodial safekeeping* – securities purchased from any bank or dealer including appropriate collateral (as defined by state law) shall be placed with an independent third party for custodial safekeeping.

*Avoidance of physical delivery securities* – Book entry securities are much easier to transfer and account for since actual delivery of a document never takes place. Delivered securities must be properly safeguarded against loss or destruction. The potential for fraud and loss increases with physically delivered securities.

*Clear delegation of authority to subordinate staff members* – Subordinate staff members must have a clear understanding of their authority and responsibilities to avoid improper actions. Clear delegation of authority also preserves the internal control structure that is contingent on the various staff positions and their respective responsibilities.

*Written confirmation of transactions for investments and wire transfers* – Due to the potential for error and improprieties arising from telephone and electronic transactions, all transactions shall be supported by written communications and approved by the appropriate person. Written communications may also be electronic if on letterhead and if the safekeeping institution has a list of authorized signatures.

*Development of a wire transfer agreement with the lead bank and third-party custodian* – The designated official should ensure that the agreement will be entered into and will address the following pints: controls, security provisions, and responsibilities of each party making and receiving wire transfers.

**Liquidity -** Refers to the ease and speed with which an asset can be converted into cash without a substantial loss in value.

**Loss -** The excess of the cost or book value of an asset over selling price.

**Local Government Investment Pool (LGIP) -** The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

**Mark-to Market -** An adjustment in the valuation of a securities portfolio to reflect the current market values of the respective securities in the portfolio. This process is also used to ensure that margin accounts are in compliance with maintenance.

**Market Risk -** The risk associated with declines or rises in interest rates which cause an investment in a fixed-income security to increase or decrease in value. The risk that the market value of an investment, collateral protecting a deposit, or securities underlying a repurchase agreement will decline.

**Market Value -** The price at which a security is trading and cold presumably be sold.

**Master Repurchase Agreement -** An agreement between the investor and the dealer or financial institution. This agreement defines the nature of the transactions, identifies the relationship between the parties, establishes normal practices regarding ownership and custody of the collateral securities during the term of the investment, provides for remedies in the event of a default by either party and otherwise clarifies issues of ownership.

**Maturity -** The time when a security becomes due and at which time the principal and interest of final coupon payment is paid to the investor.

**Offer -** The indicated price at which a seller is willing to sell a security or commodity. (See Bid) When buying a security an offer is obtained.

**Par Value -** The nominal or face value of a debt security; that is, the value at maturity.

**Portfolio -** Collection of securities held by an investor.

**Premium -** The amount by which the price paid for a security exceeds its par value.

**Primary Dealers -** Primary government dealers are a group of banks and investment dealers authorized to buy and sell government securities in direct dealings with the Federal Reserve Bank of New York in its executing of Federal Open Market Operations. Such dealers must be qualified in terms of reputation, capacity and adequacy of staff and facilities.

**Prime Rate -** A preferred interest rate charged by commercial banks to their most creditworthy customers. Many interest rates are tied to this rate.

**Principal -** The face value or par value of a debt instrument. Also may refer to the amount of capital invested in a given security.

**Prudence -** The ability to govern and discipline oneself by use of reason; shrewdness in the management of affairs; application of skill and good judgment in the use of resources. Also refers to the suitability of investments for the risk and return profile and the time horizon of a given investor.

**Qualified Public Depositories -** A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

**Rate of Return -** The yield obtainable on a security based on its purchase price prior or its current market price. This may be the amortized yield to maturity on a bond or the current income return.

**Repurchase Agreement (RP or REPO) -** A holder of securities sells these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to

compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Fed is said to be doing RP, it is lending money that is, increasing bank reserves.

**Reverse Repurchase Agreement (Reverse REPO) -** An agreement of one party to purchase securities at a specified price from a secondary party and a simultaneous agreement by the first party to resell the securities at a specified price to the second party on demand or at a specified date.

**Safekeeping -** A service to customers rendered by banks for a fee whereby all securities and valuables of all types and descriptions are held in the bank's vaults for protection, or in the case of book entry securities, are held and recorded in the customer's name and are inaccessible to anyone else.

**Secondary Market -** A market made for the purchase and sale of outstanding issues following the initial distribution.

**Securities -** Bonds, notes, mortgages, or other forms of negotiable or non-negotiable instruments.

**Securities & Exchange Commission (SEC)**
An agency created by Congress to protect investors in securities transactions by administering securities legislation.

**Settlement Date -** The day on which payment is due for a securities purchase. Fixed income securities typically settle one business day after the trade date.

**Term Bonds -** Bonds comprising a large part or all of a particular issue which come due in a single maturity. The issuer usually agrees to make periodic payments into a sinking fund for mandatory redemption of term bonds before maturity.

**Third Party Safekeeping -** A safekeeping arrangement whereby the investor has full control over the securities being held and the dealer or bank investment department has no access to the securities being held.

**Total Return -** The sum of all investment income plus changes in the capital value of the portfolio. For mutual funds, return on an investment is composed of share price appreciation plus any realized dividends or capital gains. This is calculated by taking the following components during a certain time period: Price Appreciation + Dividends Paid + Capital Gains = Total Return

**Treasury Bills -** Treasury bills are short-term debt obligations of the US Government with maturities of less than one year. They offer maximum safety of principal since they are backed by the full faith and credit of the United States Government. Treasury bills, commonly called "T-Bill" account for the bulk of government financing, and are the major vehicle used by the Federal Reserve System in the money market to implement national monetary policy. T-Bills are sold in three, six, nine, and twelve-month bills. Because treasury bills are considered to be very low risk, these instruments generally yield the lowest returns among the money market instruments.

**Treasury Bonds -** Long-term US government debt securities with maturities of ten years or longer and issued in minimum denominations of $1,000. Currently, the longest outstanding maturity for such securities is 30 years.

**Treasury Notes -** A marketable US government debt security with a fixed interest rate and a maturity between one and ten years. Treasury notes are considered low-risk since they are backed by the full faith

and credit of the US government. Because they are lower risk and highly liquid they generally deliver a lower return than other securities having comparable maturities.

**Volatility -** A degree of fluctuation in the price and valuation of securities.

**Weighted Average Maturity (WAM) -** A weighted average of the expiration dates for a portfolio of debt securities. An income fund's volatility can be managed by shortening lengthening the average maturity of its portfolio.

**Yield -** The current rate of return on an investment security generally expressed as a percentage of the security's current price.

**Yield Curve -** A graphic representation that depicts the relationship at a given point in time between yields and maturity for bonds that are identical in every way except maturity. A normal yield curve may be alternatively referred to as a positive yield curve.

**Zero-coupon Securities -** Security that is issued at a discount and makes no periodic interest payments. The rate of return consists of a gradual accretion of the principals of the security and is payable at par upon maturity.

## RCW CITATIONS

**RCW 35.39.030**
**Excess or inactive funds – Investment.**

Every city and town may invest any portion of the moneys in its inactive funds or in other funds in excess of current needs in:

(1) United States bonds;
(2) United States certificates of indebtedness;
(3) Bonds or warrants of this state;
(4) General obligation or utility revenue bonds or warrants of its own or of any other city or town in the state;
(5) Its own bonds or warrants of a local improvement district which are within the protection of the local improvement guaranty fund law; and
(6) In any other investments authorized by law for any other taxing districts.

**RCW 35.39.032**
**Approval of legislative authority – Delegation of authority – Reports.**

No investment shall be made without the approval of the legislative authority of the city or town expressed by ordinance: PROVIDED, That except as otherwise provided by law, the legislative authority may by ordinance authorize a city official or a committee composed of several city officials to determine the amount of money available in each fund for investment purposes and make the investments authorized as indicated in RCW 35.39.030 as now or hereafter amended and the provisions of RCW 35.39.034, without the consent of the legislative authority for each investment. The responsible official or committee shall make a monthly report of all investment transactions to the city legislative authority. The legislative authority of a city or town or city official or committee authorized to invest city or town funds may at any time convert any of its investment securities, or any part thereof, into cash.

**RCW 35.39.034**
**Investment by individual fund or commingling of funds – Investment in United States securities - Validation.**

Moneys thus determined available for this purpose may be invested on an individual fund basis or may, unless otherwise restricted by law be commingled within one common investment portfolio for investment. All income derived from such investment shall be apportioned and used for the benefit of the various participating funds or for the benefit of the general or current expense fund as the governing body of the city of [or] town shall determine by ordinance or resolution: PROVIDED, That funds derived from the sale of general obligation bonds or revenue bonds or similar instruments of indebtedness shall be invested, or used in such manner as the initiating ordinances, resolutions, or bond covenants may lawfully prescribe.

Any excess or inactive funds on hand in the city treasury not otherwise invested, or required to be invested by this section, as now or hereafter amended, may be invested by the city treasurer in United States government bonds, notes, bills, certificates of indebtedness, or interim financing warrants of a local improvement district which is within the protection of the local improvement guaranty fund law for the benefit of the general or current expense fund.

All previous or outstanding investments of city or town funds for the benefit of the city's or town's general or current expense fund which have been or could be made in accordance with the provisions of this section, as now or hereafter amended, are declared valid.

**RCW 39.58.080**
**Deposit of public funds in public depositary required — Deposits in institutions located outside the state.**

(1) Except for funds deposited pursuant to a fiscal agency contract with the state fiscal agent or its correspondent bank, funds deposited pursuant to a custodial bank contract with the state's custodial bank, and funds deposited pursuant to a local government multistate joint self-insurance program as provided in RCW 48.62.081, no public funds shall be deposited in demand or investment deposits except in a public depositary located in this state or as otherwise expressly permitted by statute: PROVIDED, That the commission, or the chair upon delegation by the commission, upon good cause shown, may authorize, for such time and upon such terms and conditions as the commission or chair deem appropriate, a treasurer to maintain a demand deposit account with a banking institution located outside the state of Washington solely for the purpose of transmitting money received to public depositaries in the state of Washington for deposit.

(2) Notwithstanding subsection (1) of this section, the commission, or the chair upon delegation by the commission, upon good cause shown, may authorize, for that time and upon the terms and conditions as the commission or chair deems appropriate, a treasurer to maintain a demand deposit account with a banking institution located outside the state of Washington for deposit of certain higher education endowment funds, for a specified instructional program or research project being performed outside the state of Washington.RCW 43.250.040

**RCW 39.59.020**
**Authorized investments – Bonds, warrants, and other investments**

In addition to any other investment authority granted by law and notwithstanding any provision of law to the contrary, the state of Washington and local governments in the state of Washington are authorized to invest their funds and money in their custody or possession, eligible for investment, in:

(1) Bonds of the state of Washington and any local government in the state of Washington, which bonds have at the time of investment one of the three highest credit ratings of a nationally recognized rating agency;

(2) General obligation bonds of a state other than the state of Washington and general obligation bonds of a local government of a state other than the state of Washington, which bonds have at the time of investment one of the three highest credit ratings of a nationally recognized rating agency;

(3) Subject to compliance with RCW 39.56.030, registered warrants of a local government in the same county as the government making the investment; or

(4) Any investments authorized by law for the treasurer of the state of Washington or any local government of the state of Washington other than a metropolitan municipal corporation but, except as provided in chapter 39.58 RCW, such investments shall not include certificates of deposit of banks or bank branches not located in the state of Washington.

**RCW 43.250.040**
**Authority of official to place funds in the public funds investment account – Investment of funds by state treasurer – Degree of judgment and care required.**

If authorized by statute, local ordinance, resolution, or other appropriate official action, the state treasurer, a government finance official or financial officer or his or her designee, or authorized tribal official, may place funds into the public funds investment account for investment and reinvestment by the state treasurer in those securities and investments set forth in RCW 43.84.080 and chapter 39.58 RCW. The state treasurer shall invest the funds in such manner as to effectively maximize the yield to the investment pool. In investing and reinvesting moneys in the public funds investment account and in acquiring, retaining, managing, and disposing of investments of the investment pool, there shall be exercised the judgment and care under the circumstances then prevailing which persons of prudence, discretion, and intelligence exercise in the management of their own affairs, not in regard to speculation but in regard to the permanent disposition of the funds considering the probable income as well as the probable safety of the capital.

**RCW 43.84.080**
**Investment of current state funds.**

Wherever there is in any fund or in cash balances in the state treasury more than sufficient to meet the current expenditures properly payable therefrom, the state treasurer may invest or reinvest such portion of such funds or balances as the state treasurer deems expedient in the following defined securities or classes of investments:

1) Certificates, notes, or bonds of the United States, or other obligations of the United States or its agencies, or of any corporation wholly owned by the government of the United States;

(2) In state, county, municipal, or school district bonds, or in warrants of taxing districts of the state. Such bonds and warrants shall be only those found to be within the limit of indebtedness prescribed by law for the taxing district issuing them and to be general obligations. The state treasurer may purchase such bonds or warrants directly from the taxing district or in the open market at such prices and upon such terms as it may determine, and may sell them at such times as it deems advisable;

(3) In motor vehicle fund warrants when authorized by agreement between the state treasurer and the department of transportation requiring repayment of invested funds from any moneys in the motor vehicle fund available for state highway construction;

(4) In federal home loan bank notes and bonds, federal land bank bonds and federal national mortgage association notes, debentures and guaranteed certificates of participation, or the obligations of any other government sponsored corporation whose obligations are or may become eligible as collateral for advances to member banks as determined by the board of governors of the federal reserve system;

(5) Bankers' acceptances purchased on the secondary market;

(6) Negotiable certificates of deposit of any national or state commercial or mutual savings bank or savings and loan association doing business in the United States: PROVIDED, That the treasurer shall adhere to the investment policies and procedures adopted by the state investment board;

(7) Commercial paper: PROVIDED, That the treasurer shall adhere to the investment policies and procedures adopted by the state investment board.

RESOLUTION NO. 1996-33

A RESOLUTION of the City Council of the City of Lakewood, Washington, approving and adopting the City of Lakewood investment policy

WHEREAS, the City of Lakewood, has various options and opportunities for investing funds of the City to ensure optimum utility and value of those funds, while at the same time, providing security for assets of the City; and,

WHEREAS, in order to guide decisions involving investment of City funds, to ensure consistency with policies acceptable to the City Council, it would be advantageous for the City to have an identified investment policy for City funds; and,

WHEREAS, after reviewing the various options and considering alternatives for a City-wide investment policy, a policy was developed which could serve the needs of the City and provide guidance of investment decisions with consistency.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LAKEWOOD, WASHINGTON HEREBY RESOLVES as follows:

1. That the investment policy attached hereto, marked as Exhibit "A" is approved and accepted as the investment policy of the City.

2. That this Resolution shall be in full force and effect upon passage and signatures hereon.

PASSED by the City Council this 7th day of October, 1996.

CITY OF LAKEWOOD

Bill Harrison

Bill Harrison, Mayor

Attest:

Alice M. Bush

Alice M. Bush, CMC, City Clerk

Approved as to Form:

Daniel B. Heid, City Attorney

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EXHIBIT "A"

# CITY OF LAKEWOOD

*Investment Policy*

## ☞ Policy

It is the policy of the City of Lakewood to invest public funds in a manner which will provide the highest investment return with the maximum security and meet the daily cash flow demands while conforming to all Washington statutes governing the investment of public funds.

## ☞ Scope

This investment policy applies to all financial assets of the City of Lakewood. These funds are accounted for in the City's Comprehensive Annual Financial Report (*CAFR*) and include:

1. **Governmental Funds**
   - a. *General Fund*
   - b. *Special Revenue Funds*
   - c. *Debt Service Funds*
   - d. *Capital Projects Funds*
2. **Proprietary Funds**
   - a. *Enterprise Funds*
   - b. *Internal Service Funds*
3. **Fiduciary Funds**
   - a. *Nonexpendable Trust Funds*
   - b. *Expendable Trust Funds*
   - c. *Pension Trust Funds*
   - d. *Agency Funds*
4. **Any Fund** created by Council, unless specifically exempted

It does not include Retirement Funds managed by others such as, State or ICMA Funds. Should bond covenants be more restrictive than this policy, funds will be invested in full compliance with those restrictions.

## ☞ Prudence:

Investments of the City of Lakewood shall be made with judgment and care which, under circumstances then prevailing, persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

The standards of prudence to be used by investment officials shall be the "prudent person" and shall be applied in the context of managing an overall portfolio. Investment officers acting in accordance with written procedures and exercising due diligence shall be relieved of personal responsibility for an individual security's credit risk on market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

## ☞ Objectives:

The primary objective(s), in priority order, of the City of Lakewood's investment activities shall be:

***Objective #1:*** ***Safety***

Safety of principal is the foremost objective of the City of Lakewood. Investments of the City shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

***Objective #2:*** ***Liquidity***

The City's investment portfolio shall remain sufficiently liquid to enable the City to meet all operation requirements which can be reasonably anticipated.

***Objective #3:*** ***Return on Investment***

The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment constraints and the cash flow characteristics of the portfolio.

## ☞ Delegation of Authority:

Management responsibility for the investment program of the City of Lakewood is vested in the City Manager which can be delegated to the appropriate responsible officials of the City, who shall establish written procedures for the operation of the investment program, consistent with this investment policy. Such procedures shall include explicit delegation of authority to any other persons responsible for investment transactions. No person may engage in an investment transaction except as provided under the terms of this policy and the procedures established under this policy. The City Manager shall be ultimately responsible for all transactions undertaken, and shall establish and maintain a system of controls to regulate the activities of subordinate officials.

## ☞ Ethics and Conflicts of Interest:

Officers and employees involved in the investment activities of the City of Lakewood shall refrain from personal business activity that could conflict with proper execution of the City's investment program, or which could impair their ability to make impartial investment decisions. Employees and investment officials shall disclose to the City Manager and Council any material financial interests in financial institutions that conduct business with this jurisdiction and/or, investment positions that could be related to the performance of the City's investment portfolio. Officers and employees shall subordinate their personal investment transactions to those of the City of Lakewood, particularly with regard to the timing of purchase and sales.

## ☞ Authorized Financial Dealers and Institutions:

The Finance & Systems Director or City Treasurer designee will maintain a list of financial institutions as required by the Public Deposit Protection Commission, authorized to provide investment services Revised Codes of Washington *(RCW 39.58.080)*. No public deposit shall be made except in a qualified public depository in the State of Washington.

In addition, a list will also be maintained of approved security brokers/dealers who maintain an office in the State of Washington. These may include "**primary**" dealers or regional dealers that qualify under Securities & Exchange Commission Rule 15c-31 *(uniform net capital rule)*.

## ☞ Authorized Investments:

Code cities in Washington State are empowered by statute to invest funds "in the same manner and subject to the same limitations as provided for city and town funds in all applicable statutes...", including, but not limited to the following: *RCW 35.39.030, 35.58.510, 35.81.070, 35.82.070, 36.29.020, 39.58.020, 39.58.080, 39.58.130, 39.60.010, 39.60.020, 41.16.040, 68.52.060, 68.52.065, and 72.19.120* (see RCW citations in the appendix) The investments so authorized include those listed below, which investments are hereby authorized for the investment of the City's funds, subject to the limitations of RCW Chapter 39.58 and of the Washington State Constitution.

1. Washington State Local Government Investment Pool as authorized by City of Lakewood ***Resolution 95-15.***

2. Investment deposits, including certificates of deposit with qualified public depositories as defined in ***RCW Chapter 39.58.***

3. Certificates, notes, or bonds of the United States, or other obligations of the United States or its agencies, or of any corporation wholly owned by the government of the United States.

4. Obligations of government sponsored corporations which are eligible as collateral for advances to member banks as determined by the Board of Governors of the Federal Reserve System. *(These include, but are not limited to: Federal Home Loan Bank notes and bonds, Federal Farm Credit Bank consolidated notes and bonds, Federal National Mortgage Association notes, debentures, and guaranteed certificates of participation).*

5. Banker's acceptances purchased on the secondary market.

6. Repurchase agreements for securities listed in 3, 4 and 5, provided that the transaction is structured so that the City of Lakewood obtains control over the underlying securities prior to release of funds and a Master Repurchase Agreement has been signed with the bank or dealer.

Investment of money in particular funds and accounts may be further limited by yield restrictions and other limitations imposed by ordinances, resolutions, and other documents pertaining to tax-exempt bonds and other obligations of the City.

## ☞ Safekeeping and Custody:

All security transactions, including collateral for repurchase agreements, entered into by the City of Lakewood, shall be conducted on a Delivery vs. Payment *(DVP)* basis. Whereby, the securities are delivered to a third party, such as a safekeeping bank acting as an agent for the City before payment is released.

## ☞ Diversification:

The City of Lakewood will diversify its investments by security type and institution. With the exception of the U.S. Treasury securities and the State Investment Pool, no more than 30% of the City's total investment portfolio will be invested in a single security type or deposited with a single financial institution.

## ☞ Maturities:

To the extent possible, the City of Lakewood will attempt to match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the City will not directly invest in securities maturing more than five years from the date of purchase. However, the City may collateralize its repurchase agreements using longer-dated investments. Reserve and Capital Improvement Projects *(CIP)* funds may be invested in securities exceeding five years if the maturity of such investments are made to coincide as nearly as practicable with the expected use of the funds.

## ☞ Internal Control:

The Finance & Systems Director or City Treasurer designee shall establish a process of independent review by an external auditor. This review will provide internal control by assuring that policies and procedures are being complied with. Such review may also result in recommendations to change operating procedures to improve internal controls.

## ☞ Performance Standards:

The City of Lakewood's investment portfolio will be designed to obtain a market average rate of return during budgetary and economic cycles, taking into account the City's investment risk constraints and cash flow needs. The basis used by the responsible officials to determine whether market yields are being achieved shall be the six-month U.S. Treasury Bill and the average Federal Funds rate.

## ☞ Reporting:

The Finance & Systems Department shall have the responsibility of reporting quarterly to the City Manager and the City Council on investment activities and returns during the preceding calendar quarter. At the end of each calendar year, a report shall be prepared stating the instruments invested in, the rate of return on each instrument, the life of each instrument and the overall objective. This report shall become part of the City's CAFR - Notes Section.

## ☞ Investment Policy Adoption:

The City of Lakewood's investment policy shall be effective upon adoption by resolution of the City Council. The policy may be reviewed anytime by the City Council, and they may establish changes which would enhance the criteria as set forth in this policy. Modifications to this Investment Policy will be done by Resolution of the City Council.

# GLOSSARY

**AGENCIES:** Federal Agency Securities.

**ASKED:** The price at which securities are offered.

**BANKERS ACCEPTANCE** *(BA)*: A draft or bill or exchange accepted by a bank or trust company. The accepting institution guarantees payment of the bill, as well as the issuer.

**BID:** The price offered for securities.

**BOND:** A long-term debt security issued by a government or corporation that generally pays a stated rate of interest and returns the face value on the maturity date.

**BROKER:** A broker brings buyers and sellers together for a commission paid by the initiation of the transaction or by both sides; he does not position. In the money market, brokers are active in markets in which banks buy and sell money and in inter-dealer markets.

**CERTIFICATES OF DEPOSITS:** Certificates of Deposit, familiarly known as *CDS*, are certificates issued against funds deposited in a bank for a definite period of time and earning a specified rate of return. Certificates of Deposit bear rates of interest in line with money market rates current at the time of issuance.

**COLLATERAL:** Securities, evidence of deposit or other property which a borrower pledges to secure repayment of a loan. Also refers to securities pledged by a bank to secure deposits of public monies.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT** *(CAFR)*: The official annual report for the City of Lakewood. It includes five combined statements and basic financial statements for each individual fund and account group prepared in conformity with Generally Accepted Accounting Principles *(GAAP)*. It also includes supporting schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, extensive introductory material, and a detailed Statistical Section.

**COUPON:** *(a)* The annual rate of interest that a bond's issuer promises to pay the bondholder on the bond's face value. *(b)* A certificate attached to a bond evidencing interest due on a payment date.

**DEALER:** A dealer, as opposed to a broker, acts as a principal in all transactions, buying and selling for his own account.

**DELIVERY vs PAYMENT:** There are two methods of delivery of securities: delivery vs payment and delivery vs receipt *(also called free)*. Delivery vs payment is delivery of securities with

an exchange of money for the securities. Delivery vs receipt is delivery of securities with an exchange of a signed receipt for the securities.

**DEBENTURE:** A bond secured only by the general credit of the issuer.

**DISCOUNT:** The difference between the cost price of a security and its value at maturity when quoted at lower than face value. A security selling below original offering price shortly after sale also is considered to be at a discount.

**DISCOUNT SECURITIES:** Non-interest bearing money market instruments that are issued at a discount and redeemed at maturity for full face value, e.g., U.S. Treasury bills.

**DIVERSIFICATION:** Dividing investment funds among a variety of securities offering independent returns.

**FEDERAL CREDIT AGENCIES:** Agencies of the Federal government set up to supply credit to various classes of institutions and individuals *(e.g., S & L's, small business firms, students, farmers, farm cooperatives and exporters)*.

**FEDERAL FUNDS RATE:** The rate of interest at which Federal Funds are traded. This rate is currently pegged by the Federal Reserve through open-market operations.

**FEDERAL OPEN MARKET COMMITTEE** *(FOMC)*: Consists of seven members of the Federal Reserve Board and five of the twelve Federal Reserve Bank Presidents. The President of the New York Federal Reserve Bank is a permanent member while the other Presidents serve on a rotating basis. The Committee periodically meets to set Federal Reserve guidelines regarding purchases and sales of Government Securities in the open market as a means of influencing the volume of bank credit and money.

**FEDERAL RESERVE SYSTEM:** The central bank of the United States created by Congress and consisting of a seven member Board of Governors in Washington D.C., 12 Regional Banks and about 5,700 commercial banks that are members of the system.

**FEDERAL DEPOSIT INSURANCE CORPORATION** *(FDIC)*: A federal agency that insures bank deposits, currently up to 100,000 per deposit.

**FEDERAL HOME LOAN BANKS** *(FHLB)*: The institutions that regulate and lend to savings and loan associations. The Federal Home Loan Banks play a role analogous to that played by the Federal Reserve Banks vis-a-vis member commercial banks.

**FEDERAL NATIONAL MORTGAGE ASSOCIATION** *(FNMA)*: FNMA, like GNMA, was chartered under the Federal National Mortgage Association Act in 1938. FNMA is a federal corporation working under the auspices of the Department of Housing & Urban Development *-(H.U.D)*, is the largest single provider of residential mortgage funds in the United States. Fannie Mae, as the corporation is called, is a private stockholder-owned corporation. The

corporation's purchases include a variety of adjustable mortgages and second loans in addition to fixed-rate mortgages. FNMA's securities are also highly liquid and are widely accepted. FNMA assumes and guarantees that all security holders will receive timely payment of principal and interest.

**GOVERNMENT NATIONAL MORTGAGE ASSOCIATION** *(GNMA OR GINNIE MAE)*: Securities guaranteed by GNMA and issued by mortgage bankers, commercial banks, savings and loan associations and other institutions. Security holder is protected by full faith and credit of the U.S. Government. Ginnie Mae securities are backed by FHA, VA or FMHM mortgages. The term pass-through is often used to describe Ginnie Maes.

**ICMA:** International City Manager's Association.

**LIQUIDITY:** A liquid asset is one that can be converted easily and rapidly into cash without a substantial loss of value. In the money market, a security is said to be liquid if the spread between bid and asked prices is narrow and reasonable size can be done at those quotes.

**LOCAL GOVERNMENT INVESTMENT POOL** *(LGIP)*: The aggregate of all funds from political subdivisions that are placed in the custody of the State Treasurer for investment and reinvestment.

**MARKET VALUE:** The price at which a security is trading and could presumably be purchased or sold.

**MASTER REPURCHASE AGREEMENT:** A written contract covering all future transactions between the parties to repurchase—reverse repurchase agreements that establishes each party's rights in the transactions. A master agreement will often specify, among other things, the right of the buyer-lender to liquidate the underlying securities in the event of default by the seller-borrower.

**MATURITY:** The date upon which the principal or stated value of an investment becomes due and payable.

**MONEY MARKET:** The market in which short-term debt instruments *(bills, commercial paper, bankers' acceptances, etc.)* are issued and traded.

**OPEN MARKET OPERATIONS:** Purchases and sales of government and certain other securities in the open market by the New York Federal Reserve Banks as directed by the FOMC in order to influence the volume of money and credit in the economy. Purchases inject reserves into the bank system and stimulate growth of money and credit; sales have the opposite effect. Open market operations are the Federal Reserve's most important and most flexible monetary policy tool.

**PERS:** Public Employees Retirement Systems.

**PORTFOLIO:** Collection of securities held by an investor.

**PRUDENT PERSON RULE:** An investment standard. In some states the law requires that a fiduciary, such as a trustee, may invest money only in a list of securities selected by the State--the so-called legal list. In other states the trustee may invest in a security if it is one which would be bought by a prudent person of discretion and intelligence who is seeking a reasonable income and preservation of capital.

**PRIMARY DEALER:** A group of government securities dealers that submit daily reports of market activity and positions and monthly financial statements to the Federal Reserve Bank of New York and are subject to its informal oversight. Primary dealers include Securities and Exchange Commission *(SEC)* registered securities broker-dealers, banks, and a few unregulated firms.

**QUALIFIED PUBLIC DEPOSITORIES:** A financial institution which does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state, which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability and which has been approved by the Public Deposit Protection Commission to hold public deposits.

**RCW's:** Revised Codes of Washington. There are 91 chapters and sections of the State of Washington which is intended to embrace in a revised, consolidated, and codified form the arrangement of all the laws of the state of a general and permanent nature.

**RATE OF RETURN:** The yield obtainable on a security based on its purchase price or its current market price. This may be the amortized yield to maturity on a bond or the current income return.

**REPURCHASE AGREEMENT** *(RP OR REPO)*: a holder of securities sell these securities to an investor with an agreement to repurchase them at a fixed price on a fixed date. The security "buyer" in effect lends the "seller" money for the period of the agreement, and the terms of the agreement are structured to compensate him for this. Dealers use RP extensively to finance their positions. Exception: When the Federal Reserve is said to be doing RP, it is lending money, that is, increasing bank reserves.

**SAFEKEEPING:** a service to customers rendered by banks for a fee whereby securities and valuables of all types and descriptions are held in the bank's vaults for protection.

**SECONDARY MARKET:** a market made for the purchase and sale of outstanding issues following the initial distribution.

**SECURITIES & EXCHANGE COMMISSION:** Agency created by Congress to protect investors in securities transactions by administering securities legislation.

**TREASURY BILLS:** Treasury bills are short-term debt obligations of the U.S.

Government. They offer maximum safety and principal since they are backed by the full faith and credit of the United States Government. Treasury bills, commonly called, "T-Bills," account for the bulk of government financing, and are the major vehicle used by the Federal Reserve System in the money market to implement national monetary policy. T-Bills are sold in three, six, nine and twelve month bills. Because treasury bills are considered "risk-free," these instruments generally yield the lowest returns in the major money market instruments.

**TREASURY BOND AND NOTES:** While T-Bills are sold at a discount rate that established the yield to maturity, all other marketable treasury obligations are coupon issued. These include Treasury Notes with maturities from one to ten years and Treasury Bonds with maturities of 10-30 years. The instruments are typically held by banks and savings and loan associations. Since Bills, Notes and Bonds are general obligations of the U.S. Government, and since the Federal Government has the lowest credit risk of all participants in the money market, its obligations generally offer a lower yield to the investor than do other securities of comparable maturities.

**YIELD:** The rate of annual income return on an investment, expressed as a percentage. (a) **INCOME YIELD:** *(a)* Is obtained by dividing the current dollar income by the current market price for the security. *(b)* **NET YIELD or YIELD TO MATURITY** is the current income yield minus any premium above par or plus any discount from par in purchase price, with the adjustment spread over the period from the date of purchase to the date of maturity of the bond.

**UNIFORM NET CAPITAL RULE:** Securities and Exchange Commission requirement that member firms as well as nonmember broker-dealers in securities maintain a maximum ratio of indebtedness to liquid capital of 15 to 1; also called - *net capital rule and net capital ratio.* Indebtedness covers all money owed to a firm, including margin loans and commitments to purchase securities, one reason new public issues are spread among members of underwriting syndicates. Liquid capital includes cash and assets easily converted into cash.

## RCW Citations:

1. **[RCW 35.39.030]**... Excess or inactive funds-Investments. Every city and town may invest any portion of the moneys in its inactive funds or in other funds in excess of current needs in:

   1. *United States Bonds;*
   2. *United States certificates of indebtedness;*
   3. *Bonds or warrants of this state;*
   4. *General obligations or utility revenue bonds or warrants of its own or of any other city or town in the state;*
   5. *Its own bonds or warrants of a local improvement district which are within the protection of the local improvement guaranty fund law; and*
   6. *In any other investments authorized by law for any other taxing districts. [1975 1st ex. s. c 11 1; 1969...]*

2. **[RCW 35.39.034]**... Investment by individual fund or commingling of funds-Investment in United States Securities-Validation. Moneys thus determined available for this purpose may be invested on an individual fund basis or may, unless otherwise restricted by law be commingled within one common investment portfolio for investment. All income derived from such investment shall be apportioned and used for the benefit of the various participating funds or for the benefit of the general or current expense fund *(General)* as the governing body of the city/town shall determine by ordinance or resolution: **PROVIDED**, that funds derived from the sale of general obligation bonds or revenue bonds or similar instruments of indebtedness shall be invested, or used in such manner as the initiating ordinances, resolutions, or bond covenants may lawfully prescribe.

   Any excess or inactive funds on hand in the city treasury or designee not otherwise invested, or required to be invested by this section, as now or hereafter amended, may be invested by the city treasurer in United States government bonds, notes, bills, certificates of indebtedness, or interim financing warrants of a local improvement district which is within the protection of the local improvement guaranty fund law for the benefit of the general or current expense fund.....

3. **[RCW 35.58.510]**... Obligations of corporation are legal investments and security for public deposits. All banks, trust companies, bankers, savings bank, and institutions, building and loan associations, savings and loan

associations, investment companies and other persons carrying on a banking or investment business, all insurance companies, insurance associations, and other persons carrying on an insurance business, and all executors, administrators, curators, trustees and other fiduciaries, may legally invest any sinking funds, moneys, or other funds belonging to them or within their control in any bonds or other obligations issued by a metropolitan municipal corporation pursuant to this chapter. Such bonds and other obligations shall be authorized security for all public deposits. It is the purpose of this section to authorize any persons, political subdivisions and officers, public or private, to use any funds owned or controlled by them for the purchase of any such bonds or other obligations.....

