



Don Anderson
Mayor

September 10, 2015

Jason Whalen
Deputy Mayor

Mary Moss
Councilmember

Michael D. Brandstetter
Councilmember

John Simpson
Councilmember

Marie Barth
Councilmember

Paul Bocchi
Councilmember

John J. Caulfield
City Manager

NOTICE

LAKWOOD CITY COUNCIL TRAFFIC MANAGEMENT CENTER TOUR AND COUNCIL STUDY SESSION

Notice is hereby given that on Monday, September 14, 2015, at 6:30 p.m., the Lakewood City Council will be touring the Lakewood Traffic Management Center at Lakewood City Hall, Second Floor, 6000 Main Street SW, Lakewood, Washington.

Following the tour, at approximately 7:00 p.m., the Lakewood City Council will hold its regular Council Study Session in the City Council Chambers, First Floor at Lakewood City Hall.

A handwritten signature in cursive script, appearing to read "Alice M. Bush", with a long horizontal flourish extending to the right.

Alice M. Bush, MMC
City Clerk



LAKWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, September 14, 2015

7:00 P.M.

City of Lakewood

City Council Chambers

6000 Main Street SW

Lakewood, WA 98499

Page No.

CALL TO ORDER

ITEMS FOR DISCUSSION:

- (5) 1. Joint Landmarks & Heritage Advisory Board meeting.
- (8) 2. Review of designating Historic Fort Steilacoom as a community landmark. – (Memorandum)
- (27) 3. Economic Development Board for Tacoma-Pierce County *Compete Every Day Forever: 2016-2020 Work Plan*. – Mr. Bruce Kendall, President & CEO
- (101) 4. US Open Recap. – (Memorandum)
- (114) 5. Review of Motor Avenue Design. – (Memorandum)
- (131) 6. Municipal Finance 101. – (Memorandum)
- (170) 7. Review of the Six Year Financial Forecast. – (Memorandum)
- (307) 8. Review of Springbrook Park property acquisition expansion. -
(Memorandum)

REPORTS BY THE CITY MANAGER

- (309) Lakewood Promise Program Update.

ITEMS TENTATIVELY SCHEDULED FOR THE SEPTEMBER 21, 2015 REGULAR CITY COUNCIL MEETING:

- 1. Item Nos. 2 and 5 above.

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.

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2. Recognition of Tillicum McDonald's.
3. Proclamation declaring September 2015 as National Preparedness Month. – *Ms. Christine Badger, Emergency Management Coordinator*
4. Presentation on gathering places at Ft. Steilacoom Park.
5. Reappointing Councilmember Mike Brandstetter to serve as Lakewood's representative and Councilmember Paul Bocchi, as alternate, on the Greater Tacoma Public Facilities District Board for a four-year term through December 31, 2019. – (Motion- Consent Agenda)
6. This is the date set for a public hearing by the City Council on the City of Tacoma's Proposition 3, 1.5% utility company earning tax for Tacoma street improvements. – (Public Hearing – Regular Agenda)
7. Establishing procedures for notifying the public of the preliminary agendas and special meetings of the City Council. – (Resolution – Regular Agenda)
8. Motion No. 2015-31 – (continued from the meeting of August 3, 2015)
Authorizing the execution of an agreement with Pierce College, Clover Park School District, Clover Park Technical College, Boys and Girls Club of South Puget Sound, YMCA of Pierce and Kitsap Counties, St. Clare Hospital, Communities in Schools of Lakewood, Pierce County Library, JBLM and others relative to the Lakewood's Promise Program.
9. Authorizing the execution of an agreement with Puget Sound Energy relative to the LED streetlighting project. – (Motion – Regular Agenda)
10. Amending the Lodging Tax Funding Guidelines. – (Motion – Regular Agenda)
11. Authorizing the execution of an agreement with Ricoh for copiers. – (Motion – Regular Agenda)
12. Authorizing the execution of an agreement for public defender services. – (Motion – Regular Agenda)

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13. Authorizing the execution of an agreement for backup public defender services. – (Motion – Regular Agenda)

COUNCIL COMMENTS

ADJOURNMENT

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Landmarks and Heritage Advisory Board 2015 Summary & Work Plan

Members:

Stephanie Walsh, Chairperson
Bill Harrison
Walter Neary
Glen Spieth
Joan Cooley
Beth Campbell
Bob Jones
Dennis Dixon

Council Liaison:

John Simpson

Staff Support:

Planning Manager Dan Catron

Technical Support:

Preservation Consultant Jennifer Schreck (currently not under contract)

Administrative Support:

Community Development Administrative Assistant Karen Devereaux

Meeting Schedule:

Fourth Thursday of every month at 6:00 PM in City Hall Room 3A.

Significant Accomplishments and Workplan 2015:

In 2015 the Landmarks and Heritage Advisory Board has continued to try to find ways to promote its mission beyond the formal designations of specific properties. The Board has been involved with the following issues in 2014-15 :

- In April, 2015, the Board voted to amend its by-laws to simplify the Board's mission statement. The mission statement now reads:

“The mission of the City of Lakewood’s Landmarks and Heritage Advisory Board is to preserve, protect and promote the unique heritage and historic resources of the City of Lakewood.”

The Board has also begun to meet monthly, instead of every other month.

- On July 30, 2015, the Board granted an administrative Certificate of Appropriateness for minor preservation and rehabilitation work at Lakewold Gardens. The work

involves replacement of the windows in the Wagner House solarium, and the elimination of one window and replacement with siding material.

- Also on July 30, 2015, the Board held a public hearing and voted to recommend that Historic Fort Steilacoom, located on the Western State Hospital campus, be formally designated by the City Council as a “Community Landmark”.
- The Board intends to continue to work with the Woodbrook Hunt Club towards Landmark designation. The Hunt Club has been in existence since 1924 and is already on both the State and National Register of Historic Places. The members of the Club seem excited about securing local designation.
- The Board continues to engage in the on-going management of cultural resources at Western State Hospital. LHAB members and staff participate in the Western State Hospital Cultural Resources Stakeholders Group, which is working towards protecting the many historical resources at WSH through implementation of a Cultural Resources Management Plan (CRMP) that was developed in 2011.
- The Board has continued discussions regarding the design, procurement, and placement of plaques on properties designated as Landmarks and Community Landmarks. In 2015, plaques were placed, by Boardmember Glen Spieth in conjunction with the Lakewood Historical Society, at Lakewold Gardens, Thornewood, and the Chauncy Griggs house.
- The Board continues to explore the use of the Community Landmark designation for certain properties. This designation provides recognition for historic properties without carrying the tax benefits or development limitations of the standard Landmark designation. The Board sees this designation as more appropriate for publicly owned properties or other structures and places where the standard landmark designation is problematic.
- The Board is interested in developing public outreach activities, possibly in conjunction with the Lakewood Historical Society, the Arts Commission, and/or Lakewold Gardens.
- There is an opportunity to create a more robust presence on the City’s website. Raising awareness of Lakewood’s history and historic resources is a specific function of the Board, and the internet provides a powerful platform for organizing and showcasing information about Lakewood’s history.
- \$5,000 in grant funding was made available to the LHAB from the Pierce County Landmarks and Historic Preservation Commission. Projects identified to take advantage of grant funds include digitizing the City’s 1999 Historic Properties Inventory and then placing that information on the City’s website for public viewing, and expanding the driving tour map (completed two years ago) by adding additional locations and printing additional copies. There is also an opportunity to better integrate the map with the City’s website. This work must be completed by the end of November 2015.

Landmark Designations in Lakewood

(as of 2015)

Currently Designated:

1. Boatman-Ainsworth House (11/2002)
2. Lakewold Gardens (11/2002)
3. Rhodesleigh Carriage House (5/2003)
4. Chauncey Griggs House (8/2003)
5. Hopkins House (12/2006)
6. Cole/Smith (Huber) House (2/2008)
7. Old Settlers Cemetery (1/2011)

Potential Candidates:

- Fort Steilacoom (Nominated as a Community Landmark in July 2015)
- Woodbrook Hunt Club
- Western State Hospital
- Rhodesleigh House
- Lakewood Colonial Center
- Villa Carman (Madera)
- Flett House
- Little Church on the Prairie
- Little Red Schoolhouse
- Thornewood
- Mueller-Harkins Hangar
- Tacoma Country and Golf Club
- Alan Liddle House
- Fountain in front of Chase Bank at 100th St. SW and Gravelly Lake Drive.



TO: Mayor and City Councilmembers

FROM: Dan Catron, AICP
Long Range Planning Manager

THROUGH: M. David Bugher, Assistant City Manager/ Community Development
Director, and John Caulfield, City Manager *John E. Caulfield*

DATE: September 14, 2015

SUBJECT: **DESIGNATION OF HISTORIC FORT STEILACOOM AS THE
CITY'S FIRST COMMUNITY LANDMARK**

BACKGROUND

The four residential structures of Historic Fort Steilacoom have been nominated (together with their immediate surroundings, and the Fort Steilacoom Settler cemetery located on the interior of the Western State Hospital campus) as a community landmark. These structures are some of the oldest buildings in the region and the state. The Fort buildings are currently on the Federal and State Registers of historic places.

The four Fort buildings proposed to be designated were originally constructed in 1857 as part of the establishment of Fort Steilacoom. The designation also includes the street in front of the structures, which remains in its original alignment, and the Fort Steilacoom Settler cemetery located approximately 1,000 feet to the west, interior to the Western State Hospital campus.

The proposed community landmark designation acknowledges and celebrates the role of Fort Steilacoom in the settlement of the Washington Territory and the Puget Sound area by persons of European descent. Historical accounts note the role that the Fort played in early interactions with native peoples, and later in the shaping of a national (Union) position in the west during the civil war.

The Fort later played important roles in the development of the State of Washington. In 1871, Washington Territory officials dedicated the property for use as an “insane asylum”, which later

came to be known as Western State Hospital. While Western State Hospital has a history of its own, its location and existence are rooted in the original establishment of Fort Steilacoom.

PROPOSED DESIGNATION

The Historic Fort Steilacoom buildings readily qualify for designation as a community landmark. Pursuant to the Lakewood Municipal Code (Section 02.48.040) an historic resource may be designated as a Lakewood landmark if it is more than fifty years old, “possesses integrity of location, design, setting, materials, workmanship, feeling and association”, and

1. Is associated with events that have made a significant contribution to the broad patterns of national, state or local history; or
2. Is associated with the lives of persons significant in national, state or local history; or
3. Embodies the distinctive characteristics of a type, period, style or method of design or construction, or that represents a significant and distinguishable entity whose components may lack individual distinction; or
4. Has yielded or may be likely to yield information important in prehistory or history; or
5. Is an outstanding work of a designer or builder who has made a substantial contribution to the art.

The Historic Fort Steilacoom buildings appear to fulfill both the intent and the letter of the code. The four nominated buildings were renovated and restored in the 1980s, but the restoration work was intended to be reflective of the original craftsmanship and materials, and to be protective of the historic character of the structures. In conjunction with Fort Street and what was historically a parade ground, a person looking at the structures now can easily get an idea of the scale and flavor of life at the Fort in the mid 1800’s.

Designation as a Community Landmark is honorary in nature and does not include any specific benefits or responsibilities on behalf of the property owner.

OTHER HISTORIC REGISTER LISTINGS

Fort Steilacoom is listed on the National Register of Historic Places as a National Historic District (NRHP Listing # 77001350). Listing on the National Register automatically places the site on the Washington State Heritage Register. The Washington State Department of Social and Health Services (DSHS) has prepared a Cultural Resource Management Plan (CRMP) for the entire District, including Western State Hospital, Pierce College, and Fort Steilacoom Park.

RECOMMENDATION

The Landmarks and Heritage Board (LHAB) conducted a public hearing on July 30, 2015, and is recommending that Historic Fort Steilacoom- comprising four residential buildings, their immediate environs, and the associated Fort Steilacoom Settler cemetery- be recognized and designated as the first Community Landmark for the City of Lakewood.

ATTACHMENTS

1. Draft Resolution
2. Nomination Form and background information
3. LHAB minutes (Excerpts)
4. Photo of proposed Plaque style

RESOLUTION NO. 2015- XX

A RESOLUTION of the City Council of the City of Lakewood, Washington, designating Historic Fort Steilacoom as the City's First Community Landmark.

WHEREAS, the City of Lakewood incorporated on February 28, 1996; and

WHEREAS, over one hundred and fifty years earlier, in 1844, Mr. Joseph Heath leased a plot of land from the Hudson Bay Company and established a farm; and,

WHEREAS, in 1849, shortly after Mr. Heath's death, the United States government leased the land from the Hudson Bay Company, and established Fort Steilacoom, serving early pioneers and establishing a foothold for United States interests in an area also subject to claim by the British; and,

WHEREAS, in 1857 U.S. Army Colonel Silas Casey secured Federal funds to expand and modernize the Fort, and Lieutenant August Kautz supervised the removal of the original log buildings and the construction of new stick-frame and brick structures, including the four buildings now being recognized; and,

WHEREAS, Fort Steilacoom was the first military post established in the Washington Territory, and endured as a formal military presence in the region until 1869, when it was closed to become what is now Western State Hospital; and,

WHEREAS the City of Lakewood seeks to recognize Historic Fort Steilacoom and its' history as essential to the development of the Pacific Northwest, the State of Washington, and the City of Lakewood; and,

WHEREAS, the Lakewood Landmarks and Heritage Advisory Board held a public hearing on July 30, 2015 and thereafter voted unanimously to recommend to the City Council that Historic Fort Steilacoom be designated as the City's first Community Landmark.

NOW, THEREFORE, BE IT RESOLVED, the Lakewood City Council does hereby designate Historic Fort Steilacoom and its environs including the Fort Steilacoom Settler's Cemetery as a **Community Landmark.**

PASSED by the Lakewood City Council this 21st day of September, 2015.

CITY OF LAKEWOOD

Don Anderson, Mayor

Attest:

Alice M. Bush, CMC, City Clerk

Approved as to Form:

Heidi Wachter, City Attorney



Lakewood Historic Register

Nomination Form

I. Applicant Information

| | |
|---------------------|--|
| Date | June 25, 2015 |
| Name | Kenneth Morgan- Historic Fort Steilacoom Association |
| Street Address | P.O. Box 88447 |
| City State Zip Code | Steilacoom, WA 98388 |
| Home Phone | |
| Work Phone | (253) 582-5838 |
| E-Mail Address | |

II. Owner Information

| | |
|---------------------|---------------------------------------|
| Name | WA State DSHS- Western State Hospital |
| Street Address | 8805 Steilacoom Blvd. SW |
| City State Zip Code | Lakewood, WA 98498 |
| Home Phone | |
| Work Phone | (253) 582-8900 |
| E-Mail Address | |

III. Property Information

| | |
|-------------------|--|
| Historic Name | Fort Steilacoom buildings |
| Other Names | |
| Location | On the grounds of Western State Hospital |
| Tax Parcel Number | |
| Legal Description | Acreage bordered by Cottage Row, Fort Street and Sequoia and nearby tree-lined pioneer cemetery west of the Fort buildings, at the center of the hospital complex. |

IV. Classification of Property

| Ownership of Property | Number of Resources Contributing | Non-Contributing | Non-Contributing |
|---|---|---|--------------------------------------|
| <input type="checkbox"/> Private | <input checked="" type="checkbox"/> Building(s) | <input type="checkbox"/> Building(s) | <input type="checkbox"/> Building(s) |
| <input type="checkbox"/> Public-Local | <input checked="" type="checkbox"/> District | <input type="checkbox"/> District | <input type="checkbox"/> District |
| <input checked="" type="checkbox"/> Public-State | <input checked="" type="checkbox"/> Site | <input type="checkbox"/> Site | <input type="checkbox"/> Site |
| <input type="checkbox"/> Public-Federal | <input checked="" type="checkbox"/> Structure | <input type="checkbox"/> Structure | <input type="checkbox"/> Structure |
| | <input checked="" type="checkbox"/> Object | <input type="checkbox"/> Object | <input type="checkbox"/> Structure |
| | <u>9</u> Total | <u>0</u> Total | <u>0</u> Total |
| Historic Name Fort Steilacoom | | Name of related multiple property listing | |
| Number of contributing resources previously listed as Pierce County Landmarks 5 | | Number of contributing resources previously listed on National Register 5 | |

V. Function or Use

| Historic Uses and Property Owners | Current Uses |
|--|--|
| Owned by DSHS but operated as a museum by the non-profit Historic Fort Steilacoom Museum Association | Used for museum complex by volunteer historical preservation group |

VI. Property Architectural Description

| Materials | | | |
|----------------------------|--------------|--------------|-------------------------------|
| Foundation: concrete frame | Siding: wood | Roof: cedar | Windows: historic or replicas |
| Other: Post and pier | Other: _____ | Other: _____ | Other: _____ |
| Architectural Description: | | | |

Describe the present and historic physical appearance of the property below and on the continuation sheet. Use as many sheets as necessary.

(Adapted from the National Register nomination form prepared by Cy and Rita Happy, 1975)

The four remaining fort buildings were restored in the 1970s and 1980s and are used to provide hands-on experiences of fort life during the 1849 to 1868 period of local settlement.

The historic fort buildings are all former officers' and chaplain's residences located immediately to the east of the main Western State Hospital complex. The four buildings are arranged on a loop road around the perimeter of a five-acre parade ground which remains as open space. The three buildings on the north side of this field were included in "Officer's Row" while the fourth structure on the east side was the post's Chaplain's quarters. The buildings were all built in 1857 by Lieutenant August Kautz following standard U.S. army plans. In terms of architectural style, they are a rudimentary Greek Revival.

These structures are quite similar to one another with some variations depending upon the rank or status of the intended occupants. Basically they are one-and-a-half story rectangular plan buildings with gable roofs—ridges oriented parallel to the street- and clapboard siding. The buildings include gable dormers, returned cornices and two chimneys each, positioned near opposite ends of the ridge, each with a corbelled cap and a hound's-tooth course.

There are full-width hipped roof verandas across the front of the buildings. These are supported by boxed columns with a simple capital and base built up from boards and mouldings. On the chaplain's quarters at the end of officer's row, the veranda is extended around the corner along the south end of the building. A latticework screen is provided on both ends of all verandas- possibly to provide a degree of privacy from closely neighboring porches on either side. Additional lattice work is used beneath the verandas as a foundation skirt.

The windows have a six-over-six double hung sash placed in a strict symmetrical arrangement. The paneled door of the front entrance is framed by transom and sidelight windows.

The field officer's quarters are the simplest architecturally. They are provided with a single dormer smaller than the dormer for the chaplain's residence, which has a pair of windows where the others only have one. Although the chaplain's residence has a more extensive veranda, the commanding officer's quarters is significantly larger. It has three dormers- two of them with single windows flanking a third larger dormer with a pair of windows. Also it is embellished by a more elaborate chimney treatment and cornice brackets that are not used elsewhere.

The structure at the west end of the row is in relatively good condition with little apparent alteration other than a small addition at the back. However, the commanding officer's quarters has had one chimney removed and some interior plasterwork removed exposing a brick infill

between the studs of the outside walls. On the building at the east end of the row the porch has been rebuilt without replicating the original columns or lattice-work.

At the center of the hospital grounds is the Fort Steilacoom military cemetery on a fenced acre of ground.

Reference: The History of Fort Steilacoom
By John McPherson

HISTORY OF FORT STEILACOOM

By John McPherson

Origins (1849-53)

In the aftermath of the U.S.-Mexican War and facing the rapid settlement of the Pacific Coast in the wake of the California Gold Rush, the U.S. Army established Fort Steilacoom to both project American power and secure American interest in the Puget Sound Region of what was then, the Oregon Territory. Fort Steilacoom was a key element in America's new Pacific Defense system.

First manned by soldiers of Company M, 1st Artillery Regiment beginning in August 1849, the fort's first buildings were built on land leased from the Hudson's Bay Company. Upon this site, the artillerymen erected simple log structures. By 1853, Fort Steilacoom was now a part of the new Department of the Pacific and the embryonic Washington Territory.

Expansion of the Fort (1853-55)

Fort Steilacoom grew in size and importance with the arrival of two companies of the 4th Infantry Regiment in 1853. In 1854, soldiers from these companies were detached to assist in survey and road-building work throughout the Puget Sound Region and across the Cascades through Naches Pass. These troops also aided in protecting the property and personal safety of recently-arrived American settlers.

The autumn of 1855 saw significant activity for the post. Recently-signed treaties gave rise to an Indian insurgency on both sides of the Cascades. Following a series of murders in the White River Valley (located north of the fort), Fort Steilacoom served as a temporary refuge for settlers fleeing the carnage and threat of violence.

Steilacoom was seriously undermanned at this time; most of its troop complement had taken the field. Skirmishing and patrols of both Regulars and Volunteer troops took place during the autumn of 1855. Ft. Steilacoom took on the appearance of a fort under siege. It was in December 1855 that Ft. Steilacoom lost one of its favorite officers, Lt. William Alloway Slaughter in an ambush along the Green River. Lt. Slaughter, and two of his enlisted soldiers, were brought back to the post for burial in the midst of a full-scale insurgency.

Arrival of the 9th Infantry Regiment (1855)

General John Wool dispatched the first Regular Army reinforcements to Ft. Steilacoom in November 1855 with the deployment of one company of soldiers from the 3rd Artillery Regiment commanded by Capt. Erasmus Darwin Keyes. They were followed shortly by the arrival of a new post commander, Lt. Colonel Silas Casey of the 9th Infantry Regiment.

Several companies of the 9th, with Keyes's artillery troops, and troops of the 4th Infantry marched out of Ft. Steilacoom in February 1856 to confront Indian insurgents along the Naches Pass Road. In conjunction with soldiers of the Washington Territorial Volunteers and allied Native Americans, the American forces engaged in aggressive patrolling and occupation of key trails and traditional food-gathering sites of the Native American insurgents.

Several sharp firefights occurred near the White River, particularly in the area of Connell's Prairie in today's community of Bonney Lake. A successful raid on the insurgent camp near the Mashel River by Indians under the leadership of Patkanim effectively crushed the Native American resistance in the area. Later raids by volunteer "rangers" and the failed attempt to wipe out the fledgling settlement of Seattle undoubtedly weakened the resistance movement.

By late March of 1856, the Puget Sound phase of the wider Yakama War had concluded. Continued murders and fighting occurred, but none involved the Federal troops of Ft. Steilacoom.

Incarceration of Leschi & New Construction at the Fort (1856-58)

The betrayal of lead insurgent, Leschi of the Nisqually, by his former allies and his ensuing two trials strained relations between the officers of the fort and local civilian authorities. Leschi remained incarcerated at Ft. Steilacoom after a failed attempt on his life in the office of none other than Washington Territorial Governor, Isaac Stevens.

Although Lt. August Kautz presented convincing evidence at trial proving Leschi's innocence regarding the murder charges levied against the chief, Leschi was declared guilty based on "new" evidence provided in the form of eyewitness testimony newly-discovered in the second trial. A legal controversy ensued between Territorial government officials and the fort's officers as to how to proceed with carrying out Leschi's death sentence. Lt. Kautz vigorously defended the innocence of Leschi in a series of print articles under the title of "The Truth Teller." In the end, Leschi was hung by civil authorities, not Regular Army troops. Lt. Col. Casey demanded that Leschi be executed at least 300 yards off post and that his men not be involved in the affair.

In 1857, Casey secured Federal funds to expand and modernize Ft. Steilacoom as befitting its status as district headquarters and its expanding role in local affairs. The fort now served as the central hub for military operations in the Puget Sound region, operations that included local security, road-building, and frontier constabulary. Lt. August Kautz supervised the removal of the original log buildings and the construction of new stick-frame and brick structures. Kautz utilized the labor of both soldiers and civilian contract laborers in the raising of new fort buildings. Foundation bricks were fired on site, finish lumber was purchased from local mills, and Kautz employed an innovative water ram to increase the speed of construction.

San Juan Island "Pig War" & the Military Road (1859-60)

Fort Steilacoom was nearly emptied of all of its troops as a result of the so-called "Pig War" of the summer and autumn of 1859. This boundary dispute involving the San Juan Islands gave rise to a massive build-up of American troops on the southern tip of San Juan Island.

Initially, only one company of 9th Infantry troops under the command of Capt. George Pickett had been ordered to establish a presence on the island. When confronted with the overwhelming superiority of firepower and numbers of the British Navy in the vicinity, Pickett hastily called for reinforcements. His request was granted in the form of nearly 500 artillery, infantry, and engineer troops under the command of Lt. Col. Silas Casey.

Upon arriving on the island, Casey wisely moved the camp started by Pickett to a less-exposed position, he began the construction of a redoubt intended for large guns, and he engaged in friendly, diplomatic conversation with his British counterparts anchored offshore.

The American encampment and redoubt project lasted only a short time. By November 1860, negotiations involving General Winfield Scott and British Governor James Douglas settled on the placement of a company-sized element from both countries on either end of the island. The first American company to be stationed on the island at the conclusion of negotiations was Company C of the 4th Infantry from Ft. Steilacoom. This company was commanded by Captain Lewis Cass Hunt and Lt. Arthur Schaaf while on the island until it was withdrawn and replaced in April 1860 by Captain Pickett's company of the 9th Infantry. In 1861, Ft. Steilacoom would provide another company to the island's defense; Capt. Thomas English of Company H/9th Infantry would replace Pickett's company.