4. **[RCW 35.81.070]...** Powers of municipality. *(4)*. To invest in any urban renewal project funds held in reserves or sinking funds or any such funds which are not required for immediate disbursement, in property or securities in which mutual savings banks may legally invest funds subject to their control; to redeem such bonds as have been issued pursuant to **RCW 35.81.100** at the redemption price established therein or to purchase such bonds at less than redemption price, all such bonds so redeemed or purchased to be canceled...

5. **[RCW 35.82.070]...** Powers of authority. *(6)*. To invest any funds held in reserves or sinking funds, or any funds not required for immediate disbursement, in property or securities in which savings banks may legally invest funds subject to their control; to purchase its bonds at a price not more than the principal amount thereof and accrued interest, all bonds so purchased to be canceled...

6. **[RCW 36.29.020]...** (Counties)

7. **[RCW 39.58.]...** PUBLIC FUNDS-DEPOSITS, AND INVESTMENTS-PUBLIC DEPOSITORIES: All of section **RCW 39.58**. *(2)*. Qualified public depositary, "public depositary or depositary means a financial institution which ;does not claim exemption from the payment of any sales or compensating use or ad valorem taxes under the laws of this state which has been approved by the commission to hold public deposits, and which has segregated for the benefit of the commission eligible collateral having a value of not less than its maximum liability. **39.58.080**....no public funds shall be deposited in demand or investment deposits except in a qualified public depositary located in this state or as otherwise expressly permitted by statue.....

8. **[RCW 39.59]...** All!

ORDINANCE NO. XXX

AN ORDINANCE of the City Council of the City of Lakewood, Washington, amending Chapter 03.09 of the Lakewood Municipal Code to create an Investment Control Fund.

WHEREAS, it is prudent for the City to maintain a separate fund to account for investment transactions; and

WHEREAS an update and supplement to other investment strategies which the City has promulgated is warranted.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF LAKEWOOD, WASHINGTON DO ORDAIN as follows:

Section 1: Section 03.09.015 entitled "Investment Control Fund," is created to read as follows:

There is hereby established a fund known as the Investment Control Fund (Fund 601) as follows:

A. Purpose. The purpose of this fund is account for investment transactions. It is used to record the amount of pooled monies invested from all city funds.

Section 2: Severability. If any section, sentence, clause, or phrase of this ordinance should be held to be invalid or unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionality shall not affect the validity of any other section, sentence, clause, or phrase of this ordinance.

Section 3: Effective Date. This ordinance shall take place thirty (30) days after its publication or publication of a summary of its intent and contents.

ADOPTED by the City Council this ___day of ____, 2015.

CITY OF LAKEWOOD

_____
Don Anderson, Mayor

Attest:

_____
Alice M. Bush, MMC, City Clerk

Approved as to Form:

_____
Heidi A. Wachter City Attorney

| | |
|---|---|
| To: | Mayor and City Councilmembers |
| From: | Tho Kraus, Assistant City Manager/Administrative Services |
| Through: | John J. Caulfield, City Manager |
| Date: | June 22, 2015 |
| Subject: | 1st Quarter 2015 Financial Report |

**Introduction**

The financial report is intended to provide an overview of activity in all funds through March 31, 2015, with more in depth discussion focused on the City's main operating funds, the General and Street Operations & Maintenance Funds.

Although this report is for first quarter, the 2015 carry forward budget adjustments as approved by the City Council in May 2015 have been incorporated to better reflect the City's financial plan.

Also, performance measures for first quarter 2015 are included at the end of this report. It is the City's first effort in developing performance measures and is a work in progress.

**Consolidated Funds - General & Street Operations & Maintenance**

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.

Revenues and other financing sources through YTD March 2015 total of $10.44M which exceeds expenditures and other financing uses of $9.07M, resulting in an increase in ending fund balance of $1.35M. This increase in ending fund balance is temporary in nature as there are timing differences in both revenues and expenditures.

On June 15, 2015 the City Council approved redirecting this $233K to the Information Technology Fund for the purpose of funding the 2015/2016 services and programs listed in the 6-Year IT Strategic Plan with the understanding that the goal will be to replenish the fund by the end of 2016. Any ending fund balance increase at the end of 2015 resulting from expenditure savings and/or revenue increases above and beyond estimates will be earmarked to replenish the $233K in the Fleet & Equipment Fund.

Overall, by year-end revenues are projected to come in on target. Revenues that are showing increases during the first quarter (such as franchise fees, gambling tax, and sales tax) will help offset the anticipated decrease in utility tax revenue. The expenditure budget is tight and does not have much flexibility; however, we continue to monitor and be conscientious on spending. Updated projections for the 6-year financial plan are currently in progress and will be presented to the City Council in the near future.

The following tables provide a summary of YTD March 2015 all revenues and expenditures and their comparison to YTD March 2014.

| General & Street O&M Funds Combined Summary | 2013 Actual | 2014 Annual Actual | 2014 YTD Actual | 2015 Adjusted Budget | 2015 YTD Actual | YTD Actual 2015 vs 2014 Favorable / (Unfavorable) $ Chg | % Chg |
|---|---|---|---|---|---|---|---|
| REVENUES: | | | | | | | |
| Property Tax | $ 6,295,819 | $ 6,468,617 | $ 2,679,740 | $ 6,465,000 | $ 2,856,470 | 176,729 | 6.6% |
| Local Sales & Use Tax | 8,140,449 | 8,272,877 | 1,975,787 | 8,282,000 | 2,035,713 | 59,926 | 3.0% |
| Sales/Parks | 458,373 | 481,690 | 117,632 | 472,000 | 122,511 | 4,880 | 4.1% |
| Natural Gas Use Tax | 30,120 | 79,394 | 6,130 | 30,000 | 6,551 | 421 | 6.9% |
| Criminal Justice Sales Tax | 824,003 | 863,463 | 199,965 | 838,000 | 208,669 | 8,704 | 4.4% |
| Admissions Tax | 641,151 | 654,011 | 148,307 | 650,000 | 148,735 | 428 | 0.3% |
| Utility Tax | 5,899,854 | 5,747,855 | 1,611,400 | 5,987,000 | 1,543,913 | (67,487) | -4.2% |
| Leasehold Tax | 8,027 | 6,457 | - | 8,000 | 498 | 498 | n/a |
| Gambling Tax | 2,434,051 | 2,482,403 | 627,946 | 2,470,000 | 669,247 | 41,301 | 6.6% |
| Franchise Fees | 3,157,630 | 3,382,845 | 802,391 | 3,206,000 | 833,547 | 31,156 | 3.9% |
| Development Service Fees (CED) | 863,469 | 1,096,893 | 247,061 | 973,450 | 247,512 | 451 | 0.2% |
| Permits & Fees (PW) | 61,033 | 85,956 | 7,197 | 28,300 | 16,601 | 9,404 | 130.7% |
| License & Permits (BL, Alarm, Animal) | 468,159 | 447,376 | 237,099 | 454,800 | 205,804 | (31,295) | -13.2% |
| State Shared Revenues | 1,903,214 | 1,999,468 | 466,894 | 1,941,500 | 487,194 | 20,300 | 4.3% |
| Intergovernmental | 360,563 | 353,747 | 53,432 | 417,224 | 45,560 | (7,872) | -14.7% |
| Parks & Recreation Fees | 234,548 | 234,414 | 42,301 | 257,500 | 39,522 | (2,779) | -6.6% |
| Municipal Court Charges for Services | 13,915 | 14,025 | 2,695 | - | - | (2,695) | -100.0% |
| Police Contracts, including Extra Duty | 791,205 | 739,621 | 92,129 | 671,000 | 141,543 | 49,415 | 53.6% |
| Other Charges for Services | 6,098 | 15,295 | 1,841 | 11,000 | 2,463 | 622 | 33.8% |
| Fines & Forfeitures | 2,342,639 | 2,123,056 | 535,013 | 2,224,600 | 596,101 | 61,087 | 11.4% |
| Miscellaneous/Interest/Other | 79,677 | 106,099 | 49,730 | 43,600 | 33,187 | (16,543) | -33.3% |
| Interfund Transfers | 269,700 | 284,700 | 67,425 | 284,700 | 82,425 | 15,000 | 22.2% |
| **Subtotal Operating Revenues** | **$ 35,283,700** | **$ 35,940,262** | **$ 9,972,114** | **$ 35,715,674** | **$ 10,323,765** | **$ 351,651** | **3.5%** |
| EXPENDITURES: | | | | | | | |
| City Council | 85,530 | 94,441 | 28,808 | 89,950 | 20,045 | 8,763 | 43.7% |
| City Manager | 419,386 | 528,918 | 119,146 | 544,790 | 153,303 | (34,157) | -22.3% |
| Municipal Court | 1,721,223 | 1,893,926 | 410,218 | 1,775,640 | 508,089 | (97,871) | -19.3% |
| Administrative Services | 3,322,082 | 3,441,279 | 1,369,030 | 1,408,210 | 460,140 | 908,890 | 197.5% |
| Legal | 1,249,436 | 1,272,057 | 302,337 | 1,580,960 | 404,671 | (102,334) | -25.3% |
| Community & Economic Development | 2,219,754 | 2,068,245 | 424,897 | 1,852,835 | 436,384 | (11,487) | -2.6% |
| Parks, Recreation & Community Services | 1,997,690 | 2,155,686 | 336,109 | 2,428,260 | 510,586 | (174,476) | -34.2% |
| Police | 19,844,706 | 19,600,949 | 4,768,240 | 21,031,567 | 5,811,514 | (1,043,274) | -18.0% |
| Property Management | 861,916 | 825,723 | 172,875 | - | - | 172,875 | n/a |
| Public Works Streets O&M | 2,081,828 | 2,037,977 | 441,696 | 1,812,237 | 618,053 | (176,357) | -28.5% |
| Non-Departmental | 510,760 | 483,741 | 77,938 | 2,624,360 | 50,231 | 27,707 | 55.2% |
| Interfund Transfers | 35,000 | 35,000 | 35,000 | - | - | 35,000 | n/a |
| Contributions to Reserve Funds | 920,300 | 920,300 | 230,073 | - | - | 230,073 | n/a |
| **Subtotal Operating Expenditures** | **$ 35,269,610** | **$ 35,358,241** | **$ 8,716,367** | **$ 35,148,809** | **$ 8,973,015** | **(256,647)** | **-2.9%** |
| **OPERATING INCOME (LOSS)** | **$ 14,091** | **$ 582,021** | **$ 1,255,746** | **$ 566,865** | **$ 1,350,750** | | |
| OTHER FINANCING SOURCES: | | | | | | | |
| Grants, Contrib, 1-Time Source | 804,124 | 318,247 | 97,580 | 318,458 | 111,268 | 13,688 | 14.0% |
| Transfers In | 454,392 | 2,015,015 | - | 40,802 | - | - | n/a |
| **Subtotal Other Financing Sources** | **$ 1,258,516** | **$ 2,333,262** | **$ 97,580** | **$ 359,260** | **$ 111,268** | **$ 13,688** | **14.0%** |
| OTHER FINANCING USES: | | | | | | | |
| Capital & Other 1-Time | 1,371,978 | 985,391 | 9,750 | 582,143 | 41,046 | (31,296) | -76.2% |
| Interfund Transfers | 8,179 | 60,848 | - | 886,229 | 55,000 | (55,000) | -100.0% |
| Contingency | - | - | - | - | - | - | n/a |
| **Subtotal Other Financing Uses** | **$ 1,380,157** | **$ 1,046,239** | **$ 9,750** | **$ 1,468,372** | **$ 96,046** | **$ (86,296)** | **-89.8%** |
| | | | | | | | |
| **Total Revenues and Other Sources** | **$ 36,542,216** | **$ 38,273,524** | **$ 10,069,693** | **$ 36,074,934** | **$ 10,435,033** | **$ 365,340** | **3.6%** |
| **Total Expenditures and other Uses** | **$ 36,649,766** | **$ 36,404,481** | **$ 8,726,118** | **$ 36,617,181** | **$ 9,069,061** | **$ (342,943)** | **-3.8%** |
| | | | | | | | |
| **Beginning Fund Balance:** | **$ 2,771,200** | **$ 2,663,650** | **$ 2,663,650** | **$ 4,532,693** | **$ 4,532,693** | **$ 1,869,043** | **70.2%** |
| **Ending Fund Balance:** | **$ 2,663,650** | **$ 4,532,693** | **$ 4,007,226** | **$ 3,990,446** | **$ 5,898,666** | **$ 1,891,440** | **47.2%** |
| Ending Fund Balance as a % of Oper Rev | 7.5% | 12.6% | 40.2% | 11.2% | 57.1% | | |
| Reserve - Total Target 12% of Oper Rev: | $ 4,234,044 | $ 4,312,831 | $ 3,014,424 | $ 4,285,881 | $ 4,285,881 | | |
| 2% Contingency Reserves | $ 705,674 | $ 718,805 | $ 718,805 | $ 714,313 | $ 714,313 | | |
| 5% General Fund Reserves | $ 1,764,185 | $ 1,797,013 | $ 1,797,013 | $ 1,785,784 | $ 1,785,784 | | |
| 5% Strategic Reserves | $ 1,764,185 | $ 1,797,013 | $ 498,606 | $ 1,785,784 | $ 1,785,784 | | |
| Unreserved | $ (1,570,394) | $ 219,862 | $ 992,802 | $ (295,435) | $ 1,612,785 | | |

*Note – the negative $295K unreserved ending fund balance in 2015 becomes $0 at the end of 2016.*

Revenue Variance Analysis - YTD March 2015 vs YTD March 2014

YTD March 2015 operating revenues of $10.32M exceeds YTD March 2014 by $352K or 4%.

| Consolidated Funds - General and Street O&M | 2014 | | 2015 | | Favorable/Unfavorable) YTD Actual - 2015 vs 2014 | |
|---|---|---|---|---|---|---|
| Operating Revenues | Annual Actual | YTD Actual | Annual Budget | YTD Actual | $ Change | % Change |
| **Revenues Exceeding YTD 2014:** | | | | | | |
| Property Tax | $ 6,468,617 | $ 2,679,740 | $ 6,465,000 | $ 2,856,470 | $ 176,730 | 6.6% |
| Fines & Forfeitures | 2,123,056 | 535,013 | 2,224,600 | 596,101 | 61,088 | 11.4% |
| Local Sales & Use Tax | 8,272,877 | 1,975,787 | 8,282,000 | 2,035,713 | 59,926 | 3.0% |
| Police Contracts, including Extra Duty | 739,621 | 92,129 | 671,000 | 141,543 | 49,414 | 53.6% |
| Gambling Tax | 2,482,403 | 627,946 | 2,470,000 | 669,247 | 41,301 | 6.6% |
| Franchise Fees | 3,382,845 | 802,391 | 3,206,000 | 833,547 | 31,156 | 3.9% |
| State Shared Revenues | 1,999,468 | 466,894 | 1,941,500 | 487,194 | 20,300 | 4.3% |
| Interfund Transfers | 284,700 | 67,425 | 284,700 | 82,425 | 15,000 | 22.2% |
| Permits & Fees (PW) | 85,956 | 7,197 | 28,300 | 16,601 | 9,404 | 130.7% |
| Criminal Justice Sales Tax | 863,463 | 199,965 | 838,000 | 208,669 | 8,704 | 4.4% |
| Sales/Parks | 481,690 | 117,632 | 472,000 | 122,511 | 4,879 | 4.1% |
| Other Charges for Services | 15,295 | 1,841 | 11,000 | 2,463 | 622 | 33.8% |
| Leasehold Tax | 6,457 | - | 8,000 | 498 | 498 | n/a |
| Development Service Fees (CED) | 1,096,893 | 247,061 | 973,450 | 247,512 | 451 | 0.2% |
| Admissions Tax | 654,011 | 148,307 | 650,000 | 148,735 | 428 | 0.3% |
| Natural Gas Use Tax | 79,394 | 6,130 | 30,000 | 6,551 | 421 | 6.9% |
| **Revenues Below YTD 2014:** | | | | | | |
| Municipal Court Charges for Services | 14,025 | 2,695 | - | - | (2,695) | -100.0% |
| Parks & Recreation Fees | 234,414 | 42,301 | 257,500 | 39,522 | (2,779) | -6.6% |
| Intergovernmental | 353,747 | 53,432 | 417,224 | 45,560 | (7,872) | -14.7% |
| Misc/Interest/Other | 106,099 | 49,730 | 43,600 | 33,187 | (16,543) | -33.3% |
| Licenses & Permits (BL, Alarm, Animal) | 447,376 | 237,099 | 454,800 | 205,804 | (31,295) | -13.2% |
| Utility Tax | 5,747,855 | 1,611,400 | 5,987,000 | 1,543,913 | (67,487) | -4.2% |

- Property Tax – YTD March 2015 revenues higher by $177K due to timing differences.
- Fines & Forfeitures – YTD March 2015 revenues higher by $61K, potentially due to the amnesty program that began in February 2015 (currently under review).
- Local Sales & Use Tax – YTD March 2015 revenues higher by $60K. The increase is in retail sales and services offset by decreases in construction.
- Police Contracts, including Extra Duty – YTD March 2015 revenues higher by $49K due to primarily to the timing of dispatch services revenue from Department of Social and Health Services/Western State Hospital.
- Gambling Tax – YTD March 2015 higher by $41K due to increase in card room, punch boards and pull tabs activity.
- Franchise Fees – YTD March 2015 higher by $31K due to increases in all franchises except for Tacoma Power.
- State Shared Revenues – YTD March 2015 higher by $20K due primarily to an increase in motor vehicle fuel tax and liquor excise tax.
- Interfund Transfers – YTD March 2015 higher by $15K due to timing of transfer from Surface Water Management Fund to the General Fund for landscape services.
- Public Works Permits & Fees – YTD March 2015 higher by $9K due to primarily to an increase in right-of-way permit activity.

- Criminal Justice Sales Tax – YTD March 2015 higher by $8K due to an increase in sales tax collections county-wide.

- Sales Tax/Parks – YTD March 2015 higher by $5K due to an increase in sales tax collections county-wide.

- Licenses & Permits – YTD March 2015 is lower by $31K due to decreases in: business license $14K (technical issues, position vacancy, and learning curve from end of 2014 that carried over to 1st quarter 2015); alarm permits and fees $8K (decreased activity); and animal licenses $10K (timing difference and decreased activity).

- Utility Tax – YTD March 2015 is lower by $67K due to decreases in electricity and natural gas, most likely the result of a mild winter.

Expenditure Variance Analysis – YTD March 2015 vs YTD March 2014

YTD March 2015 operating expenditures of $8.97M exceeds YTD March 2014 by $257K or 3%.

| Consolidated Funds - General and Street O&M | 2014 | | 2015 | | Favorable/Unfavorable) YTD Actual - 2015 vs 2014 | |
|---|---|---|---|---|---|---|
| Operating Expenditures | Annual Actual | YTD Actual | Annual Budget | YTD Actual | $ Change | % Change |
| **Operating Expenditures Below YTD 2014:** | | | | | | |
| Administrative Services | $ 3,441,279 | $ 1,369,030 | $ 1,408,210 | $ 460,140 | $ 908,890 | 197.5% |
| Contributions to Reserve Funds | 920,300 | 230,073 | - | - | 230,073 | n/a |
| Property Management | 825,723 | 172,875 | - | - | 172,875 | n/a |
| Interfund Transfers | 35,000 | 35,000 | - | - | 35,000 | n/a |
| Non-Departmental | 483,741 | 77,938 | 2,624,360 | 50,231 | 27,707 | 55.2% |
| City Council | 94,441 | 28,808 | 89,950 | 20,045 | 8,763 | 43.7% |
| **Operating Expenditures Exceeding YTD 2014:** | | | | | | |
| Community & Economic Development | 2,068,245 | 424,897 | 1,852,835 | 436,384 | (11,487) | -2.6% |
| City Manager | 528,918 | 119,146 | 544,790 | 153,303 | (34,157) | -22.3% |
| Municipal Court | 1,893,926 | 410,218 | 1,775,640 | 508,089 | (97,871) | -19.3% |
| Legal | 1,272,057 | 302,337 | 1,580,960 | 404,671 | (102,334) | -25.3% |
| Parks, Recreation & Community Services | 2,155,686 | 336,109 | 2,428,260 | 510,586 | (174,476) | -34.2% |
| Public Works Street O&M | 2,037,977 | 441,696 | 1,812,237 | 618,053 | (176,357) | -28.5% |
| Police | 19,600,949 | 4,768,240 | 21,031,567 | 5,811,514 | (1,043,274) | -18.0% |

- Administrative Services – YTD March 2015 expenditures lower by $909K due primarily to the change in accounting of the risk management function. Beginning in 2015, the risk management function is accounted for as an internal service fund. The WCIA assessments that had been paid out of the Administrative Services department are now charged to the internal service fund and departments are charged a user fee. The result is an increase in all departments offset by a decrease in Administrative Services expenditures.

- Contributions to Reserve Funds – YTD March 2015 expenditures lower by $230K due to accounting for the General Fund contribution to fleet and equipment reserves in a separate line item. Beginning in 2015, the replacement reserve charges are allocated to specific departments. The result is an increase in all affected departments offset by a decrease in this specific line item.

- Property Management – YTD March 2015 expenditures lower by $173K due change in accounting of the property management function. Beginning in 2015, the property management function is accounted for as an internal service fund. The result is an increase in all departments offset by a decrease in Property Management expenditures.

- Interfund Transfers – YTD March 2015 expenditures lower by $35K due to the General Fund no longer providing an ongoing transfer of $35K to Street Capital Fund beginning in 2015 (this fund is changed to the Real Estate Excise Tax Fund effective 2015). The General Fund budget provides an annual one-time transfer of $500K to the Transportation CIP Fund for the years 2015 through 2020.

- Non-Departmental – YTD March 2015 expenditures lower by $28K due primarily to: 2% liquor requirement to qualified mental health/chemical dependency agency accounted for in Parks, Recreation & Community Services department $10K; decrease in commute trip reduction $2K; timing of membership dues $14K; professional services for MLK event and flexible spending plan maintenance fees $2K.

- City Council – YTD March 2015 expenditures lower by $9K due primarily to: communications equipment purchase of $3K; timing and accounting of membership dues $4K; and professional services for international festival $1K.

- Community & Economic Development – YTD March 2015 expenditures higher by $11K due primarily to: allocation of internal service charges directly to the user department $120K; increase in hearing examiner $3K; minor increases in various line items $9K; offset by savings from the elimination of the administrative assistant position dedicated to Economic Development as part of the 2015/2016 budget process $53K; and offset by reduction in code enforcement due to transfer of the function to the Police Department $68K.

- City Manager – YTD March 2015 expenditures higher by $35K due primarily to: increase in government relations state and federal lobbyist contract (a key component of the communications strategy, increase is budgeted in 2015) $9K; and allocation of internal service charges directly to the user department $20K.

- Municipal Court – YTD March 2015 expenditures higher by $98K due primarily to: allocation of internal service charges directly to the user department $135K; timing of public defender contract payment $22K; offset by decreases in personnel costs as a result of redistribution of positions and court transport overtime as part of the 2015/2016 budget process $58K.

- Legal – YTD March 2015 expenditures higher by $102K due primarily to: increase in personnel cost due to the accounting of the shared admin/office tech positions in this department $31K; allocation of internal service charges directly to the user department $88K; offset by decrease in professional services for prosecutors and outside legal counsel $15K.

- Parks, Recreation & Community Services – YTD March 2015 expenditures higher by $174K due primarily to: allocation of internal service charges to the user department $137K and $28K increase in street landscape maintenance (no expenditures YTD March 2014 as this function was under Public Works Street O&M).

- Public Works Street O&M - YTD March 2015 expenditures higher by $176K due primarily to: allocation of internal service charges to the user department $118K; increase in road & street preservation $80K (under review) purchase of street/traffic related equipment $14K; increase in street lighting $6K; offset by decreases in traffic control devices $15K, snow & ice response $13K and elimination of General Fund admin fee $7K.

- Police – YTD March 2015 expenditures higher by $1.01M due primarily to allocation of internal services charges directly to the user department.

**Consolidated Funds - General and Street O&M Operating Revenues, Expenditures and Income/Loss**

The following table and charts provide a comparison of operating revenues, operating expenditures and the resulting operating income/loss for the years 2010 through 2015 estimate and YTD March.

2012 Actual: Operating expenditures of $34.06M is below operating revenues of $34.44M, resulting in an operating income of $388K. 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 $35.27M is below operating revenues of $35.28M, resulting in an operating income of $14K. 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.

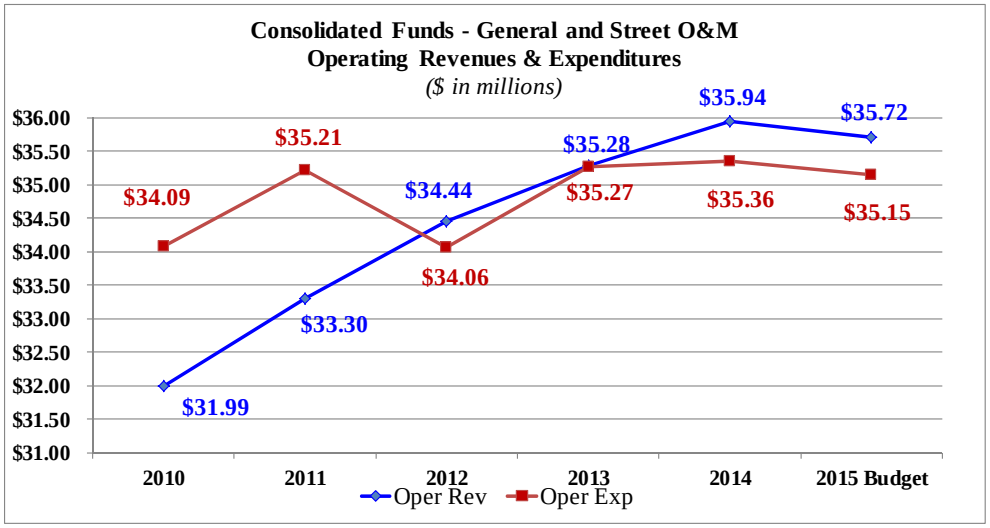
2014 Actual: Operating expenditures of $35.36M is below operating revenue of $35.94M, resulting in an operating income of $582K due to increase revenues and expenditure savings.

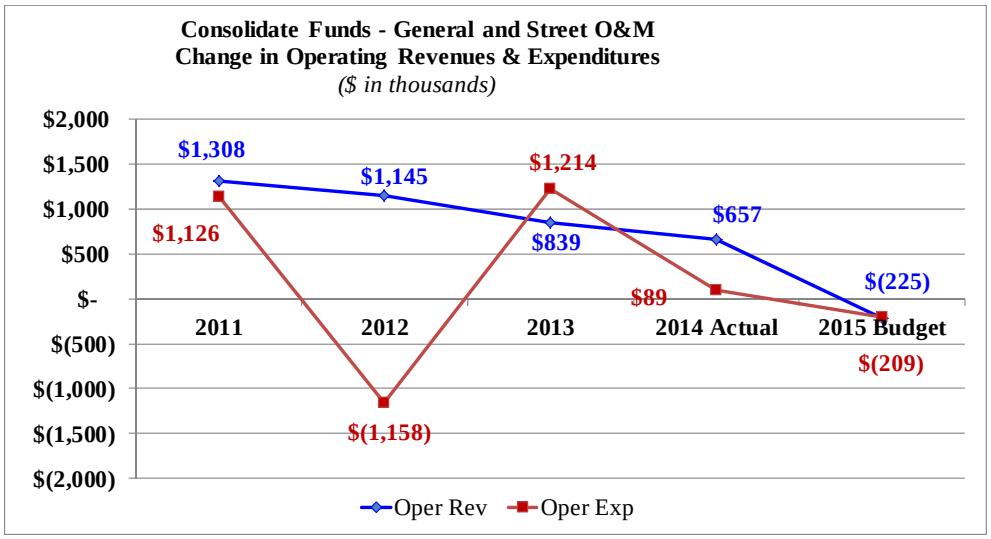
2015 Estimated: Operating expenditures of $35.15M is expected to be below operating revenues of $35.72M, resulting in an operating income of $567K

2015 YTD March: Operating expenditures of $8.97M is below operating revenues of $10.32M, resulting in an operating income of $1.35M. This operating income is temporary in nature as there are timing differences in both revenues and expenditures. Also, any ending fund balance increase at the end of 2015 resulting from expenditure savings and/or revenue increases above and beyond estimates will be earmarked to replenish the $233K in the Fleet & Equipment Fund (to cover the $233K transferred to the Information Technology Fund to implement the newly approved 2015/2016 services/programs).

| Consolidates General & Street O&M Funds | 2010 Annual Actual | 2011 Annual Actual | 2012 Annual Actual * | 2013 Annual Actual | 2014 Annual Actual | 2015 Annual Budget | 2015 YTD March |
|---|---|---|---|---|---|---|---|
| Operating Revenue | $ 31,992,000 | $ 33,299,000 | $ 34,444,000 | $ 35,284,000 | $ 35,940,000 | $ 35,716,000 | $ 10,324,000 |
| Operating Expenditures | $34,088,000 | $35,214,000 | $34,056,000 | $35,270,000 | $35,358,000 | $35,149,000 | $8,973,000 |
| **Operating Income / (Loss)** | **($2,096,000)** | **($1,915,000)** | **$388,000** | **$14,000** | **$582,000** | **$ 567,000** | **$ 1,351,000** |

** Operating income in 2012 is due to not transferring $778K to Fund 501 Fleet reserves.*




## Consolidated Funds – General and Street O&M Ending Fund Balance and Cash

In support of the City's financial integrity, the City Council adopted on September 15, 2014, a set of financial policies including fund balance reserves totaling 12% of General/Street O&M Funds operating revenues. In 2016, this 12% equates to $4.34M. The goal date for meeting this target is no later than 2016 and is met with the 2015/016 Adopted Biennial Budget and continues to be met with the recently approved budget adjustment.

- *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 $723K.

- *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 $1.81M.

- *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 $1.81M.

The following provides the history of changes to the 2015 ending fund balance estimates.

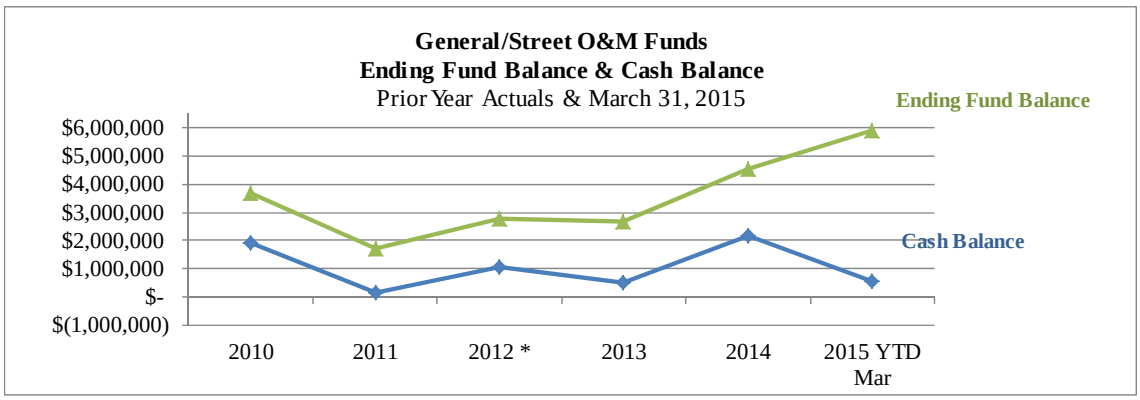
The 2015 Carry Forward Budget Adjustment which the City Council approved in May 2015 decreases the 2015 estimated combined ending fund balance from $4.17M to $3.99M which equates to 11.2% of operating revenues. The $184K decrease in the 2015 estimated ending fund balance is due to allocations of expenditures for: various economic development related programs (Lakewood Towne Center development analysis, Pacific Highway Redevelopment Market Analysis, Motor Avenue Complete Streets Contracted Services); public defender contract increases; elimination of court transportation contract revenue; police grant match; school sign at Gravelly Lake/Park Lodge Elementary School; risk management settlement; and timing of General Fund contributions to Transportation CIP. The decrease in 2015 estimated ending fund balance is restored to $4.34M at the end of 2016 and complies with the City's financial policies as it relates to ending fund balance reserves.

The combined General/Street O&M Funds ending fund balance at March 31, 2015 is $5.90M which includes $540K in cash balance.

| Year | Total Ending Fund Balance | Cash | Investments | Total |
|---|---|---|---|---|
| 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 | 4,532,741 | 2,183,083 | - | 2,183,083 |
| 2015 YTD Mar | 5,898,666 | 539,815 | - | 539,815 |

** Higher cash balance in 2012 due to not transferring $778K to Fund 501 Fleet reserves.*

The table and graph below provides the current and 5-year history of the General/Street O&M Funds ending balance and cash & investment.

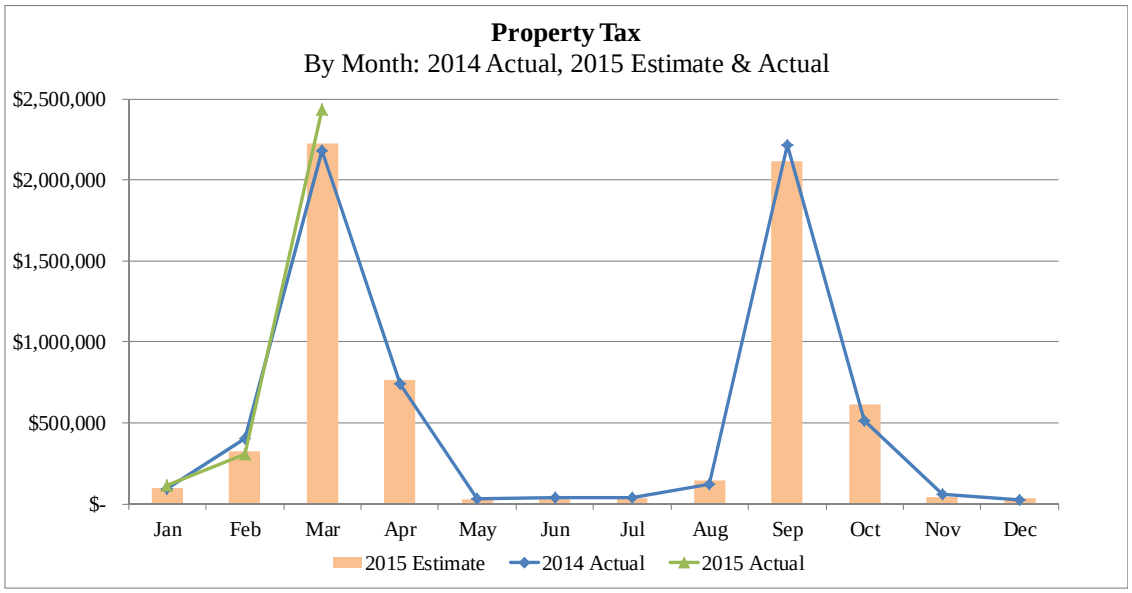



*Note – the 2012 ending fund balance $2.77M and cash balance of $1.07M is higher than 2013 due to not transferring $778K to fleet and equipment reserves.*

**Property Tax**

Private property and businesses in the City limits are levied a property tax. YTD March property tax collections totals $2.86M and exceeds YTD 2014 collections by $177K or 7%, and also exceeds YTD estimates by $210K or 8%. The increase is due to timing differences.

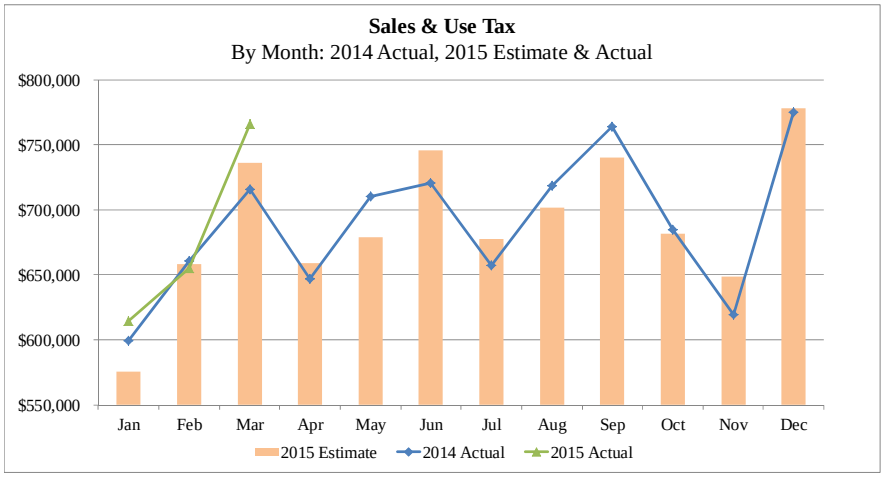
| Property Tax | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 102,245 | $ 92,779 | $ 96,832 | $ 112,548 | $ 19,769 | 21.3% | $ 15,716 | 16.2% |
| Feb | 433,439 | 403,847 | 325,627 | 305,599 | (98,248) | -24.3% | (20,028) | -6.2% |
| Mar | 1,945,434 | 2,183,114 | 2,223,584 | 2,438,323 | 255,209 | 11.7% | 214,739 | 9.7% |
| Apr | 896,437 | 742,622 | 765,040 | - | - | - | - | - |
| May | 16,703 | 29,967 | 27,470 | - | - | - | - | - |
| Jun | 28,818 | 37,206 | 31,868 | - | - | - | - | - |
| Jul | 43,108 | 41,335 | 36,499 | - | - | - | - | - |
| Aug | 217,489 | 122,038 | 147,285 | - | - | - | - | - |
| Sep | 1,869,723 | 2,212,244 | 2,115,411 | - | - | - | - | - |
| Oct | 702,704 | 516,222 | 615,038 | - | - | - | - | - |
| Nov | 9,048 | 59,737 | 42,788 | - | - | - | - | - |
| Dec | 30,671 | 27,506 | 37,558 | - | - | - | - | - |
| **Total YTD** | **$ 2,481,118** | **$ 2,679,740** | **$2,646,043** | **$2,856,470** | **$ 176,729** | **6.6%** | **$ 210,427** | **8.0%** |
| **Annual Total** | **$6,295,819** | **$6,468,618** | **$6,465,000** | | | | | |
| AV (in billions) | $4.42 | $4.49 | $4.75 | $4.75 | | | | |
| Ave Change (2010 - 2014): | | 1.4% | | | | | | |

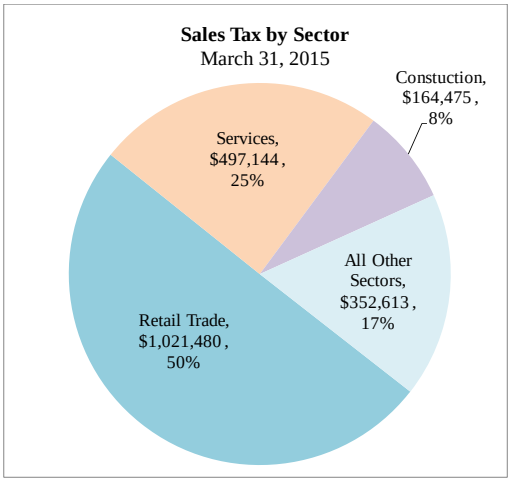


## Sales & Use Tax

YTD March 2015 sales tax collections total $2.04M which is exceeds YTD March 2014 collections by $59K or 3% and also exceeds the YTD estimate of $1.97M by $65K or 3%.

| Sales Tax | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 588,783 | $ 599,289 | $ 575,832 | $ 614,566 | $ 15,277 | 2.5% | $ 38,734 | 6.7% |
| Feb | 665,316 | 660,758 | 658,162 | 654,875 | (5,883) | -0.9% | (3,287) | -0.5% |
| Mar | 758,783 | 715,740 | 736,227 | 766,272 | 50,532 | 7.1% | 30,045 | 4.1% |
| Apr | 681,641 | 646,843 | 658,722 | - | - | - | - | - |
| May | 698,333 | 710,434 | 679,094 | - | - | - | - | - |
| Jun | 735,824 | 720,391 | 745,673 | - | - | - | - | - |
| Jul | 669,832 | 657,370 | 677,758 | - | - | - | - | - |
| Aug | 650,171 | 718,471 | 701,763 | - | - | - | - | - |
| Sep | 685,216 | 763,993 | 740,331 | - | - | - | - | - |
| Oct | 632,657 | 684,774 | 681,407 | - | - | - | - | - |
| Nov | 619,860 | 619,521 | 648,724 | - | - | - | - | - |
| Dec | 754,032 | 775,293 | 778,305 | - | - | - | - | - |
| **Total YTD** | **$ 2,012,882** | **$1,975,787** | **$1,970,221** | **$ 2,035,713** | **$ 59,926** | **3.0%** | **$ 65,491** | **3.3%** |
| **Annual Total** | **$ 8,140,448** | **$8,272,879** | **$8,282,000** | | | | | |
| YTD Retail Sales | $239.63 | $235.21 | $234.55 | $242.35 | | | | |
| Annual Retail Sales | $969.10 | $984.87 | $985.95 | n/a | | | | |
| Ave Change (2010 - 2014): | | 1.9% | | | | | | |




| Top 10 Taxpayers (Grouped by Sector) | | | | |
|---|---|---|---|---|
| | Actual | | Favorable/(Unfavorable) Change from 2014 | |
| Sector | 2014 | 2015 | $ | % |
| Motor Vehicle and Parts Dealer | 74,657 | 135,819 | 61,162 | 81.9% |
| Building Material and Garden | 39,231 | 44,242 | 5,011 | 12.8% |
| Clothing and Accessories | 21,032 | 19,002 | (2,030) | -9.7% |
| General Merchandise Stores | 151,345 | 151,289 | (56) | 0.0% |
| Telecommunications | 22,342 | 21,178 | (1,164) | -5.2% |
| Rental and Leasing Services | 19,283 | 27,432 | 8,149 | 42.3% |
| Food Services, Drinking Places | 20,328 | 19,390 | (938) | -4.6% |
| **Food Services, Drinking Places** | **$ 327,890** | **$ 398,962** | **$ 71,072** | **21.7%** |

Retail trade, the largest economic sector, accounts for 50% of collections, followed by services and construction which account for 25% and 8%, 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 17%.

*Retail Trade:* Compared to YTD 2014, the retail trade sector is up $108K or 12%. The increase is due primarily to increases in: motor vehicle and parts dealers which are up $61K or 33%; electronics and appliance stores which are up $13K or 40%; miscellaneous store retailers which are up $11K or 10K; general merchandise retailers which are up $10K or 12%; and building material and garden equipment and supplies which are up $10K or 16%.

**Sales & Use Tax by Sector**

| Sector | Year-To-Date 2014 | Year-To-Date 2015 | Favorable/(Unfavorable) Change from 2014 $ | Favorable/(Unfavorable) Change from 2014 % |
|---|---|---|---|---|
| Retail Trade | $ 912,876 | $ 1,021,480 | $ 108,604 | 11.9% |
| Services | 473,796 | 497,144 | 23,348 | 4.9% |
| Construction | 237,775 | 164,475 | (73,300) | -30.8% |
| Wholesale Trade | 81,753 | 104,431 | 22,678 | 27.7% |
| Information | 114,135 | 106,918 | (7,217) | -6.3% |
| Finance, Insurance, Real Estate | 64,343 | 78,423 | 14,080 | 21.9% |
| Manufacturing | 39,050 | 25,275 | (13,775) | -35.3% |
| Government | 37,588 | 16,960 | (20,628) | -54.9% |
| Other | 14,471 | 20,606 | 6,135 | 42.4% |
| **Total** | **$ 1,975,787** | **$ 2,035,712** | **$ 59,926** | **3.0%** |

*Services:* Compared to YTD 2014, the services sector is up $23K or 5%. The increase is due primarily to increases in food services & drinking places which is up $10K or 4% and repairs & maintenance which is up $9K or 11%.

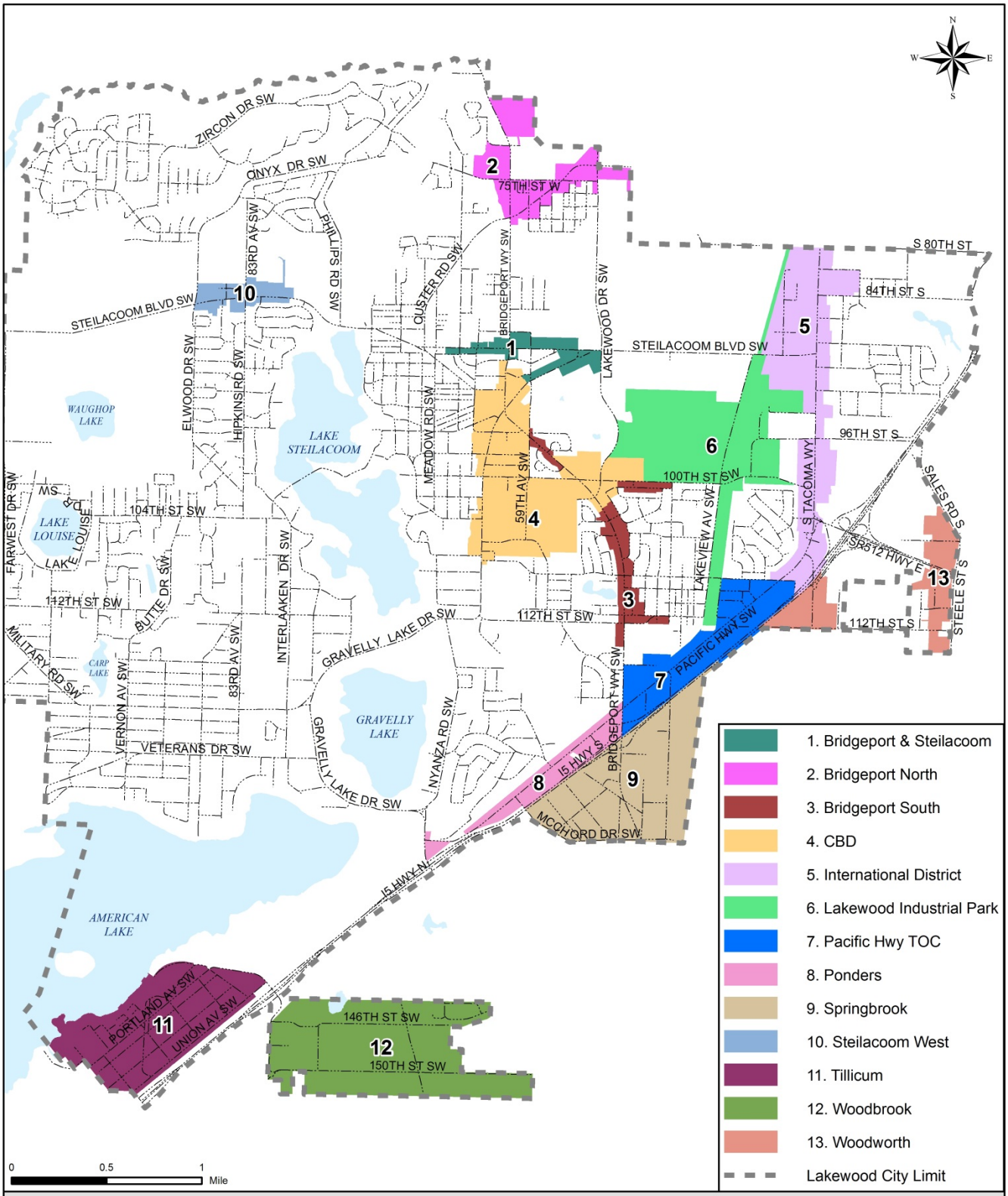
*Construction:* Compared to YTD 2014, the construction sector is down $73K or 31%. The majority of the decrease is in construction of buildings which is down $83K or 56% offset by increases in specialty trade contractors which are up $10K or 17%.

*All Other Sectors:* Compared to YTD 2014, all other sectors increased by $1K or less than 1%.

- *Finance, Insurance and Real Estate* increased by $14K or 22% due primarily to increases in rental and leasing services which increased by $11K or 21% and credit intermediation and related activities which increased by $4K or 37%.
- *Information* decreased by $7K or 6% due primarily to decreases in telecommunications which increased by $6K or 7%.
- *Manufacturing* decreased by $14K or 35% due primarily to decreases in nonmetallic mineral product manufacturing which decreased by $6K or 140% and fabricated metal product manufacturing which decreased by $5K or 61%.
- *Wholesale Trade* increased by $23K or 28% due to increases in durable goods which increased by $22K or 34%.
- *Other* increased by $6K or 42% primarily due to an increase in transit & ground passengers which increased by $4K or 80% and transportation support which increased by $2K or 24%.
- *Government* decreased by $21K or 55% due primarily to a decrease in non-classifiable establishments which decreased $22K or 85%.

The following section provides a sales tax comparison by retail area and is based UBI numbers and physical location addresses received from the Washington State Business License database, matched against UBI numbers in the City's sales tax database.

| Descriptor | Map ID | Location |
|---|---|---|
| Bridgeport & Steilacoom | 1 | Steilacoom Boulevard from John Downer Road to Lakewood Drive |
| Bridgeport North | 2 | Bridgeport Way from Custer Road to University Place city limit, and Custer Road from Bridgeport Way to Tacoma city limit |
| Bridgeport South | 3 | Bridgeport Way from 108th street to 59th Avenue |
| Central Business District | 4 | Central Business District – the Towne Center, the Colonial Center, and the Loew's/Hobby Lobby Complex |
| International District | 5 | South Tacoma Way and Durango Avenue from 87th Street to the B&I |
| Lakewood Industrial Park | 6 | Laview Avenue from 108th Street to Steilacoom Boulevard and Lakewood Industrial Park |
| Pacific Highway TOC | 7 | Pacific Highway from Gravelly Lake drive to Bridgeport Way |
| Pacific Highway Ponders | 8 | Pacific Highway South of Bridgeport Way |
| Springbrook | 9 | Springbrook Neighborhood |
| Steilacoom West | 10 | Steilacoom Drive from 87th Avenue to Phillips Road |
| Tillicum | 11 | Tillicum Neighborhood |
| Woodbrook | 12 | Woodbrook Neighborhood |
| Woodworth | 13 | 112th Street & South Tacoma Way/Steele Street/Sales Road (west Lakewood) |




# Retail Tax Areas

Map Date: April 03, 2015
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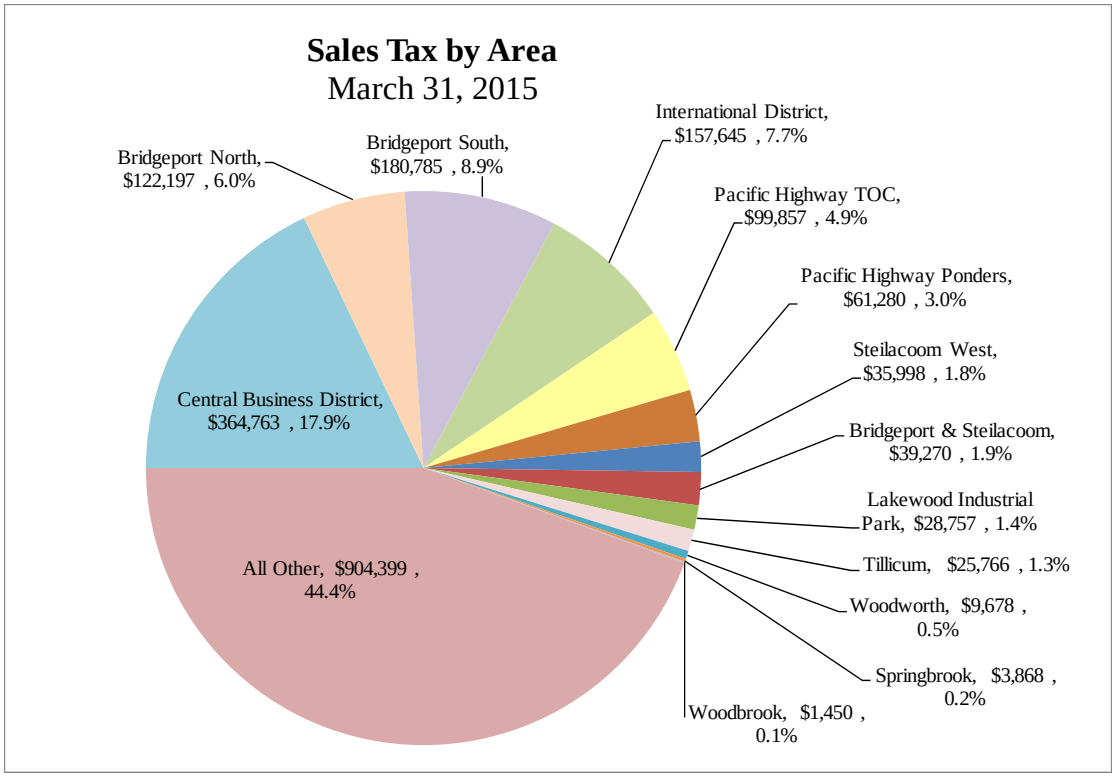
This product was prepared with care by City of Lakewood GIS. City of Lakewood expressly disclaims any liability for any inaccuracies which may yet be present. This is not a survey. Datasets were collected at different accuracy levels by various sources. Data on this map may be shown at scales larger than its original compilation. Call 253-589-2489 for further information.

The area category title "Other" which includes food services & drinking places, construction, non-store retailers and telecommunications attempts to capture: businesses that have multiple locations reporting under a single UBI number is excluded from the retail area reporting (such as Walgreens, Starbucks, Dollar Tree, McDonald's, etc.); do not fall under the retail area as currently defined (such food services & drinking places); or do not have a physical location in the City but are providing services within the City limits (such as telecommunications, and construction).

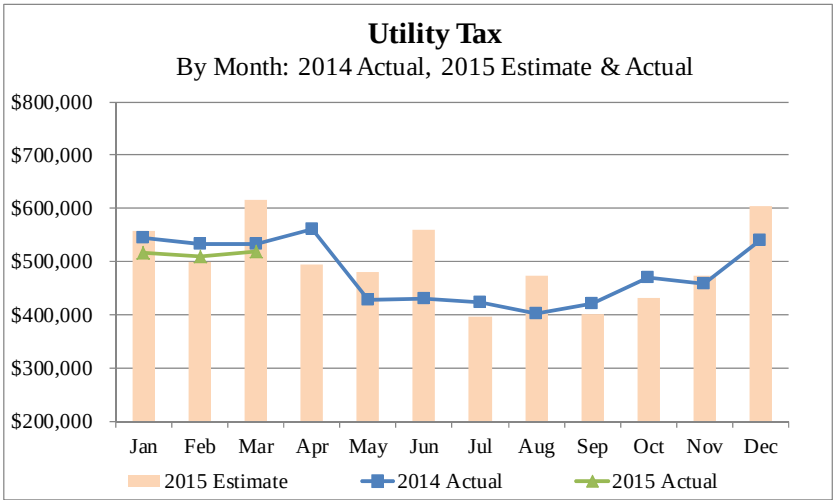
| Sales & Use Tax by Area | | | | |
|---|---|---|---|---|
| | Year-To-Date | | Favorable/(Unfavorable) Change from 2014 | |
| Map ID/Area | 2014 | 2015 | $ | % |
| 1 Bridgeport & Steilacoom | $ 30,442 | $ 39,270 | $ 8,828 | 29.0% |
| 2 Bridgeport North | 121,375 | 122,197 | 822 | 0.7% |
| 3 Bridgeport South | 163,244 | 180,785 | 17,541 | 10.7% |
| 4 Central Business District | 356,712 | 364,763 | 8,051 | 2.3% |
| 5 International District | 138,515 | 157,645 | 19,130 | 13.8% |
| 6 Lakewood Industrial Park | 17,494 | 28,757 | 11,263 | 64.4% |
| 7 Pacific Highway Transit Oriented Commercial (TOC) | 103,445 | 99,857 | (3,588) | -3.5% |
| 8 Pacific Highway Ponders | 67,545 | 61,280 | (6,265) | -9.3% |
| 9 Springbrook | 4,815 | 3,868 | (947) | -19.7% |
| 10 Steilacoom West | 35,093 | 35,998 | 905 | 2.6% |
| 11 Tillicum | 23,585 | 25,766 | 2,181 | 9.2% |
| 12 Woodbrook | 1,544 | 1,450 | (94) | -6.1% |
| 13 Woodworth | 5,982 | 9,678 | 3,696 | 61.8% |
| Other: | | | | |
| Food Services, Drinking Places | 73,397 | 82,487 | 9,090 | 12.4% |
| Construction | 212,877 | 141,218 | (71,659) | -33.7% |
| Non-Store Retailers | 28,083 | 30,961 | 2,878 | 10.2% |
| Telecommunications | 90,339 | 83,481 | (6,858) | -7.6% |
| All Other Categories | 501,300 | 566,252 | 64,952 | 13.0% |
| **Total** | **$ 1,975,788** | **$ 2,035,713** | **$ 59,926** | **3.0%** |

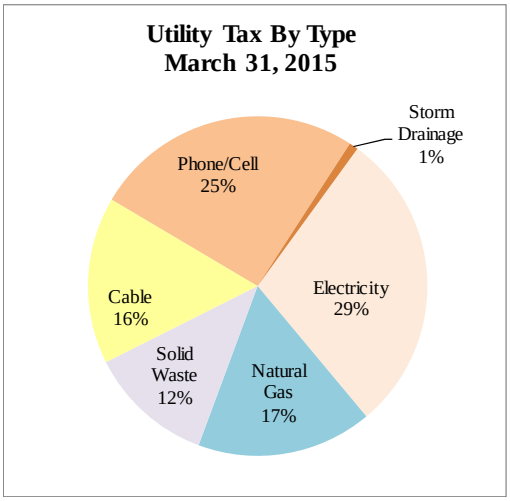


## Utility Tax

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. YTD March 2015 utility tax collections total $1.54M which is below YTD March 2014 collections by $67K or 4% and is also below the YTD estimate of $1.67M by $129K or 8%.

| Utility Tax | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 536,622 | $ 545,267 | $ 557,541 | $ 516,176 | $ (29,091) | -5.3% | $ (41,365) | -7.4% |
| Feb | 478,022 | 533,446 | 500,198 | 509,084 | (24,362) | -4.6% | 8,886 | 1.8% |
| Mar | 525,479 | 532,688 | 614,932 | 518,653 | (14,035) | -2.6% | (96,279) | -15.7% |
| Apr | 629,278 | 560,947 | 494,127 | - | - | - | - | - |
| May | 542,264 | 428,392 | 479,848 | - | - | - | - | - |
| Jun | 482,544 | 430,195 | 559,546 | - | - | - | - | - |
| Jul | 351,102 | 422,860 | 396,668 | - | - | - | - | - |
| Aug | 506,145 | 402,578 | 474,112 | - | - | - | - | - |
| Sep | 461,243 | 422,329 | 401,194 | - | - | - | - | - |
| Oct | 294,459 | 469,552 | 431,100 | - | - | - | - | - |
| Nov | 461,243 | 459,732 | 473,931 | - | - | - | - | - |
| Dec | 631,454 | 539,869 | 603,803 | - | - | - | - | - |
| **Total YTD** | **$ 1,540,123** | **$ 1,611,401** | **$1,672,671** | **$ 1,543,913** | **$ (67,489)** | **-4.2%** | **$ (128,758)** | **-7.7%** |
| **Total Annual** | **$ 5,899,854** | **$ 5,747,855** | **$5,987,000** | | | | | |
| Ave Change (2010 - 2014): | | 2.1% | | | | | | |



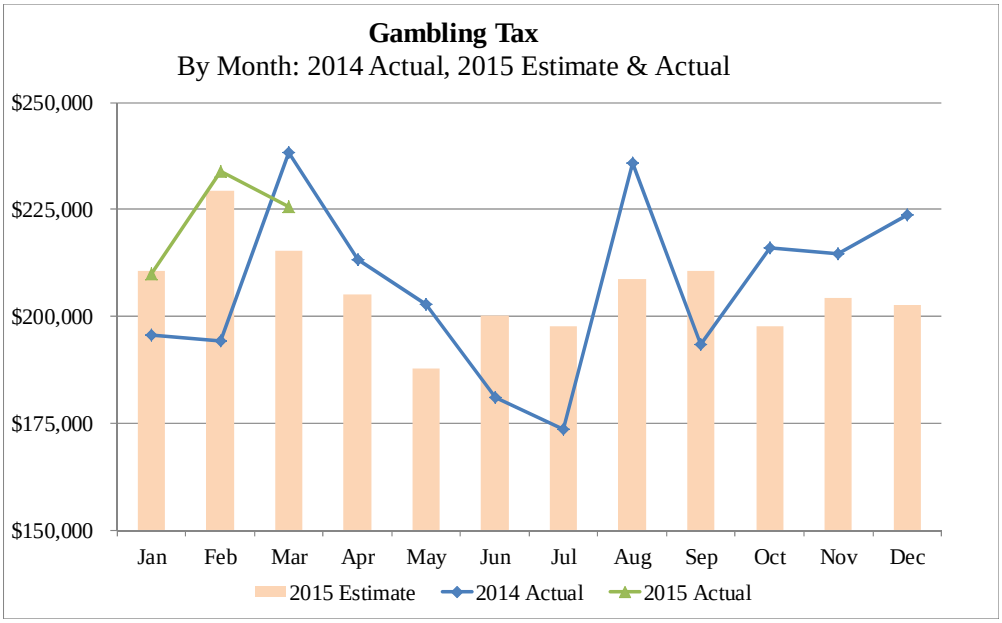

| Utility Tax by Type | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | 2014 Actual | | 2015 | | 2015 Actual vs 2014 Actual | |
| Type | 2013 Actual | Annual | YTD | Annual Budget | YTD Actual | $ | % |
| Electricity | $ 1,602,288 | $ 1,595,942 | $ 470,055 | $ 1,626,000 | $ 446,540 | $ (23,515) | 27.5% |
| Natural Gas | 762,036 | 720,699 | 299,298 | 773,000 | 258,433 | (40,865) | 33.4% |
| Solid Waste | 740,532 | 720,197 | 175,984 | 752,000 | 184,379 | 8,395 | 24.5% |
| Cable | 942,278 | 944,860 | 239,367 | 956,000 | 245,446 | 6,079 | 25.7% |
| Phone/Cell | 1,689,516 | 1,602,189 | 412,100 | 1,715,000 | 395,862 | (16,238) | 23.1% |
| Storm Drainage | 163,204 | 163,968 | 14,597 | 165,000 | 13,252 | (1,345) | 8.0% |
| **Total** | **$ 5,899,854** | **$ 5,747,855** | **$ 1,611,401** | **$ 5,987,000** | **$ 1,543,912** | **$ (67,489)** | **25.8%** |

## 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).

Gambling tax collections through YTD March 2015 totals $669K which is above YTD March 2014 collections by $41K or 7% and is also above the YTD estimate of $655K by $14K or 2%. The composition of gambling tax revenues is roughly: card rooms 94%, punch board and pull tabs 5%, and amusement games 1%.

| Gambling Tax | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 224,136 | $ 195,538 | $ 210,746 | $ 209,856 | $ 14,318 | 7.3% | $ (890) | -0.4% |
| Feb | 234,642 | 194,147 | 229,263 | 233,858 | 39,711 | 20.5% | 4,595 | 2.0% |
| Mar | 198,324 | 238,262 | 215,332 | 225,533 | (12,729) | -5.3% | 10,201 | 4.7% |
| Apr | 202,922 | 213,208 | 205,270 | - | - | - | - | - |
| May | 207,948 | 202,674 | 187,675 | - | - | - | - | - |
| Jun | 189,331 | 181,125 | 200,098 | - | - | - | - | - |
| Jul | 209,906 | 173,497 | 197,700 | - | - | - | - | - |
| Aug | 192,726 | 235,976 | 208,744 | - | - | - | - | - |
| Sep | 211,389 | 193,467 | 210,731 | - | - | - | - | - |
| Oct | 189,421 | 216,061 | 197,575 | - | - | - | - | - |
| Nov | 179,572 | 214,748 | 204,289 | - | - | - | - | - |
| Dec | 193,734 | 223,700 | 202,577 | - | - | - | - | - |
| **Total YTD** | **$ 657,102** | **$ 627,947** | **$ 655,341** | **$ 669,247** | **$ 41,300** | **6.6%** | **$ 13,906** | **2.1%** |
| **Annual Total** | **$2,434,051** | **$2,482,403** | **$2,470,000** | | | | | |
| Ave Change (2010 - 2014): | | -1.0% | | | | | | |

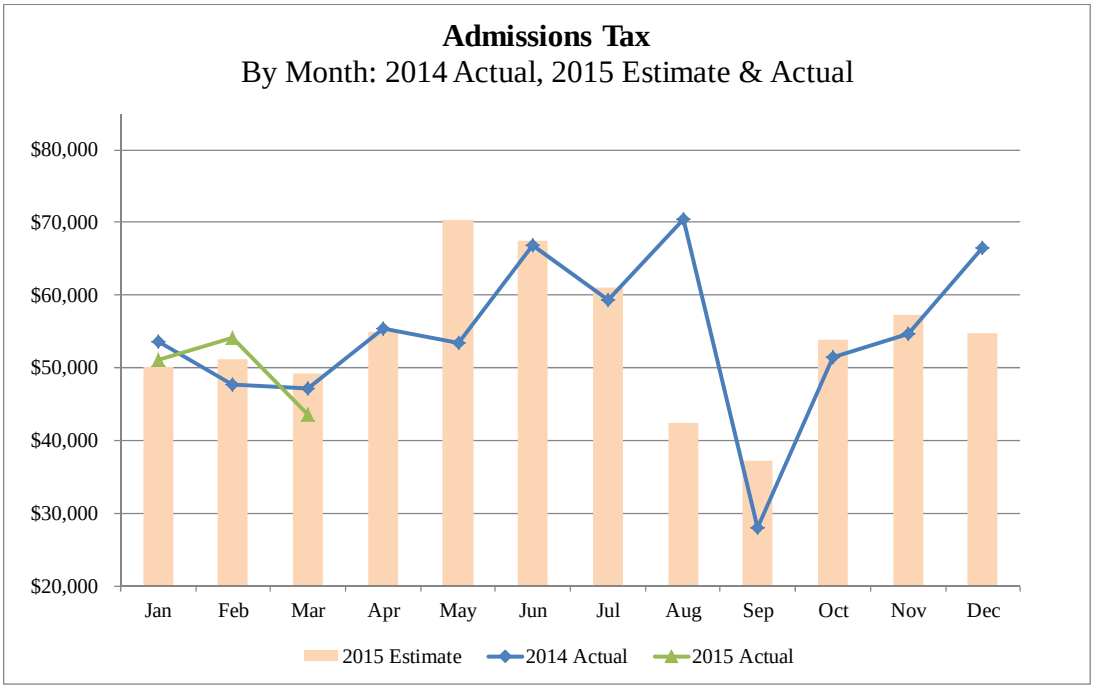


## Admissions Tax

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.