Concerns over the supply of, communications with, and reinforcement of military posts from Vancouver Barracks to the Cowlitz River to Ft. Steilacoom and northward to Ft. Bellingham led to plans for construction of a military road between these points. Survey work was completed by soldiers of the 9th Infantry assigned to Ft. Steilacoom and contracts were awarded to various speculators for the construction and maintenance of this new road. While a rough-hewn, east-west freight road had been initiated between Ft. Steilacoom and Walla Walla using the Naches Pass route, this new north-south route would never be completed. Events back east would dry up Federal funds for the project.

American Civil War Period (1861-65)

News of the presidential victory of Abraham Lincoln reached Ft. Steilacoom in early December 1860. Southern states almost immediately began to secede from the United States in response to Lincoln's election. Federal arsenals across the South were seized and their contents redistributed to rapidly mobilizing rebel forces. In response to this threat, Lincoln called for the concentration of Federal troops in the East. Ft. Steilacoom was a flurry of activity as its companies packed and prepared to assemble with their respective regiments in ports in California.

Upon redeployment to the East, the Regular soldiers of Ft. Steilacoom would be a part of the Federal Division, the trained, professional nucleus within what would become a primarily

volunteer force formed for the purpose of putting down the rebellion of Southern states. Soldiers of the 4th Regiment assembled with their fellow companies in Southern California for transport to the East Coast. Soldiers of the 9th Regiment expected to do the same. Threats of Confederate sympathizers and the potential for both foreign and Native-American attack convinced President Lincoln to keep the 9th Infantry on the West Coast for the duration of the Civil War.

The draining of Federal troops from Ft. Steilacoom necessitated the recruitment of volunteer troops to take their place. Washington Territory was never able to recruit enough men to fill the ranks of an entire regiment. Instead, the territory supplied two companies of troops and filled the rest of its allotted regiment with California Volunteers. During the American Civil War, Ft. Steilacoom was manned by companies G and K of the 1st Washington Infantry Regiment as well as by soldiers from the 1st Oregon Infantry Regiment and Company E of the 4th California Infantry Regiment. These volunteer troops were a part of a much larger organization of West Coast regiments called the Army of the Pacific.

In the absence of Regular Army soldiers, these citizen-soldiers took on the task of maintaining the peace between Native peoples and often hostile whites. They also improved and protected established communication and transportation routes.

Post-Civil War Period & Transfer to the Territory (1865-68)

By the middle of April 1865, citizens of the town of Steilacoom and volunteer troops at Ft. Steilacoom had received the news of the Confederate surrender at Appomattox.

Even before the end of war, volunteer officers had tendered their resignations and the companies of volunteer troops had begun to dwindle in size. After the war, soldiers of the 14th Infantry Regiment were stationed briefly at Fort Steilacoom. But, by 1868, new Indian insurgencies east of the Cascades prompted General Halleck to reallocate U.S. Army resources.

Many of the posts established on the West Coast during the 1850s were closed, including Ft. Steilacoom. The 640 acre fort and farm site was turned over to the Washington Territory.

In 1871, Territorial officials used the fort's buildings and property as the "Insane Asylum of Washington Territory." This asylum would continue to grow over the years. Many of the post's original 1857 buildings would be torn down and replaced by newer, more modern facilities to support the needs of the asylum. Later, the asylum replaced its territorial name with the moniker, "Western State Hospital."

Modern Period (1983-Present)

Today, four of the fort's original buildings remain on site, open to visitors and school groups alike. The post's Catholic chapel was moved in 1864 and currently serves an active congregational gathering place in downtown Steilacoom, not far from the fort.

Beginning in 1983, local volunteers raised funds and donated generously of their time and skills to renovate and restore the original officer's homes that had been left in disrepair. This

dedicated group formed the Historic Fort Steilacoom Association to not only restore the buildings, but also interpret the site for future generations.

The association currently sponsors monthly events and activities promoting the history and personalities associated with Ft. Steilacoom. The HFSA is a non-profit organization run by volunteers whose Board meets each month to determine the direction of the fort's interpretation. These volunteers host various work parties, living history demonstrations, guided tours of the fort buildings, & lecture programs. The HFSA also operates an on-site museum and gift store that is open to the public throughout the year.

VII. Register Criteria

Check all that apply

The Property:

| | |
|----------|--|
| <u>X</u> | 1. Is more than 50 years old or, if a proposed landmark district, contains resources that are more than 50 years old. |
| <u>X</u> | 2. Possesses integrity of location, design, setting, materials, workmanship, feeling and association. |
| X | 3. Is associated with events that have made a significant contribution to the broad patterns of national, state, or local history. |
| <u>X</u> | 4. Embodies the distinctive architectural characteristics of a type, period, style, or method of construction, or represents a significant and distinguishable entity whose components may lack individual distinction. |
| X | 5. Is an outstanding work of a designer, builder or architect who has made a substantial contribution to the arts. |
| <u>X</u> | 6. Exemplifies or reflects special elements of the City's cultural, economic, political, aesthetic, engineering or architectural history. |
| X | 7. Is associated with the lives of persons significant in national, state or local history |
| X | 8. Has yielded or is likely to yield important archaeological information. |
| X | 9. Is an integral part of districts that meet the criteria above. |
| — | 10. Is a religious property deriving primary significance from architectural or artistic distinction or historical importance. |
| — | 11. Is a building or structure removed from its original location but which is significant primarily for its architectural value, or which is the only surviving structure significantly associated with an historic person(s) or event. |
| X | 12. Is a birthplace or grave of a historical person of outstanding importance and is the only surviving structure or site associated with that person. |
| X | 13. Is a cemetery that derives its primary significance from age, from distinctive design features, or from association with historic events or cultural patterns. |
| X | 14. Is a reconstructed building accurately executed in a suitable environment and presented in a dignified manner or as part of a restoration master plan, and no other building or structure with the same association has survived. |
| X | 15. Is a property commemorative in intent of design, age, tradition, or symbolic value that has invested it with its own historical significance. |
| — | 16. A property achieving significance within the past forty years, if it is of exceptional importance. |
| X | 17. Is an easily identifiable visual feature of a neighborhood or city and contributes to the distinctive quality or identity of such neighborhood or city. |
| X | 18. Is associated with significant historic events or historic themes. |
| — | 19. Is associated with important or prominent persons in the community, or recognized by local citizens for substantial contributions to the neighborhood or community. |

VIII. Areas of Significance

Period of Significance: 1849-68

Significant Dates: 1854- 1865

Significant Person(s): Casey, Hunt, Kautz, Leschi, soldiers, refugees from Indian war of 1856-58.
Complete if criteria 7 is checked.

Cultural Affiliation: US Military
Complete if criteria 8 is checked.

Architect/Builder: August Kautz

Statement of Significance:

Describe the significance of the property, using the criteria checked, criteria definitions, and areas and the periods of significance noted above. Use as many continuation sheets as necessary.

First US military fortress presence in the Puget Sound area.

X. Form Preparation

Form was prepared by: Steve Dunkelberger/ Dan Catron

Name (printed) Dan Catron

Signature

Date June 25, 2015

Excerpts from LHAB meeting minutes re: Historic Fort Steilacoom

From April 23, 2015, LHAB minutes

New Business

Historic Fort Steilacoom Designation Request

Mr. Dan Catron shared a formal request letter received from the Historic Fort Steilacoom Association Director, Kenneth Morgan, asking that the four remaining buildings of Fort Steilacoom, located on the campus of Western State Hospital, receive a designation as a community landmark.

Ms. Stephanie Walsh, Chair, queried if it appropriate to first request a letter of confirmation from Department of Social and Health Services stating they have no objections to such a designation before the LHAB moves on the HFSA request. Mr. Dan Catron agreed to contact DSHS before the May meeting.

Members Mr. Glen Spieth, Vice-Chair, and Ms. Beth Campbell asked staff to check on a nomination form they believe was written by Steve Dunkleburger, Past Chair, in relation to same project. Mr. Dan Catron agreed to attempt to locate the document for review at the May meeting.

From June 25, 2015 LHAB minutes

UNFINISHED BUSINESS

Historic Ft. Steilacoom Designation Request

Mr. Dan Catron shared he had found the original Lakewood Historic Register Nomination Form started by Mr. Steve Dunkelberger. The form was sent to Mr. Ken Morgan, who made the request for designation as a community landmark the four remaining buildings of Fort Steilacoom located on the campus of Western State Hospital, to be checked for accuracy. Mr. Dennis Dixon commented that they should have a letter stating the Department of Social and Health Services (DSHS) has no objections. Mr. Dan Catron felt a copy of the email would suffice for such purposes.

Mr. Dan Catron explained the filing of the form requires a 30 day written notice to the property owner and applicant, as well as a 10 day notice published in the paper prior to the board holding a public notice and vote on such a designation. The group agreed to hold the next meeting on the fifth Thursday of the month, July 30th, to allow the proper timeframe. The group discussed the form line by line to clarify their own understanding and accuracy. It was decided to add a checkmark to the lines #7 and #19 before the public hearing and acceptance of the form.

Ms. Stephanie Walsh, Chair, requested Mr. Dan Catron get the notice written and mailed as well as public hearing notice published in a timely fashion to propel this project to the finish.

From July 30, 2015 LHAB minutes

PUBLIC HEARING

Historic Fort Steilacoom Community Landmark Designation

The City received a request by the Historic Ft. Steilacoom Association (HFSA) to designate the four officer's quarters buildings as a Community Landmark. The buildings readily qualify for designation. Originally constructed over 150 years ago, the four buildings were renovated and restored in the 1980's with the intention of being reflective of the original craftsmanship and materials protective of the historic character of the structures. Fort Steilacoom is listed on the National Register of Historic Places as a National Historic District (NHRP Listing #77001350).

Staff recommended, in light of the clear historic nature of the nominated buildings and their role in local, regional and national history, the Historic Fort Steilacoom –comprising four residential buildings, their immediate environs, and the associated Fort Steilacoom Settler Cemetery- be recognized and designated as the first Community Landmark for the City of Lakewood.

Board members heard comments from Mr. Bob Hubenthal, Director Capital Programs, Department of Social and Health Services, as well as Mr. Kenneth Morgan, Historic Fort Steilacoom Association, in full support of such a designation.

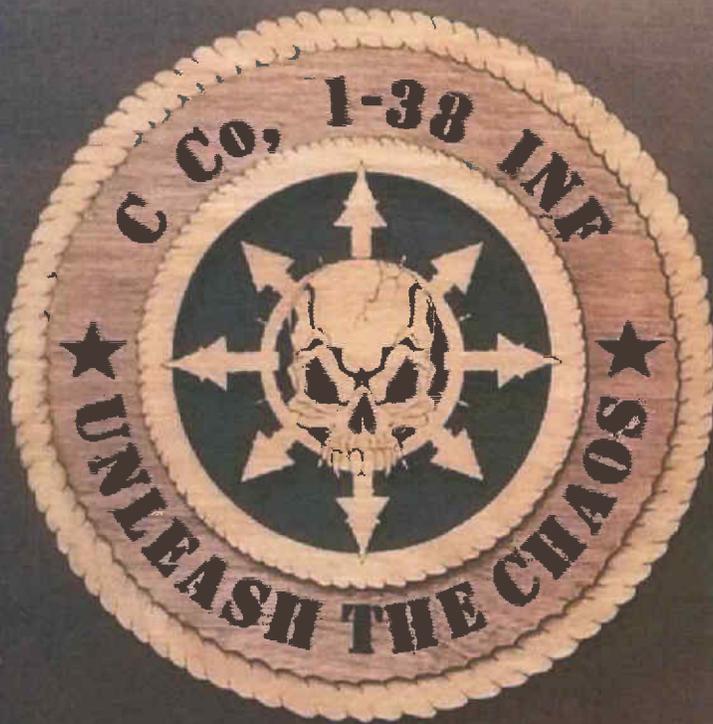
Board members discussed having a formal and public dedication ceremony with the Mayor recognizing the Historic Fort Steilacoom Association in a special presentation in September 2015.

The motion was made by Ms. Joan Cooley to recommend to Council the approval and designation of Historic Fort Steilacoom as a community landmark. Mr. Dennis Dixon seconded the motion. A unanimous voice vote carried the motion.



Soul Stalkers
1st BN 38th IN
OEF 2012-2013
Panjwal Afghanistan

This exact Plaque \$50

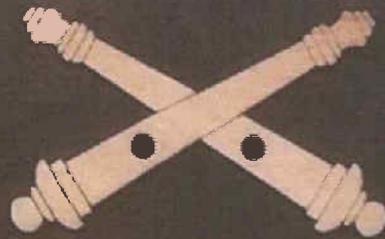


SFC Bud "Spud" Tater

Jul 2007 - Jan 2010

*Thank you for your service to C. Co 1-38 In FIST.
 The Officers and Soldiers wish you continued success in
 all of your future endeavors*

"UNLEASH THE CHAOS"



Thank you from Chaos Company
 for your contributions and dedication
 to the furthered success of the
 Company, Battalion, and Army.
 We will never forget your legacy
 and the mission of the infantry
"LOA, LOA, LOA"

This exact Plaque \$60





ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

COMPETE. EVERY DAY. FOREVER.

2016-2020

EDB WORK PLAN 2016-2020
ECONOMIC IMPACT ASSESSMENT



City of Lakewood Council Chambers, City Hall
September 14, 2015 @ 7 p.m.

Bruce Kendall – President & CEO

Al Doeve - Project Executive

Economic Development Board Tacoma-Pierce County



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

EDB VISION

Tacoma-Pierce County is the most attractive location in the PNW for local, national, global investment and job creation.

EDB MISSION

The EDB grows primary businesses by working with its partners to spur private capital investment and job creation in Tacoma-Pierce County.

Complete. Every Day. Forever.



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

AGENDA

- PLANNING PROCESS 2014-2015
 - VISION | MISSION | GOAL SETTING [Pages 1-2]
 - EDB DEFINITIONS [Pages 3-4]
 - ECONOMIC IMPACT ASSESSMENT [Pages 5-6]
 - FIFE / EDB PARTNERSHIP 2016-2020
-
- Q & A **Compete. Every Day. Forever.**



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

COMPETE. EVERY DAY. FOREVER.
2016-2020

THANK YOU.



City of Lakewood Council Chambers, City Hall
September 14, 2015 @ 7 p.m.

Bruce Kendall – President & CEO
Al Doeve - Project Executive
Economic Development Board Tacoma-Pierce County

Economic Development Board for Tacoma-Pierce County

Board Approved Program of Work

2016 – 2020

VISION 2040

TACOMA-PIERCE COUNTY IS THE MOST ATTRACTIVE LOCATION IN THE PACIFIC NORTHWEST FOR LOCAL, NATIONAL AND GLOBAL BUSINESS INVESTMENT AND JOB CREATION

MISSION

COMPETE EVERY DAY FOREVER – THE EDB GROWS PRIMARY BUSINESSES BY WORKING WITH ITS PARTNERS TO SPUR PRIVATE CAPITAL INVESTMENT AND JOB CREATION IN TACOMA-PIERCE COUNTY

Five Year Goals

1. Direct Jobs: 3,220 at or Above Average County Wage (\$44,541)
2. Private Capital Investment: \$400,000,000
3. Direct Jobs By Cluster: 50% of Total Recruited/Retained-Expanded Jobs
4. Cluster Acceleration Teams: Aerospace, Health Services, Trade and Logistics, Cyber Security/Information Assurance
5. Companies Recruited and Companies Retained/Expanded: 35 Companies
6. EDCPC Industrial Revenue Bond Financing: \$20,000,000
7. EDB Revenue: \$6,600,000



**ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY**

Board approved May 22, 2015. Summarized for the Fife City Council Meeting, Tuesday, August 18, 2015 @ 7 p.m.

Work Program Summary

| STRATEGY AND OBJECTIVES | GOALS | 5 YEAR BUDGET GOAL \$6.6M |
|--|---|---|
| <p>1 RETAIN and EXPAND PRIMARY COMPANY JOBS Objective A: Business Retention and Expansion (BRE) Program Structure Objective B: BRE Company Targets and Cases Objective C: Class A Office Development (coordinate with Recruitment) Objective D: BRE Cluster Acceleration Integration Objective E: Industrial Revenue Bond Financing (shared with Recruitment) Objective F: BRE Tracking & Reports (Gain/Loss/Net)</p> | <ul style="list-style-type: none"> ▪ 1,932 direct jobs (60% of 3,220 total jobs target) created via BRE ▪ 50% (966 of direct 1,932 jobs) stem from cluster initiatives ▪ \$120M Private Capital Investment (30% of \$400M goal) ▪ 20 retained companies (4 per year) ▪ 250,000 SF of new Class A, with tenants (shared with Recruitment) ▪ Economic Development Corporation of Pierce County (EDCPC) - \$20M in bonds (shared with Recruitment) | <p>\$1.98M over 5 years</p> <p>\$396K annually</p> <p>(30% of total budget)</p> |
| <p>2 RECRUIT PRIMARY COMPANY JOBS Objective A: Company Recruitment Program Structure Objective B: Company Targets and Cases Objective C: Class A Office Development (coordinate with Retention/Expansion) Objective D: Company Recruitment National/Global Strategy Objective E: Company Recruitment Cluster Acceleration Integration Objective F: Industrial Revenue Bond Financing (shared with Retention) Objective G: Company Recruitment Tracking & Reports (Gain/Loss/Net)</p> | <ul style="list-style-type: none"> ▪ 1,288 direct jobs (40% of 3,220 total jobs target) created via Recruitment ▪ 50% (644 of direct 1,288 jobs) stem from cluster initiatives ▪ \$280M Private Capital Investment (70% of \$400M goal) ▪ 15 recruited companies (3 per year) ▪ 250,000 SF of new Class A with tenants (shared with Retention/Expansion) ▪ Economic Development Corporation of Pierce County (EDCPC) - \$20M in bonds (shared with Retention) | <p>\$2.31M over 5 years</p> <p>\$462K annually</p> <p>(35%)</p> |
| <p>3 CLUSTER ACCELERATION Objective A: Cluster Acceleration Team Program Structure Objective B: Cluster Acceleration Team Work Plans Objective C: Institution Building Objective D: Cluster Acceleration Team Performance & Reports</p> | <p>Each Cluster Team develops its goals relative to:</p> <ul style="list-style-type: none"> ▪ job creation, ▪ private capital investment ▪ institution building | <p>\$1.32M over 5 years</p> <p>\$264K annually</p> <p>(20%)</p> |
| <p>4 MARKETING & COMMUNICATIONS Objective A: EDB Vision, Mission, Work Program Deployment Objective B: EDB Vision Alignment with Partners / Community Objective C: Marketing the EDB Vision & Mission/Tacoma-Pierce County</p> | <ul style="list-style-type: none"> ▪ Develop and deploy EDB Vision, Mission, Work Program ▪ Share Vision, Mission with key Pierce County organizations ▪ Measure marketing impact across industries and geographies | <p>\$660K over 5 years</p> <p>\$132K annually</p> <p>(10%)</p> |
| <p>5 ADMINISTRATION Objective A: Maintain & Produce EDB Dashboard Objective B: Prepare Annual Budget (Payroll, Non-payroll, Other) Objective C: Board & Executive Committee Management Objective D: Event & Publications Management Objective E: Manage Investor Relations Objective F: Manage Office Systems Objective G: Administrative Support</p> | <p>Organization support towards annual and five year goal attainment</p> | <p>\$330K over 5 years</p> <p>\$66K Annually</p> <p>(5%)</p> |
| <p><i>EDB "SMART" goals are designed to be Specific, Measurable, Attainable, Repeatable and Time-Bound</i></p> | | |

DEFINITIONS

CLUSTER ACCELERATION TEAMS

Clusters are geographically specific groups of interconnected companies. By clustering near each other, businesses can increase their productivity, accelerate innovation, and stimulate new business formation. Regions with fully developed clusters have higher levels of job creation, higher wages, and higher levels of wealth creation than regions without well-integrated clusters. At the apex of the cluster are (a) **lead firms** that export products or services outside the region. A network of (b) **supplier firms and partners** provide raw materials, components, parts and specialized services to the lead firms. Supporting both the lead firms and the suppliers/partners are (c) **the foundations of the economy**, including educational institutions, governments, technology infrastructure, other physical infrastructure,

access to capital, tax and other business climate policies, and quality of life/social capital. **The EDB’s cluster teams**, in working groups of five to eight C-level executive volunteers and subject matter experts, create a goal and work plan to achieve concrete results to strengthen (aka accelerate) the cluster. With oversight by the board of directors and assistance by EDB staff, the plan should be started and completed within an 18-24 month timeframe. Cluster team executives sign an agreement to partner with the EDB consistent with operating guidelines.

Cluster team leaders are provided opportunities to report on activities and outcomes to the EDB’s board and investors.

EDB PARTNERS

Our partners are essential to business recruitment and retention/expansion success across the South Sound. Key partners include:

City of Auburn
 City of DuPont
 City of Fife
 City of Gig Harbor
 City of Lakewood
 City of Milton
 City of Puyallup
 City of Sumner
 City of Tacoma
 City of University Place
 Town of Steilacoom
 Broadway Center of the Performing Arts
 Chambers of Commerce
 Citizens for a Healthy Bay



Community and Technical Colleges
 Four year universities
 Impact Washington
 NW Trade Adjustment Assistance Center
 Pierce County
 Pierce Transit
 Port of Tacoma & Seaport Alliance
 Procurement Technical Assistance Center
 Puget Sound Energy
 Puget Sound Regional Council
 Puyallup Tribe of Indians
 Real Estate Developers and Brokers
 Small Business Administration
 Small Business Development Center

Sound Transit
 State of Washington
 Tacoma Public Utilities
 Tacoma Regional CVB
 Tech Resources for Engineering Efficiency
 WA Aerospace Partnership
 WA Econ Dev Association (WEDA)
 WA State Department of Commerce
 WorkForce Central – Business Connection
 World Trade Center Tacoma
 Pierce County Legislative Delegation
 US Congressional Offices
 US Senate Offices

DEFINITIONS (Continued)

LOCATION QUOTIENT (LQ)

Economic development organizations use the concept of Location Quotient (LQ) to focus on industry, employment and growth strengths/weaknesses.

A location quotient (LQ) identifies the concentration of a given economic cluster (e.g., aerospace) in a region relative to the national average for that cluster (adjusted for population size). An LQ of 1.0 indicates that employment in that cluster is at the national average. An LQ of 7.0 (as with aerospace) indicates that employment is seven times the national average. An LQ of less than 1.0 indicates a concentration below the national average.

In addition, LQs can show the growth trends of a given cluster. When size is plotted with growth trajectory on a graph, one gets a fairly clear picture of the strength and dynamism of the cluster in a region.

The EDB utilizes LQs to understand the strengths and weaknesses of clusters in the South Sound in order to better inform its recruitment, retention and cluster acceleration work.

PRIMARY BUSINESSES

Primary businesses are at the core of the EDB's activities and the health of the Tacoma-Pierce County economy. Quality of life for all citizens is intimately tied to the number and strength of primary employers.

Primary businesses export a product or service out of Tacoma-Pierce County and import new dollars into the local economy, thereby growing the "wealth pie." That wealth energizes the local community through employee wages paid and purchases from suppliers who employ additional people. Primary businesses typically pay higher wages than other businesses because higher value goods and services are produced.

Primary businesses are the fundamental building blocks of high-wage job creation. The competition is fierce. Tacoma-Pierce County faces regional, national and global competition to keep its existing firms, as well as recruit new firms to the Tacoma-Pierce County market.

"SMART" GOAL SETTING

SMART is an acronym giving criteria to guide in the setting of objectives in project management, employee-performance management and personal development.

- S SPECIFIC
- M MEASURABLE
- A ATTAINABLE
- R REPEATABLE (e.g. a process)
- T TIMEBOUND

ECONOMIC IMPACT ASSESSMENT HIGHLIGHTS

Prepared by National Community Development Services' Economic Development Center (the research and analysis division of NCDS), dated May 18, 2015.