Admissions tax collections through YTD March 2015 totals $148K which is in line with YTD March 2014 collections and is $2K or 1% below YTD estimates.

| Admissions Tax | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 43,295 | $ 53,560 | $ 50,195 | $ 51,069 | $ (2,491) | -4.7% | $ 874 | 1.7% |
| Feb | 45,678 | 47,650 | 51,235 | 54,081 | 6,431 | 13.5% | 2,846 | 5.6% |
| Mar | 48,920 | 47,097 | 49,196 | 43,584 | (3,513) | -7.5% | (5,612) | -11.4% |
| Apr | 55,687 | 55,369 | 55,016 | - | - | - | - | - |
| May | 76,194 | 53,364 | 70,268 | - | - | - | - | - |
| Jun | 73,038 | 66,895 | 67,562 | - | - | - | - | - |
| Jul | 65,646 | 59,305 | 60,968 | - | - | - | - | - |
| Aug | 30,319 | 70,427 | 42,342 | - | - | - | - | - |
| Sep | 35,343 | 27,912 | 37,178 | - | - | - | - | - |
| Oct | 40,180 | 51,387 | 53,935 | - | - | - | - | - |
| Nov | 58,282 | 54,616 | 57,362 | - | - | - | - | - |
| Dec | 68,571 | 66,428 | 54,743 | - | - | - | - | - |
| **Total YTD** | **$ 137,892** | **$ 148,307** | **$ 150,626** | **$ 148,735** | **$ 428** | **0.3%** | **$ (1,891)** | **-1.3%** |
| **Total Annual** | **$ 641,151** | **$ 654,011** | **$ 650,000** | | | | | |
| Ave Change (2010 - 2014): | | 7.0% | | | | | | |



## Franchise Fees

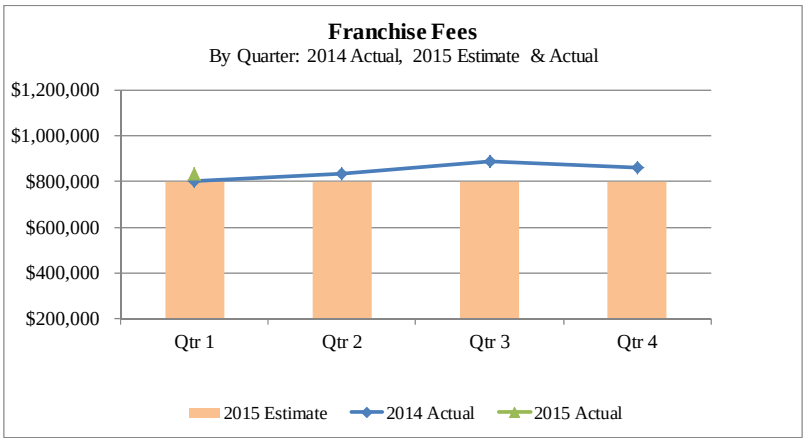
Franchise fees are charges levied on private utilities for their use of City streets and other public properties to place utility infrastructure and to recoup City costs of administering franchise agreements. The franchise fees on light, natural gas, and telephone utilities are limited by statute to the actual administrative expenses incurred by the City directly related to receiving and approving permits, licenses, or franchisees. Cable TV franchise fees are governed by the Federal Cable Communications Policy Act of 1996 and are negotiated with cable companies for an amount not to exceed 5% of gross revenues.

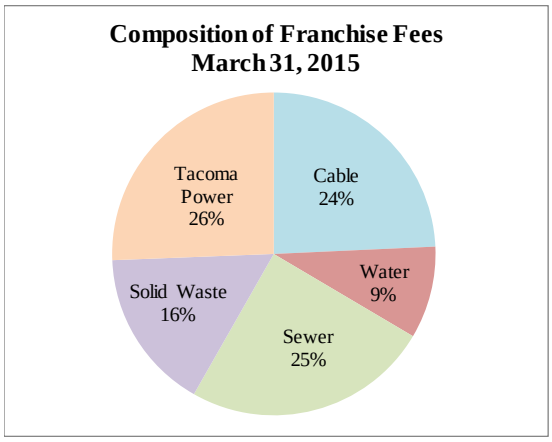
YTD March 2015 revenue from franchise fees total $834K and is $31K or 4% above YTD March 2014, and also exceeds the YTD estimate by $32K or 4%.

| Utility | Utility Tax | Franchise Fee |
|---|---|---|
| Clover Park School District Cable | n/a | n/a |
| Comcast Phone | 6.00% | n/a |
| Comcast Cable | 6.00% | 5.00% |
| Integra Telecom | 6.00% | n/a |
| Lakeview Light & Power | 5.00% | n/a |
| Lakewood Water District | n/a | 6.00% |
| Pierce County Sanitary Sewer | n/a | 6.00% |
| Puget Sound Energy | 5.00% | n/a |
| TPU Cable Flett Creek * | n/a | n/a |
| TPU Click! | 6.00% | 5.00% |
| TPU Light * | n/a | 6.00% |
| TPU Water * | n/a | 8.00% |
| Waste Connections | 6.00% | 4.00% |
| Zayo | n/a | n/a |

| Franchise Fees | | | | | | | |
|---|---|---|---|---|---|---|---|
| | 2014 | 2015 | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | | Budget | Actual | $ | % | $ | % |
| Jan | $ - | $ - | $ - | - | - | - | - |
| Feb | 66,148 | 63,463 | 68,263 | 2,115 | 3.2% | 4,800 | 7.6% |
| Mar | 736,243 | 738,037 | 765,285 | 29,042 | 3.9% | 27,248 | 3.7% |
| Apr | - | - | - | - | - | - | - |
| May | 66,611 | 63,463 | - | - | - | - | - |
| Jun | 765,691 | 738,037 | - | - | - | - | - |
| Jul | - | - | - | - | - | - | - |
| Aug | 68,445 | 63,463 | - | - | - | - | - |
| Sep | 820,052 | 738,037 | - | - | - | - | - |
| Oct | | - | - | - | - | - | - |
| Nov | 66,651 | 63,463 | - | - | - | - | - |
| Dec | 793,004 | 738,037 | - | - | - | - | - |
| **Total YTD** | **$ 802,391** | **$ 801,500** | **$ 833,547** | **$ 31,156** | **3.9%** | **$ 32,047** | **4.0%** |
| **Total Annual** | **$ 3,382,845** | **$ 3,206,000** | | | | | |

| Franchise Fees | YTD Actual | | Change from 2014 | |
|---|---|---|---|---|
| | 2014 | 2015 | $ | % |
| Cable | $ 198,031 | $ 202,386 | $ 4,355 | 2.2% |
| Water | 60,949 | 76,926 | 15,977 | 26.2% |
| Sewer | 199,987 | 206,086 | 6,099 | 3.0% |
| Solid Waste | 128,817 | 134,596 | 5,779 | 4.5% |
| Tacoma Power | 214,606 | 213,552 | (1,054) | -0.5% |
| **Total - YTD** | **$ 802,390** | **$ 833,546** | **$ 31,156** | **3.9%** |



## Photo Infraction – Red Light/School Zone Enforcement

The City currently has eight cameras operating at five locations:

- Two school zone cameras located at 5405 Steilacoom Blvd - WB and 9904 Gravelly Lake Drive - SB
- Six red light photo cameras located at Bridgeport Blvd SW & San Francisco Ave SW - SB & NB, Steilacoom Blvd SW & Phillips Rd SW – WB & EB, and South Tacoma Way & SR 512 – NB & SB.

In September 2014, the City negotiated a new contract with Reflex Traffic Systems, Inc. for camera enforcement services. The new monthly vendor payments is fixed at $3,750 per system for existing designated intersection approaches and $4,870 per system for existing designated school zone approaches. The new pricing structure is expected to reduce costs by approximately $60K annually.

YTD March 2015 net revenues total $82K which is $14K or 20% above YTD March 2014 collections of $68K.

| Photo Infraction - Red light/School Zone Enforcement | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Year 2013 | | | Year 2014 | | | Year 2015 | | | Favorable/(Unfavorable) Net Revenue 2015 vs 2014 | |
| Month | Gross Revenue | Vendor Payment | Net Revenue | Gross Revenue | Vendor Payment | Net Revenue | Gross Revenue | Vendor Payment | Net Revenue | $ | % |
| Jan | $ 58,410 | $ 37,593 | $ 20,817 | $ 57,905 | $ 36,593 | $ 21,312 | $ 57,905 | $ 31,612 | $ 26,293 | $ 4,981 | 23.4% |
| Feb | 66,685 | 37,593 | 29,093 | 63,261 | 36,593 | 26,668 | 63,261 | 32,240 | 31,021 | 4,353 | 16.3% |
| Mar | 70,575 | 37,593 | 32,982 | 56,692 | 36,593 | 20,099 | 56,692 | 32,240 | 24,452 | 4,353 | 21.7% |
| Apr | 67,061 | 37,593 | 29,468 | 60,035 | 37,593 | 22,442 | - | - | - | - | - |
| May | 63,441 | 37,593 | 25,848 | 59,634 | 37,593 | 22,041 | - | - | - | - | - |
| Jun | 76,071 | 37,593 | 38,479 | 57,842 | 33,593 | 24,249 | - | - | - | - | - |
| Jul | 69,939 | 36,593 | 33,346 | 56,453 | 34,593 | 21,860 | - | - | - | - | - |
| Aug | 49,938 | 34,593 | 15,345 | 51,457 | 34,593 | 16,864 | - | - | - | - | - |
| Sep | 72,071 | 37,593 | 34,479 | 50,732 | 36,593 | 14,139 | - | - | - | - | - |
| Oct | 53,443 | 37,593 | 15,850 | 49,678 | 32,240 | 17,438 | - | - | - | - | - |
| Nov | 79,956 | 37,593 | 42,363 | 79,223 | 32,240 | 46,983 | - | - | - | - | - |
| Dec * | 65,515 | 36,593 | 28,922 | 61,298 | 27,585 | 33,713 | - | - | - | - | - |
| **Total YTD** | **$ 195,670** | **$ 112,778** | **$ 82,892** | **$ 177,858** | **$ 109,779** | **$ 68,079** | **$ 177,858** | **$ 96,092** | **$ 81,766** | **$ 13,687** | **20.1%** |
| **Annual** | **$793,105** | **$446,114** | **$346,991** | **$704,210** | **$416,401** | **$287,809** | | | | | |

** Dec 2014 vendor payment includes a $2,141 credit for September.*

## Jail Services

YTD March 2015 payments for jail services total $161K and accounts for 25% of the annual budget of $638K. The 2015 annual budget of $638K is $343K less than the 2014 annual budget of $981K due to increasing utilization of the Nisqually facility, eliminating the Wapato contract and decreasing usage of the Pierce County facility.

| Facility | Booking Fee | Daily Rate | |
|---|---|---|---|
| Pierce County | $225 | $92 | |
| Nisqually | $20 | $65 | $55 (30+ days) |
| Fife | $20 | $65 | |
| Puyallup | $0 | $65 | |

| 2015 | | | | | |
|---|---|---|---|---|---|
| Service Period | Nisqually | Pierce County | City of Puyallup | City of Fife | Total by Month |
| Jan | $ 47,160 | $ 5,991 | $ - | $ - | $ 53,151 |
| Feb | 54,330 | 4,619 | 130 | 170 | 59,249 |
| Mar | 48,235 | - | - | - | 48,235 |
| Apr | - | - | - | - | - |
| May | - | - | - | - | - |
| Jun | - | - | - | - | - |
| Jul | - | - | - | - | - |
| Aug | - | - | - | - | - |
| Sep | - | - | - | - | - |
| Oct | - | - | - | - | - |
| Nov | - | - | - | - | - |
| Dec | - | - | - | - | - |
| **Total** | **$ 149,725** | **$ 10,610** | **$ 130** | **$ 170** | **$ 160,635** |
| | | | | Annual Budget | $ 638,060 |
| | | | | % of Annual Budget Spent | 25.2% |

## Animal License

The City requires all dogs and cats over the age of eight weeks and residing in the city limits to be licensed annually. All licenses expire on December 31st. Licenses not renewed by February 28th are subject to a $2 late penalty.

Educational efforts have been made by adding information on the benefits of licensing pets on the pet license renewal form as well including an article in the winter 2015 edition of the City's connections newsletter. These benefits include: If your pet is lost, a pet license is the best way to return the pet to you; licenses remind pet owners to keep their pets rabies vaccinations up to date, protecting the health and safety of the public; and license fees help to cover expenses related to injured, sick, or neglected animals.

Additional considerations for increasing compliance are include: amnesty program; making licensing information and applications to pet shops and veterinarians; and potentially contracting with other organizations to issue pet licenses on behalf of the City.

| Animal License Fees | | |
|---|---|---|
| Fee Type | Regular | Senior (65+) or Physically Disabled |
| Unaltered Dogs/Cats | $55.00 | $30.00 |
| Spayed/Neutered Dogs | $20.00 | $10.00 |
| Spayed/Neutered Cats | $12.00 | $4.00 |
| Pets Under 6 Months Old | $4.00 | $4.00 |
| Service Dogs | $0.00 | $0.00 |
| Late Fee (after February 28th) | $2.00 | $2.00 |

| Animal License Activity - 2015 | | | | | | | |
|---|---|---|---|---|---|---|---|
| | New | | | Renewal | | | Total |
| Month | Cat | Dog | Total | Cat | Dog | Total | Licenses |
| Jan | 46 | 93 | 139 | 326 | 975 | 1301 | 1440 |
| Feb | 12 | 65 | 77 | 164 | 404 | 568 | 645 |
| Mar | 32 | 65 | 97 | 57 | 150 | 207 | 304 |
| Apr | | | | | | | |
| May | | | | | | | |
| Jun | | | | | | | |
| Jul | | | | | | | |
| Aug | | | | | | | |
| Sep | | | | | | | |
| Oct | | | | | | | |
| Nov | | | | | | | |
| Dec | | | | | | | |
| **Total YTD** | **90** | **223** | **313** | **547** | **1529** | **2076** | **2389** |

*Note - Information for prior years is not available.*

Animal license fees collected through YTD March 2015 is $10K or 30% below YTD March 2014. The decrease is due to timing of revenues, first quarter 2014 contains three months of revenues while compared to two months for first quarter 2015.

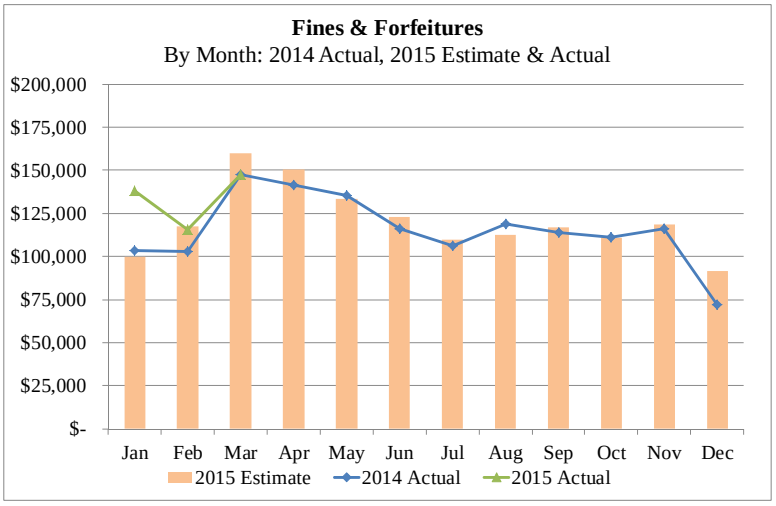
| Animal License | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 534 | $ 13,053 | $ 3,752 | $ 210 | $ (12,843) | -98.4% | $ (3,542) | -94.4% |
| Feb | 13,661 | 11,528 | 10,557 | 14,941 | 3,413 | 29.6% | 4,384 | 41.5% |
| Mar | 7,546 | 8,032 | 10,743 | 7,615 | (417) | -5.2% | (3,128) | -29.1% |
| Apr | 2,439 | 2,023 | 2,724 | - | - | - | - | - |
| May | 1,944 | 1,258 | 1,597 | - | - | - | - | - |
| Jun | 2,924 | 332 | 1,472 | - | - | - | - | - |
| Jul | 766 | 2,452 | 880 | - | - | - | - | - |
| Aug | 591 | 1,183 | 804 | - | - | - | - | - |
| Sep | 477 | 444 | 584 | - | - | - | - | - |
| Oct | 138 | 497 | 486 | - | - | - | - | - |
| Nov | 175 | 310 | 306 | - | - | - | - | - |
| Dec | 151 | 4 | 1,892 | - | - | - | - | - |
| **Total YTD** | **$ 21,741** | **$ 32,613** | **$ 25,053** | **$ 22,766** | **$ (9,847)** | **-30.2%** | **$ (2,287)** | **-9.1%** |
| **Annual Total** | **$ 31,346** | **$ 41,118** | **$ 35,800** | | | | | |
| Ave Change (2010 - 2014): | | -1.8% | | | | | | |

## Fines & Forfeitures

YTD March 2015 municipal court revenue collections of $401K represent 28% of the $1.44M annual budget. Compared to YTD March 2014, collections are up or $46K or 13% due primarily civil infraction penalties.

Effective January 2015, as part of the new contracts, fines and forfeiture revenues from the Town of Steilacoom and City of University Place are no longer retained by the City, other than for past cases. Revenues from 2015 cases are collected by the City and remitted on a monthly basis to the contract jurisdictions (City of DuPont, City of University Place and Town of Steilacoom).

For a limited time beginning in February 2015, the collections agency of the Municipal Court of Lakewood, University Place, Steilacoom and DuPont, AllianceOne Receivables, is offering to settle accounts for less than what is owed through the amnesty program.




| Fines & Forfeitures | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 97,382 | $ 103,576 | $ 100,087 | $ 137,981 | $ 34,405 | 33.2% | $ 37,894 | 37.9% |
| Feb | 133,235 | 103,063 | 117,688 | 115,347 | 12,284 | 11.9% | (2,341) | -2.0% |
| Mar | 173,659 | 147,583 | 159,994 | 147,247 | (336) | -0.2% | (12,747) | -8.0% |
| Apr | 160,778 | 141,416 | 150,507 | - | - | - | - | - |
| May | 132,888 | 135,173 | 133,507 | - | - | - | - | - |
| Jun | 131,099 | 115,795 | 122,965 | - | - | - | - | - |
| Jul | 113,791 | 106,303 | 109,617 | - | - | - | - | - |
| Aug | 107,202 | 118,842 | 112,581 | - | - | - | - | - |
| Sep | 120,221 | 114,027 | 116,667 | - | - | - | - | - |
| Oct | 111,000 | 111,000 | 110,567 | - | - | - | - | - |
| Nov | 121,430 | 116,098 | 118,300 | - | - | - | - | - |
| Dec | 111,943 | 72,017 | 91,619 | - | - | - | - | - |
| **Total YTD** | **$ 404,276** | **$ 354,222** | **$ 377,768** | **$ 400,575** | **$ 46,352** | **13.1%** | **$ 22,807** | **6.0%** |
| **Total Annual** | **$ 1,514,628** | **$ 1,384,895** | **$ 1,444,100** | | | | | |
| Ave Change (2010 - 2014): | | 9.9% | | | | | | |

| Fines & Forfeitures | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | 2014 | | 2015 | | Favorable/(Unfavorable) | | 2015 YTD Actual |
| | | | | | | 2015 Actual vs 2014 Actual | | as % of |
| Category | 2013 Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual | $ | % | Annual Budget |
| Admin, Filing, Copy, Forms, Legal | $ 57,388 | $ 55,293 | $ 13,581 | $ 67,300 | $ 19,667 | $ 6,086 | 44.8% | 29.2% |
| Detention & Corrrection Services | 431,381 | 363,517 | 98,721 | 431,400 | 91,505 | (7,216) | -7.3% | 21.2% |
| Civil Penalties | 12,206 | 10,316 | 2,705 | 12,200 | 2,340 | (365) | -13.5% | 19.2% |
| Civil Infraction Penalties | 839,061 | 792,345 | 198,242 | 713,200 | 241,358 | 43,116 | 21.7% | 33.8% |
| Civil Parking Infractions | 12,307 | 8,157 | 2,093 | 44,400 | 551 | (1,542) | -73.7% | 1.2% |
| Criminal Traffic Misdemeanor Fines | 40,853 | 30,738 | 6,719 | 57,400 | 8,115 | 1,396 | 20.8% | 14.1% |
| Criminal Non-Traffic Fines | 13,874 | 9,535 | 2,197 | 13,900 | 3,197 | 1,000 | 45.5% | 23.0% |
| Court Cost Recoupment | 30,969 | 24,660 | 6,185 | 27,900 | 8,123 | 1,938 | 31.3% | 29.1% |
| Interest/Other/Misc | 76,589 | 90,332 | 23,779 | 76,400 | 25,718 | 1,939 | 8.2% | 33.7% |
| **Total** | **$ 1,514,628** | **$ 1,384,893** | **$ 354,222** | **$ 1,444,100** | **$ 400,575** | **$ 46,352** | **13.1%** | **27.7%** |

**Development Services Permits & Fees**

| CED - Building Permit Fees | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 24,335 | $ 35,674 | $ 29,905 | $ 37,805 | $ 2,131 | 6.0% | $ 7,900 | 26.4% |
| Feb | 23,480 | 35,546 | 27,977 | 23,920 | (11,626) | -32.7% | (4,057) | -14.5% |
| Mar | 33,224 | 30,787 | 45,285 | 30,286 | (501) | -1.6% | (14,999) | -33.1% |
| Apr | 29,944 | 35,886 | 65,596 | - | - | - | - | - |
| May | 41,705 | 47,410 | 39,212 | - | - | - | - | - |
| Jun | 52,762 | 65,846 | 46,252 | - | - | - | - | - |
| Jul | 34,233 | 102,556 | 49,072 | - | - | - | - | - |
| Aug | 74,227 | 34,631 | 56,032 | - | - | - | - | - |
| Sep | 32,513 | 48,346 | 33,468 | - | - | - | - | - |
| Oct | 59,722 | 39,001 | 58,163 | - | - | - | - | - |
| Nov | 58,814 | 49,072 | 48,723 | - | - | - | - | - |
| Dec | 32,824 | 18,514 | 28,312 | - | - | - | - | - |
| **Total YTD** | **$ 81,039** | **$ 102,007** | **$ 103,168** | **$ 92,011** | **$ (9,996)** | **-9.8%** | **$ (11,157)** | **-10.8%** |
| **Total Annual** | **$ 497,783** | **$ 543,271** | **$ 528,000** | | | | | |
| Ave Change (2010 - 2014): | | 5.7% | | | | | | |

| CED - Plan Review/Plan Check Fees | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 11,879 | $ 79,979 | $ 37,753 | $ 92,290 | $ 12,311 | 15.4% | $ 54,537 | 144.5% |
| Feb | 72,446 | 18,904 | 35,600 | 31,701 | 12,797 | 67.7% | (3,899) | -11.0% |
| Mar | 16,672 | 12,946 | 18,965 | 13,059 | 113 | 0.9% | (5,906) | -31.1% |
| Apr | 11,921 | 33,741 | 44,274 | - | - | - | - | - |
| May | 24,681 | 57,057 | 34,104 | - | - | - | - | - |
| Jun | 47,037 | 23,749 | 39,309 | - | - | - | - | - |
| Jul | 21,636 | 40,868 | 23,225 | - | - | - | - | - |
| Aug | 31,505 | 66,057 | 34,532 | - | - | - | - | - |
| Sep | 18,873 | 13,513 | 25,848 | - | - | - | - | - |
| Oct | 32,110 | 16,872 | 20,666 | - | - | - | - | - |
| Nov | 13,717 | 39,798 | 25,450 | - | - | - | - | - |
| Dec | 14,531 | 63,145 | 35,271 | - | - | - | - | - |
| **Total YTD** | **$ 100,997** | **$ 111,829** | **$ 92,319** | **$ 137,050** | **$ 25,221** | **22.6%** | **$ 44,731** | **48.5%** |
| **Total Annual** | **$ 317,008** | **$ 466,629** | **$ 375,000** | | | | | |
| Ave Change (2010 - 2014): | | 7.2% | | | | | | |

| CED - Zoning/Development Fees | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 3,990 | $ 3,905 | $ 4,363 | $ 6,780 | $ 2,875 | 73.6% | $ 2,417 | 55.4% |
| Feb | 4,693 | 9,150 | 6,568 | 5,450 | (3,700) | -40.4% | (1,118) | -17.0% |
| Mar | 5,986 | 20,169 | 10,841 | 6,220 | (13,949) | -69.2% | (4,621) | -42.6% |
| Apr | 2,252 | 10,181 | 6,482 | - | - | - | - | - |
| May | 3,481 | 7,900 | 5,568 | - | - | - | - | - |
| Jun | 4,275 | 4,178 | 5,518 | - | - | - | - | - |
| Jul | 2,780 | 4,220 | 3,735 | - | - | - | - | - |
| Aug | 6,870 | 10,950 | 7,635 | - | - | - | - | - |
| Sep | 2,050 | 3,700 | 4,313 | - | - | - | - | - |
| Oct | 5,160 | 5,670 | 6,769 | - | - | - | - | - |
| Nov | 2,695 | 4,100 | 4,305 | - | - | - | - | - |
| Dec | 4,450 | 2,870 | 4,351 | - | - | - | - | - |
| **Total YTD** | **$ 14,669** | **$ 33,224** | **$ 21,773** | **$ 18,450** | **$ (14,774)** | **-44.5%** | **$ (3,323)** | **-15.3%** |
| **Total Annual** | **$ 48,682** | **$ 86,993** | **$ 70,450** | | | | | |
| Ave Change (2010 - 2014): | | 16.5% | | | | | | |

| CED - Total Development Services Permits & Fees | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 40,204 | $ 119,558 | $ 72,022 | $ 136,875 | $ 17,317 | 14.5% | $ 64,853 | 90.0% |
| Feb | 100,619 | 63,600 | 70,146 | 61,071 | (2,529) | -4.0% | (9,075) | -12.9% |
| Mar | 55,882 | 63,902 | 75,092 | 49,565 | (14,337) | -22.4% | (25,527) | -34.0% |
| Apr | 44,117 | 79,808 | 116,352 | - | - | - | - | - |
| May | 69,867 | 112,367 | 78,884 | - | - | - | - | - |
| Jun | 104,074 | 93,773 | 91,079 | - | - | - | - | - |
| Jul | 58,649 | 147,644 | 76,032 | - | - | - | - | - |
| Aug | 112,602 | 111,638 | 98,199 | - | - | - | - | - |
| Sep | 53,436 | 65,559 | 63,629 | - | - | - | - | - |
| Oct | 96,992 | 61,543 | 85,597 | - | - | - | - | - |
| Nov | 75,226 | 92,970 | 78,478 | - | - | - | - | - |
| Dec | 51,805 | 84,529 | 67,935 | - | - | - | - | - |
| **Total YTD** | **$ 196,705** | **$ 247,060** | **$ 217,260** | **$ 247,511** | **$ 451** | **0.2%** | **$ 30,251** | **13.9%** |
| **Total Annual** | **$ 863,473** | **$1,096,891** | **$ 973,446** | | | | | |
| Ave Change (2010 - 2014): | | 6.9% | | | | | | |

## Community and Economic Development

The table below provides historical annual and estimated 2015 annual and YTD March 2015 actual subsidy and recovery ratio by program, excluding economic development. YTD March 2015 operating expenditures total $405K while operating revenues total $247K, resulting in a YTD recovery ratio of 61% or $158K General Fund investment. The YTD March 2015 General Fund investment accounts for 21% of the estimated annual amount.

| Community & Economic Development - Permits | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 2010 | 2011 | 2012 | 2013 | 2014 Actual | | 2015 | |
| | Actual | Actual | Actual | Actual | Annual | YTD | Annual Budget | YTD Actual |
| **Operating Revenues:** | | | | | | | | |
| Building Permits | 338,983 | 499,942 | 476,429 | 379,184 | 443,123 | 82,720 | 423,000 | 74,331 |
| Other Building Permit Fees | 84,175 | 88,780 | 89,525 | 118,595 | 100,147 | 19,288 | 105,000 | 17,681 |
| Plan Review/Plan Check Fees | 343,557 | 330,472 | 409,876 | 317,008 | 466,631 | 111,829 | 375,000 | 137,050 |
| Other Zoning/Development Fees | 47,613 | 41,949 | 50,512 | 48,682 | 86,993 | 33,224 | 70,450 | 18,450 |
| **Total Operating Revenue** | **$ 814,328** | **$ 961,143** | **$ 1,026,342** | **$ 863,469** | **$ 1,096,894** | **$ 247,061** | **$ 973,450** | **$ 247,512** |
| **Operating Expenditures:** | | | | | | | | |
| Code Enforcement* | 239,550 | 255,437 | 276,269 | 282,706 | 282,065 | 68,286 | - | - |
| Planning** | 747,322 | 793,082 | 822,696 | 680,926 | 676,832 | 142,898 | - | - |
| Current Planning | - | - | - | - | - | - | 564,014 | 245,819 |
| Advanced Planning | - | - | - | - | - | - | 353,272 | 37,557 |
| Building | 888,501 | 808,503 | 535,815 | 848,485 | 817,591 | 130,354 | 808,999 | 121,736 |
| **Total Operating Expenditures** | **$ 1,875,373** | **$ 1,857,022** | **$ 1,634,780** | **$ 1,812,117** | **$ 1,776,488** | **$ 341,538** | **$ 1,726,285** | **$ 405,112** |
| **General Fund Investment Amount** | **$ 1,061,045** | **$ 895,879** | **$ 608,438** | **$ 948,648** | **$ 679,594** | **$ 94,478** | **$ 752,835** | **$ 157,600** |
| **Recovery Ratio** | **43%** | **52%** | **63%** | **48%** | **62%** | **72%** | **56%** | **61%** |
| | | | | | | | **Average General Fund Investment (2010 - 2014)** | **$ 838,721** |
| | | | | | | | | **53%** |

** Effective January 2015, Code Enforcement is accounted for under the Police Department.*

*** Prior to 2015, Current and Advanced Planning were combined under Planning.*

As stated during the 2015/2016 Biennial Budget process, in 2015 the Community and Economic Development Department will undertake a coordinated effort to review the manner in which development services are provided. The focus is to improve processes and services to customers and identify areas for continuous improvement, including, turnaround times, predictability of plan reviews, consistency of inspections and overall client service and satisfaction. It will also include a review of fees and charges, program recovery ratios and resource needs. The goal is to have a streamlined, coordinated and predictable development service program that provides efficient review of project applications in a manner that meets the definition of success for both the City and prospective applicants. Work is currently underway on this project.

## Parks, Recreation & Community Services

The following provides historical annual and 2015 annual estimate and YTD March 2015 recovery ratio and General Fund investment by program, excluding human services.

Included in the revenues is the parks sales tax which is allocated to the various parks programs/functions based on prorated share of expenditures. The growth in parks sales tax has helped reduce the general fund investment amount.

| Parks Sales Tax | |
|---|---|
| Year | Revenue |
| 2007 | $ 493,360 |
| 2008 | $ 461,411 |
| 2009 | $ 363,218 |
| 2010 | $ 437,146 |
| 2011 | $ 403,822 |
| 2012 | $ 412,204 |
| 2013 | $ 458,373 |
| 2014 | $ 481,690 |
| 2015 Annual Budget | $ 472,000 |
| 2015 YTD March | $ 122,511 |

YTD March 2015 direct program expenditures total $419K and revenues total $181K, resulting in a General Fund investment of $238K or a recovery ratio of 43%. Including indirect administration costs of $53K, expenditures total $472K and proportionate share of parks sales tax revenue of $14K, revenues total $195K, resulting in a General Fund investment is $277K or recovery ratio of 41%.

The total 2015 estimated annual General Fund investment is $1,106K which equates to 40%. The YTD March 2015 General Fund investment accounts for 25% of the estimated annual amount.

| Parks, Recreation & Community Services | | | | | | | |
|---|---|---|---|---|---|---|---|
| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | |
| Program | Annual | Annual | Annual | Annual | Annual | Budget | Actual YTD Mar |
| **Recreation:** | | | | | | | |
| Revenues | $ 149,683 | $ 138,276 | $ 160,531 | $ 195,853 | $ 163,108 | $ 173,804 | $ 31,332 |
| Expenditures | $ 316,386 | $ 355,653 | $ 381,941 | $ 346,398 | $ 301,182 | $ 388,320 | $ 60,035 |
| General Fund Investment | $ 166,703 | $ 217,378 | $ 221,411 | $ 150,545 | $ 138,074 | $ 214,516 | $ 28,703 |
| Recovery Ratio | 47% | 39% | 42% | 57% | 54% | 45% | 52% |
| **Senior Services:** | | | | | | | |
| Revenues | $ 139,135 | $ 143,313 | $ 116,654 | $ 118,303 | $ 126,681 | $ 131,341 | $ 41,984 |
| Expenditures | $ 201,264 | $ 226,560 | $ 189,836 | $ 200,651 | $ 207,557 | $ 204,690 | $ 43,616 |
| General Fund Investment | $ 62,129 | $ 83,248 | $ 73,182 | $ 82,348 | $ 80,876 | $ 73,349 | $ 1,632 |
| Recovery Ratio | 69% | 63% | 61% | 59% | 61% | 64% | 96% |
| **Parks Facilities:** | | | | | | | |
| Revenues | $ 167,328 | $ 151,710 | $ 171,277 | $ 185,071 | $ 206,682 | $ 180,113 | $ 63,842 |
| Expenditures | $ 439,314 | $ 457,365 | $ 489,109 | $ 459,913 | $ 481,251 | $ 571,020 | $ 218,952 |
| General Fund Investment | $ 271,986 | $ 305,655 | $ 317,832 | $ 274,843 | $ 274,569 | $ 390,907 | $ 155,110 |
| Recovery Ratio | 38% | 33% | 35% | 40% | 43% | 32% | 29% |
| **Fort Steilacoom:** | | | | | | | |
| Revenues | $ 379,117 | $ 310,000 | $ 216,384 | $ 230,243 | $ 252,159 | $ 188,856 | $ 44,116 |
| Expenditures | $ 391,342 | $ 410,815 | $ 449,884 | $ 417,950 | $ 443,644 | $ 452,300 | $ 96,749 |
| General Fund Investment | $ 12,226 | $ 100,815 | $ 233,500 | $ 187,706 | $ 191,485 | $ 263,444 | $ 52,633 |
| Recovery Ratio | 97% | 75% | 48% | 55% | 57% | 42% | 46% |
| **Subtotal Direct Cost:** | | | | | | | |
| Revenues | $ 835,262 | $ 743,299 | $ 664,846 | $ 729,470 | $ 748,630 | $ 674,114 | $ 181,274 |
| Expenditures | $ 1,348,306 | $ 1,450,394 | $ 1,510,770 | $ 1,424,912 | $ 1,433,634 | $ 1,616,330 | $ 419,352 |
| General Fund Investment | $ 513,044 | $ 707,095 | $ 845,925 | $ 695,442 | $ 685,004 | $ 942,216 | $ 238,078 |
| Recovery Ratio | 62% | 51% | 44% | 51% | 52% | 42% | 43% |
| **Administration (Indirect Cost):** | | | | | | | |
| Revenues | $ 57,781 | $ 49,842 | $ 50,104 | $ 55,618 | $ 59,276 | $ 57,386 | $ 13,756 |
| Expenditures | $ 205,359 | $ 204,221 | $ 209,047 | $ 196,770 | $ 201,177 | $ 221,380 | $ 53,042 |
| General Fund Subsidy | $ 147,579 | $ 154,379 | $ 158,943 | $ 141,152 | $ 141,901 | $ 163,994 | $ 39,286 |
| Recovery Ratio | 28% | 24% | 24% | 28% | 29% | 26% | 26% |
| **Total Direct & Indirect Cost:** | | | | | | | |
| Revenues | $ 893,043 | $ 793,141 | $ 714,950 | $ 785,087 | $ 807,906 | $ 731,500 | $ 195,030 |
| Expenditures | $ 1,553,665 | $ 1,654,615 | $ 1,719,818 | $ 1,621,682 | $ 1,634,811 | $ 1,837,710 | $ 472,394 |
| General Fund Investment | $ 660,623 | $ 861,475 | $ 1,004,868 | $ 836,595 | $ 826,905 | $ 1,106,210 | $ 277,364 |
| Recovery Ratio | 57% | 48% | 42% | 48% | 49% | 40% | 41% |

*Note - Revenues includes Parks Sales Tax which is prorated based on share of total expenditures.*
*Revenues for Administration (Indirect Cost) is the program's prorated share of Parks Sales Tax.*

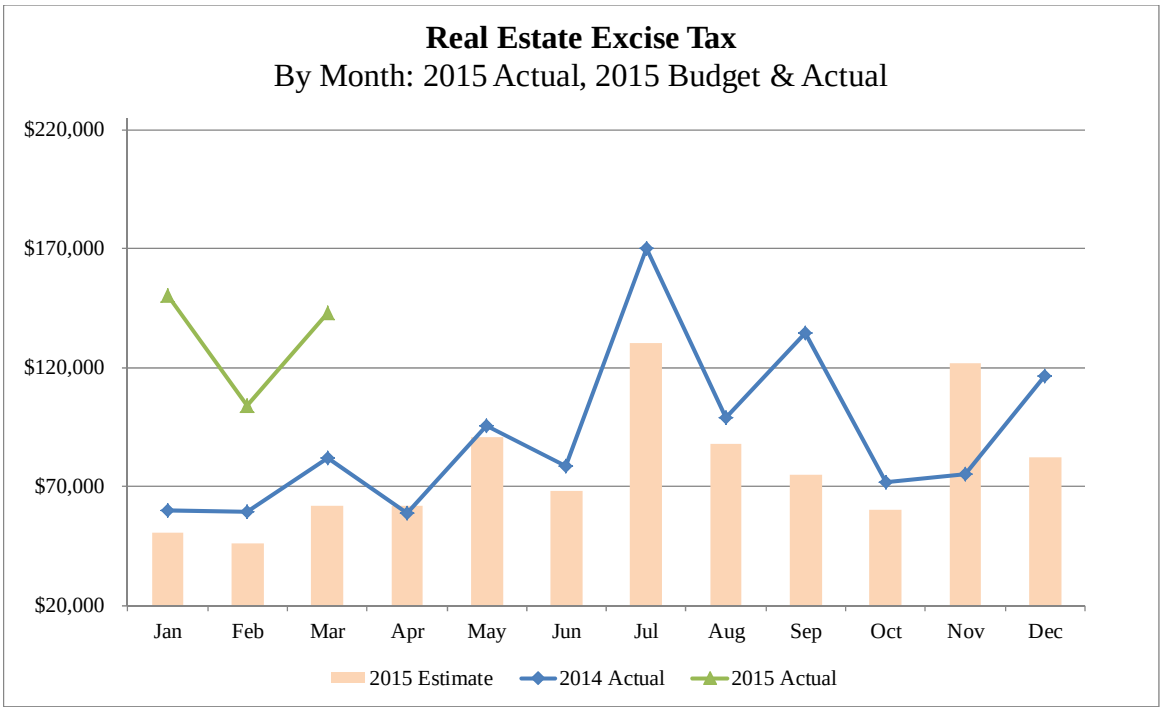
Also, as stated during the 2015/2016 budget process, the Parks, Recreation and Community Service Department regularly review its fee structure for classes, programs and facility use using the cost recovery model included in the Legacy Plan. The department will be reviewing the fee structure at the class and program level and develop a cost recovery policy that meets our community's needs. The adoption of a pricing philosophy is crucial to ensure program affordability for the community while maintaining sustainable financing for the department. The above table will be modified once the new fee and accounting structure is in place which will allow us the opportunity to report recovery ratio and general fund investment by class, program and facility.

**Fund 102 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.

YTD March 2015 real estate excise tax collections total $397K which is above YTD March 2014 collections by $196K or 98% and also exceeds the YTD estimate by $238K or 151%.

| Real Estate Excise Tax | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 45,863 | $ 59,732 | $ 50,416 | $ 150,378 | $ 90,646 | 151.8% | $ 99,962 | 198.3% |
| Feb | 45,991 | 59,358 | 46,120 | 104,218 | 44,860 | 75.6% | 58,098 | 126.0% |
| Mar | 87,136 | 81,800 | 62,047 | 142,792 | 60,992 | 74.6% | 80,745 | 130.1% |
| Apr | 108,131 | 58,690 | 62,121 | - | - | - | - | - |
| May | 65,367 | 95,468 | 90,776 | - | - | - | - | - |
| Jun | 51,837 | 78,310 | 67,899 | - | - | - | - | - |
| Jul | 201,276 | 169,840 | 130,017 | - | - | - | - | - |
| Aug | 87,380 | 98,834 | 88,123 | - | - | - | - | - |
| Sep | 44,527 | 134,671 | 74,828 | - | - | - | - | - |
| Oct | 66,908 | 71,814 | 60,334 | - | - | - | - | - |
| Nov | 300,388 | 75,133 | 121,995 | - | - | - | - | - |
| Dec | 46,492 | 116,650 | 82,325 | - | - | - | - | - |
| **Total YTD** | **$ 178,990** | **$ 200,890** | **$ 158,583** | **$ 397,388** | **$ 196,498** | **97.8%** | **$ 238,805** | **150.6%** |
| **Annual Total** | **$ 1,151,297** | **$ 1,100,300** | **$ 937,000** | | | | | |
| Ave Change (2010 - 2014): | | 14.8% | | | | | | |



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

Transactions that are exempt include: property acquired by gift, inheritance, and other transfers which do not represent market transactions at "arm's length", such as transfers to a corporation or partnership owned by the transferor or his/her own family members; transfers to lien holders when such transfers are in lieu of foreclosure; real property acquired from a governmental entity; business transfers in which no gain or loss occurs; trade in credit; and standing timber, if the income from the timber sale is subject to B&O tax.

| | Transaction Type | | | Major Transactions - 2015 | | |
|---|---|---|---|---|---|---|
| Month | Exempt | Taxable | Total | Description | Sales Price | Net Tax |
| Jan | 49 | 55 | 104 | Single Family Residence | $1,000,000 | $4,950 |
| | | | | Auto Wrecking 2520 112th St South | $1,500,000 | $7,425 |
| | | | | Lakewood Towne Center - Various | $11,770,000 | $58,850 |
| | | | | Lakewood Towne Center - Various | $5,750,000 | $28,462 |
| Feb | 51 | 48 | 99 | Single Family Residence | $1,450,000 | $7,178 |
| | | | | Eagles Lair Apts 12710 56th Ave Ct SW | $2,100,000 | $10,395 |
| | | | | Lakewood Business Park 10029 South Tacoma Way | $9,900,000 | $49,005 |
| Mar | 51 | 80 | 131 | Single Family Residence | $1,275,000 | $6,311 |
| | | | | Lakewood Orthopaedic Surgeons 7308 Bridgeport Way W | $13,750,000 | $68,063 |
| **Total YTD** | **151** | **183** | **334** | | **$48,495,000** | **$240,638** |

| | Transaction Type | | | Major Transactions - 2014 | | |
|---|---|---|---|---|---|---|
| Month | 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 |
| Apr | 54 | 60 | 114 | n/a | n/a | n/a |
| May | 61 | 67 | 128 | Titus-Will Land 11445 Pacific Highway South | $1,150,000 | $5,693 |
| | | | | Cherry Tree Apts 3422 South 86th St | $5,124,000 | $25,364 |
| Jun | 55 | 65 | 120 | n/a | n/a | n/a |
| Jul | 59 | 73 | 132 | South Tacoma Business Park Bldg #1 8815 So Tacoma Way | $1,200,000 | $5,940 |
| | | | | General Warehousing Storage 11101 So Tacoma Way | $17,500,000 | $86,625 |
| Aug | 69 | 73 | 142 | Duplex Condo 8327 Phillips Road SW | $1,000,000 | $4,950 |
| | | | | Pineridge Apts 5612 Boston Av SW | $1,030,000 | $5,099 |
| | | | | General Warehousing Storage 9818 Sales Rd S | $1,295,000 | $6,410 |
| | | | | Commercial Multi Unit Fast Food 15310 Union Ave SW | $2,465,000 | $12,202 |
| Sep | 69 | 84 | 153 | Washington Terrace Apts 7920 Washington Blvd SW | $1,075,000 | $5,321 |
| | | | | General Warehousing Storage 10901 So Tacoma Way | $3,795,000 | $18,785 |
| | | | | Lakewood Village/Towne Centre Apts 10240 Bridgeport Way | $4,665,100 | $23,092 |
| Oct | 65 | 64 | 129 | n/a | n/a | n/a |
| Nov | 56 | 52 | 108 | Tacoma RV Center 8909 South Tacoma Way | $1,800,000 | $8,910 |
| | | | | Northwest Trailer Court 5108 San Francisco Ave SW | $2,750,000 | $13,613 |
| Dec | 63 | 69 | 132 | Single Family Home | $1,050,000 | $5,198 |
| | | | | Lakewood Corp Center Building C 10801 South Tacoma Way | $2,515,000 | $12,449 |
| | | | | Print NW 9914 32nd Ave South | $4,400,000 | $21,780 |
| | | | | USA Discounters 6000 Main St SW | $4,650,000 | $23,018 |
| **Total YTD** | **170** | **146** | **316** | | **$16,384,800** | **$81,105** |
| **Total Annual** | **721** | **753** | **1,474** | | **$73,848,900** | **$365,554** |

**Fund 103 Transportation Benefit District**

On August 6, 2012, the Lakewood City Council adopted Ordinance #550, creating a transportation benefit district (TBD) in the City of Lakewood, referred to as the Lakewood TBD. The TBD is a quasi-municipal corporation and independent taxing district created for the sole purpose of acquiring, constructing, improving, providing and funding transportation improvement within the city limits of Lakewood. It has the authority to impose certain taxes and fees, either through the vote of the people of board action, for transportation purposes. The TBD is governed by the members of the Lakewood City Council as the District's Board of Directors and the Mayor services as Chair of the Board.

| $20 Vehicle License Fee | |
|---|---|
| **Month** | **Revenue** |
| January | $ - |
| February | - |
| March | 475 |
| **Total YTD** | **$ 475** |
| Annual Budget | $ 572,000 |
| % Collected | 0.1% |

On September 15, 2014, the Lakewood TBD adopted Ordinance #TBD-01, authorizing an annual $20 vehicle licensing fee (VLF) for the TBD. The TBD Board found this fee is the best way to preserve, maintain, operate, construct, or reconstruct the transportation infrastructure of the City of Lakewood and fund transportation improvements within the District that are consistent with existing state, regional or local transportation plans necessitated by existing or reasonably foreseeable congestion levels.

| $20 Vehicle License Fee | |
|---|---|
| **Applies To** | **Exempt** |
| • Auto stage, six seats or less | • Campers, as defined in RCW 46.04.085 |
| • Commercial trailer | • Farm tractors or farm vehicles, as defined in RCW 46.04.180 and 46.04.181 |
| • For hire vehicle, six seats or less | |
| • Mobile home (if registered) | • Mopeds, as defined in RCW 46.04.304 |
| • Motor home | • Off-road and non-highway vehicles, as defined in RCW 46.04.365 |
| • Motorcycle | |
| • Passenger car | • Private use single-axel trailer, as defined in RCW 46.04.422 |
| • Sport utility vehicle | |
| • Tow truck | • Snowmobiles, as defined in RCW 46.04.546 |
| • Trailer, over 2000 pounds (but if private use single axel, it's exempt) | • Vehicles registered under chapter 46.87 RCW and the international registration plan. |
| • Travel trailer | |
| • Each vehicle subject to grow weight license fees with a scale weight of six thousand pounds or less | |

The VLF is expected to generate $4.08 million between 2015 and 2020. The funding, coupled with existing City revenue totaling $5.06M, will finance the pavement and transportation projects totaling $9.14M in improvements between 2015 and 2020.

The fees are collected by the Washington State Department of Licensing. The fees are effective for tabs due April 1, 2015.

The projects funded by the VLF and their cost are totaling $9.14M are as follows:

| **Project** | **Cost** |
|---|---|
| Lakewood Drive - 100th Street to Steilacoom Blvd | $ 900,000 |
| Lakewood Drive – Flett Creek to North City Limits | $1,115,000 |
| Main Street – Gravelly Lake Drive to 108th Street | $ 331,000 |
| 59th Avenue – Main Street to 100th Street | $ 496,000 |
| 59th Avenue – 100th Street to Bridgeport Way | $ 276,000 |
| 108th Street – Bridgeport Way to Pacific Highway | $ 661,000 |
| 108th Street – Main Street to Bridgeport Way | $ 743,000 |
| Custer Road – Steilacoom Blvd to John Dower Road | $ 540,000 |
| 88th Street – Steilacoom Blvd to Custer Road | $ 300,000 |
| 100th Street – 59th Avenue to Lakeview Avenue | $1,115,000 |
| Chip Seal Program – Local Access Roads | $ 495,000 |
| New LED Street Lights | $ 975,000 |
| Signal Projects, Neighborhood Safety Projects, Minor Capital & Engineering Services | $ 932,000 |
| Complete Existing Projects:<br>Steilacoom Blvd – Lakewood to West of South Tacoma Way<br>Pacific Highway – 108th Street to State Route 512<br>100th Street – Lakeview Avenue to South Tacoma Way | $ 221,000 |
| **Total** | **$9,140,000** |

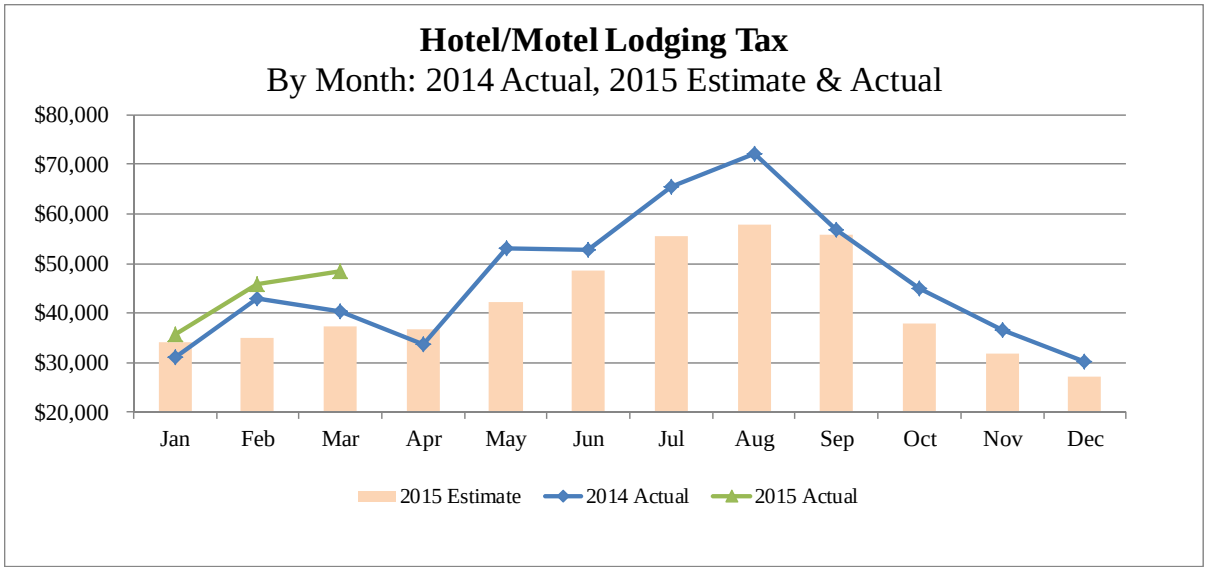
**Fund 104 Hotel/Motel Lodging Tax**

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.

The City's Lodging Tax Advisory Committee makes recommendations to the City Council in regards to how the taxes are to be used.

YTD March 2015 hotel/motel lodging tax collections total $129K which exceeds YTD 2014 collections by $16K or 14% and exceeds the YTD estimate of $106K by $24K or 22%.

| Hotel/Motel Lodging Tax | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2015 | | Favorable/(Unfavorable) | | | |
| | | | | | 2015 Actual vs 2014 Actual | | 2015 Actual vs Budget | |
| Month | 2013 Actual | 2014 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 48,326 | $ 31,153 | $ 33,981 | $ 35,671 | $ 4,518 | 14.5% | $ 1,690 | 5.0% |
| Feb | 35,165 | 42,805 | 35,092 | 45,792 | 2,987 | 7.0% | 10,700 | 30.5% |
| Mar | 41,686 | 40,341 | 37,207 | 48,524 | 8,183 | 20.3% | 11,317 | 30.4% |
| Apr | 38,482 | 33,783 | 36,776 | - | - | - | - | - |
| May | 46,329 | 53,110 | 42,330 | - | - | - | - | - |
| Jun | 53,637 | 52,662 | 48,573 | - | - | - | - | - |
| Jul | 60,837 | 65,383 | 55,435 | - | - | - | - | - |
| Aug | 62,050 | 72,132 | 57,767 | - | - | - | - | - |
| Sep | 48,131 | 56,875 | 55,761 | - | - | - | - | - |
| Oct | 36,863 | 44,934 | 37,999 | - | - | - | - | - |
| Nov | 31,695 | 36,615 | 31,787 | - | - | - | - | - |
| Dec | 33,808 | 30,074 | 27,293 | - | - | - | - | - |
| **Total YTD** | **$ 125,177** | **$ 114,299** | **$ 106,279** | **$129,987** | **$ 15,688** | **13.7%** | **$ 23,708** | **22.3%** |
| **Annual Total** | **$ 537,010** | **$ 559,867** | **$500,000** | | | | | |
| Ave Change (2010 - 2014): | | 0.0% | | | | | | |



The following table provides details of the hotel/motel lodging tax allocations for 2015.

| Hotel/Motel Lodging Tax Summary | Annual Budget | YTD Actual |
|---|---|---|
| **4% Revenue:** | | |
| Special Hotel/Motel Tax (2%) | $ 142,857 | $ 37,139 |
| Transient Rental Income (2%) | 142,857 | 37,139 |
| **Subtotal** | **285,714** | **74,278** |
| **3% Revenue:** | | - |
| Special Hotel/Motel Tax (3%) | 214,286 | 55,709 |
| **Subtotal** | **214,286** | **55,709** |
| | | |
| **Interest** | - | **824** |
| | | - |
| **Total Revenue** | **500,000** | **130,398** |
| **4% Expenditure:** | | |
| Asia Pacific Cultural Center | 2,500 | - |
| Historic Fort Steilacoom Association | 6,500 | - |
| Lakewold Gardens | 40,000 | - |
| Lakewood Chamber of Commerce | 78,500 | 19,183 |
| City of Lakewood Economic Development – Re-Printing of Two Brochures | 4,500 | 4,480 |
| City of Lakewood Economic Development - Have You Seen Lakewood Lately? | 10,000 | - |
| Lakewood Historical Society & Museum | 28,000 | - |
| City of Lakewood PRCS - Farmers Market | 10,000 | 1,629 |
| City of Lakewood PRCS - SummerFEST 2014 & Triathlon | 18,000 | 550 |
| Lakewood Playhouse | 22,000 | 1,498 |
| Lakewood Sister Cities Association | 10,000 | - |
| Tacoma Regional Convention + Visitor Bureau | 40,000 | 17,432 |
| Tacoma South Sound Sports Commission | 40,000 | 8,291 |
| **Subtotal** | **310,000** | **53,064** |
| **3% Expenditure:** | | |
| Lakewood Historical Society & Museum | 5,000 | - |
| City of Lakewood PRCS - Bridgeport Way SW Gateway Improvement Project | 10,000 | - |
| City of Lakewood PRCS - Waughop Lake Trail Improvement Project | 25,000 | - |
| CPTC McGavick Center Payment #9 of 20 | 101,850 | - |
| **Subtotal** | **141,850** | - |
| | | - |
| **Total Expenditures** | **$ 451,850** | **$ 53,064** |
| | | |
| **Beginning Balance - Total** | **$ 1,028,557** | **$ 1,028,557** |
| From 4% | $ 361,981 | $ 361,981 |
| From 3% | $ 666,576 | $ 666,576 |
| | | |
| **Ending Fund Balance - Total** | **$ 1,076,707** | **$ 1,106,303** |
| Reserved for Capital Projects | $ 125,000 | $ 125,000 |
| From 4% | $ 266,267 | $ 312,590 |
| From 3% | $ 685,440 | $ 668,713 |

**Fund 190 Community Development Block Grant (and other grants)**

The purpose of this fund is to account primarily for the Community Development Block Grants (CDBG) and two non-CDBG grants, a domestic violence and Nisqually Tribe grant for emergency assistance for displaced residents. The following table provides a financial summary of the various CDBG and other grants. The ending fund balance of $22,381 is comprised of $11,536 CDBG revolving loans and $10,844 Nisqually grant.

| | Year-to-Date March 31, 2015 | | | |
|---|---|---|---|---|
| **Fund 190 Grants Summary** | **Beginning Balance** | **Revenue** | **Expenditure** | **Ending Balance** |
| CDBG | $ 11,536 | $ 102,286 | $ 101,279 | $ 12,543 |
| HOME | - | 132,112 | 132,112 | - |
| Nisqually Tribe Grant | 10,845 | 10,000 | 1,616 | 19,229 |
| **Total** | **$ 22,381** | **$ 244,398** | **$ 235,007** | **$ 31,772** |

| | Year-to-Date March 31, 2015 | | | |
|---|---|---|---|---|
| **Fund 190 Grants** | **Beginning Balance** | **Revenue** | **Expenditure** | **Ending Balance** |
| **CDBG** | **$ 11,536** | **$ 102,286** | **$ 101,279** | **$ 12,543** |
| **Administration** | **-** | **26,340** | **26,340** | **-** |
| Administration | - | 26,340 | 26,340 | - |
| **Public Service** | **-** | **56** | **56** | **-** |
| YMCA - Childcare Scholarship Program | - | 28 | 28 | - |
| Services for Homeless Families - LASA | - | 28 | 28 | - |
| **Physical Improvements** | **-** | **7,923** | **7,923** | **-** |
| LASA Client Services | - | 7,355 | 7,355 | - |
| San Francisco Street Improvements | - | 568 | 568 | - |
| **Housing Programs** | **11,536** | **67,966** | **66,960** | **12,543** |
| Village Square Apartments | | 292 | 292 | |
| Fennell, P. | - | 74 | 74 | - |
| Houk, A. | - | 76 | 76 | - |
| Johnson, M. | - | 4,798 | 4,798 | - |
| Berry, Nicki Lynn | - | 25,088 | 25,088 | - |
| Major Staff | - | 11,145 | 11,145 | - |
| Taylor, J. | - | 10,348 | 10,348 | - |
| Paint Lakewood Beautiful | - | 2,172 | 2,172 | - |
| Emergency Assist Displaced Res | - | 276 | 276 | - |
| CDBG - Revolving Loans - Major/Administration | 409 | 11,863 | 12,205 | 67 |
| CDBG - Revolving Loans - DPA | 4,006 | 105 | - | 4,111 |
| CDBG - Revolving Loan - Econ Dev - 5 Star | 6,911 | 1,549 | 485 | 7,975 |
| CDBG - Revolving Loan - Econ Dev - 5 Star Interest | 210 | 180 | - | 390 |
| **HOME** | **$ -** | **$ 132,112** | **$ 132,112** | **$ -** |
| **Administration** | **-** | **387** | **387** | **-** |
| Administration | - | 387 | 387 | - |
| **Housing Rehabilitation** | **-** | **219** | **219** | **-** |
| Zarins, N. | - | 219 | 219 | - |
| **Affordable Housing** | **-** | **131,507** | **131,507** | **-** |
| LASA - Prairie Oaks | - | 9,060 | 9,060 | - |
| Habitat - 14814-14906 Portland | - | 52,447 | 52,447 | - |
| Habitat - 14711 & 14715 W. Thorne Lane | - | 70,000 | 70,000 | - |
| **NISQUALLY - Emergency Assist Displaced Residents** | **$ 10,845** | **$ 10,000** | **$ 1,616** | **$ 19,229** |
| **Total** | **$ 22,381** | **$ 244,398** | **$ 235,007** | **$ 31,772** |

**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. NSP 3 program funds have all been utilized. The following table provides a financial summary of the NSP program.

| Neighborhood Stabilization Program | Year-to-Date March 31, 2015 | | | |
|---|---|---|---|---|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| Neighborhood Stabilization Program 1 | $ 171,277 | $ - | $ - | $ 171,277 |
| **Total** | **$ 171,277** | **$ -** | **$ -** | **$ 171,277** |

**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 OEA/SSMCP programs.

| Office of Economic Adjustment / South Sound Military Communities Partnership | Year-to-Date March 31, 2015 | | | |
|---|---|---|---|---|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| SSMCP | $ 56,068 | $ 199,900 | $ 36,830 | 219,138 |
| OEA 04 - Joint Base Lewis McChord Growth Plan | 28,651 | - | - | 28,651 |
| OEA 05 - Joint Land Use Study | - | 2,101 | 2,100 | 1 |
| **Total** | **$ 84,719** | **$ 202,001** | **$ 38,930** | **$ 247,790** |

**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, 2015 | | | |
|---|---|---|---|---|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| Target Zero Team | - | 419 | 419 | - |
| Byrne Justice Assistance Grant (JAG) - Therapeutic Justice | - | 2,092 | 2,092 | - |
| Nisqually Metal Theft | 216 | - | - | 216 |
| Nisqually Mental Health | | 25,000 | - | 25,000 |
| **Total** | **$ 216** | **$ 27,511** | **$ 2,511** | **$ 25,216** |

## Fund 301 – Parks Capital CIP

| Capital Projects - Parks | Beginning Project Balance | | Sources | | Uses | | Ending Project Balance | |
|---|---|---|---|---|---|---|---|---|
| | Budget | Actual | Annual Budget | Actual | Annual Budget | Actual | Budget | Actual |
| Unallocated | (11,174) | - | 330,000 | - | - | - | 318,826 | - |
| Springbrook Park Expansion | 21,450 | - | 201,450 | - | 10,000 | - | 212,900 | - |
| Waughop Lake Trail | - | - | 325,000 | - | 50,000 | - | 275,000 | - |
| Bridgeport Gateway | - | - | 108,729 | - | 108,729 | 4,917 | - | (4,917) |
| Springbrook Park Demolition | - | - | 30,000 | - | 30,000 | - | - | - |
| Fort Steilacoom Barn Removal | - | - | 100,000 | - | 100,000 | - | - | - |
| **Total** | **$ 10,276** | **$ -** | **$ 1,095,179** | **$ -** | **$ 298,729** | **$ 4,917** | **$ 806,726** | **$ (4,917)** |

| | | |
|---|---|---|
| Beginning Fund Balance, Jan 1 | $ | 10,276 |
| Year-to-date Sources | $ | - |
| Year-to-date Uses | $ | 4,917 |
| Ending Fund Balance - March 31, 2015 | $ | 5,359 |

## Fund 302 – Transportation CIP

| Capital Projects - Transportation | Beginning Project Balance | | Sources | | Uses | | Ending Project Balance | |
|---|---|---|---|---|---|---|---|---|
| | Budget | Actual | Annual Budget | Actual | Annual Budget | Actual | Budget | Actual |
| Personnel, Engineering & Professional Svcs | 50,000 | - | 450,000 | 205,500 | 450,000 | 107,874 | 50,000 | 97,626 |
| New LED Streetlights | - | - | 120,000 | 45,000 | 120,000 | 760 | - | 44,240 |
| Neighborhood Traffic Safety | - | - | 25,000 | 10,000 | 25,000 | 50 | - | 9,950 |
| Minor Capital | - | - | 50,000 | 20,000 | 50,000 | 27,897 | - | (7,897) |
| Chip Seal Program | - | - | 300,000 | 40,000 | 300,000 | 1,581 | - | 38,419 |
| 96th St, 2-Way Left Turn & Signal Upgrade | - | - | 46,647 | 46,647 | - | - | 46,647 | 46,647 |
| Bridgeport Way - 83rd to 75th | (50,000) | - | 3,784,747 | 1,061,025 | 3,734,747 | 1,473,977 | - | (412,952) |
| Gravelly Lake Drive 100th to Bridgeport | - | - | 1,893,969 | 28,945 | 1,893,969 | 22,883 | - | 6,062 |
| So Tacoma Way SR512 to 96th | - | - | 4,200,000 | 134,541 | 4,200,000 | 62,001 | - | 72,540 |
| Madigan Access Improvements | - | - | 5,253,401 | 199,463 | 5,135,351 | 81,413 | 118,050 | 118,050 |
| Traffic Signal Upgrade Ph 4 | - | - | 703,000 | 170,374 | 703,000 | 22,820 | - | 147,554 |
| Steilacoom Blvd Safety Project | - | - | 2,351,667 | 3,767 | 2,351,667 | 3,767 | - | 0 |
| Bridgeport Way - JBLM to I-5 | - | - | 3,750,000 | 19,734 | 3,750,000 | 22,814 | - | (3,080) |
| So Tacoma Way Steilacoom Blvd to 88th | - | - | 1,520,000 | 23,587 | 1,520,000 | 4,483 | - | 19,104 |
| 112th/111th Bridgeport Way to Kendrick | - | - | 258,001 | - | 258,001 | 737 | - | (737) |
| Bridgeport Way Overlay PacHwy to 112th | - | - | 400,000 | - | 400,000 | 9,968 | - | (9,968) |
| Steilacoom Blvd - Lkwd Dr to So Tac Way | - | - | 800,000 | 140,533 | 800,000 | 28,853 | - | 111,680 |
| Main St Overlay - GLD to 108th | - | - | 300,000 | - | 300,000 | 4,649 | - | (4,649) |
| 59th Ave/100th St to Bridgport Way | - | - | 250,000 | - | 250,000 | 378 | - | (378) |
| 108th St/Main St to Bridgeport Way | - | - | 725,000 | - | 725,000 | 5,962 | - | (5,962) |
| Lakewood Traffic Signal Upgrade Ph 5 | - | - | 520,000 | 100,000 | 520,000 | 10,030 | - | 89,970 |
| Steilacoom Blvd - Farwest to Phillips | - | - | 942,000 | 10,000 | 942,000 | - | - | 10,000 |
| Safety Projects - Military Rd/112th | - | - | 805,000 | 1,500 | 805,000 | - | - | 1,500 |
| Safety Projects - Rdwy Safety @ 96th & 40th | - | - | 842,500 | - | 842,500 | - | - | - |
| Paths & Trails | - | - | 10,045 | 1,183 | - | - | 10,045 | 1,183 |
| San Francisco-Bridgeport to Addison | - | - | 158,812 | - | 158,812 | 2,645 | - | (2,645) |
| Custer/John Dower | - | - | 95,636 | 92,636 | 95,636 | 80,114 | - | 12,522 |
| Camp Murray Gate Relocation Mitigation | - | - | 96,563 | 96,563 | - | - | 96,563 | 96,563 |
| City-Wide Safety Improvements | | | 8,190 | | 8,190 | 7,172 | - | (7,172) |
| 100th & Lakewood Dr | - | - | 69,824 | 69,824 | 20,000 | - | 49,824 | 69,824 |
| LED Streetlight Retrofit | - | - | 2,372,088 | - | 2,372,088 | 442 | - | (442) |
| | - | - | - | - | - | - | - | - |
| | - | - | - | - | - | - | - | - |
| **Total** | **$ -** | **$ -** | **$ 33,102,090** | **$ 2,520,822** | **$ 32,730,961** | **$ 1,983,271** | **$ 371,129** | **$ 537,551** |

| | | |
|---|---|---|
| Beginning Fund Balance, Jan 1 | $ | - |
| Year-to-date Sources | $ | 2,520,822 |
| Year-to-date Uses | $ | 1,983,271 |
| Ending Fund Balance - March 31, 2015 | $ | 537,551 |

## Fund 401 – Surface Water Management Operations & CIP

| | Beginning Project Balance | | Sources | | Uses | | Ending Project Balance | |
|---|---|---|---|---|---|---|---|---|
| Capital Projects - Surface Water Manageme | Budget | Actual | Annual Budget | Actual | Annual Budget | Actual | Budget | Actual |
| Operations | 5,884,030 | 6,839,604 | 3,091,670 | 221,884 | 4,689,489 | 464,901 | 4,286,211 | 6,596,586 |
| Outfall Water Quality Retrofits | - | - | 143,803 | 101,918 | 191,738 | 135,892 | (47,935) | (33,973) |
| Lower Clover Creek Fish Passage | 113,638 | 28,638 | - | - | 113,638 | 607 | - | 28,031 |
| Waughop Lake Management Plan | 28,691 | - | 86,073 | 2,524 | 114,764 | 3,366 | - | (842) |
| Permanent O&M Facility | 526,948 | - | - | - | 526,948 | 194,125 | - | (194,125) |
| Stormwater Source Control Study | - | - | - | - | - | 4,500 | - | (4,500) |
| Moutain View Outfall Water Quality | 240,000 | - | - | - | 240,000 | - | - | - |
| Stormwater Pipe Repair Project | 12,000 | - | - | - | 12,000 | - | - | - |
| Outfall Retrofit | 15,000 | - | - | - | 15,000 | - | - | - |
| **Total** | **$ 6,820,307** | **$ 6,868,242** | **$ 3,321,546** | **$ 326,327** | **$ 5,903,577** | **$ 803,392** | **$ 4,238,276** | **$ 6,391,177** |

| | |
|---|---|
| Beginning Fund Balance, Jan 1 | $ 6,868,242 |
| Year-to-date Sources | $ 326,327 |
| Year-to-date Uses | $ 803,392 |
| Ending Fund Balance - March 31, 2015 | $ 6,391,177 |

## 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 $69.1M and an additional $47.5M 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 $354.0M. The tables below show the City's available debt capacity and outstanding debt as of March 31, 2015.