CONTENT

- Tacoma-Pierce County
- The Input/Output (I/O) Model
- EDB for Tacoma-Pierce County - Planning for More Success
- Economic Impact of New and Retained Jobs
- Jobs Multiply Through the Economy
- Spending From New Jobs - Making an Impact
- New Output by Sectors

FIVE YEAR 2016-2020 ECONOMIC IMPACT SUMMARY

| IMPACT | TOTAL |
|-------------------------------------|-------------------|
| Jobs | 5,337 |
| Income | \$334,112,021 |
| Value added | \$553,844,399 |
| Output | \$1,111,032,350 |
| Total income | \$334,112,021 |
| Disposable income | \$297,393,110 |
| Consumer spending | \$271,995,738 |
| Savings Deposit Potential | \$17,739,499 |
| Sales taxes | \$22,795,240 |
| Property taxes | \$11,215,719 |
| Return on investment - overall | \$14.11 to \$1.00 |
| Return on investment - Pubic sector | \$11.65 to \$1.00 |

Source:
NCDS, ESC I/O model for Tacoma-Pierce County, WA 5/18/2015

EXECUTIVE SUMMARY

- The Economic Development Board, EDB for Tacoma Pierce County designed **Compete.Every Day.Forever.** to create new output that will return \$14.11 in average corporate profits for every \$1.00 invested. Based on new state and local taxes, public sector investors in this economic development program will see a return of \$11.65 in new annual taxes for every \$1.00 invested.
- While all direct (job) impacts from economic development will occur in Pierce County some of the direct job impacts in Pierce County will create indirect and induced impacts elsewhere, especially in King County where there are many suppliers and commercial businesses.
- The goal of **Compete.Every Day.Forever.** is 3,220 well paying jobs. Target clusters will focus job creation activities on 4 target clusters, each defined by several sectors in the I/O model. The target clusters are projected to create 1,610 jobs. *Aerospace* accounts for 20% of the goal, *Trade and Logistics*, 15%, *Health Services*, 12.5%, and *Cyber Security*, 2.5%. The other 50% of jobs are allocated to the “other” category defined by 10 sectors in the model.
- The ripple effect of new jobs is computed based on multipliers. These multipliers show the effects of sales, income, spending and saving, which in turn increase the employment and earnings of other business sectors.
- **EDB staff works and partners actively and continuously with state, regional, county and municipal planning and economic / community development staff to leverage results and achieve mutual growth and wealth creation goals.**

ANNUAL IMPACT OF NEW AND RETAINED JOBS (PIERCE COUNTY 2020)

| IMPACT TYPE | JOBS | INCOME | VALUE ADD | OUTPUT |
|-----------------------------|--------------|----------------------|----------------------|------------------------|
| Direct Impact | 3,220 | \$228,335,625 | \$360,488,074 | \$780,515,707 |
| Indirect Impact | 1,059 | \$53,568,982 | \$94,187,819 | \$169,008,852 |
| Induced Impact ³ | 1,059 | \$52,207,415 | \$99,168,506 | \$161,507,791 |
| Total Impact | 5,337 | \$334,112,021 | \$553,844,399 | \$1,111,032,350 |

NEW PAYROLL GENERATE SPENDING, SAVINGS, TAXES (2020)

| | |
|---|---------------|
| Total New Income | \$334,112,021 |
| Disposable Personal Income ¹ | \$297,393,110 |
| Consumer Expenditures ² | \$271,995,738 |
| Savings Deposit Potential ³ | \$17,739,499 |
| Sales Taxes ⁴ | \$22,795,240 |
| Property Taxes ⁴ | \$11,215,719 |

ANNUAL SPENDING BY TOP 10 CATEGORIES (2020)

| Rank | Spending Category | Spending in Millions |
|------|---------------------------------|----------------------|
| 1 | Housing | \$94.9 |
| 2 | Transportation | \$44.9 |
| 3 | Food | \$35.1 |
| 4 | Personal insurance and pensions | \$28.6 |
| 5 | Health care | \$17.7 |
| 6 | Entertainment | \$14.4 |
| 7 | Cash contributions | \$10.3 |
| 8 | Apparel and services | \$8.7 |
| 9 | Education | \$5.7 |
| 10 | Personal care | \$3.5 |



KEY CONSIDERATIONS FOR THE PRIVATE/PUBLIC PARTNERSHIP

EDB for Tacoma Pierce County

- Unique, unduplicated vision/mission
- Partnership with region/county/city public and private sectors
- Public record of accomplishment (see annual reports)
- Over 80 EDB investors (Future Focus 2011-2020), # growing 2015
- Worldwide exposure – Pierce County quality of work/life

Benefits Shared

- Grow primary businesses based on assets, strengths, opportunities
- Retain, expand, recruit jobs ≥ county average wage \$44.5K
- Grow “wealth pie” and impact of our institutions
- Four Cluster Acceleration Teams – structured approach
- Cluster plan components: research, plan, deliverables, outcomes

Cumulative Impact

- County and municipalities in action with EDB team
- Board and investor/partnership leaders in action
- EDB engaged locally, regionally, nationally, globally
- PSRC Puget Sound Regional Commission partnership
- State of Washington & legislative delegation liaison

Investor Benefits

- Aggressive plan 2016-2020, detailed reportable goals
- Enhanced investor roles and collaboration, opportunities
- Cluster Acceleration Team C-Level executive leadership
- Shared “local GDP” \$1.1B impact across business sectors
- Return on investment for every \$1 invested

COMPETE. EVERY DAY. FOREVER.

PROGRAM | FORECAST > INVESTMENT | RESOURCES > GOAL ATTAINMENT

Economic Development Board for Tacoma-Pierce County

Approved Program of Work

2016 – 2020

**VISION
2040**

TACOMA-PIERCE COUNTY IS THE MOST ATTRACTIVE LOCATION IN THE PACIFIC NORTHWEST FOR LOCAL, NATIONAL AND GLOBAL BUSINESS INVESTMENT AND JOB CREATION

MISSION

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2. Private Capital Investment: \$400,000,000
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5. Companies Recruited and Companies Retained/Expanded: 35 Companies
6. EDCPC Industrial Revenue Bond Financing: \$20,000,000
7. EDB Revenue: \$6,600,000



**ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY**

May 22, 2015

Work Program Summary

| STRATEGY AND OBJECTIVES | GOALS | 5 YEAR BUDGET GOAL \$6.6M |
|--|---|---|
| <p>1 RETAIN and EXPAND PRIMARY COMPANY JOBS Objective A: Business Retention and Expansion (BRE) Program Structure Objective B: BRE Company Targets and Cases Objective C: Class A Office Development (coordinate with Recruitment) Objective D: BRE Cluster Acceleration Integration Objective E: Industrial Revenue Bond Financing (shared with Recruitment) Objective F: BRE Tracking & Reports (Gain/Loss/Net)</p> | <ul style="list-style-type: none"> ▪ 1,932 direct jobs (60% of 3,220 total jobs target) created via BRE ▪ 50% (966 of direct 1,932 jobs) stem from cluster initiatives ▪ \$120M Private Capital Investment (30% of \$400M goal) ▪ 20 retained companies (4 per year) ▪ 250,000 SF of new Class A, with tenants (shared with Recruitment) ▪ Economic Development Corporation of Pierce County (EDCPC) - \$20M in bonds (shared with Recruitment) | <p>\$1.98M over 5 years</p> <p>\$396K annually</p> <p>(30% of total budget)</p> |
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| <p><i>EDB "SMART" goals are designed to be Specific, Measurable, Attainable, Repeatable and Time-Bound</i></p> | | |

Work Program Details

| STRATEGIES, OBJECTIVES, TACTICS | WHO | FREQ | PRODUCT | DUE | PROCESS METRICS |
|--|--|---|---|----------|---|
| 1 - RETAIN and EXPAND PRIMARY COMPANY JOBS Business Retention & Expansion (BRE) | | | | | |
| Objective A: BRE – Program Structure | | | | | |
| 1. Assess and rank target company list (BRE candidates – top 250) 2. Assign critical criteria (bellwether, importance, etc.) 3. Design & implement a results based reporting structure 4. Determine research funding support as necessary for decision making | VP recommends, CEO approves | On-Going | Work Plan | Annually | Create top 250 list |
| Objective B: BRE – Company Targets and Cases | | | | | |
| 5. Conduct confidential firm visits (w Partners as necessary) 6. Face-to-face Q&A (offer assistance, referrals, develop case work) 7. Assess probability of success (Low = 0.1; High = 1.0) 8. Check any connections to Exec Com/Board/Investors 9. Get feedback from BRE targets (how did we do?) | VP lead with CEO and Exec Committee support Board regular updates | Monthly – Exec Committee Quarterly – Board | Staff action plan; record of visits planned/actual; Sales Force data; BRE wins / losses (lessons learned) | On-Going | 180 unique, confidential company visits per year Target firms receive at least one annual visit For target firms with HQs outside Pierce County, the HQ will receive a visit, phone call or other method of communication annually 360 information referrals per year Average of all wages/salaries of closed cases greater than Pierce County average \$44,541 |

| STRATEGIES, OBJECTIVES, TACTICS | WHO | FREQ | PRODUCT | DUE | PROCESS METRICS |
|---|--|------------------|---|---|--|
| <p>Objective C: Spur Class A Office Development</p> <p>10. Assign/hire dedicated staff resource(s) to work with property owners, developers, jurisdictions and potential tenants to develop Class A office space to meet market demand</p> <p>11. Identify and alleviate impediments to Class A office growth</p> | <p>Staff develops plan, approved by CEO (Recruitment/Retention jointly)</p> <p>Implements plan w/owners, developers, tenants</p> | <p>Ongoing</p> | <p>Site plans, strategies</p> | <p>Annual</p> | <p>15 site plans/strategies developed and implemented (3 per year)</p> |
| <p>Objective D: BRE – Cluster Acceleration Integration</p> <p>12. Check BRE targets for linkages to current cluster plans</p> <p>13. Determine points of leverage with cluster teams</p> | <p>EDB Staff and Exec Committee / Cluster Acceleration Team Executive</p> | <p>Monthly</p> | <p>Enhanced value due to teamwork, learning</p> | <p>As needed</p> | <p>N/A</p> |
| <p>Objective E: Industrial Revenue Bond Financing</p> <p>14. Market industrial development revenue bond program</p> <p>15. Staff the Economic Development Corporation of Pierce County (EDCPC)</p> | <p>SVP and VP shared</p> | <p>As needed</p> | <p>Bond financing</p> | <p>As needed</p> | <p>Bond approval process applied</p> |
| <p>Objective F: BRE – Tracking & Reports</p> <p>16. Provide case strength/positioning based on location quotient fit</p> <p>17. Do activity logging and reporting for each BRE and case</p> <p>18. Produce Board reports (value: results, progress)</p> | <p>EDB Staff and Exec Committee</p> | <p>As needed</p> | <p>BRE Reports</p> | <p>Monthly Quarterly Annually</p> | <p>N/A</p> |
| <p>2 - RECRUIT PRIMARY COMPANY JOBS</p> | | | | | |
| <p>Objective A: Program Structure</p> <p>1. Qualify and prioritize target company list (25 targets)</p> <p>2. Perform due diligence to client/prospect expectations</p> <p>3. Manage case pipeline (open, sustain, close)</p> <p>4. Design and implement results based reporting structure</p> <p>5. Determine research funding support as necessary for decision making</p> | <p>SVP, CEO approved</p> | <p>On-Going</p> | <p>Work Plan</p> | <p>Annually</p> | <p>N/A</p> |

| STRATEGIES, OBJECTIVES, TACTICS | WHO | FREQ | PRODUCT | DUE | PROCESS METRICS |
|--|---|-----------|---|----------------|---|
| Objective B: Company Targets and Cases 6. Work proactive target list 7. Work reactive inquiries and leads 8. Assess probability of success (Low = 0.1; High = 1.0) 9. Check any connections to Exec Com/Board/Investors 10. Get feedback from targets (how did we do?) | SVP | On-Going | Case work; contact list; Sales Force data | On-Going | 25 targets per year |
| Objective C: Spur Class A Office Development 11. Work with property owners, developers, jurisdictions and potential tenants to develop Class A office space to meet market demand 12. Identify and alleviate impediments to Class A office growth | Staff develops plan, approved by CEO (Recruitment/Retention jointly) Implements plan w owners, developers, tenants | On-Going | Site plans / strategies | Annual | 15 site plans/strategies developed and implemented (3 per year) |
| Objective D: National/Global Strategy 13. Craft global recruitment initiative (Asia, Europe focus) 14. Craft national recruitment initiative 15. Coordinate with Cluster Teams as necessary 16. Document and report status and outcomes | EDB senior staff CEO; board updates | On-Going | Action plan | On-Going | 2 domestic recruitment/site selector trips per year 2 international trips per year |
| Objective E: Cluster Acceleration Integration 17. Check firm targets for linkages to cluster plans 18. Determine points of leverage with cluster teams | EDB Staff and Exec Committee / Cluster Acceleration Team Executive | Monthly | Enhanced value due to teamwork, learning | As/when needed | N/A |
| Objective F: Industrial Revenue Bond Financing 19. Market industrial development revenue bond program 20. Staff the Economic Development Corporation of Pierce County (EDCPC) | SVP and VP shared | As needed | Bond financing | As needed | Bond approval process applied |

| STRATEGIES, OBJECTIVES, TACTICS | WHO | FREQ | PRODUCT | DUE | PROCESS METRICS |
|---|---|--|--|---|---|
| <p>Objective G: Company and Case Tracking & Reports</p> <p>21. Provide case strength/positioning based on location quotient fit</p> <p>22. Sales Force activity logging/reporting for prospects/cases</p> <p>23. Produce Board reports (value: results, progress)</p> | SVP | On-going | Recruitment Reports | Monthly Quarterly Annually | N/A |
| 3 - CLUSTER ACCELERATION | | | | | |
| <p>Objective A: Program Structure (Set It Up)</p> <p>1. EDB board and staff develop Cluster Team concept and guidelines</p> <p>2. Get industry executive leadership and team member input</p> <p>3. EDB board reviews and adopts guidelines</p> <p>4. Post program on website and in newsletter article</p> | EDB Staff, Board | 1 st Q Review Even Years | Template Agreements, Staff Cluster Assignments | 1 st Q Even Years | N/A |
| <p>Objective B: Create Cluster Acceleration Plans (4 Teams)</p> <p>Aerospace Health Services Trade/Logistics Cyber Security/Information Assurance</p> <p>5. EDB: Empower Executive Leadership & Team</p> <p style="margin-left: 20px;">a. Select C-level leader(s)</p> <p style="margin-left: 20px;">b. Select Subject Matter Expert(s)</p> <p style="margin-left: 20px;">c. Create and sign protocols (all); non-disclosure agreements (some)</p> <p style="margin-left: 20px;">d. Prepare Orientation Packet</p> <p>6. Each Team: Set Objectives (1-6 Quarters, 2 Years Max)</p> <p style="margin-left: 20px;">a. Adopt/Adapt to SMART (Specific, Measurable, Attainable, Realistic/Repeatable, Time-Bound) goal structure</p> <p style="margin-left: 20px;">b. Get needed data/e.g. research for decision making</p> <p style="margin-left: 20px;">c. Build the work plan: people, timeline, resources</p> <p>7. Integrate plan with Recruitment and BRE plans</p> <p>8. Report progress/results (twice yearly)</p> | <p>EDB CEO and industry C-level executives sign an agreement to form a Cluster Acceleration Team</p> <p>Cluster leader(s) launch planning and implementation</p> <p>Team and EDB staff use available, cost-effective links to academia for research support</p> | <p>A team is formed to function for a discrete time period during the 5 year life of Compete Every Day Forever</p> | <p>Teams provide leadership and technical expertise to accelerate cluster growth</p> | <p>Timeline is created by each team</p> <p>Approval by the EDB exec com/board</p> | <p>Refresh 1-2 cluster acceleration teams in year one (2016)</p> <p>Activate cluster teams 3 and 4 in year two (2017)</p> |

| STRATEGIES, OBJECTIVES, TACTICS | WHO | FREQ | PRODUCT | DUE | PROCESS METRICS |
|---|---|-------------------------------------|--|---|---|
| Objective C: Institution Building 9. Identify and analyze opportunities to grow world class economic development assets in the South Sound (e.g., Law School, Health Research Consortium, etc.) 10. Implement institution building strategies as determined by cluster leadership | Cluster Acceleration Team Executive and EDB staff | Per the cluster team’s work program | For approved initiatives, progress reports and results | Annually | Flexible and varied |
| Objective D: Performance & Reports (Work The Plan) 11. Schedule task and activities per timeline 12. Connect with EDB staff on problems/seize opportunities 13. Launch the plan w/EDB staff assistance as appropriate 14. Report results | Cluster Acceleration Team Executive and EDB staff | Per the work program | Plans/Actions to enhance job, wealth creation in the cluster | Per board approved program timeline | SMART plan vs. actual |
| 4 - MARKETING & COMMUNICATIONS | | | | | |
| Objective A: Vision/Mission Deployment 1. Use web, social media, traditional media, and speeches to spread the vision across Pierce County and beyond 2. Craft supporting materials describing the vision/mission | Marketing VP, CEO, Board Members, Staff | On-Going | Website, Social Media touches; Ancillary Materials | 2Q 2016 Website re-launch; 3Q 2016 Social Media re-launch | Weekly website postings; monthly mailed and emailed newsletter; positive story placement across various media |
| Objective B: Vision Alignment with Partners/Community 3. Encourage partners and community members to embrace the vision | Marketing VP, CEO, Board Members, Staff | On-Going | Touches | On-Going | Bi-monthly CEO and board member meetings with partners |
| Objective C: Marketing Tacoma-Pierce County 4. Communicate Pierce County’s great economic development opportunities to target audiences, internal and external | Marketing VP, CEO, Board Members, Staff | On-Going | Touches | On-Going | Website, social media, newsletter, media placement |
| 5– ADMINISTRATION | | | | | |
| Objective A: Maintain & Produce EDB Mo/Qu/An Dashboard 1. Place metrics Dashboard on website/lobby (daily reminder) 2. Coordinate timely updates with retain/recruit staff 3. Populate other goal vs. actual measures as available 4. Disseminate to board and investors | Office Manager, Other staff | Quarterly | Dashboard | Quarterly | N/A |
| Objective B: Prepare Annual Budget 5. Adjust budget annually according to work program priorities | CEO, Exec Com, Board | Annually | Approved budget | Annually | Begin September, complete November |

| STRATEGIES, OBJECTIVES, TACTICS | WHO | FREQ | PRODUCT | DUE | PROCESS METRICS |
|--|---------------------------------------|-------------|----------------|--------------|--|
| Objective C: Board & Executive Committee Management 6. Use templates to refresh for next meeting 7. Prepare packets for print and PDF email attachment | Office Manager | Monthly | Packets | Monthly | N/A |
| Objective D: Event & Publications Management 8. Prepare materials as/when needed | Office Manager | As needed | Coordination | As needed | N/A |
| Objective E: Manage Investor Relations 9. Implement database tracking of pledge fulfillment 10. Implement plan to sustain/grow key relationships 11. Acknowledge pledges received 12. Do recurring EDB updates for investors (e.g., Investor Bfgs) | Office Manager, Bookkeeper, CEO | Monthly | Satisfaction | Always ahead | 3 Investor Briefings per year |
| Objective F: Manage Office Systems (IT, Supplies, etc.) | Office Manager | Daily | Satisfaction | Daily | N/A |
| Objective G: Administrative Support 13. Executive Committee planning 14. Board Planning: a. Annual Meeting b. Off site once per year c. Quarterly Cluster Team presentation (as/when available) 15. New Board Member Selection Orientation 16. Annual Work Plan update (Internal: Board/Investors) | CEO with Administrative Support | As needed | Satisfaction | As requested | Cluster presentation at each board meeting |

DEFINITIONS

CLUSTER ACCELERATION TEAMS

Clusters are geographically specific groups of interconnected companies. By clustering near each other, businesses can increase their productivity, accelerate innovation, and stimulate new business formation. Regions with fully developed clusters have higher levels of job creation, higher wages, and higher levels of wealth creation than regions without well-integrated clusters. At the apex of the cluster are (a) **lead firms** that export products or services outside the region. A network of (b) **supplier firms and partners** provide raw materials, components, parts and specialized services to the lead firms. Supporting both the lead firms and the suppliers/partners are (c) **the foundations of the economy**, including educational institutions, governments, technology infrastructure, other physical infrastructure,

access to capital, tax and other business climate policies, and quality of life/social capital. **The EDB’s cluster teams**, in working groups of five to eight C-level executive volunteers and subject matter experts, create a goal and work plan to achieve concrete results to strengthen (aka accelerate) the cluster. With oversight by the board of directors and assistance by EDB staff, the plan should be started and completed within an 18-24 month timeframe. Cluster team executives sign an agreement to partner with the EDB consistent with operating guidelines.

Cluster team leaders are provided opportunities to report on activities and outcomes to the EDB’s board and investors.

EDB PARTNERS

Our partners are essential to business recruitment and retention/expansion success across the South Sound. Key partners include:

City of DuPont
 City of Fife
 City of Gig Harbor
 City of Lakewood
 City of Milton
 City of Puyallup
 City of Sumner
 City of Tacoma
 City of University Place
 Town of Steilacoom
 Chambers of Commerce
 Citizens for a Healthy Bay
 Community and Technical Colleges

Four year universities (UW Tacoma, WSU Puyallup, University of Puget Sound, Pacific Lutheran University)
 Impact Washington
 NW Trade Adjustment Assistance Center
 Pierce County
 Pierce Transit
 Port of Tacoma & Seaport Alliance
 Procurement Technical Assistance Center
 Puget Sound Energy
 Puget Sound Regional Council
 Puyallup Tribe of Indians
 Real Estate Developers and Brokers
 Small Business Administration

Small Business Development Center
 Sound Transit
 State of Washington
 Tacoma Public Utilities
 Tacoma Regional CVB
 Tech Resources for Engineering Efficiency
 WA Aerospace Partnership
 WA Econ Dev Association (WEDA)
 WA State Department of Commerce
 WorkForce Central – Business Connection
 World Trade Center Tacoma
 Pierce County Legislative Delegation
 US Congressional Offices
 US Senate Offices

DEFINITIONS (Continued)

LOCATION QUOTIENT (LQ)

Economic development organizations use the concept of Location Quotient (LQ) to focus on industry, employment and growth strengths/weaknesses.

A location quotient (LQ) identifies the concentration of a given economic cluster (e.g., aerospace) in a region relative to the national average for that cluster (adjusted for population size). An LQ of 1.0 indicates that employment in that cluster is at the national average. An LQ of 7.0 (as with aerospace) indicates that employment is seven times the national average. An LQ of less than 1.0 indicates a concentration below the national average.

In addition, LQs can show the growth trends of a given cluster. When size is plotted with growth trajectory on a graph, one gets a fairly clear picture of the strength and dynamism of the cluster in a region.

The EDB utilizes LQs to understand the strengths and weaknesses of clusters in the South Sound in order to better inform its recruitment, retention and cluster acceleration work.

PRIMARY BUSINESSES

Primary businesses are at the core of the EDB's activities and the health of the Tacoma-Pierce County economy. Quality of life for all citizens is intimately tied to the number and strength of primary employers.

Primary businesses export a product or service out of Tacoma-Pierce County and import new dollars into the local economy, thereby growing the "wealth pie." That wealth energizes the local community through employee wages paid and purchases from suppliers who employ additional people. Primary businesses typically pay higher wages than other businesses because higher value goods and services are produced.

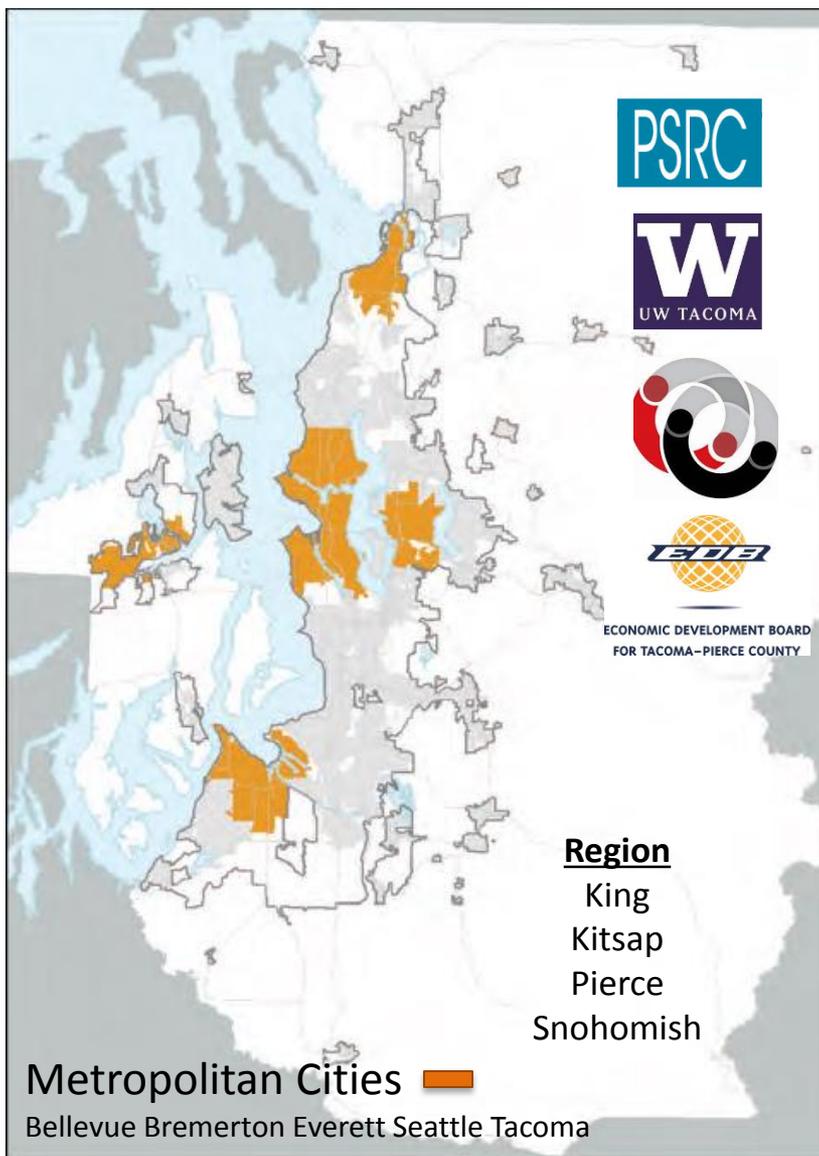
Primary businesses are the fundamental building blocks of high-wage job creation. The competition is fierce. Tacoma-Pierce County faces regional, national and global competition to keep its existing firms, as well as recruit new firms to the Tacoma-Pierce County market.

"SMART" GOAL SETTING

SMART is an acronym giving criteria to guide in the setting of objectives in project management, employee-performance management and personal development.

- S SPECIFIC
- M MEASURABLE
- A ATTAINABLE
- R REPEATABLE (e.g. a process)
- T TIMEBOUND

APPENDIX: EDB Program Of Work Reference Information



Compete Every Day Forever (2016-2020)

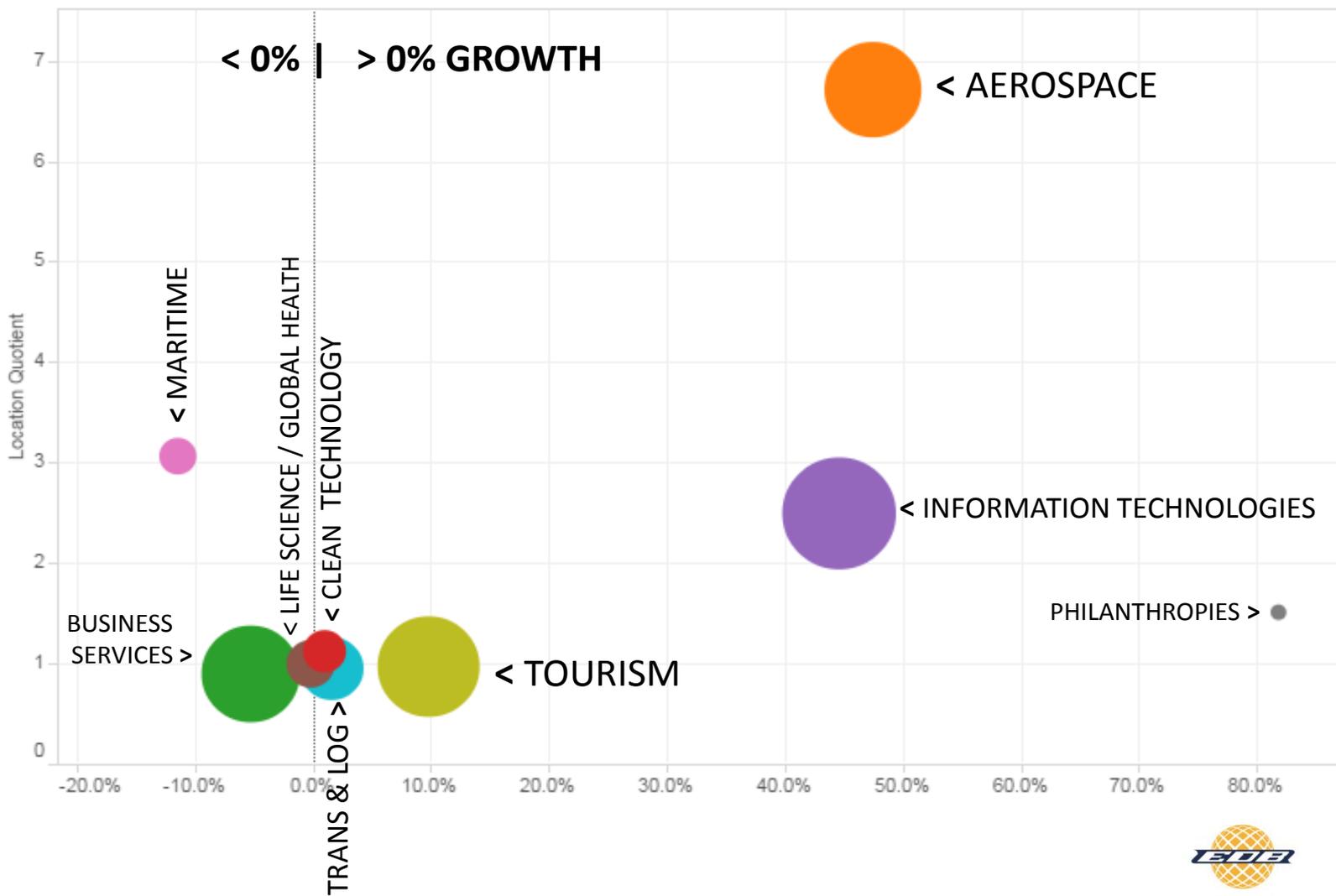
| | |
|--|---|
| Region Employment By Cluster | A |
| Region Employment By Occupation | B |
| Region Aerospace Cluster | C |
| Region Transportation/Logistics Cluster | D |
| Region Maritime Cluster | E |
| Region Military Cluster | F |
| Region Tourism & Visitor Cluster | G |
| Pierce County Industry Sectors | H |
| Pierce County Future Growth & Earning Potential | I |
| Regional Growth (2040) 4 Counties/5 Cities | J |
| Pierce County Inflow / Outflow (2011) | K |
| Pierce County Inflow / Outflow Detail (2011) | L |
| UWT Context For Development (Dr. A. Modarres) | M |
| Pierce County & Tacoma Population Growth 1970-2010 | N |
| Seattle And Tacoma Patterns Of Population Growth 1970-2010 | O |
| Pierce County Population By Age Groups 2000-2013 | P |
| Washington State Veteran Population 2000-2020 | Q |
| Washington State Latino Population 1970-2010 | R |
| Puget Sound Median Household Income (2012 Five Year Est.) | S |
| Puget Sound % Population 25+ B.A. Attainment (2010) | T |
| Puget Sound Area Comparative Employment Share (2008) | U |
| Pierce County Employment And Revenue % By Sector (2008) | V |
| UWT Technology Industry Summary Remarks (2015) | W |
| UWT Point Of View – Academia Asset | X |

Region Employment By Cluster (2013) - % Change In Growth Since 2005



Region

King
Kitsap
Pierce
Snohomish



PSRC

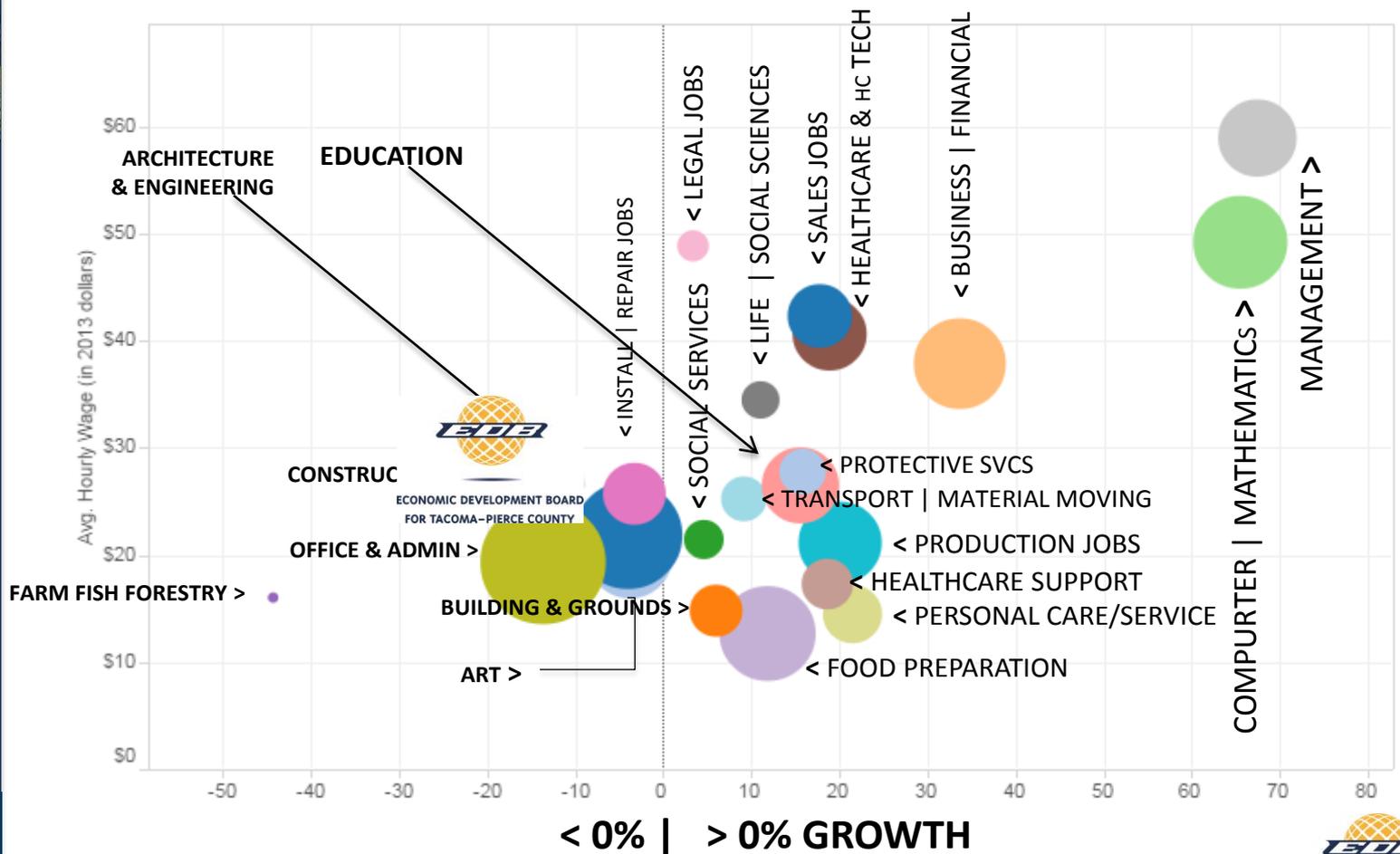


ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

Region Employment by Occupation (2013) – % Change In Growth Since 2005



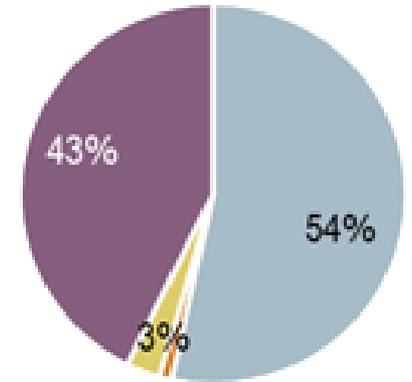
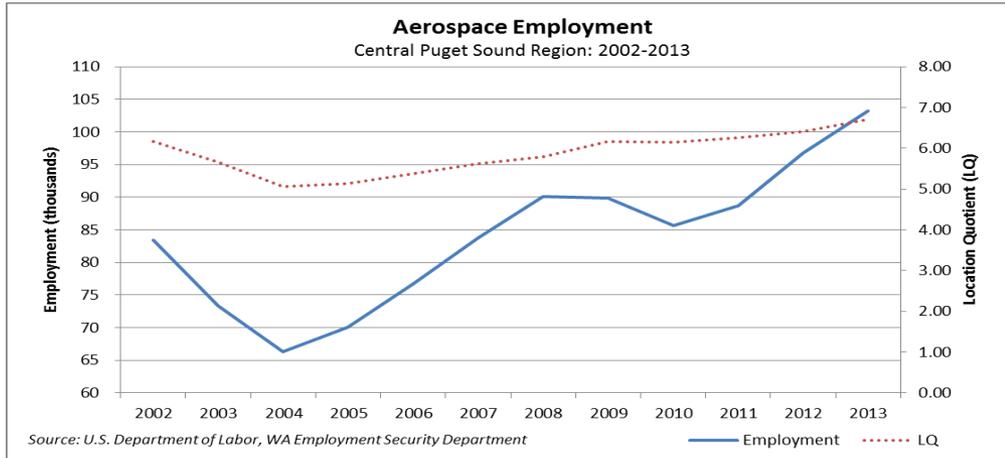
Region
King
Kitsap
Pierce
Snohomish



Region Aerospace Cluster (2002-2013)

2013 Regional Employment Estimate: 103,210

Location Quotient: 6.71



King Pierce
Kitsap Snohomish

Region
King
Kitsap
Pierce
Snohomish

| Occupation | % |
|--------------------------------------|-----|
| Production | 30% |
| Architecture & Engineering | 20% |
| Business & Financial Operations | 13% |
| Computer & Mathematical | 9% |
| Administrative Support | 7% |
| Installation, Maintenance and Repair | 6% |
| Management | 5% |
| Sales | 4% |
| Transportation | 4% |
| Other | 2% |

| Subsector | % |
|------------------------|-----|
| Aircraft Manufacturing | 97% |
| Instrumentation | 3% |
| Missile & Space | <1% |



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FOR TACOMA-PIERCE COUNTY

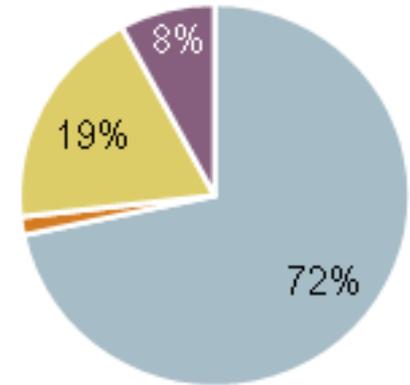
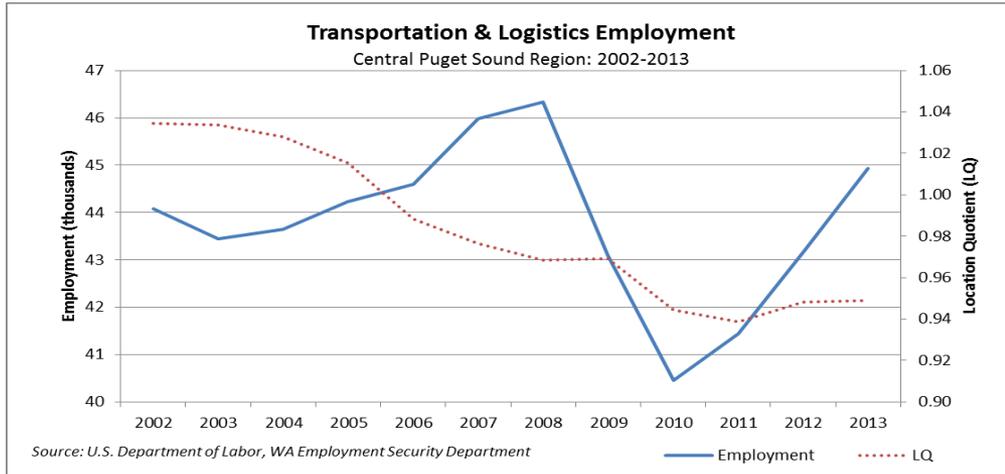
Region Transportation & Logistics Cluster (2002-2013)



Region
King
Kitsap
Pierce
Snohomish

2013 Regional Employment Estimate: 44,936

Location Quotient: 0.95



King Pierce
Kitsap Snohomish

| Occupation | % |
|------------------------------------|-----|
| Transportation | 62% |
| Administrative Support | 17% |
| Installation, Maintenance & Repair | 7% |
| Other | 7% |
| Management | 4% |
| Sales | 3% |

| Subsector | % |
|-----------------------------|-----|
| Land Freight Transportation | 60% |
| Air Transportation | 25% |
| Warehousing & Storage | 15% |



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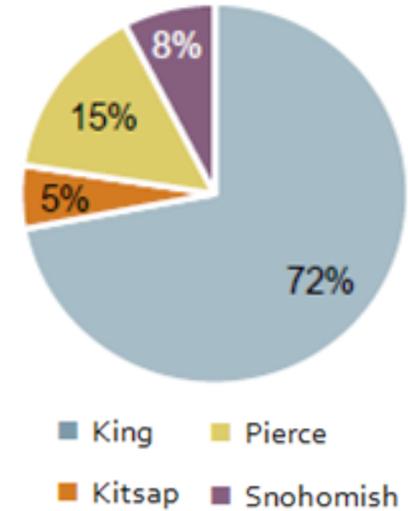
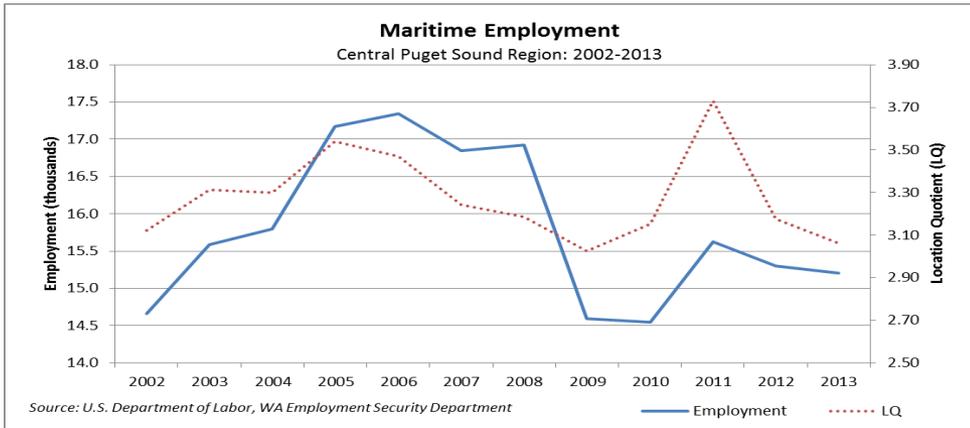
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FOR TACOMA-PIERCE COUNTY

Region Maritime Cluster (2002-2013)

2013 Regional Employment Estimate: 15,207

Location Quotient: 3.06

Region
King
Kitsap
Pierce
Snohomish



| Occupation | % |
|------------------------------------|-----|
| Transportation | 39% |
| Production | 16% |
| Administrative Support | 12% |
| Farming, Fishing & Forestry | 7% |
| Sales | 7% |
| Other | 7% |
| Installation, Maintenance & Repair | 5% |
| Management | 4% |
| Business & Financial Operations | 3% |

| Subsector | % |
|--|-----|
| Fishing & Processing | 46% |
| Marine Cargo Transportation & Handling | 34% |
| Shipbuilding & Repair | 20% |

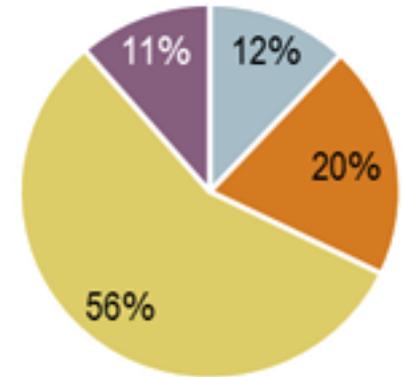


Regional Military Cluster (2013)



Region
King
Kitsap
Pierce
Snohomish

2013 Regional Employment Estimate: 84,043



King Pierce
Kitsap Snohomish

| Occupation | % |
|-------------|-----|
| Active Duty | 59% |
| Contractor | 29% |
| Reserve | 12% |

Note:
Employment data for Pierce County uses different parameters than data for military installations.



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FOR TACOMA-PIERCE COUNTY

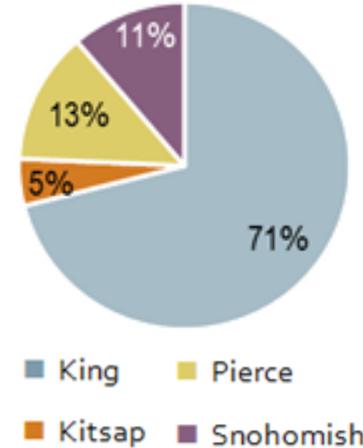
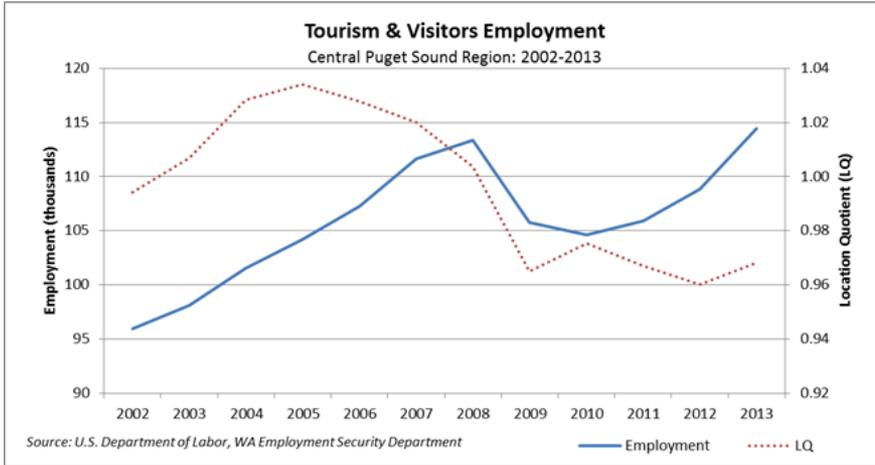
Regional Tourism & Visitors Cluster (2002-2013)



Region
King
Kitsap
Pierce
Snohomish

2013 Regional Employment Estimate: 114,395

Location Quotient: 0.97



| Occupation | % |
|------------------------|-----|
| Food Service | 69% |
| Other | 9% |
| Personal Care | 6% |
| Building Maintenance | 5% |
| Administrative Support | 4% |
| Sales | 4% |
| Management | 3% |

| Subsector | % |
|--------------------------------|-----|
| Restaurants & Bars | 48% |
| Arts, Culture & Sports | 23% |
| Lodging | 12% |
| Recreation | 8% |
| Travel Services | 4% |
| Casinos | 3% |
| Water Passenger Transportation | : |



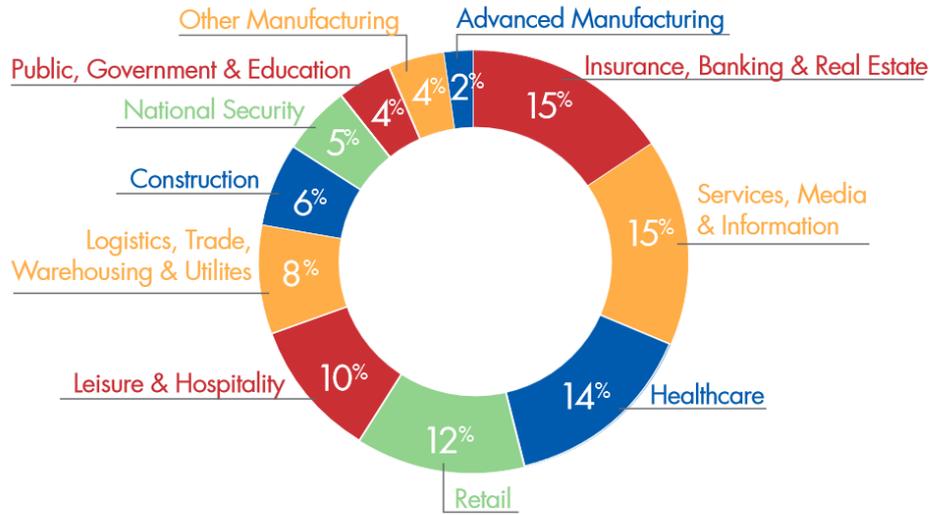
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ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

Pierce County Industry Sectors (2013)

INDUSTRIES IN PIERCE COUNTY Percentage of Employees



MAJOR EMPLOYERS LISTED BY INDUSTRY

Insurance, Banking & Real Estate
State Farm Insurance
Columbia Bank
Regence BlueShield

Service, Media & Information
Comcast
Waste Connections
TrueBlue, Inc.