**Computation of Limitation of Indebtedness**
**As of March 31, 2015**

| Description | General Purpose | | Excess Levy | Excess Levy | Total |
|---|---|---|---|---|---|
| | Councilmanic (Limited GO) | Excess Levy (with a vote) | Open Space & (voted) | Utility Purposes (voted) | Debt Capacity |
| AV = $4,748,231,614 (A) | | | | | |
| 1.50% | $ 71,223,474 | $ (71,223,474) | | | $ - |
| 2.50% | | $ 118,705,790 | $ 118,705,790 | $ 118,705,790 | $ 356,117,371 |
| Add: Cash on Hand for Redemption (B) | $ - | | | | $ - |
| Less: Bonds Outstanding | $ (2,110,000) | $ - | $ - | $ - | $ (2,110,000) |
| **Remaining Debt Capacity** | **$69,113,474** | **$47,482,316** | **$118,705,790** | **$118,705,790** | **$354,007,371** |
| **General Capacity** (C) | | **$116,595,790** | | | |

(A) Final 2014 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<br>As of March 31, 2015 | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Description | Purpose | Issue Date | Final Maturity | Interest Rate % | Amount Issued | Outstanding Debt | Average Annual Payment | Funding Source |
| Limited Tax GO Bonds 2009 LTGO | Police Facility | 3/31/2009 | 12/1/2028 | 3.0 - 5.0% | $ 2,719,507 | $ 2,110,000 | $ 210,000 | General Fund |
| | | | | | **$ 2,719,507** | **$ 2,110,000** | **$ 210,000** | |
| PWTFL 04-691-PRE-132 | American Lake Gardens/ Tillicum Sewer | 7/7/2005 | 7/7/2024 | 1.00% | $ 593,864 | $ 297,152 | $ 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% | $ 5,000,000 | $ 3,533,785 | $ 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% | $ 1,840,000 | $ 1,456,366 | $ 108,000 | Assessments on all Lakewood Sewer Accounts |
| | | | | | **$ 7,433,864** | **$ 5,287,302** | **$ 445,000** | |
| Combined Local Improve District (CLID) 1101/1103 | Street Improvements | 12/1/2006 | 12/1/2026 | 3.75 - 4.65% | $ 2,824,704 | $ 1,115,000 | $ 156,000 | Assessment on Eight Property Owners |
| Local Improvement District (LID) 1108 | Street Improvements | 1/1/2008 | 12/1/2027 | 4.22 - 5.3% | $ 880,000 | $ 457,959 | $ 57,000 | Assessment on Single Business |
| | | | | | **$ 3,704,704** | **$ 1,572,959** | **$ 213,000** | |
| 59th Avenue Promissory Note | Right-of-Way / Roadway in Lakewood | 4/30/2005 | 4/30/2024 | 3.74% | $ 1,071,000 | $ 632,713 | $ 77,000 | General Fund |
| | | | | | **$ 1,071,000** | **$ 632,713** | **$ 77,000** | |
| | | | | | **$ 14,929,075** | **$ 9,602,974** | **$ 945,000** | |

While the city has limited service requirements, there is one area that will deserve some attention in the coming years, compensated absences. Compensated absences are an unfunded liability comprised of all outstanding vacation pay and accrued compensatory time that is recorded as an expenditure when paid. This occurs when an employee uses vacation or compensatory time when an employee leaves the City. The calculation is made on an annual basis. As of December 31, 2014, this unfunded liability totals $2.2M.

| Legacy Cost<br>December 31, 2014 | | |
|---|---|---|
| **Group** | **FTE** | **Total Liability** |
| Non Rep | 33.00 | $ 305,990 |
| AFSCME | 92.93 | 615,618 |
| LPMG | 5.00 | 98,533 |
| LPIG | 93.00 | 1,192,564 |
| Teamsters | 5.00 | 16,421 |
| **Total** | **228.93** | **$ 2,229,126** |

## By Fund Summary

The following table provides a summary of each fund's activity as of March 31, 2015.

| Fund #/Fund Name | Beginning Fund Balance 1/1/2015 | 2015 YTD March Revenues * | 2015 YTD March Expenditures ** | Revenue Over/(Under) Expenditures | Ending Fund Balance 3/31/2015 | Cash & Invest Balance 3/31/2015 |
|---|---|---|---|---|---|---|
| **Total All Funds** | **$ 21,059,960** | **$ 17,043,037** | **$ 15,847,039** | **$ 1,195,997** | **$ 22,255,965** | **$ 14,075,816** |
| | | | | | | |
| ***001General Fund*** | **$ 4,532,693** | **$ 10,215,283** | **$ 8,849,310** | **$ 1,365,972** | **$ 5,898,666** | **$ 630,595** |
| | | | | | | |
| ***1XX Special Revenue Funds*** | **$ 3,272,942** | **$ 1,708,901** | **$ 2,241,992** | **$ (533,091)** | **$ 2,739,852** | **$ 1,189,749** |
| 101 Street Operations & Maintenance | (0) | 631,579 | 631,579 | (0) | (0) | (90,780) |
| 102 Real Estate Excise Tax | 1,118,529 | 398,139 | 1,182,522 | (784,383) | 334,146 | (874,880) |
| 103 Transportation Benefit District | - | 475 | 2,500 | (2,025) | (2,025) | (2,025) |
| 104 Hotel/Motel Lodging Tax | 1,028,557 | 130,811 | 53,064 | 77,747 | 1,106,304 | 1,012,153 |
| 105 Property Abatement | 261,771 | - | 33,062 | (33,062) | 228,709 | 206,465 |
| 106 Public Art | 25,388 | 1,000 | - | 1,000 | 26,388 | 26,389 |
| 180 Narcotics Seizure | 483,272 | 40,451 | 32,052 | 8,399 | 491,670 | 527,416 |
| 181 Felony Seizure | 5,044 | - | 3,913 | (3,913) | 1,131 | 1,130 |
| 182 Federal Seizure | 71,787 | 32,537 | 26,851 | 5,686 | 77,473 | 78,177 |
| 190 Grants | 22,381 | 244,399 | 235,008 | 9,391 | 31,772 | (144,878) |
| 191 Neighborhood Stabilization Program | 171,277 | - | - | - | 171,277 | 171,277 |
| 192 Office of Economic Adjustment Grant | 84,719 | 202,001 | 38,930 | 163,071 | 247,790 | 255,074 |
| 195 Public Safety Grants | 216 | 27,511 | 2,511 | 25,000 | 25,216 | 24,231 |
| ***2XX Debt Service Fund*** | **$ 1,043,703** | **$ 117,091** | **$ -** | **$ 117,091** | **$ 1,160,794** | **$ 1,160,794** |
| 201 General Obligation Bond Debt Service | - | - | - | - | - | - |
| 202 Local Improvement District Debt Service | 1,051 | 0 | - | 0 | 1,051 | 1,051 |
| 204 Sewer Project Debt Service | 650,854 | 116,267 | - | 116,267 | 767,121 | 767,121 |
| 251 Local Improvement District Guaranty | 391,798 | 824 | - | 824 | 392,622 | 392,622 |
| ***3XX Capital Project Funds*** | **$ 800,249** | **$ 2,578,727** | **$ 2,001,996** | **$ 576,732** | **$ 1,376,981** | **$ 138,366** |
| 301 General Government CIP | 10,277 | 0 | 4,917 | (4,917) | 5,359 | 5,359 |
| 302 Transportation CIP | - | 2,520,821 | 1,983,271 | 537,550 | 537,550 | (703,849) |
| 311 Sewer Project CIP | 106,070 | - | 8,502 | (8,502) | 97,567 | 98,657 |
| 312 Sanitary Sewer Connection | 683,903 | 57,907 | 5,305 | 52,601 | 736,504 | 738,199 |
| ***4XX Enterprise Funds*** | **$ 6,868,242** | **$ 326,327** | **$ 803,392** | **$ (477,065)** | **$ 6,391,179** | **$ 6,176,197** |
| 401 Surface Water Management | 6,868,242 | 326,327 | 803,392 | (477,065) | 6,391,179 | 6,176,197 |
| ***5XX Internal Service Funds*** | **$ 4,542,131** | **$ 2,096,708** | **$ 1,950,350** | **$ 146,358** | **$ 4,688,495** | **$ 4,717,297** |
| 501 Vehicle & Equipment Replacement | 4,095,975 | 402,861 | 256,501 | 146,360 | 4,242,337 | 4,244,283 |
| 502 City Hall Facility Services | 446,156 | 128,782 | 128,782 | (0) | 446,157 | 450,122 |
| 503 Information Technology | - | 573,314 | 573,316 | (2) | (0) | 22,844 |
| 504 Risk Management | - | 991,751 | 991,751 | - | - | 47 |
| ***6XX Agency Funds*** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 62,819** |
| 634 Municipal Court | - | - | - | - | - | 60,124 |
| 635 Section 125 | - | - | - | - | - | 2,694 |