Healthcare
MultiCare Health Systems
Franciscan Health Systems
Group Health Cooperative

Retail
Fred Meyers
Walmart
Safeway

Leisure & Hospitality
Emerald Queen Casino
Hotel Murano
BJ's Bingo

Logistics, Trade, Warehousing & Utilities
Gordon Trucking
McLane Northwest
Interstate Distributor Company

Construction
Northwest Cascade
Active Construction
Absher Construction Company

National Security
Joint Base Lewis McChord

Public, Government & Education
Local Public Schools
Washington State
Pierce County Government

Other Manufacturing
Millgard Manufacturing
Simpson
Manke Lumber Company, Inc

Advanced Manufacturing
The Boeing Company
Toray Composites, Inc
Aim Aerospace



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

055

Pierce County Future Growth & Earning Potential (2013)

Aerospace Manufacturing

| Occupation | Average Wage | Education | 10 yr Growth % |
|-----------------------------|--------------|-----------|----------------|
| Assembler | \$30,995 | | 2.1 |
| CNC Programmer | \$54,153 | | .9 |
| Engineer | \$100,453 | | 1.8 |
| Machinist | \$51,602 | | 3.0 |
| Manufacturing/Production | \$30,894 | | 4.2 |
| Quality Assurance/Inspector | \$47,785 | | 1.3 |
| Tool Maker | \$60,553 | | 2.2 |

Construction

| Occupation | Average Wage | Education | 10 yr Growth % |
|-------------------------|--------------|-----------|----------------|
| Carpenter | \$44,994 | | 2.1 |
| Construction Laborer | \$47,820 | | 2.4 |
| Construction Manager | \$101,636 | | 1.7 |
| Electrician | \$54,377 | | 3.0 |
| HVAC Mechanic/Installer | \$49,721 | | 3.5 |
| Operating Engineer | \$69,032 | | 3.1 |

Healthcare

| Occupation | Average Wage | Education | 10 yr Growth % |
|--------------------------------|--------------|-----------|----------------|
| Diagnostic Medical Sonographer | \$75,500 | | 25 |
| Home Health Aide | \$26,523 | | 29 |
| Medical Assistant | \$35,337 | | 14 |
| Registered Nurse | \$75,657 | | 1.1 |

High School/GED
 Certificate
 Some College/AA
 Bachelor Degree or Higher
 Training & Apprenticeship

Information Technology

| Occupation | Average Wage | Education | 10 yr Growth % |
|-------------------------------------|--------------|-----------|----------------|
| Computer System Analyst | \$85,017 | | 1.3 |
| Computer Network Support Specialist | \$55,402 | | 1.9 |
| Computer User Support Specialist | \$54,021 | | 1.4 |

Leisure, Hospitality & Retail

| Occupation | Average Wage | Education | 10 yr Growth % |
|----------------------|--------------|-----------|----------------|
| Customer Service Rep | \$36,932 | | 25 |
| Food Service Manager | \$56,710 | | 1.8 |
| Retail Sales Person | \$27,187 | | .8 |

Logistics, Trade & Warehousing

| Occupation | Average Wage | Education | 10 yr Growth % |
|---------------------------------|--------------|-----------|----------------|
| Labor and Material Movers | \$30,637 | | 1.9 |
| Tractor-Trailer-Truck Operators | \$43,885 | | 2.2 |
| Packer and Packager | \$25,088 | | 1.9 |

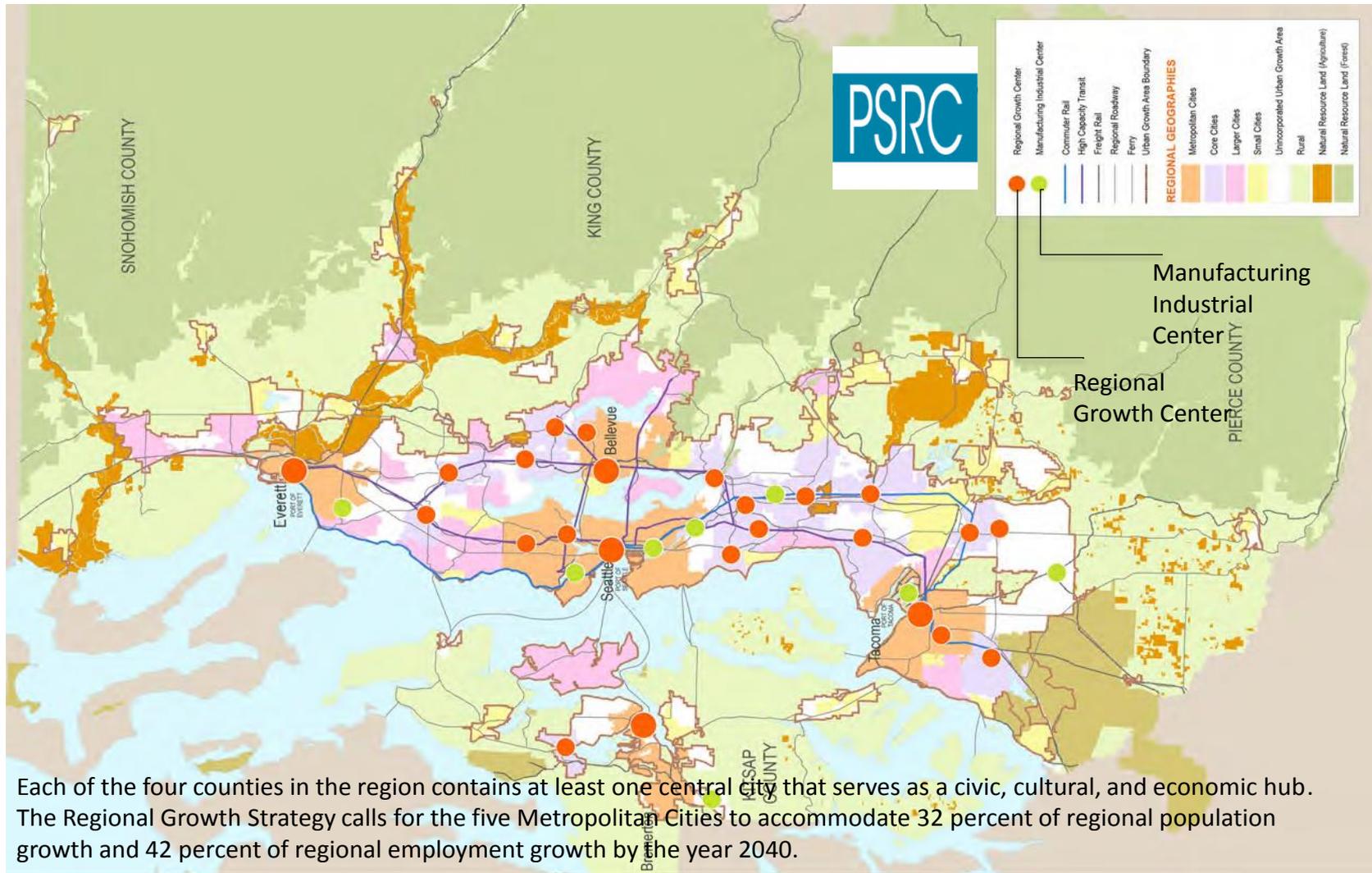
Note: Education attainment reflects actual job posting requirements or the reality of the education level of successful candidates for these openings.



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

056

Regional Growth Central Puget Sound – Vision 2040

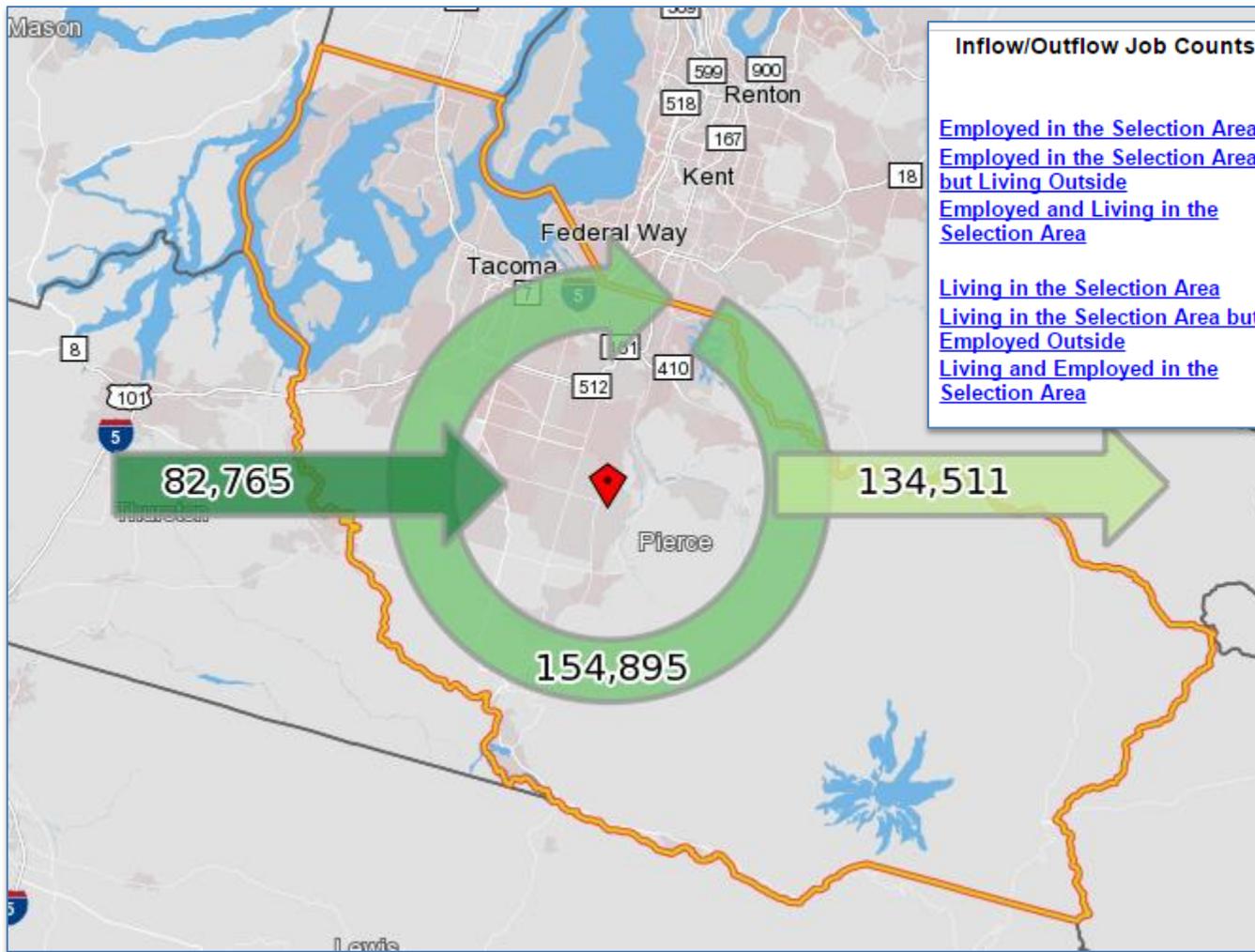


Pierce County Inflow/Outflow (2011)



Region

King
Kitsap
Pierce
Snohomish



| Inflow/Outflow Job Counts (Primary Jobs) 2011 | | |
|---|---------|--------|
| | Count | Share |
| Employed in the Selection Area | 237,660 | 100.0% |
| Employed in the Selection Area but Living Outside | 82,765 | 34.8% |
| Employed and Living in the Selection Area | 154,895 | 65.2% |
| Living in the Selection Area | 289,406 | 100.0% |
| Living in the Selection Area but Employed Outside | 134,511 | 46.5% |
| Living and Employed in the Selection Area | 154,895 | 53.5% |



PSRC



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

058



| Inflow/Outflow Report | | |
|---|--------------|--------------|
| Selection Area Labor Market Size (Primary Jobs) | | |
| | 2011 | |
| | Count | Share |
| Employed in the Selection Area | 237,660 | 100.0% |
| Living in the Selection Area | 289,406 | 121.8% |
| Net Job Inflow (+) or Outflow (-) | -51,746 | - |
| In-Area Labor Force Efficiency (Primary Jobs) | | |
| <i>"Workers" residing in Pierce County (regardless of job location)</i> | | |
| | 2011 | |
| | Count | Share |
| Living in the Selection Area | 289,406 | 100.0% |
| Living and Employed in the Selection Area | 154,895 | 53.5% |
| Living in the Selection Area but Employed Outside | 134,511 | 46.5% |
| In-Area Employment Efficiency (Primary Jobs) | | |
| | 2011 | |
| | Count | Share |
| Employed in the Selection Area | 237,660 | 100.0% |
| Employed and Living in the Selection Area | 154,895 | 65.2% |
| Employed in the Selection Area but Living Outside | 82,765 | 34.8% |
| Outflow Job Characteristics (Primary Jobs) | | |
| <i>Pierce county residents working outside of Pierce County</i> | | |
| | 2011 | |
| | Count | Share |
| External Jobs Filled by Residents | 134,511 | 100.0% |
| Workers Aged 29 or younger | 29,987 | 22.3% |
| Workers Aged 30 to 54 | 80,021 | 59.5% |
| Workers Aged 55 or older | 24,503 | 18.2% |
| Workers Earning \$1,250 per month or less | 21,543 | 16.0% |
| Workers Earning \$1,251 to \$3,333 per month | 43,335 | 32.2% |
| Workers Earning More than \$3,333 per month | 69,633 | 51.8% |
| Workers in the "Goods Producing" Industry Class | 25,375 | 18.9% |
| Workers in the "Trade, Transportation, and Utilities" Industry Class | 37,750 | 28.1% |
| Workers in the "All Other Services" Industry Class | 71,386 | 53.1% |
| Inflow Job Characteristics (Primary Jobs) | | |
| <i>Pierce county workers who reside outside of Pierce County</i> | | |
| | 2011 | |
| | Count | Share |
| Internal Jobs Filled by Outside Workers | 82,765 | 100.0% |
| Workers Aged 29 or younger | 19,872 | 24.0% |
| Workers Aged 30 to 54 | 46,486 | 56.2% |
| Workers Aged 55 or older | 16,407 | 19.8% |
| Workers Earning \$1,250 per month or less | 16,088 | 19.4% |
| Workers Earning \$1,251 to \$3,333 per month | 30,482 | 36.8% |
| Workers Earning More than \$3,333 per month | 36,195 | 43.7% |
| Workers in the "Goods Producing" Industry Class | 11,085 | 13.4% |
| Workers in the "Trade, Transportation, and Utilities" Industry Class | 25,910 | 31.3% |
| Workers in the "All Other Services" Industry Class | 45,770 | 55.3% |
| Interior Flow Job Characteristics (Primary Jobs) | | |
| <i>Pierce County residents who work in Pierce County</i> | | |
| | 2011 | |
| | Count | Share |
| Internal Jobs Filled by Residents | 154,895 | 100.0% |
| Workers Aged 29 or younger | 32,739 | 21.1% |
| Workers Aged 30 to 54 | 88,725 | 57.3% |
| Workers Aged 55 or older | 33,431 | 21.6% |
| Workers Earning \$1,250 per month or less | 30,316 | 19.6% |
| Workers Earning \$1,251 to \$3,333 per month | 58,177 | 37.6% |
| Workers Earning More than \$3,333 per month | 66,402 | 42.9% |
| Workers in the "Goods Producing" Industry Class | 19,322 | 12.5% |
| Workers in the "Trade, Transportation, and Utilities" Industry Class | 28,385 | 18.3% |
| Workers in the "All Other Services" Industry Class | 107,188 | 69.2% |

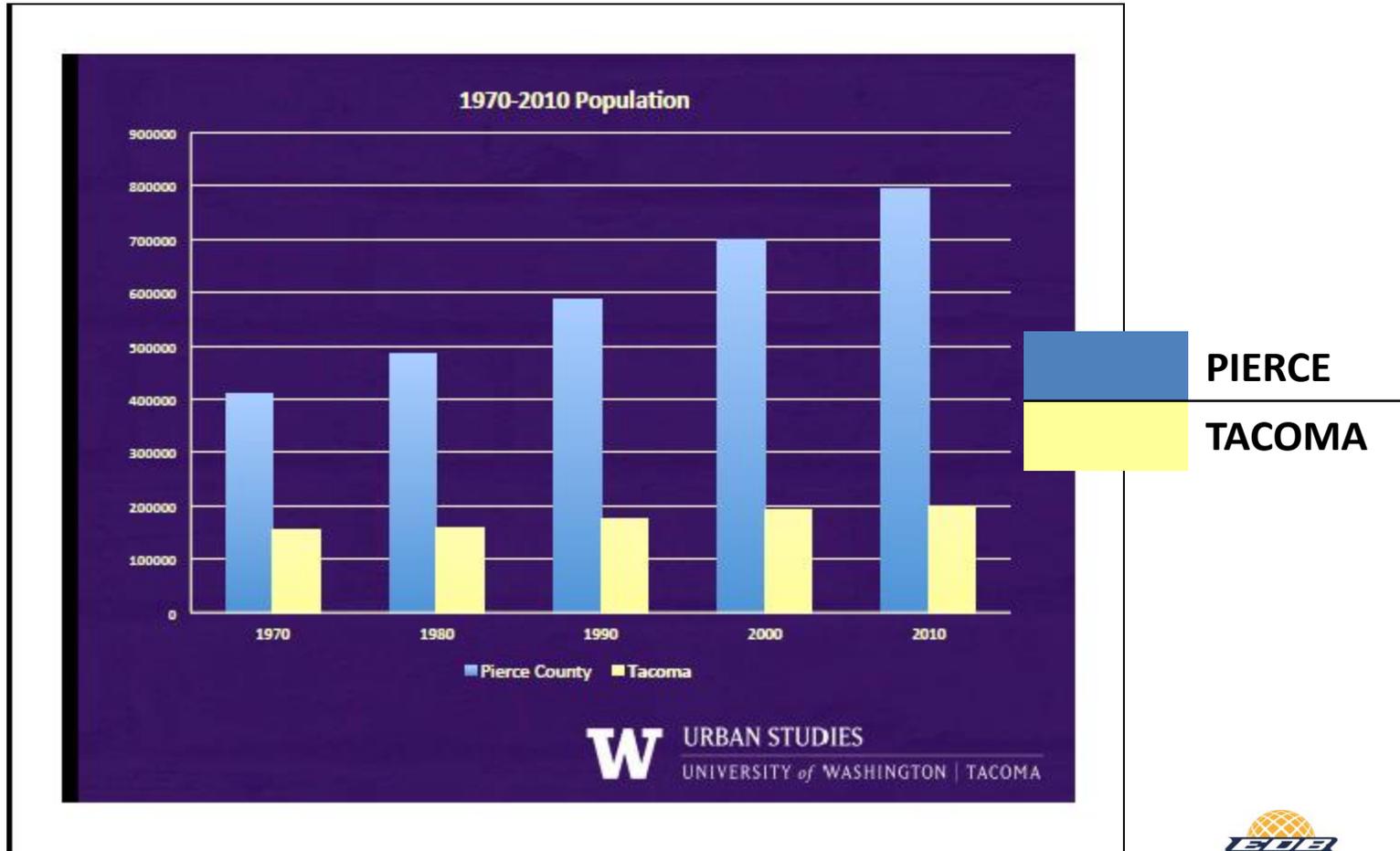
Pierce County Inflow/Outflow Detail (2011)

UWT URBAN STUDIES DATA



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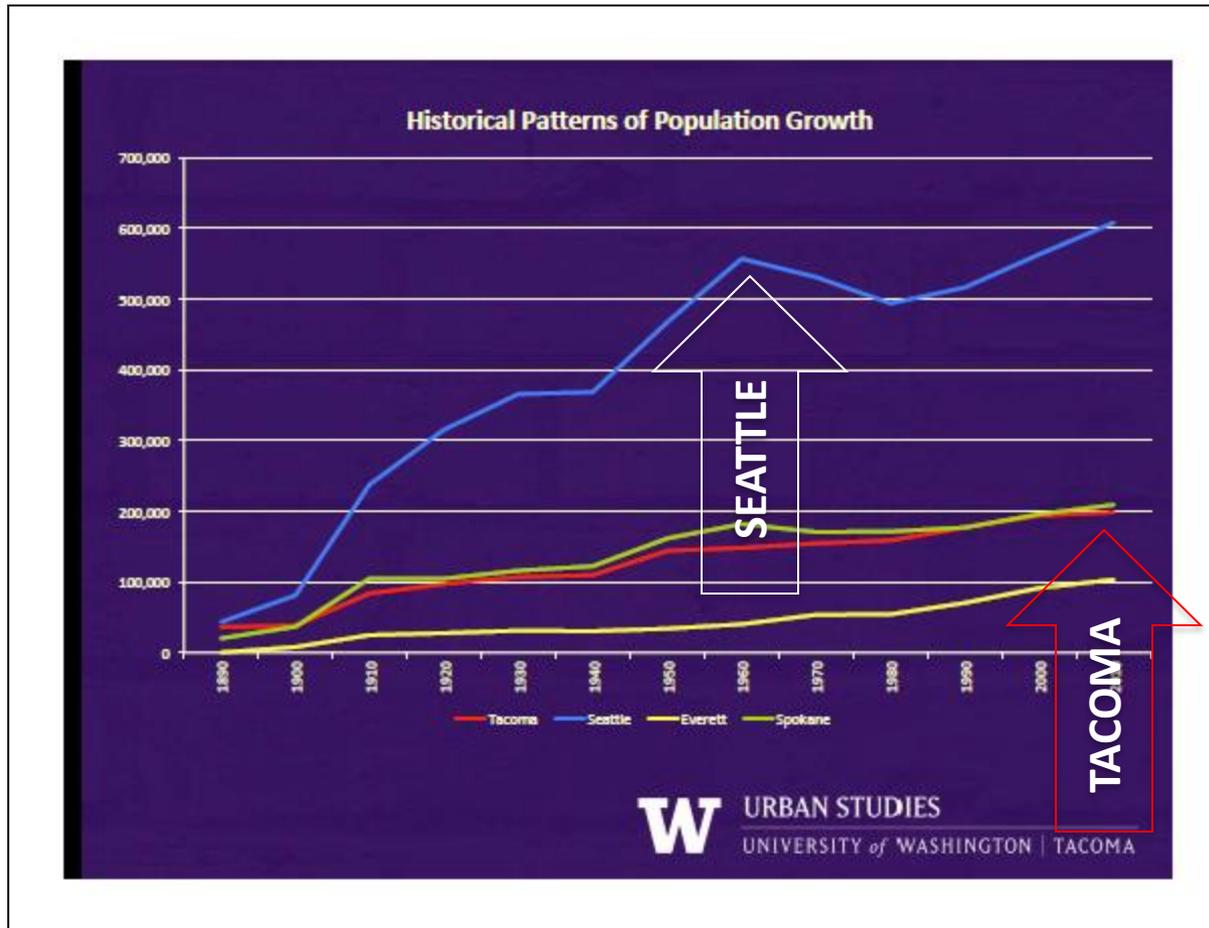
PIERCE COUNTY & TACOMA POPULATION GROWTH 1970-2010



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061

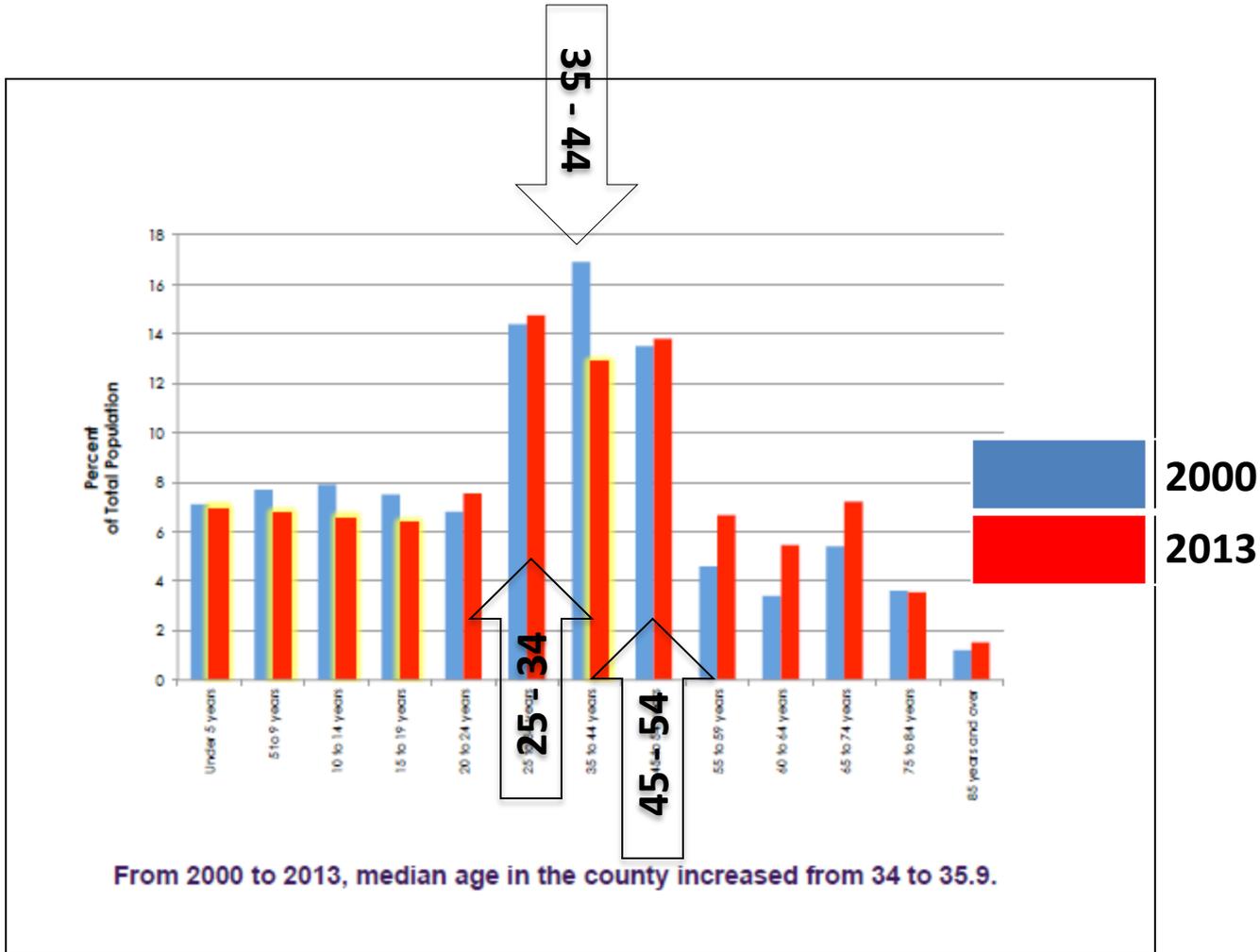
SEATTLE AND TACOMA PATTERNS OF POPULATION GROWTH 1970-2010



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FOR TACOMA-PIERCE COUNTY

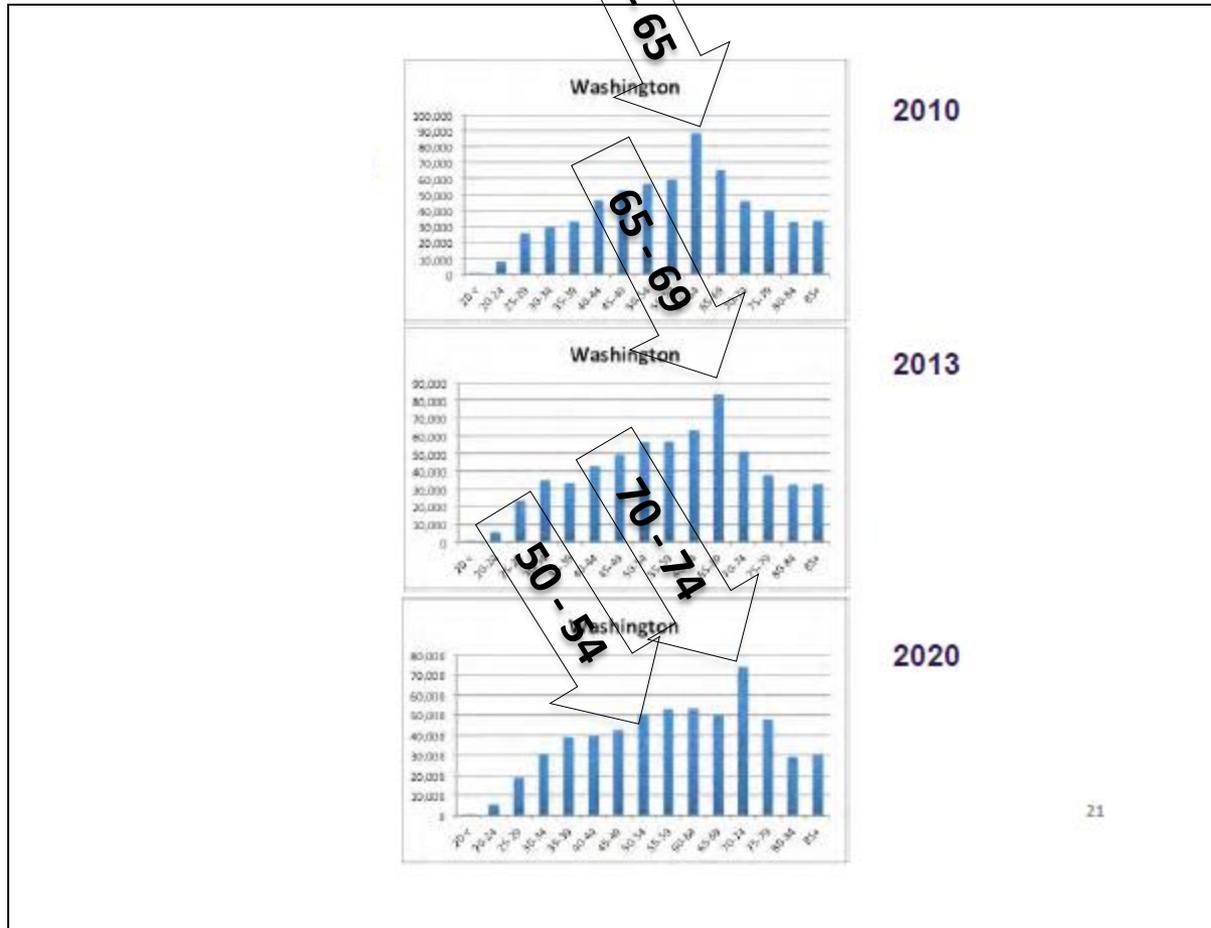
062

PIERCE COUNTY POPULATION BY AGES GROUPS 2000-2013



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WASHINGTON STATE VETERAN POPULATION 2000-2020



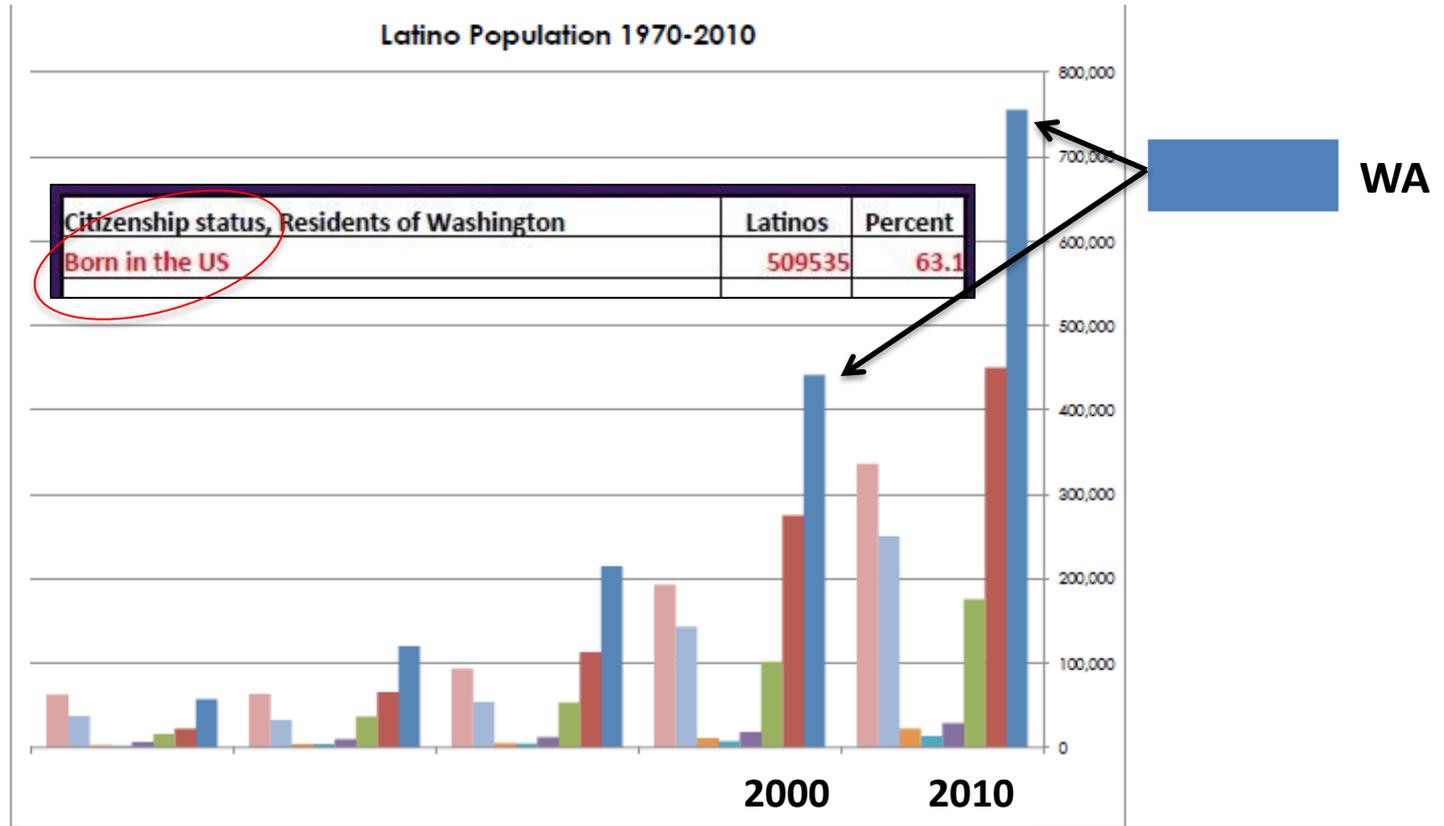
21



ECONOMIC DEVELOPMENT BOARD
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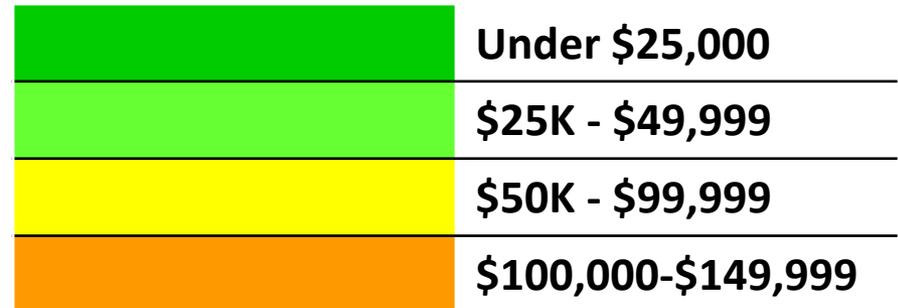
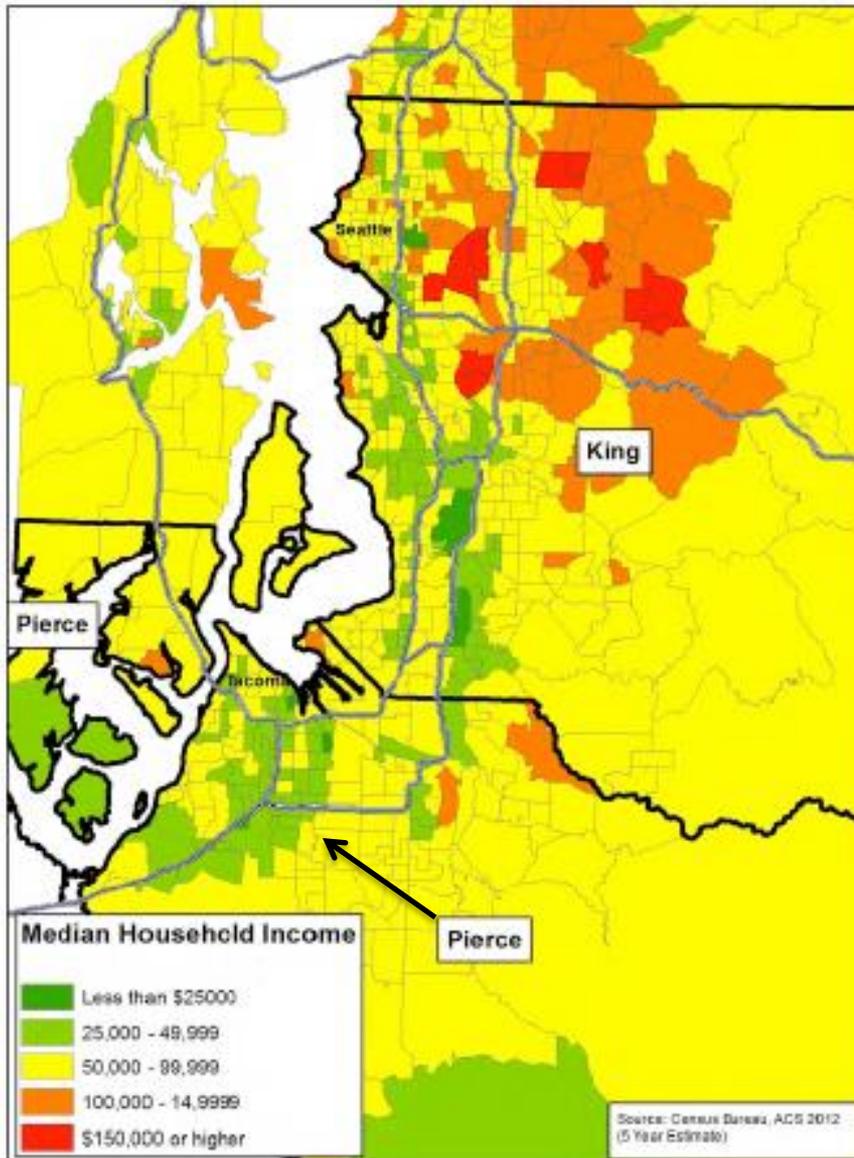
WASHINGTON LATINO POPULATION (1970 – 2010)



ECONOMIC DEVELOPMENT BOARD
FOR TACOMA-PIERCE COUNTY

065

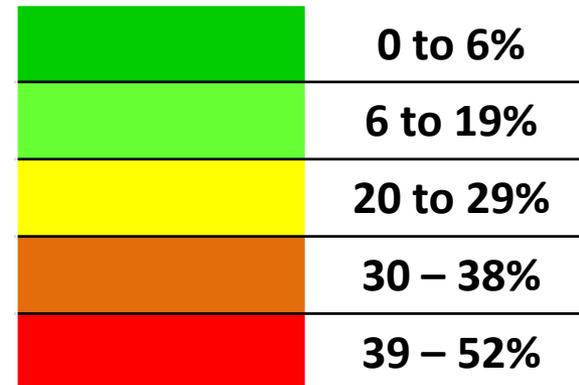
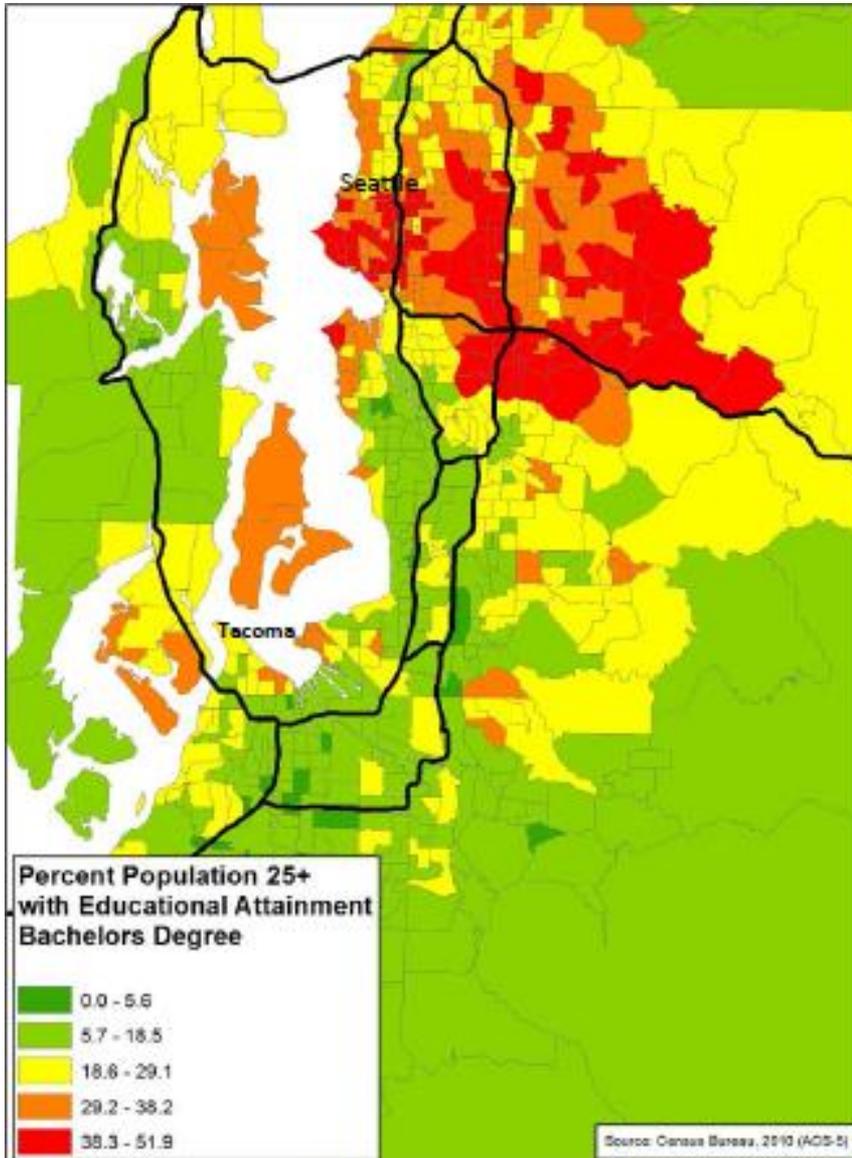
MEDIAN HOUSEHOLD INCOME (2012 FIVE YEAR ESTIMATE)



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066

% POPULATION 25+ B.A. EDUCATIONAL ATTAINMENT (2010)



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PUGET AREA COMPARATIVE EMPLOYMENT SHARE (2008)

| COUNTY | # FIRMS | # EMPLOYEES |
|---------------|---------------------|----------------------|
| KING | 146,532 (59%) | 1,251,812 (68%) |
| PIERCE | 43,697 (18%) | 218,039 (12%) |
| THURSTON | 16,051 (06%) | 188,539 (10%) |
| SNOHOMISH | 41,327 (17%) | 185,796 (10%) |

Note: *The 4 county area comprises 82 cities and towns.*



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FOR TACOMA-PIERCE COUNTY

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PIERCE COUNTY EMPLOYMENT AND REVENUE % BY SECTOR (2008)

| SECTOR | EMPLOYMENT | REVENUE |
|--|------------|---------|
| Services (Prof, Non professional) | 47 % | 27 % |
| Retail Trade | 11 % | 21 % |
| Construction | 10 % | 6 % |
| Manufacturing | 7 % | 11 % |
| Wholesale Trade | 7 % | 13 % |
| Transportation, Utilities | 6 % | 11 % |
| FIRE (Finance, Insurance, Real Estate) | 6 % | 10 % |
| Public Admin / Miscellaneous / Mining | 4 % | 0 % |
| Agriculture, Forestry, Fishing | 2 % | 1 % |



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FOR TACOMA-PIERCE COUNTY

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UWT TECH INDUSTRY SUMMARY REMARKS (2015)

Excluding Boeing and Microsoft, six area counties (Kitsap, Mason, King, Pierce, Thurston, Snohomish) are home to 7,020 technology firms with 65,467 employees.

King County's shares are 68% of firms, 80% of employees, 90% of revenue and 70% of office spaces used by these firms.

Pierce County's shares are 11% of firms, 4% of employees, 2% of revenue and 8% of office spaces used by these firms.



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UWT POINT OF VIEW OF ACADEMIA AS AN ASSET

General Lessons from Other Regions

- Universities bring and train the creative class.
- Universities act as economic engines.
- Universities are the most important assets for cities, particularly post-industrial cities.
- Universities can help a region grow.
- Universities bring people and jobs.
- If regions don't figure out how to work with their universities, their universities will become an engine for exporting their skilled workforce.



URBAN STUDIES
UNIVERSITY of WASHINGTON | TACOMA

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Compete. Every Day. Forever

**Economic Impact Analysis
Return on Investment
2016 - 2020**

May 18, 2015



Prepared by:



The research and analysis division of NCDS Inc.

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517 449.0900 * www.ncdsinc.net

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Introduction

This analysis quantifies the economic impact of services provided by the Economic Development Board, EDB for Tacoma-Pierce County, Washington. The EDB has worked since 1978 to recruit, retain and expand jobs in the South Sound.

The EDB for Tacoma-Pierce County created a new 5-year plan for 2016 through 2020. The plan to create more jobs and investment is called “*Compete.Every Day.Forever*”, and includes a program of work to create 3,220 well paying jobs. The plan is based in part on expanding 4 clusters of industries: *Aerospace, Health Services, Trade and Logistics, and Cyber Security/Information Assurance*.

Economic impacts were computed by an Input/Output, I/O model created for Pierce County. The model is based on the latest data available from IMPLAN®, the most widely used system to compute impacts (see **Appendix IV**). This analysis incorporates a major revision of IMPLAN® to increase industry details and incorporate newly released 2014 data and benchmarks for I/O tables from all U. S. data reporting agencies. The revised IMPLAN® data has 536 possible sectors, up from 440. The model created for Pierce County has 330 sectors, and after entering projected jobs by sector (inputs), 313 sectors were impacted with increased economic activity.

Economic impacts are measured by: jobs, income, value added, and output. Income includes both wage and salary income from direct and indirect jobs, and proprietor income to those owners and self employed persons affected by indirect and induced spending. Value added includes labor income and indirect business taxes, like sales taxes. Value added also includes other income, such as rent. Output is like a country’s gross national product GNP, and is the total of value added (e.g. labor) and the value of all goods used in production. Impacts also include spending and savings from disposable income, and new sales and property taxes.

Table 1 summarizes the 5-year total economic impacts (direct, indirect, and induced) for EDB services and actions that create jobs. **Table 1** also shows the overall return on investment, ROI and the public sector ROI (see page 18).

Table 1
5-Year* Economic Impact Summary
EDB Job Creation
(\$ 2020)

| Impact | Total |
|-------------------------------------|-------------------|
| Jobs | 5,337 |
| Income | \$334,112,021 |
| Value added | \$553,844,399 |
| Output | \$1,111,032,350 |
| Total income | \$334,112,021 |
| Disposable income | \$297,393,110 |
| Consumer spending | \$271,995,738 |
| Savings Deposit Potential | \$17,739,499 |
| Sales taxes | \$22,795,240 |
| Property taxes | \$11,215,719 |
| Return on investment - overall | \$14.11 to \$1.00 |
| Return on investment - Pubic sector | \$11.65 to \$1.00 |

Source: NCDS, ESC I/O model for Tacoma-Pierce County, WA. * 5-Years = 2016 through 2020.

Executive Summary

- The Economic Development Board, EDB for Tacoma Pierce County designed *Compete.Every Day.Forever* to create new output that will return \$14.11 in average corporate profits for every \$1.00 invested. Based on new state and local taxes, public sector investors in this economic development program will see a return of \$11.65 in new annual taxes for every \$1.00 invested.
- Pierce County is surrounded by seven counties that will affect the impacts of new jobs in Pierce County. With 831,928 persons Pierce County ranks second with 21.6% of the total eight county population of 3,857,977. King County (Seattle) is first at 53.9% and the other counties range from 6.9% for Thurston to 1.1% for Kittitas. King County is an employment center relative to the other counties surrounding Pierce County. Therefore while all direct (job) impacts from economic development will occur in Pierce County some of the direct job impacts in Pierce County will create indirect and induced impacts elsewhere, especially in King County where there are many suppliers and commercial businesses.
- This analysis is based on an Input/Output model built with IMPLAN® data for Pierce County. The latest socio-economic data available was assembled to create the “*Tacoma-Pierce County Input/Output Model*”, in other words, the “Input/Output” or I/O model. The model computed total new output for 313 of 330 possible sectors.
- The goal of *Compete.Every Day.Forever* is 3,220 well paying jobs. Target clusters will focus job creation activities on 4 target clusters, each defined by several sectors in the I/O model. The target clusters are projected to create 1,610 jobs. *Aerospace* accounts for 20% of the goal, *Trade and Logistics*, 15%, *Health Services*, 12.5%, and *Cyber Security*, 2.5%. The other 50% of jobs are allocated to the “other” category defined by 10 sectors in the model.
- The ripple effect of new jobs is computed based on multipliers. These multipliers show the effects of sales, income, spending and saving, which in turn increase the employment and earnings of other business sectors. The 3,220 direct jobs will create new income of \$228.3 million, new value added of \$360.5 million and new output of \$780.5 million. These are the initial and “direct” effects. Then as indirect impacts accumulate through business-to-business purchasing, and all those affected spend new income (induced impacts), the initial impacts will multiply to create 5,337 new jobs, a multiplier of 1.66, and \$334.1 million of new income, a multiplier of 1.46. Value added will multiply by 1.54 to total \$553.8 million and output by 1.42 to total \$1.1 billion.
- Annual new income of \$334.1 million means new disposable income, spending, savings and taxes. New income will create disposable income of \$297,393,110, which will create \$271,995,738 in new consumer expenditures and \$17,739,449 in new savings deposit potential. New sales taxes will be \$22,795,240 and new property taxes will be \$11,215,719.
- The model computed total output for 313 business sectors that had new business (new output) adjusted to 2020. Real estate, with \$36.0 million in new output ranked 1st followed by the housing sector with \$28.2 million. Insurance agencies ranked 3rd due in part to the recent success locating insurance carriers in the Tacoma area. Banks and credit unions will see \$11.2 million in new output, and professional services for employment, legal and accounting all made the Top “10” list. Both full-service and limited-service restaurants are also on the list of Top “10” sectors that will benefit from new jobs.

Economic Impact Analysis

A. Tacoma-Pierce County

The Economic Development Board EDB, for Tacoma-Pierce County, a public private partnership, has worked since 1978 to recruit, retain and expand jobs in the South Sound and Washington State. The EDB's mission is to grow primary businesses by working with its partners to spur private capital investment and job creation in Tacoma-Pierce County.