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

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

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual | | 2015 | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Annual | YTD March | Revised Bdgt | YTD March |
| **(001) GENERAL FUND** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| **Taxes** | **22,360,272** | **23,749,292** | **23,956,616** | **24,731,848** | **25,056,768** | **7,366,907** | **25,202,000** | **7,592,307** |
| Property Tax | 6,047,325 | 6,116,332 | 6,227,924 | 6,295,819 | 6,468,617 | 2,679,740 | 6,465,000 | 2,856,470 |
| Local Sales & Use Tax | 7,562,339 | 7,445,356 | 7,897,357 | 8,140,449 | 8,272,877 | 1,975,787 | 8,282,000 | 2,035,713 |
| Sales/Parks | 437,146 | 403,822 | 412,204 | 458,373 | 481,690 | 117,632 | 472,000 | 122,511 |
| Natural Gas Use Tax | - | 38,585 | 11,296 | 30,120 | 79,394 | 6,130 | 30,000 | 6,551 |
| Criminal Justice Sales Tax | 743,835 | 732,065 | 756,800 | 824,003 | 863,463 | 199,965 | 838,000 | 208,669 |
| Admissions Tax | 484,607 | 517,350 | 591,704 | 641,151 | 654,011 | 148,307 | 650,000 | 148,735 |
| Utility Tax | 4,448,209 | 6,047,025 | 5,622,338 | 5,899,854 | 5,747,855 | 1,611,400 | 5,987,000 | 1,543,913 |
| Leasehold Tax | 21,350 | 16,357 | 11,858 | 8,027 | 6,457 | - | 8,000 | 498 |
| Gambling Tax | 2,615,460 | 2,432,400 | 2,425,133 | 2,434,051 | 2,482,403 | 627,946 | 2,470,000 | 669,247 |
| **Franchise Fees** | **1,779,565** | **2,319,292** | **2,957,590** | **3,157,630** | **3,382,845** | **802,391** | **3,206,000** | **833,547** |
| Cable, Water, Sewer, Solid Waste | 1,395,706 | 1,558,420 | 2,169,251 | 2,342,256 | 2,524,420 | 587,784 | 2,379,000 | 619,995 |
| Tacoma Power | 383,859 | 760,872 | 788,340 | 815,374 | 858,425 | 214,606 | 827,000 | 213,552 |
| **Development Service Fees** | **814,328** | **961,142** | **1,026,342** | **863,469** | **1,096,893** | **247,061** | **973,450** | **247,512** |
| Building Permits | 338,983 | 499,942 | 476,429 | 379,184 | 443,123 | 82,719 | 423,000 | 74,331 |
| Other Building Permit Fees | 84,175 | 88,780 | 89,525 | 118,595 | 100,147 | 19,288 | 105,000 | 17,681 |
| Plan Review/Plan Check Fees | 343,557 | 330,472 | 409,876 | 317,008 | 466,631 | 111,829 | 375,000 | 137,050 |
| Other Zoning/Development Fees | 47,613 | 41,949 | 50,512 | 48,682 | 86,993 | 33,224 | 70,450 | 18,450 |
| **Licenses & Permits** | **402,881** | **460,532** | **372,188** | **468,159** | **447,376** | **237,099** | **454,800** | **205,804** |
| Business License | 253,803 | 279,507 | 174,708 | 279,070 | 270,375 | 168,145 | 260,000 | 154,355 |
| Alarm Permits & Fees | 103,862 | 133,322 | 142,276 | 157,742 | 135,883 | 36,341 | 159,000 | 28,683 |
| Animal Licenses | 45,216 | 47,704 | 55,203 | 31,346 | 41,118 | 32,613 | 35,800 | 22,766 |
| **State Shared Revenues** | **1,078,983** | **969,705** | **1,024,462** | **1,044,464** | **1,146,708** | **269,765** | **1,103,600** | **287,129** |
| Sales Tax Mitigation | 62,808 | 39,782 | 49,158 | 48,029 | 48,556 | 12,176 | 49,000 | 12,229 |
| Criminal Justice | 121,941 | 121,470 | 123,883 | 131,854 | 147,169 | 33,298 | 135,300 | 26,455 |
| Criminal Justice High Crime | 132,507 | 119,789 | 125,164 | 263,208 | 332,925 | 76,782 | 298,100 | 84,251 |
| Liquor Excise Tax | 291,060 | 283,260 | 145,808 | 77,675 | 99,953 | 17,868 | 111,100 | 36,317 |
| Liquor Board Profits | 470,667 | 405,405 | 580,449 | 523,698 | 518,105 | 129,640 | 510,100 | 127,877 |
| **Intergovernmental** | **306,391** | **482,732** | **351,908** | **360,563** | **353,747** | **53,432** | **417,224** | **45,560** |
| Police FBI & Other Misc | 55,883 | 47,747 | 18,263 | 36,912 | 37,607 | 3,432 | 21,752 | - |
| Police-Animal Svcs-Steilacoom | 19,326 | 25,803 | 24,463 | 11,642 | 10,586 | - | 13,000 | - |
| Police-Animal Svcs-Dupont | 17,335 | 34,182 | 34,182 | 26,868 | 20,554 | - | 27,000 | - |
| Muni Court-University Place Contract | - | 225,000 | 225,000 | 227,640 | 225,000 | - | 171,002 | 14,215 |
| Muni Court-Town of Steilacoom Contract | - | - | - | 7,500 | 10,000 | - | 99,349 | 16,504 |
| Muni Court-City of Dupont | | | - | - | - | - | 85,121 | 14,840 |
| Parks & Recreation | 213,847 | 150,000 | 50,000 | 50,000 | 50,000 | 50,000 | - | - |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual | | 2015 | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Annual | YTD March | Revised Bdgt | YTD March |
| **(001) GENERAL FUND-continued** | | | | | | | | |
| **Charges for Services & Fees** | **1,023,270** | **1,098,341** | **1,076,914** | **1,045,767** | **1,003,355** | **138,966** | **939,500** | **183,529** |
| Parks & Recreation Fees | 210,224 | 216,412 | 237,203 | 234,548 | 234,414 | 42,301 | 257,500 | 39,522 |
| Court Transport-University Place | - | 8,525 | 15,290 | 13,915 | 11,220 | 2,695 | - | - |
| Court Transport-Steilacoom | | | - | - | 2,805 | - | - | - |
| Police - Various Contracts | 24,794 | 19,163 | 11,251 | 3,150 | 3,695 | 250 | - | 150 |
| Police - Towing Impound Fees | - | 145,082 | 99,800 | 77,300 | 49,300 | 14,500 | 40,000 | 12,500 |
| Police - Extra Duty | 514,448 | 429,850 | 448,196 | 471,746 | 398,599 | 77,379 | 400,000 | 65,991 |
| Police - Dispatch Services WSH | 269,838 | 270,072 | 253,522 | 239,009 | 288,027 | - | 231,000 | 62,902 |
| Other | 3,967 | 9,237 | 11,652 | 6,098 | 15,295 | 1,841 | 11,000 | 2,463 |
| **Fines & Forfeitures** | **1,722,695** | **2,038,586** | **2,419,617** | **2,342,639** | **2,123,056** | **535,013** | **2,224,600** | **596,101** |
| Municipal Court | 926,257 | 1,231,477 | 1,596,299 | 1,514,628 | 1,384,894 | 354,222 | 1,444,100 | 400,575 |
| Photo Infraction | 768,908 | 765,151 | 789,539 | 793,105 | 704,211 | 177,858 | 750,000 | 186,893 |
| Penalties & Interest - Taxes | 27,530 | 41,957 | 33,779 | 34,907 | 33,952 | 2,933 | 30,500 | 8,633 |
| **Miscellaneous/Interest/Other** | **183,670** | **50,145** | **42,724** | **79,673** | **106,097** | **49,730** | **43,600** | **33,187** |
| Interest Earnings | 29,479 | 6,035 | 3,358 | 2,387 | 7,202 | 158 | 2,000 | 2,403 |
| Miscellaneous/Other | 154,192 | 44,110 | 39,367 | 77,286 | 98,895 | 49,572 | 41,600 | 30,784 |
| **Interfund Transfers** | **443,980** | **259,700** | **269,700** | **298,060** | **313,060** | **74,514** | **284,700** | **82,425** |
| Transfers In - Fund 101 Street O&M | 28,360 | - | - | 28,360 | 28,360 | 7,089 | - | - |
| Tranfsers In - Fund 102 Street Capital | 163,280 | - | - | - | - | - | - | - |
| Transfer In - Fund 401 SWM Operations | 252,340 | 259,700 | 269,700 | 269,700 | 284,700 | 67,425 | 284,700 | 82,425 |
| **Subtotal Operating Revenues** | **30,116,036** | **32,389,466** | **33,498,061** | **34,392,273** | **35,029,905** | **9,774,878** | **34,849,474** | **10,107,099** |
| *EXPENDITURES:* | | | | | | | | |
| **City Council** | **93,597** | **99,617** | **97,927** | **85,530** | **94,441** | **28,808** | **89,950** | **20,045** |
| Legislative | 89,393 | 93,467 | 95,156 | 80,745 | 90,811 | 26,858 | 86,500 | 20,045 |
| Sister City | 4,204 | 6,150 | 2,771 | 4,784 | 3,631 | 1,950 | 3,450 | - |
| **City Manager** | **490,397** | **482,766** | **409,921** | **419,386** | **528,918** | **119,146** | **544,790** | **153,303** |
| Executive | 327,520 | 355,725 | 363,400 | 307,955 | 425,967 | 94,659 | 419,310 | 127,179 |
| Governmental Relations | 162,877 | 127,040 | 46,521 | 111,431 | 102,950 | 24,486 | 125,480 | 26,124 |
| **Municipal Court** | **1,429,939** | **1,596,425** | **1,679,120** | **1,721,223** | **1,893,926** | **410,218** | **1,775,640** | **508,089** |
| Judicial Services | 905,101 | 881,460 | 962,456 | 1,028,035 | 986,509 | 258,618 | 967,930 | 349,471 |
| Professional Services | 219,935 | 328,274 | 350,005 | 292,830 | 444,802 | 50,932 | 457,500 | 73,221 |
| Probation & Detention | 304,902 | 386,691 | 366,659 | 400,358 | 462,615 | 100,667 | 350,210 | 85,396 |
| **Administrative Services** | **3,229,080** | **3,574,503** | **3,353,185** | **3,322,082** | **3,441,279** | **1,369,030** | **1,408,210** | **460,140** |
| Finance | 1,116,076 | 1,261,533 | 1,208,779 | 1,194,573 | 1,148,980 | 292,381 | 966,460 | 347,506 |
| Information Technology | 1,073,605 | 1,155,848 | 986,962 | 851,501 | 869,656 | 222,660 | - | 217 |
| Human Resources & Safety | 490,886 | 477,791 | 478,017 | 490,739 | 493,076 | 118,851 | 441,750 | 112,417 |
| Risk Management | 548,514 | 679,331 | 679,428 | 785,270 | 929,567 | 735,138 | - | - |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual | | 2015 | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Annual | YTD March | Revised Bdgt | YTD March |
| **(001) GENERAL FUND-continued** | | | | | | | | |
| **Legal** | **1,404,412** | **1,511,178** | **1,407,092** | **1,249,436** | **1,272,057** | **302,337** | **1,580,960** | **404,671** |
| Legal (Civil & Criminal) | 1,098,101 | 1,218,883 | 1,186,678 | 991,955 | 1,057,235 | 272,569 | - | |
| Civil Legal Services | - | - | - | - | - | - | 729,280 | 250,799 |
| Criminal Prosecution Services | - | - | - | - | - | - | 458,060 | 97,173 |
| City Clerk | 306,311 | 144,986 | 133,408 | 124,707 | 133,536 | 29,768 | 249,620 | 56,699 |
| Election | - | 147,308 | 87,006 | 132,774 | 81,286 | - | 144,000 | - |
| **Community & Economic Development** | **2,208,234** | **2,145,108** | **2,036,213** | **2,219,754** | **2,068,245** | **424,897** | **1,852,835** | **436,384** |
| Code Enforcement | 239,550 | 255,437 | 276,269 | 282,706 | 282,065 | 68,286 | - | - |
| Planning | 747,322 | 793,082 | 822,696 | 680,926 | 676,832 | 142,898 | - | - |
| Current Planning | - | - | - | - | - | - | 564,014 | 245,819 |
| Advance Planning | - | - | - | - | - | - | 353,272 | 37,557 |
| Building | 888,501 | 808,503 | 535,815 | 848,485 | 817,591 | 130,354 | 808,999 | 121,736 |
| Eonomic Development | 332,861 | 288,087 | 401,433 | 407,637 | 291,756 | 83,359 | 126,550 | 31,272 |
| **Parks, Recreation & Community Services** | **2,066,238** | **2,165,104** | **2,165,776** | **1,997,690** | **2,155,686** | **336,109** | **2,428,260** | **510,586** |
| Human Services | 512,573 | 510,489 | 445,958 | 376,008 | 366,512 | 11,049 | 387,820 | 10,325 |
| Administration | 205,359 | 204,221 | 209,047 | 196,770 | 201,177 | 47,881 | 221,380 | 53,042 |
| Recreation | 316,386 | 355,653 | 381,941 | 346,398 | 301,182 | 58,117 | 388,320 | 60,035 |
| Senior Services | 201,264 | 226,560 | 189,836 | 200,651 | 207,557 | 47,610 | 204,690 | 43,616 |
| Parks Facilities | 439,314 | 457,365 | 489,109 | 459,913 | 481,251 | 82,283 | 571,020 | 218,952 |
| Fort Steilacoom | 391,342 | 410,815 | 449,884 | 417,950 | 443,644 | 89,170 | 452,300 | 96,749 |
| Street Landscape Maintenance | | | - | - | 154,363 | - | 202,730 | 27,866 |
| **Police** | **19,032,395** | **19,265,013** | **19,297,759** | **19,844,706** | **19,600,949** | **4,768,240** | **21,031,567** | **5,811,514** |
| Command | 1,912,891 | 2,060,187 | 1,835,726 | 1,887,065 | 1,804,138 | 390,139 | 3,420,505 | 1,468,548 |
| Jail Service | 1,198,375 | 1,224,888 | 1,007,157 | 883,655 | 693,896 | 164,027 | 638,060 | 160,635 |
| Dispatch Services/SS911 | 2,413,447 | 2,456,743 | 2,424,764 | 2,440,224 | 2,027,605 | 526,064 | 2,111,410 | 460,619 |
| Investigations | 2,347,695 | 2,269,674 | 2,458,584 | 2,512,500 | 2,491,608 | 660,433 | 3,566,000 | 831,225 |
| Patrol | 5,897,524 | 6,327,816 | 6,586,617 | 6,553,810 | 6,722,494 | 1,631,650 | 6,853,947 | 1,636,512 |
| Special Units | 1,000,568 | 982,802 | 970,835 | 1,000,039 | 1,223,404 | 263,466 | 110,850 | 43,761 |
| SWAT | 103,957 | 101,258 | 102,896 | 106,189 | 107,997 | 29,309 | 73,710 | 20,280 |
| Crime Prevention | 897,543 | 461,566 | 511,007 | 848,470 | 757,439 | 210,481 | 911,480 | 210,040 |
| Contracted Services (Extra Duty, offset by Revenue) | 559,088 | 479,452 | 479,368 | 519,277 | 441,460 | 123,739 | 400,000 | 143,259 |
| Community Safety Resource Team (CSRT) | 314,446 | 357,680 | 367,392 | 394,263 | 321,782 | 104,526 | 407,430 | 135,367 |
| Training | 139,965 | 192,417 | 192,524 | 179,494 | 217,496 | 42,966 | 107,425 | 31,272 |
| Traffic Policing | 947,123 | 1,085,217 | 1,076,032 | 1,183,591 | 1,259,338 | 306,375 | 1,334,190 | 299,087 |
| Property Room | 252,958 | 274,835 | 275,746 | 309,188 | 299,386 | 67,377 | 296,270 | 68,217 |
| Reimbursements | 176,259 | 152,513 | 159,210 | 295,434 | 493,432 | 60,312 | 82,340 | 129,011 |
| Emergency Management | 64,453 | 52,430 | 48,505 | 4,464 | 14,407 | 1,050 | 19,590 | - |
| Animal Control | 306,555 | 276,732 | 293,566 | 280,929 | 308,667 | 76,549 | 308,360 | 77,590 |
| Road & Street/Camera Enforcement | 499,549 | 508,803 | 507,831 | 446,113 | 416,400 | 109,778 | 390,000 | 96,092 |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **(001) GENERAL FUND-continued** | | | | | | | | |
| **Property Management** | **791,204** | **759,895** | **819,370** | **861,916** | **825,723** | **172,875** | - | - |
| Facilities Maintenance | 414,122 | 376,856 | 456,299 | 330,341 | 273,676 | 60,645 | - | - |
| City Hall Facility | 153,456 | 154,601 | 85,462 | 105,536 | 96,752 | 23,637 | - | - |
| Law Enforcement Facilities | 123,627 | 128,438 | 120,017 | 277,217 | 296,394 | 53,812 | - | - |
| Parking Facilities/Light Rail | 100,000 | 100,000 | 157,592 | 148,822 | 158,902 | 34,780 | - | - |
| **Non-Departmental** | **603,005** | **633,752** | **616,361** | **510,760** | **483,741** | **77,938** | **2,624,360** | **50,231** |
| Commute Trip Reduction | 1,409 | 3,824 | 6,422 | 3,681 | 7,942 | 2,072 | - | 134 |
| Fleet Management | 115,728 | 113,647 | 29,940 | 945 | 1,844 | 186 | - | - |
| Other (affects many departments) | 155,051 | 189,203 | 250,232 | 185,893 | 147,701 | 65,811 | 131,290 | 46,572 |
| Liquor/Pollution Control | 41,548 | 40,808 | 41,496 | 34,334 | 38,496 | 9,869 | - | - |
| Unallocated Internal Service Charges | | | - | - | - | - | 2,117,404 | 3,525 |
| Debt Service | 289,270 | 286,270 | 288,270 | 285,908 | - | - | - | - |
| Transfer to Fund 105/190 Abatement Program | | | - | - | - | - | 35,000 | |
| Transfer to Fund 201 GO Bond Debt Service | | | - | - | 287,758 | - | 340,666 | - |
| **Interfund Transfers** | **-** | **1,075,671** | **1,069,266** | **1,064,780** | **1,036,675** | **185,197** | **947,186** | **411,829** |
| Transfer to Fund 101 Street O&M | - | 1,041,221 | 1,032,826 | 1,029,780 | 1,001,675 | 150,197 | 947,186 | 411,829 |
| Transfer to Fund 102 Street Capital | - | 34,450 | 36,440 | 35,000 | 35,000 | 35,000 | - | - |
| **Contributions to Reserve Funds** | **687,821** | **777,820** | **-** | **920,300** | **920,300** | **230,073** | **-** | **-** |
| Contribution to Fund 501 Vehicle & Equip Reserves | 687,821 | 777,820 | - | 920,300 | 920,300 | 230,073 | - | - |
| **Subtotal Operating Expenditures** | **32,036,323** | **34,086,852** | **32,951,989** | **34,217,562** | **34,321,939** | **8,424,869** | **34,283,758** | **8,766,790** |
| **OPERATING INCOME (LOSS)** | **$ (1,920,287)** | **$ (1,697,386)** | **$ 546,072** | **$ 174,711** | **$ 707,965** | **$ 1,350,009** | **$ 565,716** | **$ 1,340,309** |
| *OTHER FINANCING SOURCES:* | | | | | | | | |
| **Grants, Donations/Contrib, 1-Time** | **234,570** | **288,144** | **830,521** | **695,838** | **299,991** | **86,286** | **297,458** | **108,183** |
| Contibutions/Donations | 51,157 | 61,531 | 72,034 | 39,773 | 47,889 | 4,946 | 68,000 | 28,352 |
| Misc/Other | | | - | 356,873 | - | - | - | - |
| Intergovernmental | - | - | 581,260 | - | - | | - | |
| Loan Receipts | - | 125,817 | - | - | - | - | - | - |
| Proceeds from Sale of Assets/Capital Lease | - | - | - | - | - | - | - | 1 |
| Grants | 183,412 | 100,795 | 177,227 | 299,192 | 252,102 | 81,340 | 229,458 | 79,830 |
| **Transfers In** | **577,861** | **27,056** | **19,901** | **398,392** | **2,015,015** | **-** | **40,802** | **-** |
| Transfer In - Fund 180 Narcotics Seizure | | | - | - | 14,061 | - | - | - |
| Transfer In - Fund 181 Felony Seizure | | | - | - | 85,939 | - | - | - |
| Tranfser In - Various Grant Funds | 577,861 | 24,323 | 16,025 | - | - | - | - | - |
| Transfer In - Fund 190 Grants | - | - | - | - | 840,056 | - | - | - |
| Transfer In - Fund 195 Public Safety Grant | - | - | 3,000 | - | - | - | - | - |
| Transfer In - Fund 301 General Governmental CIP | - | - | - | 398,392 | - | - | - | - |
| Transfer in - Fund 311 Sewer CIP | - | 2,733 | - | - | - | - | - | - |
| Transfer In - Fund 312 Sanitary Sewer Connect CIP | - | - | 876 | - | - | - | - | - |
| Transfer In - Fund 501 Fleet & Equipment | | | - | - | 1,074,959 | - | 40,802 | - |
| **Subtotal Other Financing Sources** | **$ 812,431** | **$ 315,199** | **$ 850,422** | **$ 1,094,230** | **$ 2,315,006** | **$ 86,286** | **$ 338,260** | **$ 108,183** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **(001) GENERAL FUND-continued** | | | | | | | | |
| *OTHER FINANCING USES:* | | | | | | | | |
| **Capital & Other 1-Time** | **379,668** | **195,364** | **305,385** | **1,295,389** | **973,111** | **9,750** | **544,994** | **27,520** |
| Municipal Court | - | - | - | 34,039 | 51,459 | - | 50,000 | - |
| City Council | | | - | - | 5,264 | - | - | |
| City Manager | | | - | 2,301 | 18,000 | - | 10,000 | - |
| Administrative Services | 251,955 | 152,067 | 114,355 | 999,976 | 285,692 | 8,132 | 114,322 | - |
| Non-Dept - To Be Categorized | - | - | - | 36,000 | - | - | - | |
| Legal/Clerk | 2,519 | - | - | 7,663 | 21,209 | 1,619 | 120,271 | 5,564 |
| Community & Economic Development | - | - | - | 101,673 | 338,966 | - | 111,075 | 21,956 |
| Parks, Recreation & Community Services | 100,000 | 7,900 | - | 79,034 | 9,725 | - | - | - |
| Police | 781 | 26,669 | 11,736 | 34,703 | 215,412 | - | 139,326 | - |
| Police-Donated Funds | 161 | 8,728 | - | - | - | - | - | - |
| Public Works/Property Management | 24,251 | - | 52,205 | - | 27,385 | - | - | - |
| Interfund Loans | - | - | 127,089 | - | - | - | - | - |
| **Interfund Transfers** | **230,038** | **165,000** | **30,739** | **8,179** | **97,848** | **-** | **901,229** | **55,000** |
| Transfer Out - Fund 101 Street O&M | | | - | - | 37,000 | - | 15,000 | |
| Transfer Out - Fund 102 Street Capital | - | - | - | 3,826 | - | - | - | |
| Transfer Out - Fund 106 Public Art | - | - | - | 2,000 | - | - | - | - |
| Transfer Out - Fund 182 Federal Seizure | 80,038 | - | - | - | - | - | - | - |
| Transfer Out - Fund 192 OEA Grant | - | - | - | - | 50,000 | - | 50,000 | 50,000 |
| Transfer Out - Fund 195 Police Grants | - | - | - | 2,353 | 10,848 | - | - | - |
| Transfer Out - Fund 203 Police Facility Debt Svc | - | - | - | - | - | - | - | - |
| Transfer Out - Fund 301 General Govt'l/Parks CIP | 150,000 | 50,000 | - | - | - | - | 146,729 | - |
| Transfer Out - Fund 302 Transportation CIP | | | | | | | 689,500 | 5,000 |
| Transfer Out - Fund 401 Surface Water Mgmt | - | - | 22,065 | - | - | - | - | - |
| Transfer Out - Fund 501 Fleet & Equip Reserves | - | - | 8,674 | - | - | - | - | - |
| Transfer Out - Fund 502 Property Management | - | 115,000 | - | - | - | - | - | - |
| **Subtotal Other Financing Uses** | **$ 609,706** | **$ 360,364** | **$ 336,124** | **$ 1,303,568** | **$ 1,070,959** | **$ 9,750** | **$ 1,446,223** | **$ 82,520** |
| | | | | | | | | |
| **Total Revenues and Other Sources** | **$ 30,928,467** | **$ 32,704,666** | **$ 34,348,483** | **$ 35,486,503** | **$ 37,344,911** | **$ 9,861,164** | **$ 35,187,734** | **$ 10,215,283** |
| **Total Expenditures and other Uses** | **$ 32,646,028** | **$ 34,447,216** | **$ 33,288,113** | **$ 35,521,130** | **$ 35,392,899** | **$ 8,434,619** | **$ 35,729,981** | **$ 8,849,310** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ 5,015,050** | **$ 3,297,488** | **$ 1,554,938** | **$ 2,615,308** | **$ 2,580,681** | **$ 2,580,681** | **$ 4,532,693** | **$ 4,532,693** |
| **Ending Fund Balance:** | **$ 3,297,488** | **$ 1,554,938** | **$ 2,615,308** | **$ 2,580,681** | **$ 4,532,693** | **$ 4,007,226** | **$ 3,990,446** | **$ 5,898,666** |
| Ending Fund Balance as a % of Gen/Street Operating Rev | 10.3% | 4.7% | 7.6% | 7.3% | 12.6% | 40.2% | 11.2% | 57.1% |
| Reserve - Total Target 12% of Gen/Street Operating Reve | $ 3,842,396 | $ 3,995,901 | $ 4,133,319 | $ 4,237,447 | $ 4,316,235 | $ 1,197,504 | $ 4,285,881 | $ 4,285,881 |
| 2% Contingency Reserves | $ 640,399 | $ 665,984 | $ 688,886 | $ 706,241 | $ 719,372 | $ 199,584 | $ 714,313 | $ 714,313 |
| 5% General Fund Reserves | $ 1,600,998 | $ 1,664,959 | $ 1,722,216 | $ 1,765,603 | $ 1,798,431 | $ 498,960 | $ 1,785,784 | $ 1,785,784 |
| 5% Strategic Reserves | $ 1,600,998 | $ 1,664,959 | $ 1,722,216 | $ 1,765,603 | $ 1,798,431 | $ 498,960 | $ 1,785,784 | $ 1,785,784 |
| Unreserved / (12% Target Reserves Shortfall): | $ (544,908) | $ (2,440,963) | $ (1,518,011) | $ (1,656,766) | $ 216,459 | $ 2,809,722 | $ (295,435) | $ 1,612,785 |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 101 STREET OPERATIONS & MAINTENANCE** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Utility Tax | 680,143 | - | - | - | - | - | - | - |
| Franchise Fees | 252,545 | - | - | - | - | - | - | - |
| Permits | 73,020 | 48,486 | 99,092 | 60,733 | 84,653 | 7,147 | 28,000 | 15,951 |
| Engineering Review Fees | 200 | 850 | 3,400 | 300 | 1,303 | 50 | 300 | 650 |
| Motor Vehicle Fuel Tax | 894,867 | 860,093 | 843,743 | 858,750 | 852,760 | 197,129 | 837,900 | 200,064 |
| Interest Earnings | 3,152 | 283 | 28 | 5 | 2 | - | - | - |
| **Subtotal Operating Revenues** | **$ 1,903,927** | **$ 909,712** | **$ 946,263** | **$ 919,788** | **$ 938,717** | **$ 204,325** | **$ 866,200** | **$ 216,665** |
| *EXPENDITURES:* | | | | | | | | |
| Emergency Services | - | - | - | - | - | - | - | - |
| Street Lighting | 451,591 | 445,851 | 450,903 | 491,047 | 490,880 | 85,892 | 402,924 | 92,202 |
| Traffic Control Devices | 492,992 | 542,803 | 493,295 | 569,775 | 548,874 | 92,260 | 370,730 | 76,855 |
| Snow & Ice Response | 66,459 | 29,896 | 82,009 | 38,209 | 28,643 | 13,719 | 15,850 | 261 |
| Road & Street Preservation | 924,135 | 1,049,616 | 1,110,566 | 982,697 | 969,480 | 249,724 | 1,022,733 | 448,736 |
| Transfer Out - Fund 001 General Admin Support | 28,360 | - | - | 28,360 | 28,360 | 7,089 | - | - |
| Contribution to Fleet & Equipment Reserves | 116,101 | 100,000 | - | 100 | 100 | 100 | - | - |
| **Subtotal Operating Expenditures** | **$ 2,079,639** | **$ 2,168,166** | **$ 2,136,773** | **$ 2,110,188** | **$ 2,066,337** | **$ 448,785** | **$ 1,812,237** | **$ 618,053** |
| **OPERATING INCOME (LOSS)** | **$ (175,711)** | **$ (1,258,454)** | **$ (1,190,510)** | **$ (1,190,400)** | **$ (1,127,620)** | **$ (244,460)** | **$ (946,037)** | **$ (401,388)** |
| *OTHER FINANCING SOURCES:* | | | | | | | | |
| Grants | - | 9,117 | 30,471 | - | - | - | - | - |
| Donations/Contributions | - | - | - | - | 4,146 | 146 | - | - |
| Proceeds from Sale of Assets/Capital Lease | - | 67,057 | 70,600 | 93,944 | (2,096) | 7,568 | 10,000 | 2,288 |
| Judgments, Settlements/Miscellaneous | 1,620 | 10,186 | 10,924 | 14,341 | 16,205 | 3,579 | 11,000 | 797 |
| Transfer In From General Fund | - | 1,041,221 | 1,032,826 | 1,029,780 | 1,038,675 | 150,197 | 962,186 | 411,829 |
| Transfer In - Fund 102 Street Capital | - | - | 134,552 | 56,000 | - | - | - | - |
| Transfer In - Fund 401 Surface Water Mgmt | - | 11,379 | 6,325 | - | - | - | - | - |
| **Subtotal Other Financing Sources** | **$ 1,620** | **$ 1,138,960** | **$ 1,285,698** | **$ 1,194,066** | **$ 1,056,931** | **$ 161,490** | **$ 983,186** | **$ 414,914** |
| *OTHER FINANCING USES:* | | | | | | | | |
| Grants/Other | - | 9,117 | 30,471 | 76,589 | 12,280 | - | 22,149 | - |
| Building, Vehicles, Equipment | 35,885 | 82,767 | 6,432 | - | - | - | - | 13,526 |
| Construction - Traffic Control | 99,820 | 18,214 | 42,779 | - | - | - | 15,000 | - |
| **Subtotal Other Financing Uses** | **$ 135,705** | **$ 110,098** | **$ 79,682** | **$ 76,589** | **$ 12,280** | **$ -** | **$ 37,149** | **$ 13,526** |
| | | | | | | | | |
| **Total Revenues and Other Sources** | **$ 1,905,547** | **$ 2,048,672** | **$ 2,231,961** | **$ 2,113,854** | **$ 1,995,648** | **$ 365,816** | **$ 1,849,386** | **$ 631,579** |
| **Total Expenditures and other Uses** | **$ 2,215,343** | **$ 2,278,264** | **$ 2,216,455** | **$ 2,186,777** | **$ 2,078,617** | **$ 448,785** | **$ 1,849,386** | **$ 631,579** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ 679,775** | **$ 369,978** | **$ 140,386** | **$ 155,892** | **$ 82,969** | **$ 82,969** | **$ (0)** | **$ (0)** |
| **Ending Fund Balance:** | **$ 369,978** | **$ 140,386** | **$ 155,892** | **$ 82,969** | **$ (0)** | **$ (0)** | **$ (0)** | **$ (0)** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 102 REAL ESTATE EXCISE TAX (Street Capital Fund prior to 2015)** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Utility Tax | 62,570 | - | - | - | - | - | - | - |
| Real Estate Excise Tax | 631,619 | 561,659 | 621,821 | 1,151,297 | 1,100,298 | 200,889 | 937,000 | 397,389 |
| Solid Waste Recycling Licenses & Permits | 2,300 | 100 | - | 1,600 | 1,300 | 1,300 | - | - |
| Tacoma Power | 139,226 | - | - | - | - | - | - | - |
| Motor Vehicle Fuel Tax | 372,861 | 351,306 | 344,627 | 350,757 | 348,310 | 80,517 | - | - |
| Intergovernmental | 679,622 | 354 | - | - | - | - | - | - |
| Engineering Services | - | - | - | 9,144 | 475,145 | - | - | - |
| Mitigation Fees | - | - | - | - | 400,114 | - | - | - |
| Interest Earnings | 9,868 | 442 | 83 | 139 | 105 | 18 | - | - |
| Grants | 4,452,055 | 2,620,519 | 6,401,471 | 2,891,751 | 3,768,444 | 87,938 | - | - |
| Private Utilities | - | - | - | - | - | - | - | - |
| Donations/Contributions | 111,344 | 31,267 | 161,446 | 234,253 | 10,837 | - | - | - |
| Proceeds from Sale of Assets/Capital Lease | 750 | - | 52,886 | 1,500 | - | - | - | 750 |
| Judgments, Settlements/Miscellaneous | 264 | - | - | 15 | - | - | - | - |
| Transfer In From 001 General Fund | - | 34,450 | 36,440 | 38,826 | 35,000 | 35,000 | - | - |
| Transfer In - Fund 190 Grant | - | 2,059 | - | - | - | - | - | - |
| Transfer In - Fund 401 Surface Water Mgmt | 1,611,330 | 395,949 | 704,882 | 108,004 | 44,890 | - | - | - |
| **Total Revenue** | **$ 8,073,808** | **$ 3,998,104** | **$ 8,323,657** | **$ 4,787,286** | **$ 6,184,443** | **$ 405,663** | **$ 937,000** | **$ 398,139** |
| *EXPENDITURES:* | | | | | | | | |
| Capital Projects | 8,554,433 | 3,993,890 | 8,286,000 | 4,253,248 | 5,419,063 | 330,559 | - | - |
| Vehicle and Equipment | 66,898 | - | - | - | - | - | - | - |
| Transfer Out - Fund 001 General Admin Support | 122,460 | - | - | - | - | - | - | - |
| Transfer Out - Fund 001 General Fund | 40,820 | - | - | - | - | - | - | - |
| Transfer Out - Fund 101 Street O&M | - | - | 134,552 | 56,000 | - | - | - | - |
| Transfer Out - Fund 301 Parks CIP | | | | - | - | - | 72,000 | |
| Transfer Out - Fund 302 Transportation Capital | | | - | - | - | - | 1,593,635 | 1,182,522 |
| Transfer Out - Fund 401 Surface Water Mgmt | 38,500 | - | - | 300,000 | 487,975 | - | 389,169 | - |
| **Total Expenditures** | **$ 8,823,112** | **$ 3,993,890** | **$ 8,420,553** | **$ 4,609,248** | **$ 5,907,038** | **$ 330,559** | **$ 2,054,804** | **$ 1,182,522** |
| **Beginning Fund Balance:** | **$ 1,505,070** | **$ 755,767** | **$ 759,981** | **$ 663,085** | **$ 841,124** | **$ 841,124** | **$ 1,118,529** | **$ 1,118,529** |
| **Ending Fund Balance:** | **755,767** | **759,981** | **663,085** | **841,124** | **1,118,529** | **916,228** | **$ 725** | **334,146** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 103 LAKEWOOD TRANSPORTATION BENEFIT DISTRICT** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| $20 Vehicle License Fee (net of fee) | - | - | - | - | - | - | 572,000 | 475 |
| **Total Revenue** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 572,000** | **$ 475** |
| *EXPENDITURES:* | | | | | | | | |
| WCIA Risk Assessment | - | - | - | - | - | - | 2,500 | 2,500 |
| Transfer to Fund 302 Transportation Capital | - | - | - | - | - | - | 569,500 | - |
| **Total Expenditures** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 572,000** | **$ 2,500** |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance:** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **(2,025)** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 104 HOTEL/MOTEL LODGING TAX** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Special Hotel/Motel Lodging Tax | 400,243 | 375,170 | 341,154 | 383,578 | 399,904 | 81,642 | 357,000 | 92,848 |
| Transient Rental income Tax | 160,098 | 150,069 | 145,555 | 153,431 | 159,962 | 32,657 | 143,000 | 37,139 |
| Interest Earnings | 1,936 | 2,145 | 1,074 | 1,093 | 1,255 | 442 | - | 824 |
| **Total Revenues** | **$ 562,277** | **$ 527,383** | **$ 487,782** | **$ 538,102** | **$ 561,121** | **$ 114,740** | **$ 500,000** | **$ 130,811** |
| *EXPENDITURES:* | | | | | | | | |
| Administration | 33,122 | 30,381 | 35,877 | 34,359 | 19,319 | 2 | - | 281 |
| Lodging Tax Programs | 404,674 | 476,715 | 476,653 | 506,186 | 448,620 | 31,125 | 451,850 | 52,784 |
| **Total Expenditures** | **$ 437,796** | **$ 507,096** | **$ 512,530** | **$ 540,545** | **$ 467,938** | **$ 31,127** | **$ 451,850** | **$ 53,064** |
| **Beginning Fund Balance:** | **$ 817,795** | **$ 942,277** | **$ 962,564** | **$ 937,817** | **$ 935,374** | **$ 935,374** | **$ 1,028,557** | **$ 1,028,557** |
| **Ending Fund Balance:** | **$ 942,277** | **$ 962,564** | **$ 937,817** | **$ 935,374** | **$ 1,028,557** | **$ 1,018,988** | **$ 1,076,707** | **$ 1,106,304** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 105 PROPERTY ABATEMENT** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Abatement Charges | 119,774 | 52,723 | 95,069 | - | 47,549 | 16,550 | 13,700 | - |
| Interest Earnings | 5,949 | 3,236 | 1,497 | 146 | 123 | 19 | - | - |
| Judgments & Settlements | | | - | - | 20,002 | - | - | - |
| Transfer In - Fund 001 General | - | - | - | - | - | - | 35,000 | - |
| **Total Revenues** | **$ 125,723** | **$ 55,959** | **$ 96,566** | **$ 146** | **$ 67,674** | **$ 16,569** | **$ 48,700** | **$ -** |
| *EXPENDITURES:* | | | | | | | | |
| Abatement | 15,005 | 68,025 | 50,114 | 16,902 | 44,074 | 1,993 | 175,000 | 33,062 |
| **Total Expenditures** | **$ 15,005** | **$ 68,025** | **$ 50,114** | **$ 16,902** | **$ 44,074** | **$ 1,993** | **$ 175,000** | **$ 33,062** |
| **Beginning Fund Balance:** | **$ 109,823** | **$ 220,541** | **$ 208,475** | **$ 254,927** | **$ 238,171** | **$ 238,171** | **$ 261,771** | **$ 261,771** |
| **Ending Fund Balance:** | **$ 220,541** | **$ 208,475** | **$ 254,927** | **$ 238,171** | **$ 261,771** | **$ 252,746** | **$ 135,471** | **$ 228,709** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 106 PUBLIC ART** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Interest Earnings | - | - | - | - | 10 | 1 | - | - |
| Facilities Rental | - | - | - | 10,000 | 13,500 | 5,000 | 10,000 | 1,000 |
| Transfer In - Fund 001 General | - | - | - | 2,000 | - | - | - | - |
| **Total Revenues** | **$ -** | **$ -** | **$ -** | **$ 12,000** | **$ 13,510** | **$ 5,001** | **$ 10,000** | **$ 1,000** |
| *EXPENDITURES:* | | | | | | | | |
| Arts Commission Programs | - | - | - | - | 123 | - | 2,000 | - |
| **Total Expenditures** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 123** | **$ -** | **$ 2,000** | **$ -** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 12,001** | **$ 12,001** | **$ 25,388** | **$ 25,388** |
| **Ending Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ 12,000** | **$ 25,388** | **$ 17,002** | **$ 33,388** | **$ 26,388** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 180 NARCOTICS SEIZURE** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Forfeitures | 55,686 | 264,623 | 110,866 | 110,664 | 67,563 | 2,101 | 110,000 | 39,845 |
| Grants | - | - | 21,942 | 30,745 | 29,168 | 20,907 | 14,563 | 191 |
| Restitution/Settlements | - | (2,468) | 117,419 | - | - | - | - | - |
| Interest Earnings | 845 | 1,395 | 858 | 844 | 686 | 328 | - | 414 |
| Interfund Rent | 42,000 | 42,000 | 42,000 | 3,500 | - | - | - | - |
| Proceeds From Sale of Land | - | - | - | 514,181 | - | - | - | - |
| **Total Revenues** | **$ 98,531** | **$ 305,551** | **$ 293,085** | **$ 659,935** | **$ 97,417** | **$ 23,335** | **$ 124,563** | **$ 40,451** |
| *EXPENDITURES:* | | | | | | | | |
| Investigations | 117,315 | 128,496 | 151,650 | 165,290 | 283,413 | 66,162 | 333,113 | 32,052 |
| Interfund Loan Interest | - | - | 1,070 | - | - | - | - | - |
| Capital Purchases | - | - | - | 124,268 | 94,845 | 38 | - | - |
| Transfer Out - Fund 001 General | | | - | - | 14,061 | - | - | - |
| Transfer Out - Fund 181 Felony Seizures | 201,460 | - | - | - | - | - | - | - |
| **Total Expenditures** | **$ 318,775** | **$ 128,496** | **$ 152,720** | **$ 289,558** | **$ 392,319** | **$ 66,199** | **$ 333,113** | **$ 32,052** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ 310,621** | **$ 90,377** | **$ 267,432** | **$ 407,797** | **$ 778,174** | **$ 778,174** | **$ 483,272** | **$ 483,272** |
| **Ending Fund Balance:** | **$ 90,377** | **$ 267,432** | **$ 407,797** | **$ 778,174** | **$ 483,272** | **$ 735,309** | **$ 274,722** | **$ 491,670** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 181 FELONY SEIZURE** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| John School | 700 | - | - | - | - | - | - | - |
| Interest Earnings | 447 | 290 | 124 | 117 | 289 | (32) | - | - |
| Forfeitures | 8,380 | - | 4,419 | 4,250 | - | - | - | - |
| Transfer In From Fund 180 Narcotics Seizure | 201,460 | - | - | - | - | - | - | - |
| **Total Revenues** | **$ 210,988** | **$ 290** | **$ 4,544** | **$ 4,367** | **$ 289** | **$ (32)** | **$ -** | **$ -** |
| *EXPENDITURES:* | | | | | | | | |
| Investigations | 7,370 | 13,186 | 10,620 | 9,166 | 10,968 | 1,001 | - | 3,913 |
| Capital Purchases | - | - | - | 49,108 | - | - | - | - |
| Transfer to Fund 001 General | - | - | - | - | 85,939 | - | - | - |
| **Total Expenditures** | **$ 7,370** | **$ 13,186** | **$ 10,620** | **$ 58,274** | **$ 96,907** | **$ 1,001** | **$ -** | **$ 3,913** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ (29,076)** | **$ 174,541** | **$ 161,645** | **$ 155,569** | **$ 101,662** | **$ 101,662** | **$ 5,044** | **$ 5,044** |
| **Ending Fund Balance:** | **$ 174,542** | **$ 161,645** | **$ 155,569** | **$ 101,662** | **$ 5,044** | **$ 100,629** | **$ 5,044** | **$ 1,131** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 182 FEDERAL SEIZURE** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Forfeitures | 8,469 | 76,711 | - | 6,260 | 68,945 | 15,277 | - | 32,537 |
| Interest Earnings | 50 | 162 | 82 | 24 | 34 | 4 | - | - |
| Transfer In - Fund 001 General | 80,038 | - | - | - | - | - | - | - |
| **Total Revenues** | **$ 88,557** | **$ 76,873** | **$ 82** | **$ 6,284** | **$ 68,979** | **$ 15,281** | **$ -** | **$ 32,537** |
| *EXPENDITURES:* | | | | | | | | |
| Crime Prevention | - | 35,781 | 23,316 | 11,915 | 37,432 | 5,685 | 10,000 | 26,851 |
| Capital - Computer Software | - | - | 33,160 | - | - | - | - | - |
| Capital - Public Safety Equipment | - | - | 27,384 | - | - | - | - | - |
| **Total Expenditures** | **$ -** | **$ 35,781** | **$ 83,859** | **$ 11,915** | **$ 37,432** | **$ 5,685** | **$ 10,000** | **$ 26,851** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ 88,557** | **$ 129,649** | **$ 45,871** | **$ 40,240** | **$ 40,240** | **$ 71,787** | **$ 71,787** |
| **Ending Fund Balance:** | **$ 88,557** | **$ 129,649** | **$ 45,871** | **$ 40,240** | **$ 71,787** | **$ 49,836** | **$ 61,787** | **$ 77,473** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 190 CDBG/GRANTS** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Grants | 1,189,732 | 1,204,098 | 955,382 | 841,130 | 1,074,353 | 74,369 | 2,174,297 | 234,218 |
| Home Program | - | 555,432 | - | - | - | - | - | - |
| Interest Earnings | - | 2,212 | 2,401 | 565 | 1,404 | 588 | - | 180 |
| Miscellaneous/Contributions | - | 11 | - | 120 | 12,058 | 12,056 | 10,000 | 10,000 |
| Loan Proceeds-CDBG Major Repair | 388 | - | - | - | - | - | - | - |
| **Total Revenues** | **$ 1,190,120** | **$ 1,761,753** | **$ 957,783** | **$ 841,815** | **$ 1,087,814** | **$ 87,013** | **$ 2,184,297** | **$ 244,399** |
| *EXPENDITURES:* | | | | | | | | |
| Grants & Contributions | 1,157,300 | 1,295,972 | 947,058 | 850,269 | 1,066,645 | 94,092 | 1,453,641 | 235,008 |
| Transfer Out - Fund 001 General | - | - | - | - | 840,056 | - | - | - |
| Transfer Out - Fund 102 Street Capital | - | 2,059 | - | - | - | - | - | - |
| Transfer Out - Fund 302 Transportation | | | | | | | 741,500 | |
| 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** | **$ 1,183,569** | **$ 1,739,306** | **$ 951,892** | **$ 850,269** | **$ 1,906,701** | **$ 94,092** | **$ 2,195,141** | **$ 235,008** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ 814,833** | **$ 821,384** | **$ 843,831** | **$ 849,722** | **$ 841,268** | **$ 841,268** | **$ 22,381** | **$ 22,381** |
| **Ending Fund Balance:** | **$ 821,384** | **$ 843,831** | **$ 849,722** | **$ 841,268** | **$ 22,381** | **$ 834,188** | **$ 11,537** | **$ 31,772** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 191 NEIGHBORHOOD STABLILIZATION PROGRAM** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Grant-NSP 1 | 345,240 | 293,609 | 152,542 | 34,679 | 154,043 | 58,103 | - | - |
| Grant-NSP 3 | - | 331,234 | 130,527 | 165,095 | 96,032 | 96,032 | - | - |
| Abatement Interest | - | 13,561 | 855 | - | - | - | - | - |
| **Total Revenues** | **$ 345,240** | **$ 638,403** | **$ 283,924** | **$ 199,774** | **$ 250,075** | **$ 154,135** | **$ -** | **$ -** |
| *EXPENDITURES:* | | | | | | | | |
| Grant-NSP 1 | 345,239 | 139,471 | 149,751 | 34,679 | 154,111 | 58,103 | 80,000 | - |
| Grant-NSP 3 | - | 331,234 | 132,096 | 163,526 | 96,032 | 96,032 | 1 | - |
| **Total Expenditures** | **$ 345,239** | **$ 470,705** | **$ 281,848** | **$ 198,205** | **$ 250,142** | **$ 154,135** | **$ 80,001** | **$ -** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ 1** | **$ 167,699** | **$ 169,776** | **$ 171,345** | **$ 171,345** | **$ 171,277** | **$ 171,277** |
| **Ending Fund Balance:** | **$ 1** | **$ 167,699** | **$ 169,776** | **$ 171,345** | **$ 171,277** | **$ 171,345** | **$ 91,276** | **$ 171,277** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 192 OFFICE OF ECONOMIC ADJUSTMENT** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Grants | 1,219,197 | 176,249 | 294,834 | 189,961 | 281,466 | 45,183 | - | 3,001 |
| Partner Participation | - | 32,500 | 32,500 | 30,000 | 133,250 | 130,000 | 339,596 | 149,000 |
| Transfer In From Fund 001 General | | | - | - | 50,000 | - | 50,000 | 50,000 |
| **Total Revenues** | **$ 1,219,197** | **$ 208,749** | **$ 327,334** | **$ 219,961** | **$ 464,716** | **$ 175,183** | **$ 389,596** | **$ 202,001** |
| *EXPENDITURES:* | | | | | | | | |
| OEA/SSMCP | 1,219,198 | 193,991 | 309,574 | 223,826 | 408,649 | 60,034 | 400,209 | 38,930 |
| **Total Expenditures** | **$ 1,219,198** | **$ 193,991** | **$ 309,574** | **$ 223,826** | **$ 408,649** | **$ 60,034** | **$ 400,209** | **$ 38,930** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ (0)** | **$ (1)** | **$ 14,757** | **$ 32,517** | **$ 28,652** | **$ 28,652** | **$ 84,719** | **$ 84,719** |
| **Ending Fund Balance:** | **$ (1)** | **$ 14,757** | **$ 32,517** | **$ 28,652** | **$ 84,719** | **$ 143,801** | **$ 74,106** | **$ 247,790** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 195 PUBLIC SAFETY GRANTS** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Grants | 487,356 | 522,304 | 458,874 | 384,752 | 175,919 | 20,403 | 177,067 | 27,511 |
| Transfer In - Fund 001 General | - | - | - | 2,353 | 10,848 | - | - | - |
| **Total Revenues** | **$ 487,356** | **$ 522,304** | **$ 458,874** | **$ 387,105** | **$ 186,767** | **$ 20,403** | **$ 177,067** | **$ 27,511** |
| *EXPENDITURES:* | | | | | | | | |
| Grants | 362,449 | 525,258 | 455,874 | 389,399 | 186,551 | 21,324 | 177,283 | 2,511 |
| Transfer Out - Fund 001 General | 99,571 | 24,323 | 3,000 | - | - | - | - | - |
| **Total Expenditures** | **$ 462,020** | **$ 549,581** | **$ 458,874** | **$ 389,399** | **$ 186,551** | **$ 21,324** | **$ 177,283** | **$ 2,511** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ 4,235** | **$ 29,571** | **$ 2,294** | **$ 2,294** | **$ -** | **$ -** | **$ 216** | **$ 216** |
| **Ending Fund Balance:** | **$ 29,571** | **$ 2,294** | **$ 2,294** | **$ -** | **$ 216** | **$ (921)** | **$ 0** | **$ 25,216** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 201 GENERAL OBLIGATION BOND DEBT SERVICE** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Transfer-In From Fund 001 General | | | - | - | 287,758 | - | 340,659 | - |
| **Total Revenues** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 287,758** | **$ -** | **$ 340,659** | **$ -** |
| *EXPENDITURES:* | | | | | | | | |
| Principal & Interest - 59th Street | - | - | - | - | 77,000 | - | 77,000 | - |
| Principal & Interest - Police Station | - | - | - | - | 210,758 | - | 212,183 | - |
| Principal & Interest - LOCAL LED Streetlight | | | | - | - | - | 51,476 | |
| **Total Expenditures** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 287,758** | **$ -** | **$ 340,659** | **$ -** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Interest | 278 | 125 | 52 | 34 | 41 | 0 | - | - |
| Assessments | 322,786 | 313,304 | 303,823 | 294,341 | 284,860 | - | 279,330 | - |
| Transfer In From Fund 351 LID Capital | - | - | - | - | - | - | - | - |
| **Total Revenues** | **$ 323,064** | **$ 313,429** | **$ 303,875** | **$ 294,375** | **$ 284,901** | **$ 0** | **$ 279,330** | **$ -** |
| *EXPENDITURES:* | | | | | | | | |
| Principal & Interest-Combined LID 1101/1103 | 273,629 | 225,764 | 214,459 | 213,296 | 201,846 | - | 206,000 | - |
| Principal & Interest - LID 1108 | 93,241 | 115,019 | 87,697 | 84,925 | 82,153 | - | 73,330 | - |
| **Total Expenditures** | **$ 366,870** | **$ 340,783** | **$ 302,156** | **$ 298,221** | **$ 283,999** | **$ -** | **$ 279,330** | **$ -** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ 73,436** | **$ 29,630** | **$ 2,276** | **$ 3,995** | **$ 149** | **$ 149** | **$ 1,051** | **$ 1,051** |
| **Ending Fund Balance:** | **$ 29,630** | **$ 2,276** | **$ 3,995** | **$ 149** | **$ 1,051** | **$ 149** | **$ 1,051** | **$ 1,051** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 204 SEWER PROJECT DEBT SERVICE** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Sewer Charges | 435,027 | 500,489 | 555,947 | 616,257 | 586,192 | 104,642 | 600,000 | 106,722 |
| Interest Earnings | 1,751 | 1,976 | 2,170 | 4,293 | 4,620 | 1,422 | - | 1,233 |
| Sanitary Side Sewer Connection Home Loan Repayment | - | - | 2,403 | 19,234 | 10,228 | 2,473 | - | 8,312 |
| **Total Revenues** | **$ 436,778** | **$ 502,465** | **$ 560,520** | **$ 639,784** | **$ 601,039** | **$ 108,537** | **$ 600,000** | **$ 116,267** |
| *EXPENDITURES:* | | | | | | | | |
| Principal & Interest | - | - | - | - | 0 | - | - | - |
| PWTFL Debt Service (PW-04-691-PRE-132) | 34,172 | 33,875 | 33,578 | 33,281 | 32,984 | - | 32,690 | - |
| PWTFL Debt Service (PW-06-962-022) | 214,216 | 299,936 | 316,506 | 315,096 | 313,623 | - | 312,150 | - |
| PWTFL Debt Service (PW-08-951-025) | - | 75,084 | 112,442 | 112,348 | 111,828 | - | 111,310 | - |
| Bank Charge | - | 6 | 8 | - | | | - | |
| Transfer To Fund 311 Sewer Capital | - | - | 750,000 | - | - | - | 270,000 | - |
| **Total Expenditures** | **$ 248,389** | **$ 408,901** | **$ 1,212,533** | **$ 460,725** | **$ 458,435** | **$ -** | **$ 726,150** | **$ -** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ 699,250** | **$ 887,639** | **$ 981,204** | **$ 329,190** | **$ 508,250** | **$ 508,250** | **$ 650,854** | **$ 650,854** |
| **Ending Fund Balance:** | **$ 887,639** | **$ 981,204** | **$ 329,190** | **$ 508,250** | **$ 650,854** | **$ 616,787** | **$ 524,704** | **$ 767,121** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Interest Earnings | 915 | 670 | 307 | 1,075 | (60) | 562 | - | 824 |
| **Total Revenues** | **$ 915** | **$ 670** | **$ 307** | **$ 1,075** | **$ (60)** | **$ 562** | **$ -** | **$ 824** |
| *EXPENDITURES:* | | | | | | | | |
| | - | - | - | - | - | - | - | - |
| **Total Expenditures** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ 388,892** | **$ 389,807** | **$ 390,476** | **$ 390,783** | **$ 391,858** | **$ 391,858** | **$ 391,798** | **$ 391,798** |
| **Ending Fund Balance:** | **$ 389,807** | **$ 390,476** | **$ 390,783** | **$ 391,858** | **$ 391,798** | **$ 392,420** | **$ 391,798** | **$ 392,622** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 301 PARKS CAPITAL (General Government CIP Fund prior to 2015)** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Intergovernmental-Fort Steilacoom Park | - | - | - | - | - | - | 468,950 | - |
| Interest Earnings | 2,794 | 488 | 322 | 276 | 1 | 0 | - | - |
| Contributions/Donations | 5,000 | 100,000 | - | - | - | - | 67,500 | - |
| USGA Fees | | | - | - | 10,000 | - | 30,000 | - |
| Proceeds from Sale of Land | - | - | - | - | - | - | 300,000 | - |
| Transfer In From Fund 001 General | 150,000 | 50,000 | - | - | - | - | 146,729 | - |
| Transfer In From Fund 102 REET | | | | | | | 72,000 | |
| Transfer In From Fund 104 Hotel/Motel Lodging Tax | | | | | | | 10,000 | |
| **Total Revenues** | **$ 157,794** | **$ 150,488** | **$ 322** | **$ 276** | **$ 10,001** | **$ 0** | **$ 1,095,179** | **$ -** |
| *EXPENDITURES:* | | | | | | | | |
| Capital | 269,094 | 31,721 | - | - | - | - | 298,729 | 4,917 |
| **Total Expenditures** | **$ 384,094** | **$ 31,721** | **$ -** | **$ 398,392** | **$ -** | **$ -** | **$ 298,729** | **$ 4,917** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ 505,602** | **$ 279,303** | **$ 398,070** | **$ 398,392** | **$ 276** | **$ 276** | **$ 10,277** | **$ 10,277** |
| **Ending Fund Balance:** | **$ 279,303** | **$ 398,070** | **$ 398,392** | **$ 276** | **$ 10,277** | **$ 276** | **$ 806,727** | **$ 5,359** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 302 TRANSPORATION CAPITAL PROJECT** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Motor Vehicle Excise Tax | - | - | - | - | - | - | 340,000 | 81,716 |
| Grants | - | - | - | - | - | - | 23,353,962 | 1,251,582 |
| Utilities/Developers/Partners | - | - | - | - | - | - | 1,578,264 | - |
| Miscellaneous/Interest Earnings/Utility Rebate | - | - | - | - | - | - | 217,640 | - |
| Donations/Contibutions | - | - | - | - | - | - | - | - |
| LOCAL Financing | | | | | | | 1,654,448 | - |
| Transfer In - Fund 001 General | - | - | - | - | - | - | 689,500 | 5,000 |
| Transfer In - Fund 102 REET | - | - | - | - | - | - | 1,795,135 | 1,182,522 |
| Transfer In - Fund 103 TBD | - | - | - | - | - | - | 569,500 | - |
| Transfer In - Fund 190 CDBG | - | - | - | - | - | - | 742,312 | - |
| Transfer In - Fund 401 SWM | - | - | - | - | - | - | 2,161,329 | - |
| **Total Revenues** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 33,102,090** | **$ 2,520,821** |
| *EXPENDITURES:* | | | | | | | | |
| Capital Projects | | | | - | - | - | 32,730,961 | 1,983,273 |
| **Total Expenditures** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 32,730,961** | **$ 1,983,273** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 371,129** | **$ 537,548** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 311 SEWER CAPITAL PROJECT** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Grants | 1,656,811 | 672,769 | - | - | - | - | 750,000 | - |
| Interest Earnings | 2,574 | 111 | 335 | 153 | 304 | (29) | - | - |
| Contributions/Donations | 12,060 | 44,160 | 21,514 | - | - | - | - | - |
| Public Works Trust Fund Loan | 2,078,000 | 1,262,000 | - | - | - | - | 500,000 | - |
| Transfer In From Fund 190 Grants | 13,477 | 242,604 | - | - | - | - | - | - |
| Transfer In From Fund 401 Surface Water Mgmt | - | 194,300 | - | - | - | - | - | - |
| Transfer In From Fund 204 Sewer Project Debt | - | - | 750,000 | - | - | - | 270,000 | - |
| **Total Revenues** | **$ 3,762,921** | **$ 2,415,945** | **$ 771,849** | **$ 153** | **$ 304** | **$ (29)** | **$ 1,520,000** | **$ -** |
| *EXPENDITURES:* | | | | | | | | |
| Capital | 5,552,073 | 2,417,988 | 613,553 | 63,947 | 20,443 | 2,204 | 1,520,000 | 8,502 |
| Transfer To Fund 001 General | - | 2,733 | - | - | - | - | - | - |
| **Total Expenditures** | **$ 5,552,073** | **$ 2,420,721** | **$ 613,553** | **$ 63,947** | **$ 20,443** | **$ 2,204** | **$ 1,520,000** | **$ 8,502** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ 1,825,634** | **$ 36,483** | **$ 31,706** | **$ 190,002** | **$ 126,208** | **$ 126,208** | **$ 106,070** | **$ 106,070** |
| **Ending Fund Balance:** | **$ 36,483** | **$ 31,706** | **$ 190,002** | **$ 126,208** | **$ 106,070** | **$ 123,975** | **$ 106,070** | **$ 97,567** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual | | 2015 | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Annual | YTD March | Revised Bdgt | YTD March |
| **FUND 312 SANITARY SEWER CONNECTION CAPITAL** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Sewer Availability Charge | - | - | 238,686 | 378,932 | 194,839 | 21,705 | 297,000 | 56,821 |
| Interest Earnings | - | - | - | 489 | 725 | 286 | - | 612 |
| Proceeds From Lien | - | - | - | 4,196 | 746 | 826 | - | 474 |
| **Total Revenues** | **$ -** | **$ -** | **$ 238,686** | **$ 383,617** | **$ 196,310** | **$ 22,817** | **$ 297,000** | **$ 57,907** |
| *EXPENDITURES:* | | | | | | | | |
| Capital | - | - | 56,821 | 44,795 | 32,218 | 7,193 | - | 5,305 |
| Transfer To Fund | - | - | 876 | - | - | - | - | - |
| **Total Expenditures** | **$ -** | **$ -** | **$ 57,697** | **$ 44,795** | **$ 32,218** | **$ 7,193** | **$ -** | **$ 5,305** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ 180,989** | **$ 519,811** | **$ 519,811** | **$ 683,903** | **$ 683,903** |
| **Ending Fund Balance:** | **$ -** | **$ -** | **$ 180,989** | **$ 519,811** | **$ 683,903** | **$ 535,434** | **$ 980,903** | **$ 736,504** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual Annual | 2014 Actual YTD March | 2015 Revised Bdgt | 2015 YTD March |
|---|---|---|---|---|---|---|---|---|
| **FUND 401 SURFACE WATER MANAGEMENT** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| Charges for Services & Fees | 2,650,221 | 2,718,958 | 2,732,964 | 2,720,766 | 2,723,885 | 244,032 | 2,702,500 | 220,874 |
| Interest Earnings | 68,096 | 77,747 | 24,183 | 24,555 | 11,807 | 606 | - | 1,010 |
| **Subtotal Operating Revenues** | **$ 2,718,317** | **$ 2,796,705** | **$ 2,757,147** | **$ 2,745,321** | **$ 2,735,692** | **$ 244,638** | **$ 2,702,500** | **$ 221,884** |
| *EXPENDITURES:* | | | | | | | | |
| Geographical Information Services | - | - | - | 26,562 | 23,706 | 6,388 | - | - |
| Storm Drainage | 1,341,511 | 1,930,105 | 1,815,233 | 1,774,893 | 1,898,274 | 322,370 | 2,179,840 | 346,450 |
| Transfer to Fund 001 General Admin Support | 252,340 | 259,700 | 269,700 | 269,700 | 284,700 | 67,425 | 284,700 | 82,425 |
| Contribution to Fleet & Equipment Reserves | 12,715 | 17,750 | - | 17,750 | 17,750 | 17,750 | 56,120 | 12,584 |
| **Subtotal Operating Expenditures** | **$ 1,606,567** | **$ 2,207,555** | **$ 2,084,933** | **$ 2,088,905** | **$ 2,224,430** | **$ 413,933** | **$ 2,520,660** | **$ 441,459** |
| **OPERATING INCOME (LOSS)** | **$ 1,111,750** | **$ 589,151** | **$ 672,214** | **$ 656,416** | **$ 511,262** | **$ (169,296)** | **$ 181,840** | **$ (219,575)** |
| *OTHER FINANCING SOURCES:* | | | | | | | | |
| Grants | 44,675 | 425,419 | 143,043 | 913,296 | 276,528 | 13,105 | 229,876 | 104,443 |
| Contributions/Donations | - | 169 | 672 | - | - | - | - | - |
| Judgments, Settlements/Miscellaneous | 853 | - | - | 320 | 9,437 | 3,010 | - | - |
| Interfund Loan Interest | - | - | 1,706 | - | - | - | - | - |
| Proceeds from Sale of Assets/Capital Lease | - | 3,114 | - | - | - | - | - | - |
| Transfer In From Fund 001 General | - | - | 22,065 | - | - | - | - | - |
| Transfer In From Fund 102 Street Capital | 38,500 | - | - | 300,000 | 487,975 | - | 389,169 | - |
| Transfer In From Fund 190 Grant | 12,792 | 198,671 | 4,834 | - | 31,237 | - | - | - |
| **Subtotal Other Financing Sources** | **$ 96,820** | **$ 627,373** | **$ 172,319** | **$ 1,213,617** | **$ 805,177** | **$ 16,115** | **$ 619,045** | **$ 104,443** |
| *OTHER FINANCING USES:* | | | | | | | | |
| Capital/Other | 3,791,704 | 1,730,146 | 1,371,826 | 2,293,616 | 608,276 | 203,957 | 1,221,588 | 361,933 |
| Transfer To Fund 101 Street O&M | - | 11,379 | 6,325 | - | - | - | - | - |
| Transfer To Fund 102 Street Capital/REET | 1,611,330 | 395,949 | 704,882 | 108,004 | 44,890 | - | - | - |
| Transfer to Fund 302 Transportation Capital | - | - | - | - | - | - | 2,161,329 | |
| Transfer To Fund 311 Sewer Capital | - | 194,300 | - | - | - | - | - | - |
| **Subtotal Other Financing Uses** | **$ 5,403,033** | **$ 2,331,774** | **$ 2,083,033** | **$ 2,401,620** | **$ 653,166** | **$ 203,957** | **$ 3,382,917** | **$ 361,933** |
| | | | | | | | | |
| **Total Revenues and Other Sources** | **$ 2,815,136** | **$ 3,424,078** | **$ 2,929,466** | **$ 3,958,937** | **$ 3,540,869** | **$ 260,753** | **$ 3,321,545** | **$ 326,327** |
| **Total Expenditures and other Uses** | **$ 7,009,600** | **$ 4,539,329** | **$ 4,167,966** | **$ 4,490,525** | **$ 2,877,596** | **$ 617,890** | **$ 5,903,577** | **$ 803,392** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ 13,284,934** | **$ 9,090,470** | **$ 7,975,056** | **$ 6,736,556** | **$ 6,204,969** | **$ 6,204,969** | **$ 6,868,242** | **$ 6,868,242** |
| **Ending Fund Balance:** | **$ 9,090,470** | **$ 7,975,219** | **$ 6,736,556** | **$ 6,204,969** | **$ 6,868,242** | **$ 5,847,832** | **$ 4,286,210** | **$ 6,391,177** |
| Ending Fund Balance as a % of Operating Exp | 565.8% | 361.3% | 323.1% | 297.0% | 308.8% | 1412.7% | 170.0% | 1447.7% |
| 17% Operating Reserves | $ 273,116 | $ 375,284 | $ 354,439 | $ 355,114 | $ 378,153 | $ 70,369 | $ 428,512 | $ 428,512 |
| Unreserved / (17% Target Reserves Shortfall): | $ 8,817,354 | $ 7,599,935 | $ 6,382,117 | $ 5,849,855 | $ 6,490,089 | $ 5,777,464 | $ 3,857,698 | $ 5,962,665 |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual | | 2015 | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Annual | YTD March | Revised Bdgt | YTD March |
| **FUND 501 FLEET & EQUIPMENT** | | | | | | | | |
| *OPERATING REVENUES:* | | | | | | | | |
| M&O Revenue | | | - | - | - | - | 904,220 | 122,959 |
| Interest Earnings | - | - | 17,838 | 15,576 | 8,573 | (76) | - | 176 |
| Insurance Recovery | - | - | 12,663 | 76,781 | 88,294 | - | - | - |
| **Total Revenues** | **$ -** | **$ -** | **$ 30,501** | **$ 92,356** | **$ 96,868** | **$ (76)** | **$ 904,220** | **$ 123,135** |
| *OPERATING EXPENDITURES:* | | | | | | | | |
| Gasoline | - | - | - | - | - | - | 523,400 | 40,219 |
| Other Supplies | - | - | - | - | - | - | 3,990 | 39 |
| Repairs & Maintenance | - | - | - | - | - | - | 376,830 | 82,421 |
| Other Services & Charges | - | - | - | 28 | - | - | - | 1,503 |
| **Total Expenditures** | **$ -** | **$ -** | **$ -** | **$ 28** | **$ -** | **$ -** | **$ 904,220** | **$ 124,182** |
| **Operating Revenue Over/(Under) Expenditures** | **$ -** | **$ -** | **$ 30,501** | **$ 92,329** | **$ 96,868** | **$ (76)** | **$ -** | **$ (1,047)** |
| *OTHER FINANCING SOURCES:* | | | | | | | | |
| Replacement Reserves Collections | - | - | - | 938,150 | 938,150 | 247,923 | 1,069,020 | 267,255 |
| Proceeds From Sale of Assets | - | - | 13,225 | 17,213 | 64,135 | 24,250 | 53,875 | 12,471 |
| Tranfer In From Fund 001 General | - | - | 8,674 | - | - | - | - | - |
| **Total Other Financing Sources** | **$ -** | **$ -** | **$ 21,899** | **$ 955,363** | **$ 1,002,285** | **$ 272,173** | **$ 1,122,895** | **$ 279,726** |
| *OTHER FINANCING USES:* | | | | | | | | |
| Fleet & Equipment Replacement | - | - | 598,565 | 672,917 | 990,727 | 53,244 | 1,207,900 | 132,319 |
| Transfer to Fund 001 General | - | - | - | - | 1,074,959 | - | 40,802 | - |
| Transfer to Fund 401 Surface Water Management | - | - | - | - | 31,237 | - | - | - |
| **Total Other Financing Uses** | **$ -** | **$ -** | **$ 598,565** | **$ 672,917** | **$ 2,096,923** | **$ 53,244** | **$ 1,248,702** | **$ 132,319** |
| | | | | | | | | |
| **Total Revenues** | **$ -** | **$ -** | **$ 52,400** | **$ 1,047,720** | **$ 1,099,153** | **$ 272,097** | **$ 2,027,115** | **$ 402,861** |
| **Total Expenditures** | **$ -** | **$ -** | **$ 598,565** | **$ 672,945** | **$ 2,096,923** | **$ 53,244** | **$ 2,152,922** | **$ 256,501** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ 5,265,136** | **$ 4,718,971** | **$ 5,093,746** | **$ 5,093,746** | **$ 4,095,975** | **$ 4,095,975** |
| **Ending Fund Balance:** | **$ -** | **$ -** | **$ 4,718,971** | **$ 5,093,746** | **$ 4,095,975** | **$ 5,312,599** | **$ 3,970,168** | **$ 4,242,335** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual | | 2015 | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Annual | YTD March | Revised Bdgt | YTD March |
| **FUND 502 PROPERTY MANAGEMENT (City Hall Services Fund prior to 2015)** | | | | | | | | |
| *OPERATING REVENUES:* | | | | | | | | |
| M&O Revenue | - | - | - | - | - | - | 742,080 | 127,973 |
| Interest Earnings | 1,704 | 1,070 | 878 | 722 | 703 | 578 | - | 809 |
| **Total Opeating Revenues** | **$ 1,704** | **$ 1,070** | **$ 878** | **$ 722** | **$ 703** | **$ 578** | **$ 742,080** | **$ 128,782** |
| *OPERATING EXPENDITURES:* | | | | | | | | |
| City Hall Facility | 1 | - | - | - | - | - | 338,070 | 57,364 |
| Police Station | - | - | - | - | - | - | 226,020 | 42,114 |
| Parking Facilities/Light Rail | - | - | - | - | - | - | 177,990 | 29,304 |
| **Total Operating Expenditures** | **$ 1** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 742,080** | **$ 128,782** |
| **Operating Revenue Over/(Under) Expenditures** | **$ 1** | **$ -** | **$ 878** | **$ 722** | **$ 703** | **$ 578** | **$ -** | **$ 0** |
| *OTHER FINANCING SOURCES:* | | | | | | | | |
| Transfer In-Fund 001 General (Replacement Reserves) | - | 115,000 | - | - | - | - | - | - |
| **Total Other Financing Sources** | **$ 2** | **$ 115,000** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| *OTHER FINANCING USES:* | | | | | | | | |
| Capital/1-Time | 55 | - | - | - | 7,389 | - | 172,780 | - |
| **Total Other Financing Uses** | **$ 55** | **$ -** | **$ -** | **$ -** | **$ 7,389** | **$ -** | **$ 172,780** | **$ -** |
| **Total Revenues** | **$ 1,706** | **$ 116,070** | **$ 878** | **$ 722** | **$ 703** | **$ 578** | **$ 742,080** | **$ 128,782** |
| **Total Expenditures** | **$ 56** | **$ 116,070** | **$ -** | **$ -** | **$ 7,389** | **$ -** | **$ 914,860** | **$ 128,782** |
| **Beginning Fund Balance:** | **$ 218,523** | **$ 335,172** | **$ 451,242** | **$ 452,120** | **$ 452,842** | **$ 452,842** | **$ 446,156** | **$ 446,156** |
| **Ending Fund Balance:** | **$ 220,173** | **$ 336,242** | **$ 452,120** | **$ 452,842** | **$ 446,156** | **$ 453,420** | **$ 273,376** | **$ 446,156** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual | | 2015 | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Annual | YTD March | Revised Bdgt | YTD March |
| **FUND 503 INFORMATION TECHNOLOGY** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| M&O Revenue | - | - | - | - | - | - | 1,063,536 | 522,034 |
| Misc/Interest/Other | - | - | - | - | - | - | - | 1,752 |
| **Total Operating Revenues** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 1,063,536** | **$ 523,786** |
| *EXPENDITURES:* | | | | | | | | |
| Personnel | - | - | - | - | - | - | 471,390 | 114,606 |
| Supplies | - | - | - | - | - | - | 74,950 | 27,936 |
| Services & Charges | - | - | - | - | - | - | 517,196 | 312,635 |
| Intergovernmental | - | - | - | - | - | - | - | 68,609 |
| **Total Operating Expenditures** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 1,063,536** | **$ 523,786** |
| **Operating Revenue Over/(Under) Expenditures** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ (0)** |
| *OTHER FINANCING SOURCES:* | | | | | | | | |
| Capital Contribution/1-Time M&O | - | - | - | - | - | - | 269,322 | 49,528 |
| **Total Other Financing Sources** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 269,322** | **$ 49,528** |
| *OTHER FINANCING USESE:* | | | | | | | | |
| One-Time/Capital | | | | | | | 269,322 | 49,528 |
| **Total Other Financing Uses** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 269,322** | **$ 49,528** |
| | | | | | | | | |
| **Total Revenues** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 1,332,858** | **$ 573,314** |
| **Total Expenditures** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 1,332,858** | **$ 573,314** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ (0)** |