Pierce County is one of the three counties (+ King and Snohomish) that define the Seattle-Tacoma-Bellevue, Washington Metropolitan Statistical Area, MSA. But Pierce County is surrounded by seven other counties that are more important in creating impacts in Pierce than Snohomish County.

Table 2 shows all seven of the counties that surround Pierce County. With 831,928 persons, Pierce County ranks second with 21.6% of the total eight county population of 3,857,977. King County (Seattle) is first in population at 53.9% and the other counties range from 6.9% for Thurston to 1.1% for Kittitas.

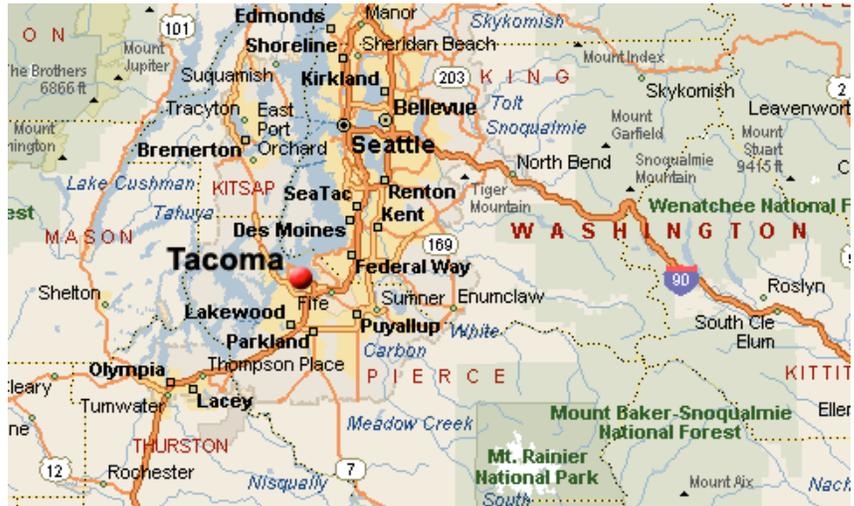


Table 2 also shows the number of non-farm employees for each county in 2012. King County is the only county that has a greater share of non-farm employees than its share of population, 69.6% versus 53.9%, so King County is an employment center.

**Table 2
County Populations**

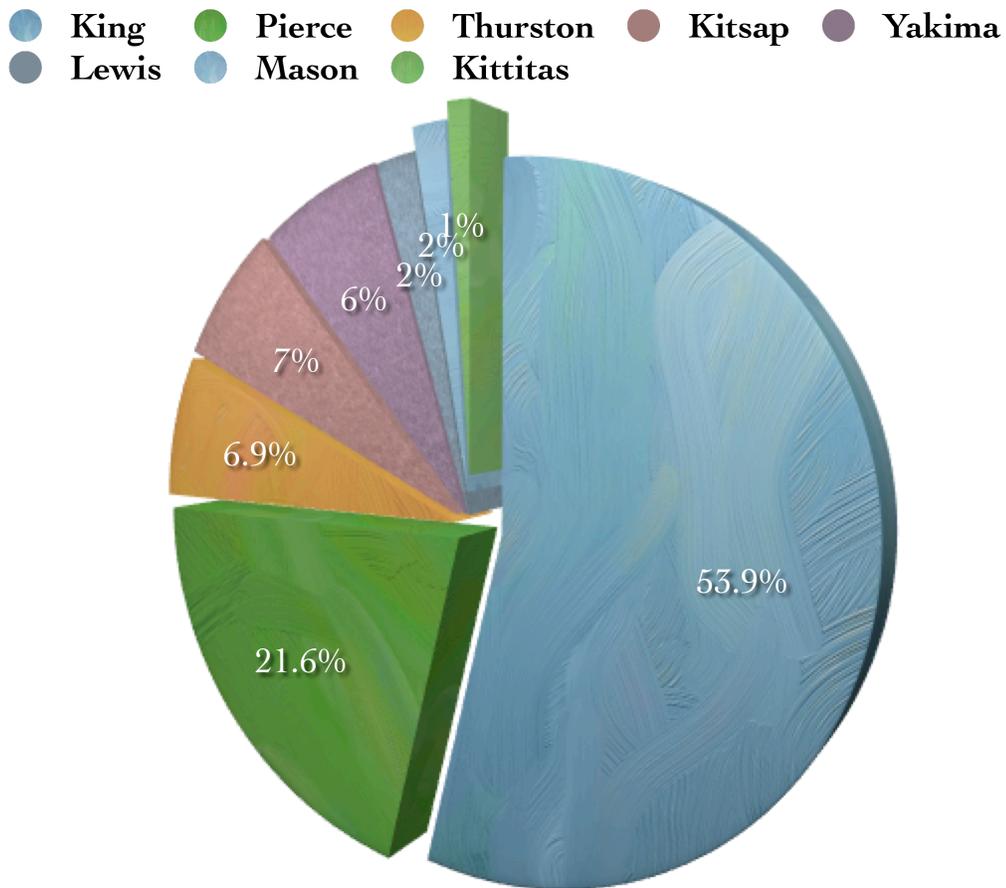
| County | Population Estimates 2014 | % of Population | Non-Farm Employees 2012 | % of Non-Farm Employees |
|--------------|---------------------------|-----------------|-------------------------|-------------------------|
| Pierce | 831,928 | 21.6% | 223,066 | 15.3% |
| King | 2,079,967 | 53.9% | 1,017,348 | 69.6% |
| Kittitas | 42,522 | 1.1% | 9,778 | .7% |
| Yakima | 247,687 | 6.4% | 62,612 | 4.3% |
| Lewis | 75,128 | 1.9% | 18,697 | 1.3% |
| Thurston | 265,851 | 6.9% | 64,681 | 4.4% |
| Mason | 60,711 | 1.6% | 9,335 | .6% |
| Kitsap | 254,183 | 6.6% | 55,203 | 3.8% |
| Total | 3,857,977 | 100.0% | 1,460,720 | 100.0% |

Source: U.S. Census, 2014 population estimates, Non-Farm Employees, 2012 actual.

In addition, Pierce County with 15.3% of non-farm employment leads all other surrounding counties except King County. Thurston and Yakima Counties lead 4 other counties but only have 4.4% and 4.3% of non-farm employees. Therefore while all direct (job) impacts from economic development will occur in Pierce County some of the direct job impacts in Pierce County will create indirect and induced impacts elsewhere, especially in King County which is much larger and where there are many suppliers and retailers.

Chart 1 shows the relative population size of each of the eight counties. King County, with 53.9% of this 8-county region is the largest county in this region and the largest in the State of Washington. Pierce County, with 21.6% of this region's population is the second largest County in the region and the State. The other 6 counties make up the remaining 24.5%.

Chart 1
Tacoma Area
County Populations - Percent of Total
2014



Source: Table 2.

B. The Input/Output Model

This analysis quantifies the economic impacts of jobs to be created and retained by new and existing companies in Tacoma-Pierce County. Employment increases in sectors are the direct impacts (inputs) that generate additional indirect and induced employment, income and business activity (output) in various sectors of the economy.

The Input/Output model is based on Pierce County. The latest socio-economic data available was assembled to create the “*Tacoma-Pierce County Input/Output Model*”, in other words, the “Input/Output” or I/O model shown in **Table 3**. The model computed total new output for 313 of 330 possible sectors. Sectors in the model are defined by groups of NAICS codes, the North American Industry Classification System. The I/O model contains all the linkages in the county economy.

The model, summarized in **Table 3** is based on data for IMPLAN® released in January, 2015. IMPLAN® is the most widely used system to compute impacts. This analysis incorporates a major revision of IMPLAN® to increase industry details and incorporate newly released data. The I/O model uses Bureau of Economic Analysis BEA data and benchmarks for I/O tables just released in 2014. It also incorporates revisions to the National Income and Product Accounts, and new data from the Census Bureau. It includes the latest regional accounts, and latest results from the Census of Agriculture, Bureau of Labor Statistics Survey and Commodity Flow Survey. The revised IMPLAN® system has 536 possible sectors, up from 440.

Table 3
Tacoma-Pierce County
Input/Output Model

| Model year | 2013 |
|-----------------------------------|------------------|
| Gross regional product | \$36,400,172,836 |
| Total personal income | \$35,896,290,000 |
| Total employment | 392,294 |
| Number of possible sectors | 536 |
| Number of sectors (industries) | 330 |
| Number of sectors with new output | 313 |
| Land area (square miles) | 1,675 |
| Population | 819,743 |
| Total households | 310,329 |
| Average household income* | \$115,672 |

Source: NCDS, ESC. MIG, Inc., IMPLAN®, 2013, released January, 2015.

Note: * Average household income in this model is much different than U.S. Census definitions for median household income. This is because “IMPLAN®” data used in the model includes other forms of income. It includes imputed income resulting from home ownership (the biggest portion by far), free checking, services provided by non-profits to households and some other “income” type items.

Economic impacts are measured by: jobs, income, value added and output. Income includes both wage and salary income from direct and indirect jobs, and proprietor income to those owners and self employed persons affected by indirect and induced spending. Value added includes labor income and indirect business taxes, like sales taxes. Value added also includes other income, such

as rent. Output is like a country's gross national product GNP, and is the total of value added (e.g. labor) and the value of all goods used in production. Impacts also include spending and savings from disposable income, and new sales and property taxes.

C. EDB for Tacoma-Pierce County - Planning for More Success

The EDB for Tacoma-Pierce County created a new 5-year plan for 2016 through 2020. The plan to create more jobs and investment is called “*Compete.Every Day.Forever*”, and includes a program of work to create 3,220 well paying jobs. The plan is to create jobs through strategies that support either business retention and expansion, or recruiting new companies.

The plan is based in part on expanding 4 clusters of industries: *Aerospace, Health Services, Trade and Logistics, and Cyber Security/Information Assurance*. The goal is that 1,932 jobs (60% of 3,220) will be created from business retention and expansion and that 50% of those jobs, 966 jobs, will be created from initiatives to expand jobs in the 4 clusters.

Recruiting companies with new jobs is planned to create 1,288 jobs (the remaining 40% of 3,220), and 50% of those jobs, 644 jobs, from recruited companies will come from initiatives to expand jobs in the 4 clusters.

New jobs from cluster initiatives will total 966 from Business Retention and Expansion, and 644 from Recruiting for a total of 1,610. This means that cluster initiatives will account for 50% of new job goals. The other 50% will tend to follow historic patterns of investment.

In order to compute the potential impacts of 3,220 jobs, it was necessary to distribute the job goals into sectors in the I/O model. The 3,220 jobs goal is divided 50/50 between the 4 clusters and jobs that will be created in “other” sectors. **Table 4** shows how sectors in the I/O model were used to define each of the 4 clusters and the “other” category.

For example, the target cluster *Aerospace* is defined by 3 sectors in the I/O model, including sector 357, aircraft manufacturing, sector 359, aerospace products and parts, and sector 449, engineering services. Each of the other 3 target clusters is also defined by a number of sectors.

The total job goal is 3,220 and **Table 4** shows how 50% of jobs are projected to fall within sectors that define the 4 target clusters. So 1,610 jobs will be allocated to sectors within the 4 clusters. For example, *Aerospace* is projected to create 20% of the 1,610 jobs, so 644 jobs will be distributed among the 3 sectors based on a weighted average of actual employment in that sector.

The other 50% of jobs, 1,610 jobs were allocated based on the history of job creation during the past 5 years. **Table 5**, which follows, shows EDB success with new and retained jobs for the past five years, 2010 through 2014. During this period, companies invested to create 1,342 new jobs while 991 more jobs were retained in Pierce County. Over the past 5 years 27 companies invested to create and retain 2,333 jobs.

When allocating projected new jobs by target cluster, current employment statistics were used and some adjustments were made to ensure that no one sector dominated the allocation (not shown). Projected new jobs for the “other” sectors were based on actual jobs created during the past 5 years. This means that half the job allocations by sector were based on history, and the other half were based on existing employment, so inputs to the I/O model are based on the best available data.

Table 4
Compete.Every Day.Forever
EDB for Tacoma-Pierce County
Job Goals by Target Cluster & Sector: 2015 through 2020

| | Sector | Sector Defined | Percent of Total (100%) | Total Jobs Goal 3,220 |
|--|---------------|---|--------------------------------|------------------------------|
| Target Clusters | | | 50% | 1,610 |
| Aerospace: aircraft, aerospace parts and engineering services. | | | 20% | 644 |
| | 357 | Aircraft manufacturing | | |
| | 359 | Aerospace products, parts and auxiliary mfg. | | |
| | 449 | Engineering services | | |
| Health Services: hospitals, clinics, advanced medical technology, diagnostics, medical devices, and imaging. | | | 12.5% | 403 |
| | 482 | Hospitals | | |
| | 477 | Health practitioners | | |
| | 475 | Offices of physicians | | |
| | 478 | Outpatient care clinics | | |
| | 479 | Medical and diagnostics laboratories | | |
| | 174 | Pharmaceutical mfg. | | |
| | 380 | Surgical appliance and supplies mfg. | | |
| Trade and Logistics: Professional trade services, trucking, warehousing, distribution, packaging, wholesale trade. | | | 15% | 483 |
| | 395 | Wholesale trade | | |
| | 465 | Business support services | | |
| | 411 | Truck transportation | | |
| | 416 | Warehousing & storage | | |
| Cyber Security/Information Assurance: software and hardware, application development, data analytics and storage, IT support. | | | 2.5% | 80 |
| | 451 | Custom computer programming services | | |
| | 452 | Computer systems design | | |
| | 454 | Management consulting services | | |
| | 427 | Wired telecommunications | | |
| | 430 | Data processing, hosting and related services | | |

| | | | | |
|---------------------------------------|-----|---|------------|--------------|
| | 422 | Software publishers | | |
| Other: Based on 5-Year History | | | 50% | 1,610 |
| | 93 | Seafood processing and packaging | | |
| | 134 | Sawmill & related wood processing | | |
| | 436 | Other financial investment activities | | |
| | 437 | Insurance carriers | | |
| | 439 | Funds, trusts, and other financial vehicles | | |
| | 279 | Special tools, dies, fixtures, molds | | |
| | 364 | Boat building | | |
| | 460 | Professional, scientific and & technical services | | |
| | 195 | Plastics products mfg. | | |
| | 209 | Other concrete products mfg. | | |
| Total | | | | 3,220 |

Source: EDB for Tacoma-Pierce County, NCDS, ESC Input/Output model for Tacoma-Pierce County.

In **Table 5** each of the company’s new and retained jobs were allocated by sector and then used to select 10 final sectors for the I/O model. Each of the 10 sectors used to define “other” in **Table 4** (above) created over 20 jobs and were jobs created rather than jobs retained. The final inputs were based on jobs created in these sectors that were then used to compute a weighted average number of jobs per sector (not shown).

Table 5 also shows the conversion of the NAICS codes that define each company’s industry to “sectors” in the I/O model. The I/O model built for Tacoma-Pierce County used 330 sectors. Sectors that define NAICS codes were selected based on a review of all possible sectors and a detailed review of corporate profiles. Then some sectors and NAICS codes were adjusted prior to running the inputs to the model, based on a review of sector employment and output.

Table 5
Economic Development Board: Tacoma-Pierce County
Business Attraction and Retention Results
2010 - 2014

| Company Assisted | Jobs Created | Jobs Retained | NAICS ¹ Code | Sector ² | Sector Defined |
|----------------------|--------------|---------------|-------------------------|---------------------|---------------------------------|
| 2010 | | | | | |
| 1. Americold | 58 | | 493120 | 416 | Warehousing & storage |
| 2. Lusameria Foods | 45 | | 311712 | 93 | Seafood preparation & packaging |
| 3. Metagenics | 55 | 142 | 325412 | 174 | Pharmaceutical preparation |
| 4. Jesse Engineering | | 125 | 332312 | 238 | Metal products mfg. |
| 2011 | | | | | |
| 5. Seitel Systems | 7 | | 54151 | 452 | Computer network, telecom. |

| | | | | | |
|--|--------------|--------------|--------|-----|---|
| 6. Northwest Hardwoods | 40 | | 321113 | 134 | Sawmill, wood preservation |
| 7. Art Morrison Enterprises | | 27 | 336111 | 356 | Motor vehicle parts mfg. |
| 8. Regence Blue Shield | 100 | | 524114 | 437 | Insurance carriers |
| 9. Washington State History Museum | | 31 | 712110 | 493 | Museums, historical sites |
| 2012 | | | | | |
| 10. Bradken Atlas | 44 | | 333514 | 279 | Special tools, dies, molds |
| 11. SAFE Boats | 46 | | 336611 | 364 | Boat building |
| 12. Carlisle Construction Materials | 16 | 75 | 326150 | 193 | Urethane, other plastic prod |
| 13. Coordinated Care | 100 | | 524114 | 437 | Insurance carriers |
| 14. BPI Medical | | 48 | 811219 | 506 | Precision equipment repair |
| 15. Topia Technology | | 35 | 541511 | 452 | Computer network, telecom. |
| 16. Dart Container Corporation | | 21 | 424130 | 395 | Wholesale trade |
| 2013 | | | | | |
| 17. BNY Mellon | | 170 | 523920 | 435 | Securities, investments |
| 18. Western Institutional Review Board | 200 | | 541990 | 460 | Professional, scientific & technical services |
| 19. TriWest | 50 | | 524114 | 437 | Insurance carriers |
| 20. MD Marine Electric | 7 | | 238210 | 62 | Maintenance, repair non-residential |
| 2014 | | | | | |
| 21. Amazon | 411 | | 493110 | 416 | Warehousing & storage |
| 22. Niagara Bottling | 60 | | 326199 | 195 | Plastic products mfg. |
| 23. James Hardie Building Products | 103 | | 327390 | 209 | Other concrete products mfg. |
| 24. Sierra Pacific Industries ³ | | | 32113 | 134 | Sawmill (advanced mfg.) |
| 25. Burkhart Dental | | 122 | 423450 | 395 | Dental products wholesaler |
| 26. Richards Packaging | | 45 | 326199 | 195 | Plastic jar mfg. |
| 27. Milgard Windows & Doors ⁴ | | 150 | 321911 | 139 | Millwork, windows & doors |
| Sub-Totals | 1,342 | 991 | | | |
| TOTAL | | 2,333 | | | |

Source: Tacoma-Pierce County EDB. IMPLAN® sectors by NAICS code. NAICS 2012 definition file.

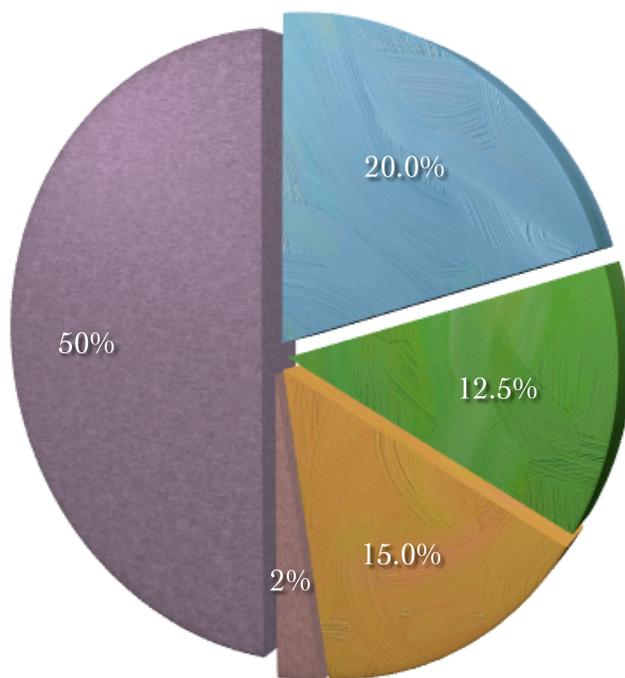
- Notes:
1. NAICS = North American Industry Classification System. Some NAICS codes and sectors adjusted to fit sector definitions.
 2. Sector = 536 possible industry groups defined as sectors in the Input/Output model.
 3. Jobs to be created in 2015.
 4. Milgard Windows & Doors is also classified by NAICs Codes, 326199 & 332321.

Chart 2 shows the percent of the 3,220 job goal allocated to each of the 4 target clusters and the “other” category. *Aerospace* has 20% of the goal, *Trade and Logistics*, 15%, *Health Services*, 12.5%, and *Cyber Security*, 2.5%. Half the job goal is allocated to the “other” category defined by 10 sectors in **Table 4**.

Chart 2

Compete. Every Day. Forever
Job Goals by Target Cluster

● Aerospace ● Health Services ● Trade, Logistics
● Cyber Security ● Other



Source: Table 4.

D. Economic Impact of New and Retained Jobs

The result of inputs from **Table 4** were very significant impacts (outputs) on additional jobs, income and output. **Table 6**, which follows shows a summary of the impacts created by new jobs. **Table 6** shows the “direct” job totals and the total of “direct, indirect, and induced” impacts. The direct impact is the total 3,220 new jobs goal from 2015 through 2020. The 3,220 direct jobs in **Table 6** corresponds to the total new jobs in **Table 4**. Indirect impacts come from the purchases of goods and services, business-to-business. As all those impacted by the new jobs spend their earnings, there are “induced” impacts.

Direct, indirect and induced impacts in **Table 6** are measured by: jobs, income, value added, and output. Income includes both wage and salary income from direct and indirect jobs, and proprietor income to those owners and self employed persons affected by indirect and induced spending. Value added includes labor income and indirect business taxes, like sales taxes. Value added also includes other income, such as rent. Output is like a country’s gross national product GNP at the local level, and is the total of value added (e.g. labor) and the value of all goods used in production.

The total impact of new jobs in 2020 is 5,337 jobs, \$334.1 million of new income, \$553.8 million of new value added, and \$1.1 billion of new output.

Table 6
Annual Impact of New & Retained Jobs
Tacoma-Pierce County: 2020

| Impact Type | Jobs | Income⁴ | Value Added⁵ | Output⁶ |
|------------------------------------|-------------|---------------------------|--------------------------------|---------------------------|
| Direct Impact¹ | 3,220 | \$228,335,625 | \$360,488,074 | \$780,515,707 |
| Indirect Impact² | 1,059 | \$53,568,982 | \$94,187,819 | \$169,008,852 |
| Induced Impact³ | 1,059 | \$52,207,415 | \$99,168,506 | \$161,507,791 |
| Total Impact | 5,337 | \$334,112,021 | \$553,844,399 | \$1,111,032,350 |

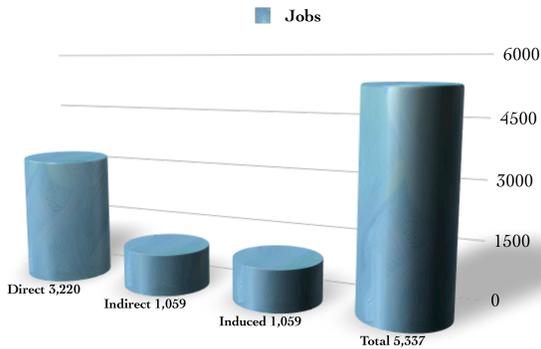
Sources: NCDS Input/Output model for Tacoma-Pierce County, WA. County data, MIG, Inc., IMPLAN.

- Notes:
- 1. Direct Impact:** Impact generated directly from the jobs created.
 - 2. Indirect Impact:** Changes in employment, income, and output (business sales) in various industry sectors of the local economy supplying goods and services to the companies that expanded.
 - 3. Induced Impact:** The ripple effect of increased income as employees spend.
 - 4. Income:** Employee compensation + proprietor income (owner wages).
 - 5. Value Added:** Labor income + indirect business taxes + other property type income.
 - 6. Output:** Value Added + intermediate inputs (goods used in production).

Chart 3

EDB for Tacoma-Pierce County
Jobs Goal:
3,220 Jobs Multiply to 5,337

Chart 3 shows how the 3,220 new jobs goal will multiply through indirect and induced jobs to total 5,337 new jobs in the community.



Source: Table 6

E. Jobs Multiply Through the Economy

The ripple effect of the new jobs is computed based on multipliers. These multipliers show the effects of sales, income, spending and saving, which in turn increase the employment and earnings of other business sectors. **Table 7**, below, shows that 3,220 direct jobs created new income of \$228.3 million, new value added of \$360.5 million and new output of \$780.5 million.