| | 2010 Actual | 2011 Actual | 2012 Actual | 2013 Actual | 2014 Actual | | 2015 | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Annual | YTD March | Revised Bdgt | YTD March |
| **FUND 504 RISK MANAGEMENT** | | | | | | | | |
| *REVENUES:* | | | | | | | | |
| M&O Revenue | - | - | - | - | - | - | 938,750 | 985,501 |
| AWC Retro Refund | - | - | - | - | - | - | 20,239 | - |
| Insurance Recoveries | - | - | - | - | - | - | - | 6,250 |
| **Total Revenues** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 958,989** | **$ 991,751** |
| *EXPENDITURES:* | | | | | | | | |
| Safety Program | - | - | - | - | - | - | 4,980 | (651) |
| AWC Retro Program | - | - | - | - | - | - | 44,239 | 44,239 |
| WCIA Assessment | - | - | - | - | - | - | 824,770 | 850,043 |
| Claims/Judgments & Settlements | - | - | - | - | - | - | 85,000 | 98,120 |
| **Total Expenditures** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ 958,989** | **$ 991,751** |
| | | | | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

## City Council

| Performance Measure | Target | Quarter 1 |
|---|---|---|
| #of City Council retreats | 2 times per year | 1 |
| # of ordinances adopted | < 20 per year | 4 |
| # of ordinances and resolutions adopted | < 20 per year | 10 |
| # of City Council sponsored/supported events | 20 per year | 5<br>- MLK Celebration<br>- Chili Cook Off<br>- Municipal Court Tour<br>- SBCT Training Day<br>- Mclane NW Tour |

## City Manager

| Performance Measure | Target | Quarter 1 |
|---|---|---|
| Average # of items on study session agendas | < 6 items | 3.8 |
| # of posts (web, social media) | Average 16 per month | 59 |
| # of new social media followers - Facebook | Average 30 per month | 28 |
| # of new social media followers - Twitter | Average 40 per month | 29 |
| # of multimedia items produced - video | 1 per month | 1.3 |
| # of multimedia items produced - photo gallery | 5 per month | 6 |
| # of new community partners | 5 | 2 |
| # of presentations of State of the City | 10 | 3 |

## Community and Economic Development

| Performance Measure | Target | Quarter 1 |
|---|---|---|
| **Measure-CDBG** | | |
| # of persons with new or improved access to public facility or infrastructure | 4693 | In Progress |
| # of persons with new or improved access to public service | 142 | 14 |
| # of affordable rental units rehabilitated | 38 | 0 |
| # of owner-occupied units rehabilitated | 16 | 11 |
| # of new affordable housing units constructed | 21 | 2 |
| # persons with access to affordable housing through fair housing activities | 75 | 2 |
| # units assisted that are occupied by the elderly | tbd | 8 |
| # of homebuyers receiving direct financial assistance through down payment assistance/closing costs | 3 | 0 |
| # of jobs created* | 20 | 0 |
| $ program income received (CDBG & NSP) | tbd | $13,697 |
| **Measure- Economic Development** | | |
| $ investment created through economic development efforts | tbd | $26,022,838 |
| # of business retention/expansion of interviews conducted | tbd | 20 |
| # of new market rate, owner-occupied housing units constructed annually | tbd | 7 |
| # of projects where permit assistance was provided | tbd | 13 |
| # of special projects completed | tbd | 28 |
| # of economic development inquiries received | tbd | 72 |
| # of lodging contracts managed | tbd | 16 |
| # of participant attending forums, focus groups, or special events | tbd | 123 |
| **Measure- Building Permit** | | |
| # of permits issued | tbd | 265 |
| # of plan reviews performed | tbd | 185 |
| # of inspections perfomed | tbd | 991 |
| **Measure- Advance Planning** | | |
| Complete comprehensive plan update | 12/31/2015 | In Progress |
| Process privately initiated amenments | 2015/2016 | 1 |
| Code development - business licesing, cottage housing, zoning map changes (2), rental housing inspection program, critical areas and flood plain, low impact development regulations, | 12/31/2015 | 1 Completed; 5 in Progress |
| Complete visioning process | 12/31/2015 | In Progress |
| Complete Joint Land Use Study (JLUS) | 12/31/2015 | In Progress |
| Complete annual assignments - capital facilities plan update, tracking housing date, and prepare multi-family tax credit report | 2015/2016 | 1 Completed; 1 Underway; 1 Not Started |

| **Permit Type- Current Planning** | **Target # of Days** | **Total Permits** | **% w/in Target?** |
|---|---|---|---|
| Zoning Certification | 30 | 16 | 100% |
| Conditional use | 120 | 0 | n/a |
| Administrative use | 120 | 1 | 0% |
| Preliminary plat | 120 | 0 | n/a |
| Preliminary short plat | 90 | 3 | 0% |
| Sign permit | 20 | 24 | 100% |
| Site development permit | 90 | 0 | n/a |
| Shoreline permit | 180 | 2 | 50% |

| **Permit Type** | **Target # of Days** | **Total Permits** | **# w/in Target?** |
|---|---|---|---|
| New single family esidential | 30 | 7 | 100% |
| Residential additions | 30 | 5 | 100% |
| New multi-family | 30 | 0 | n/a |
| New commercial buildings | 30 | 6 | 100% |
| Commercial tenant improvements - major (change of use) | 30 | 6 | 100% |
| Commercial tenant improvements - minor | 30 | 23 | 100% |

## Finance

| Performance Measure | Target | Quarter 1 |
|---|---|---|
| **Type/Description- Finance** | **Target** | |
| # of invoices paid annually | n/a | 2032 |
| % of vendors paid within 30 days of invoice date (1) | 95% | 84.3% |
| % of accounts receivable aged balances over 60 days versus annual billing | 5% | 0.38% |
| GFOA Award Received for Current Year CAFR (2) | Yes | n/a |
| GFOA Award Received for Biennium's Budget Document (3) | Yes | n/a |
| Clean Audit (4) | Yes | n/a |
| Bond Rating Per Standard & Poor's (5) | AA | AA- |
| # of months cash reconciled within 15 days of month-end (6) | 12 | 0 |
| # of months cash reconciled to the penny | 12 | 3 |
| Average working days to compile quarterly financial report | 5 | 4 |

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

*(2) Received award for FY 2013 CAFR. FY 2014 CAFR will be submitted on June 30, 2015.*

*(3) 2015/2016 Biennial Budget is currently under GFOA's review.*

*(4) FY 2014 audit is currently in progress, no findings expected.*

*(5) Do not expect a bond rating review for another couple of years.*

*(6) Future months expected to be on schedule.*

## Human Resources

| Performance Measure | Target | Quarter 1 |
|---|---|---|
| **Measure- Human Resources** | | |
| Negotiations: # of Collective Bargaining Agreements negotiated | 4 | 0 |
| Employee Turnover | n/a | 9 / 4% |
| Recruitment: # of positions requiring recruitment | n/a | 11 |
| Recruitment: # of job applications received | n/a | 1,072 |
| Recruitment: # of days on average, to complete external non-civil service recruitment | n/a | 57 |
| Recruitment: # of days on average, to create civil service eligibility lists | n/a | 62 |
| Recruitment: # of successful applicants still employed 12 months after hire date | 24 | 22 |
| Recruitment: % of successful applicants still employed 12 months after hire date | 100% | 92% |
| Retention: # of FTE's filled jurisdiction wide | 220 | 213 |
| Performance Evaluations: # of evaluations completed on time, city-wide | 58 | 15 |
| **Measure- Risk Management** | | |
| Review and update safety and risk management-related policies and procedures | 22 | 1 |
| Complete safety inspection of all city facilities | 5 | 0 |
| Workers Compensation: # of Employee on-the-job Accidents, Injuries or Illnesses claims | 0 | 8 |
| Workers Compensation: # of fully commissioned officers on-the-job Accidents, Injuries or Illnesses claims | 0 | 7 |
| Workers Compensation: # of claims per 100 jurisdiction FTE's | 0 | 3.75 |
| Workers Compensation: # of days absent due to on-the-job Accident, Injury or Illness claims | 0 | 36 |

## Information Technology

| Performance Measure | Target | Quarter 1 |
|---|---|---|
| # of new systems implemented | n/a | 5 |
| # of users served | n/a | 220 |
| # of personal computers maintained | n/a | 429 |
| # of support calls received | n/a | 1676 |
| # of applications maintained | n/a | 56 |
| # of servers maintained (LAN/WAN) | n/a | 30 |
| # of phones operated and maintained | n/a | 550 |
| % of IT system up-time during normal business hours | 100% | 99% |
| % of communications up-time during normal business hours | 100% | 100% |

**Police**

| Performance Measure | Target | Quarter 1 |
|---|---|---|
| **Measure- Specialty Units** | | |
| # of traffic stops | | 2448 |
| Successful property room audits | | N/A |
| # of responses to animal complaints | | 2777 |
| # of captures by K9 | | 5 |
| # of detections of narcotics by K9 | | 12 |
| # of SWAT missions completed succesfully | | 9 |
| **Measure- Criminal Investigations** | | |
| # of cases resolved with an arrest or referral for prosecution | | 69 |
| # of open cases assigned per investigator/detective | | 6.67 avg |
| Quantity of drugs and property seized ($ value) | | 5.3 lbs/ $40, 618 |
| # of illegal operations interrupted | | 6 |
| # of positive comments received from victims and prosecutors | | 25 |
| **Measure- Patrol** | | |
| # of arrests | | 681 |
| # of self-initiated calls for service | | 14319 |
| # of minutes to respond to call for service | | 5.73/10.49* |
| Top Priority calls: Average time from receipt to dispatch (in seconds) | | 3.43/8.44* |
| Top Priority calls: Average time from dispatch to arrival on scene (in seconds) | | 5.73/10.49* |
| Number of accidents involving fatalities | | 1 |
| Moving violation citations issued (excluding DUIs) | | 2503 |
| DUI Arrests | | 34 |
| **Measure- Professional Standards** | | |
| Maintenance of staffing levels | | 1 promo, 1 demo &3 hires. |
| % of officers meeting state requirements for annual training hours | | 100 |
| # of training hours provided | | 1729.25 |
| Successful WASPC accreditation | | 14-Nov |
| # of legal updates disseminated to the department | | One-3/2015 |
| # of promotional and hiring processes completed | | 4 |
| # of sustained investigations for performancerrelated policy violations | | 0 |
| Police: Mental Health incidents | | 123 |
| Total traffic accidents | | 282** |
| Traffic accidents involving pedestrians | | 9 |
| Traffic accidents involving bicycles | | 1 |
| **Measure - CSRT** | | |
| Total number of code enforcement complaints received | n/a | 139 |
| Average calendar days: Code complaint to first investigation | n/a | 25 |
| Total code enforcement cases initiated during the reporting period | n/a | 170 |
| Code enforcement cases resolved through voluntary compliance | n/a | 120 |
| Code enforcement cases resolved through forced compliance | n/a | 1 |
| Code enforcement: Average calendar days, Inspection to Forced Compliance | n/a | 150 |
| Code enforcement: Average calendar days, Inspection to Voluntary Compliance | n/a | 31 |
| **Measure- Code Enforcement** | | |
| #of dangerous building abatements completed annually | 15 | 8 |

*Pri1/Pri2

** Police Reports taken (470 calls to report accidents)

*** 88 cleared by arrest (i.e. DUI). In fact, almost all Part B (we don't do UCR) are cleared

## Parks and Recreation

| Performance Measure | Target | Quarter 1 |
|---|---|---|
| **Measure- Admin** | | |
| # of sites maintained | 9 | 11 |
| **Measure- Human Services** | | |
| Increase participation at Lakewood Community Collaboration Meetings | 40 each month | 47/66/44 |
| # of human services contracts to effectively manage | 25 | 28 executed |
| **Measure- Recreation** | | |
| $ vendor sales generated from Farmers Market | $140,000 | $11,500 |
| $ sponsorship, grants and in-kind service | $150,000 | 7500 |
| # of unduplicated youth late-night program participants served | 80 | 127 |
| # of registered participants at SummerFEST Triathlon | 200 | 46 |
| **Measure- Senior Center** | | |
| # of unduplicated seniors served | 1,400 | 800 |
| $ revenue generated from grants, fees, donations & in-kind support | $80,000 | 22,700 |
| # of volunteer hours | 1,300 | 300 |
| # of unduplicated participants at memory program | 100 | 10 |
| **Measure- Park Facilities** | | |
| # of acres of maintained turf | 17 | 19 |
| Boat Launch Revenue | 50,000 | $5,590 |
| # of reported injuries on playgrounds | 0 | 1 |
| **Measure- Fort Steilacoom** | | |
| # of acres of open space to maintain | 500 | 500 |
| # of work-related injuries requiring time off | 0 | 0 |
| # of reported playground injuries | 0 | 0 |
| **Measure- Landscape** | | |
| # of sites maintained | 38 | 38 |
| # of requests for services outside required maintenance | < 5 years | 2 |
| **Measure- Property Management** | | |
| # of square feet of coverge per building maintenace employee | 158,615 | 158,615 |
| # of complaints about service provided | 0 | 1 |
| # of unscheduled system failures | 0 | 2 |
| # of complaints about building cleanliness | 0 | 2 |

## Public Works

| Performance Measure | Target | Quarter 1 |
|---|---|---|
| **Measure- Street Operations and Maintenance** | | |
| # of reported potholes filled/repaired | <300 | 74 |
| # of feed of ditch line cleaned | 1000 | 150 |
| # of storm ponds cleaned | 11 | 10 |
| # of tons of permanent patch placed | 40 | 0 |
| # of lane miles of crack sealing | >1 | 0 |
| # of tons of illegal debris picked up disposed of | <30 | 54 |
| Linear feet of pavement marking placed (stop bars, crosswalks, etc.) | >200 | 0 |
| Lane miles of alleys graded and graveled | 2 | 0 |
| Miles of gravel shoulder grading and rock replacement | >3 | 0 |
| **Measure- Transportation Capital** | | |
| # of traffic signals operated and maintained | 77 | 77 |
| # of City maintained street lights | 1,982 | 1,982 |
| Annual transportation capital funds administered | $11.8M | $2.5M |
| Amount of transportation grant funds awarded | $2M | $0 |
| **Measure- Surface Water Management** | | |
| # of City street curb miles swept | 3,800 | 913 |
| # of catch basins cleaned or inspected | 3,100 | 1,554 |
| # of hours of storm drain pipe video inspections recorded | 800 | 364 |
| # Linear feet of storm drain pipe cleaned | 30,000 | 8,777 |
| # of tons of sweeping and vactor waste disposed of | 2,700 | 729 |
| # of gallons of vactor liquid waste disposed of | 50,000 | 46,050 |
| # of businesses/properties inspected for SWM compliance | 200 | 98 |
| # of charity car wash permits issued | 60 | 5 |
| # of volunteer hours for water quality sampling | 100 | 13 |
| % maintain compliance with NPDES Municipal Stormwater permits | 100% | 100% |

## Legal

| Performance Measure | Target | Quarter 1 |
|---|---|---|
| # of days on average to review/process a contract | 3 | 3.88 |
| # of days on average for PRA response | 30 | 20 |
| Increase scope and extent of paperless discovery and electronic exchange of information with defense counsel, with goal being to reduce use of paper and related expenditures by 50% | 50% | met |
| Manage contract prosecution agreements/contracts to maintain maximum coverage of regular weekly calendars (16/week), as well as trials within the allocated budget | 100% | met |
| Provide discovery within 14 calendar days of a request in 90% or more of the cases in which discovery is authorized/requested/required | 90% | met |
| Respond to requests for legal advice/review as well as training (criminal law/criminal procedure generally) from Lakewood Police Department within 5 business days of request in 90% or more of the cases, with the goal being to remain in regular contact to triage issues and maximize delivery of law enforcement services with the most current training on criminal law/criminal procedure | 90% | met |
| Review all Lakewood Police Department contracts within 5 business days of receipt in 90% or more of the matters, unless an expedited response is requested or necessary | 90% | met |
| Make In Custody charging decisions within 8 hours of receipt of the report(s) in 90% or more of the cases | 90% | met |
| Review all felony In Custody NCF cases from Pierce County within 8 hours of receipt of the report(s) in 95% or more of the cases | 95% | met |
| Renew and maintain on regular basis community liaisons with: (1) community partners responding to the needs of domestic violence and domestic violence victims; (2) community action groups involved with education and advocacy relating to DUI/Physical Control; and (C) Child Protective Services and Adult Protective Services to ensure continuity of information in those cases involving the most vulnerable members of our community | 100% | met - all except DUI/impared driving POC's |
| Review and make charging decisions in Out of Custody cases within 30 days of receipt of report(s) as well as any necessary evidence (lab results, etc.) in 90% of the cases | 30 days | 90 days |
| Comply with the court rules regarding timeliness of all responsive pleadings (motions and appeals primarily) in 95% of the cases | 95% | met |

## Municipal Court

| Performance Measure | Target | Quarter 1 |
|---|---|---|
| # of community group road tours | 8 | 4 |
| # of incidents with offenders involving risk management | 0 | 0 |
| # of work crew hours performed in lieu of jail | | 1640 |
| Cost saved by using alternative sentencing | | $48,342 |
| Cost saved from reduced number of court transports | $50,000 | **$8,000 |

**** The cost savings for transports is not a true picture of savings since Video wasn't up and running until March 2015. Expect to see higher savings next quarter.*