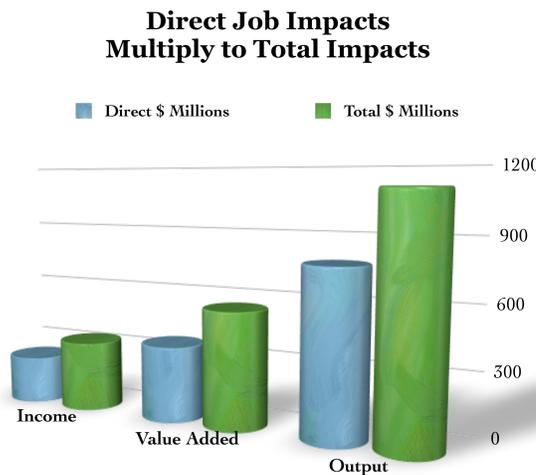
Table 7
New Jobs, Income, Value Added and Output
Multiply for Greater Annual Impact: 2020

| | Jobs | Income | Value Added | Output |
|----------------------|-------------|---------------|--------------------|-----------------|
| Direct Impact | 3,220 | \$228,335,625 | \$360,488,074 | \$780,515,707 |
| Multiplier | 1.66 | 1.46 | 1.54 | 1.42 |
| Total Impact | 5,337 | \$334,112,021 | \$553,844,399 | \$1,111,032,350 |

Sources: NCDS I/O model for Tacoma-Pierce County, WA. County data, MIG, Inc., IMPLAN®.

These are the initial and “direct” impacts. Then as indirect impacts accumulate through business-to-business purchasing, and all those affected spend new income (induced impacts), the initial impacts multiply to create 5,337 new jobs, a multiplier of 1.66, and \$334.1 million of new income, a multiplier of 1.46. Value added multiplies by 1.54 to total \$553.8 million and output by 1.42 to total \$1.1 billion.

Chart 4



Source: Table 7.

Chart 4 illustrates the multiplier effects for income, value added and output. The fact that the output multiplier drops to 1.42, lower than the other multipliers, means that while all direct impacts occur in Pierce County, some indirect and induced impacts will happen outside Pierce County.

F. Spending From New Jobs - Making an Impact

Annual new income of \$334,112,021 from job creation means new disposable income, spending and savings. New income and spending also creates new sales and property taxes.

Table 8 shows that new income will create disposable income of \$297,393,110. This disposable income will create \$271,995,738 in new consumer expenditures and \$17,739,449 in new savings deposit potential.

Table 8 also shows that new sales taxes will be \$22,795,240 and new property taxes will be \$11,215,719. The detailed impact of jobs on annual state and local tax revenue appear in **Appendix I**. In addition to new sales and property taxes, these include: excise taxes, customs duties, motor vehicle licenses, severance taxes; and other taxes, fees and special assessments.

Table 8
New Payrolls Generate
New Annual Spending, Savings, and Taxes: 2020

| | |
|---|----------------------|
| Total New Income (see Table 6) | \$334,112,021 |
| Disposable Personal Income¹ | \$297,393,110 |
| Consumer Expenditures² | \$271,995,738 |
| Savings Deposit Potential³ | \$17,739,499 |
| Sales Taxes⁴ | \$22,795,240 |
| Property Taxes⁴ | \$11,215,719 |

Sources: National Community Development Services Input/Output model for Tacoma-Pierce County, WA. County data, MIG, Inc., IMPLAN. DPI, PCE and savings deposit percent of income, Bureau of Economic Analysis, 2004-2013. Last revision, December, 2014.

- Notes:
- 1. Disposable Personal Income:** Personal income less taxes. U.S. 10-year average annual percent, Bureau of Economic Analysis.
 - 2. Consumer Expenditures:** Disposable personal income less interest, personal transfer payments, and personal savings. U.S. 10-year average annual percent, Bureau of Economic Analysis.
 - 3. Savings Deposit Potential:** Personal savings rate computed from 10-year average of both National Income and Product Accounts NIPAs and Flow of Funds Accounts FFAs = 5.84% of disposable personal income.
 - 4. State and local tax impacts:** computed from I/O model, see **Appendix I**.

The projected impact of new jobs is increasing consumer expenditures in Tacoma-Pierce County by \$272.0 million annually, a benefit to all businesses. **Table 9** shows how the 10 major spending categories will rank in 2020 as the result of new jobs.

Table 9
Annual Spending by Category: 2020

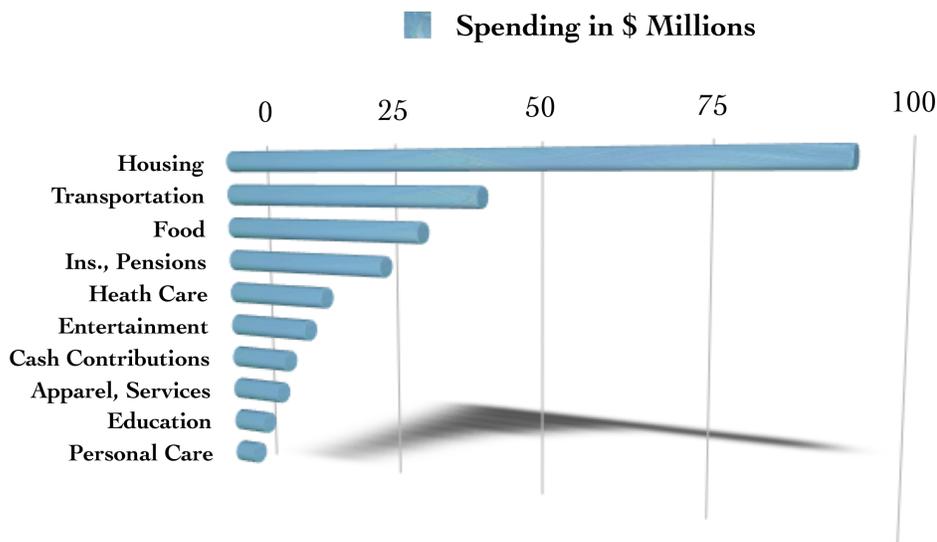
| Rank | Spending Category | Spending in Millions |
|------|---------------------------------|----------------------|
| 1 | Housing | \$94.9 |
| 2 | Transportation | \$44.9 |
| 3 | Food | \$35.1 |
| 4 | Personal insurance and pensions | \$28.6 |
| 5 | Health care | \$17.7 |
| 6 | Entertainment | \$14.4 |
| 7 | Cash contributions | \$10.3 |
| 8 | Apparel and services | \$8.7 |
| 9 | Education | \$5.7 |
| 10 | Personal care | \$3.5 |

Sources: NCDS Input/Output model for Tacoma-Pierce County, WA. Bureau of Labor Statistics, Consumer Expenditure Survey, West, 2013. Data released in September, 2014. See **Appendix II**.

Housing with \$94.9 million of new annual spending is the largest of the ten spending categories followed by transportation with \$44.9 million of new spending. **Chart 5** illustrates the distribution of spending by category based on regional spending patterns. For detailed spending by category, please see **Appendix II**.

Chart 5

Annual Spending by Category
2020



Source: Table 9. See **Appendix II**.

G. New Output by Sector

Detailed outputs by sector from jobs are computed from the I/O model built for Tacoma-Pierce County. Output by sector differs from spending categories due to definitions and the way data is collected and structured. For example, housing is the largest spending category with \$94.9 million (see **Table 9**) based on Bureau of Labor Statistics BLS, surveys, but ranks 2nd in this I/O model, with \$28.2 million in new output based on the way the National Income and Product Accounts (NIPAs) are assembled and what is included in “housing”. The definitions of “housing spending” and “housing output” are much different. Housing spending, as defined by the BLS, is larger than output because it includes spending for utilities, operations, supplies, furnishings and equipment.

The model computed total output for 313 business sectors that had new business (new output) adjusted to 2020. Sectors in the model are defined by groups of NAICS codes.

Table 10
New Annual Output: 2020
Top “10” Sectors

| Rank | Output Sector | Output in Millions |
|------|---|--------------------|
| 1 | Real estate | \$36.0 |
| 2 | Housing | \$28.2 |
| 3 | Insurance agencies | \$19.9 |
| 4 | Banks and credit unions | \$11.2 |
| 5 | Employment services | \$8.3 |
| 6 | Petroleum refineries | \$8.2 |
| 7 | Legal services | \$6.3 |
| 8 | Full-service restaurants | \$5.9 |
| 9 | Accounting, tax prep, bookkeeping & payroll | \$5.9 |
| 10 | Limited-service restaurants | \$5.4 |

Sources: NCDS, ESC Input/Output model for Tacoma-Pierce County, WA. See **Appendix III**.

Sectors with new output help define investors in economic development. **Appendix III** details new output for dozens of sectors where companies in that sector are investors in economic development.

The Top “10” outputs in **Table 10**, illustrate very important outputs from the job creation inputs. For example, the I/O model found a strong relationship between job creation and the U.S. Oil and Refining Company of Tacoma. As a result petroleum refineries (sector 156) ranked 6th in total output. Sector 156 is not usually in the Top “10”.

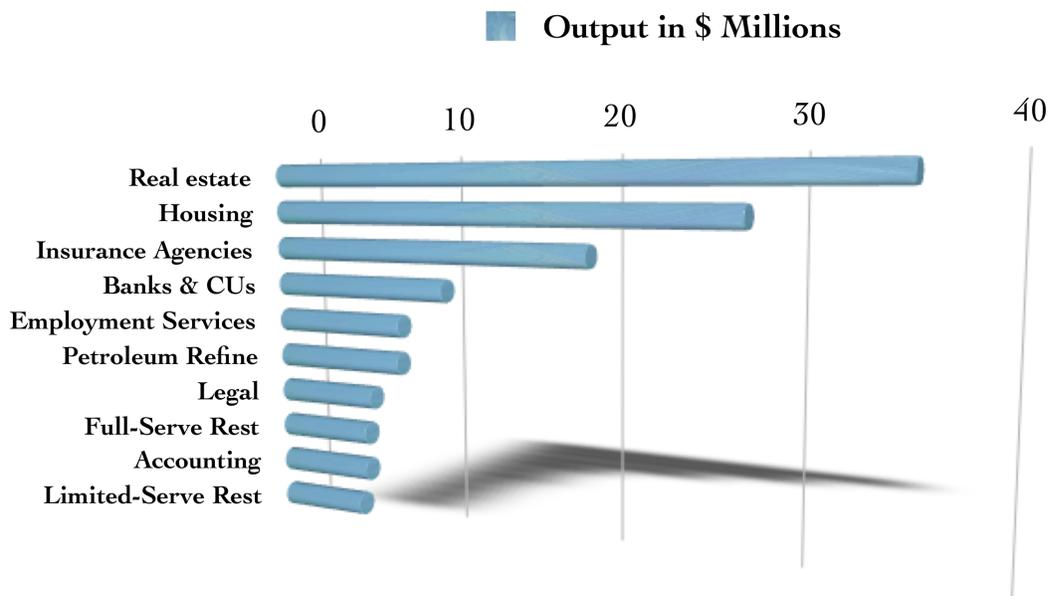
Real estate, with \$36.0 million in new output ranked 1st followed by the housing sector with \$28.2 million. Insurance agencies ranked 3rd due in part to the recent success locating insurance carriers in the Tacoma area. Banks and credit unions will see \$11.2 million in new output, and professional services for employment, legal and accounting all made the Top “10” list. Both full-service and limited-service restaurants are also on this Top “10” list.

Total output is the best way to see total impacts because it captures everything, like “Gross Domestic Product”. Total new output is \$1,111,032,350. Output is the sum of all labor income, indirect business taxes, other property type income and all the intermediate inputs, i.e. goods used in production.

Chart 6 was created from **Appendix III**, and illustrates the top 10 business-to-business impacts by sector from new jobs ranked by total output. Sectors with direct impacts from new jobs are not included on the chart because they are used to create indirect and induced impacts, the very important business-to-business impacts (see **Appendix III**).

Chart 6

**Tacoma-Pierce County
Annual Output by Sector
Top 10 Business-to-Business Impacts
2020**



Source: Table 10.

Return on Investment

Overall ROI

From a private sector point of view, return on investment, ROI is based on output generated from new and retained jobs and the profits from that output. Annual new output from new and retained jobs is projected to reach \$1,111,032,350 by 2020. A public/private partnership will make this possible, and it is appropriate to include the public investment in the overall ROI. The public sector shares in the benefits of a healthy economy.

Net profits from output measure returns to the community. Profit margins vary from one business sector to the other, so a good way to summarize ROI for Tacoma-Pierce County EDB investors is to use the average net profit among all firms in the U.S. securities markets today. This average was

7.84% in January of 2015 according to NYU’s Stern School of Business, and several studies have confirmed a 25-year average rate of 8%.

Dividing net profits returned to the community by the investment in economic development equals the return on this investment.

Table 11 shows that the 5-year investment in the EDB from 2015 through 2020 will be \$6,300,000. The EDB is a public private partnership with a goal to achieve 50% of investment in economic development from both public and private sector investors. During the past 5 years about 58% of the EDB budget was provided by the public sector. **Table 11** assumes that *Compete.Every Day.Forever* achieves its goal of 50% funding from both the public and private sectors.

**Table 11
Tacoma-Pierce County EDB
Project Total Budget
2015 through 2020**

| Year | Public | Private | Total |
|---------------------|-------------|-------------|-------------|
| 5-Year Total | \$3,150,000 | \$3,150,000 | \$6,300,000 |

Source: EDB for Tacoma-Pierce County.

Table 12 shows the computations for a return on investment based on average net profits returned to the community divided by the amount of investment:

**Table 12
Overall Return on Investment
2015 through 2020**

| | Computations | |
|------------|--|-------------------|
| Net Profit | \$1,111,032,350, annual output x 8% average net profit = | \$88,882,588 |
| 5-Year ROI | \$88,882,588 net profits/\$6,300,000 investment = | \$14.11 to \$1.00 |

Source: NCDS, ESC I/O model. ESC assumptions.

The Tacoma-Pierce County EDB is projecting that 3,220 new jobs will be created or retained during the next 5 years. These jobs will create impacts that total 5,337 jobs and over \$1.1 billion of new output. When annual output is converted to profits at 8% and this is divided by \$6.3 million in new investment in economic development the result is \$14.11 returned to the community in average corporate profits for every \$1.00 invested in economic development.

Chart 7 illustrates the \$14.11 to \$1.00, 5-year return on investment.

Chart 7

**EDB for Tacoma-Pierce County
5-Year Return on Investment**



Source: Table 12.

Public Sector ROI

Pierce County and its municipalities can also measure a return on investment through new sales, property and other taxes and fees resulting from new jobs.

Table 13 shows that new jobs will generate \$34,010,959 in new state, county and city sales and property taxes each year. New state and local taxes, including all other state and local taxes and fees total \$36,689,163 (see **Appendix I**).

The I/O model cannot separate state and local taxes, but all levels of government play a role in economic development.

**Table 13
State, Pierce County & Cities
New Annual Sales and Property Taxes: 2020**

| Type of Tax Revenue | Amount |
|-----------------------------------|---------------------|
| New sales taxes | \$22,795,240 |
| New property taxes | \$11,215,719 |
| | \$34,010,959 |
| Other state and local taxes, fees | \$2,678,204 |
| Total | \$36,689,163 |

Source: NCDS, ESC I/O model.

Table 14 shows that from a public sector point of view the return from investment in new jobs measured by new taxes and fees is computed from total taxes and fees of \$36,689,163 divided by public sector investment of \$3,150,000.

**Table 14
Public Sector Return on Investment
2015 through 2020**

| | Computations | |
|------------|---|-------------------|
| New Taxes | | \$36,689,163 |
| 5-Year ROI | \$36,689,163 new taxes/\$3,150,000 investment = | \$11.65 to \$1.00 |

Source: NCDS, ESC I/O model. ESC assumptions.

So from a public sector point of view \$11.65 was returned in new taxes for every \$1.00 invested.

It is possible to break out the taxes returned to the State of Washington, Pierce County and its municipalities, but that analysis would require computations of the State share of sales taxes (its about 82%) and the State share of property taxes. The State of Washington has a property tax levy that accounts for about 11% of its annual budget.

A tax analysis is outside the scope of this analysis, but new software being developed by IMPLAN® for 2016 will detail taxes returned to each level of government. **Chart 8** illustrates the \$11.65 to \$1.00 public sector ROI.

**Chart 8
EDB for Tacoma-Pierce County
5-Year Public Return on Investment**



Source: Table 14.

APPENDIX I

Annual State and Local Tax¹ Impacts From New and Retained Jobs in Tacoma-Pierce County: 2020

| Description | Employee Compensation | Tax on Production and Imports ² | Households | Corporations |
|---|-----------------------|--|--------------------|-----------------|
| Dividends | | | | \$79,971 |
| Social Ins Tax- Employee Contribution | \$74,856 | | | |
| Social Ins Tax- Employer Contribution | \$144,721 | | | |
| Tax on Production and Imports: Sales Tax | | \$22,795,240 | | |
| Tax on Production and Imports: Property Tax | | \$11,215,719 | | |
| Tax on Production and Imports: Motor Vehicle Lic. | | \$261,985 | | |
| Tax on Production and Imports: Severance Tax | | \$51,661 | | |
| Tax on Production and Imports: Other Taxes | | \$1,970,801 | | |
| Tax on Production and Imports: S/L Non-Taxes | | \$393,756 | | |
| Corporate Profits Tax | | | | |
| Personal Tax: Income Tax | | | | |
| Personal Tax: Non-Taxes (Fines- Fees) | | | \$1,134,481 | |
| Personal Tax: Motor Vehicle License | | | \$319,475 | |
| Personal Tax: Property Taxes | | | \$129,007 | |
| Personal Tax: Other Tax (Fish/Hunt) | | | \$166,477 | |
| Total State and Local Tax | \$219,577 | \$36,689,163 | \$1,749,440 | \$79,971 |

Source: NCDS, ESC Input/Output model for Tacoma-Pierce County, WA. County data, MIG Inc., IMPLAN®, 2013.

- Notes: 1. The Tacoma-Pierce County I/O model cannot separate state and local taxes.
 2. "Tax on production & imports less subsidies that are netted out." As part of the 2003 NIPA revision, this replaced indirect business taxes and nontax payments as one of the three components of value added. This component (column) includes sales and excise taxes, customs duties, property taxes, motor vehicle licenses, severance taxes, other taxes, and special assessments. It excludes most nontax payments, and subsidies are netted out. S/L Non-taxes = State & Local Non-taxes such as fees and assessments.

APPENDIX II
Distribution of New Annual Spending: 2020

| Categories | Share of Total* (%) | Expenditure Total = \$271,995,738 |
|---|------------------------|--------------------------------------|
| FOOD | 12.9% | \$35,087,450 |
| Food at home | 7.7% | \$20,943,672 |
| Food away from home | 5.3% | \$14,415,774 |
| HOUSING | 34.9% | \$94,926,513 |
| Shelter | 21.7% | \$59,023,075 |
| Owned dwellings | 11.9% | \$32,367,493 |
| Mortgage interest and charges | 7.2% | \$19,583,693 |
| Rented dwellings | 8.5% | \$23,119,638 |
| Other lodging | 1.3% | \$3,535,945 |
| Utilities, fuels and public services | 6.4% | \$17,407,727 |
| Natural gas | .7% | \$1,903,970 |
| Electricity | 2.2% | \$5,983,906 |
| Fuel oil and other fuels | .1% | \$271,996 |
| Telephone services | 2.3% | \$6,255,902 |
| Water and other public services | 1.2% | \$3,263,949 |
| Household operations | 2.3% | \$6,225,902 |
| Housekeeping supplies | 1.3% | \$3,535,945 |
| Household furnishings and equipment | 3.2% | \$8,703,864 |
| APPAREL AND SERVICES | 3.2% | \$8,703,864 |
| TRANSPORTATION | 16.5% | \$44,879,297 |
| Vehicle purchases | 5.6% | \$15,231,761 |
| Cars and trucks, new | 2.6% | \$7,071,889 |
| Cars and trucks, used | 2.9% | \$7,887,876 |
| Other vehicles | .1% | \$271,996 |
| Gasoline and motor oil | 4.7% | \$12,783,800 |
| Other vehicle expenses | 5.0% | \$13,599,787 |
| Vehicle finance charges | .4% | \$1,087,983 |
| Maintenance and repairs | 1.7% | \$4,623,928 |
| Vehicle insurance | 1.8% | \$4,895,923 |
| Vehicle rental and leases | 1.1% | \$2,991,953 |
| Public transportation | 1.2% | \$3,263,949 |
| HEALTH CARE | 6.5% | \$17,679,723 |
| Health insurance | 3.6% | \$9,791,847 |
| Medical services | 1.8% | \$4,895,923 |
| Drugs | .9% | \$2,447,962 |
| Medical supplies | .3% | \$815,987 |
| ENTERTAINMENT | 5.3% | \$14,415,774 |
| PERSONAL CARE PRODUCTS/SERVICES | 1.3% | \$3,535,945 |
| EDUCATION | 2.1% | \$5,711,910 |
| CASH CONTRIBUTIONS | 3.8% | \$10,335,838 |
| PERSONAL INSURANCE AND PENSIONS | 10.5% | \$28,559,552 |
| Life and other personal insurance | .5% | \$1,359,979 |
| Pensions and Social Security | 9.9% | \$26,927,578 |
| OTHER | 3.0% | \$8,159,872 |

Source: Bureau of Labor Statistics, Consumer Expenditure Survey, 2013, Region of Residence, West. BLS data released September, 2014.

Note: * All shares are % of total. **Shaded**, major categories total 100%. **Bold** categories add to shaded.

APPENDIX III

Tacoma-Pierce County Annual Output by Sector¹ 2020 And Top 10 Sectors for Business-to-Business Impacts (Sectors used for direct job impacts are shaded)

| Sector | Description | Total |
|------------------|---|-----------------|
| 0 | Total | \$1,111,032,350 |
| 437 | Insurance carriers | \$131,800,356 |
| 460 | Marketing research and all other miscellaneous professional, scientific, and technical services | \$92,592,295 |
| 359 | Other aircraft parts and auxiliary equipment manufacturing | \$87,334,573 |
| 436 | Other financial investment activities | \$67,464,943 |
| 449 | Architectural, engineering, and related services | \$49,583,333 |
| 357 | Aircraft manufacturing | \$48,209,123 |
| 395 | Wholesale trade | \$46,560,246 |
| 440 | 1. Real estate establishments: Lessors of industrial commercial and residential real estate, agents & brokers (commissions), REITs, managers' offices, listing services, appraisal services, escrow agencies. | \$35,995,710 |
| 482 | Hospitals | \$34,101,889 |
| 209 | Other concrete product manufacturing | \$31,438,184 |
| 411 | Truck transportation | \$30,680,609 |
| 441 ² | 2. Imputed rental activity for owner-occupied dwellings = HOUSING + includes mortgage payments. | \$28,214,629 |
| 478 | Outpatient care centers | \$26,211,778 |
| 475 | Offices of physicians | \$25,359,784 |
| 93 | Seafood product preparation and packaging | \$24,898,915 |
| 439 | Funds, trusts, and other financial vehicles | \$24,107,074 |
| 195 | Other plastics product manufacturing | \$23,930,915 |
| 416 | Warehousing and storage | \$20,927,985 |
| 438 | 3. Insurance agencies , brokerages, and related activities | \$19,928,927 |
| 134 | Sawmills | \$19,229,246 |
| 364 | Boat building | \$18,988,404 |
| 427 | Wired telecommunications carriers | \$16,495,164 |
| 477 | Offices of other health practitioners | \$11,924,406 |
| 279 | Special tool, die, jig, and fixture manufacturing | \$11,757,412 |
| 433 | 4. Monetary authorities and depository credit intermediation activities = Banks and Credit Unions. Output of commercial banks, savings institutions, and credit unions which includes: 1) funds, trusts, and other financial vehicles, 2) administrative expenses of pension funds, 3) service charges on deposit accounts and cash management, 4) service charges and fees on credit card accounts, 5) loan origination on all other consumer loans, 6) other products supporting financial services, and 7) ATM and other electronic transaction fees. | \$11,179,633 |
| 464 | 5. Employment services | \$8,345,453 |
| 156 | 6. Petroleum refineries | \$8,201,024 |
| 447 | 7. Legal services | \$6,312,767 |
| 501 | 8. Full-service restaurants | \$5,934,518 |
| 448 | 9. Accounting , tax preparation, bookkeeping, and payroll services | \$5,908,660 |
| 502 | 10. Limited-service restaurants | \$5,421,974 |
| 465 | Business support services | \$5,113,287 |

| | | |
|-----|---|-------------|
| 62 | Maintenance and repair construction of nonresidential structures | \$4,691,239 |
| 430 | Data processing, hosting, and related services | \$4,319,331 |
| 503 | All other food and drinking places | \$4,015,947 |
| 520 | Other federal government enterprises | \$3,938,539 |
| 526 | Other local government enterprises | \$3,870,092 |
| 396 | Retail - Motor vehicle and parts dealers | \$3,830,128 |
| 405 | Retail - General merchandise stores | \$3,717,788 |
| 504 | Automotive repair and maintenance, except car washes | \$3,715,515 |
| 457 | Advertising, public relations, and related services | \$3,036,172 |
| 415 | Couriers and messengers | \$2,958,660 |
| 462 | Office administrative services | \$2,902,475 |
| 451 | Custom computer programming services | \$2,791,827 |
| 454 | Management consulting services | \$2,790,526 |
| 400 | Retail - Food and beverage stores | \$2,782,290 |
| 453 | Other computer related services, including facilities management | \$2,714,738 |
| 483 | Nursing and community care facilities | \$2,635,909 |
| 518 | Postal service | \$2,633,479 |
| 476 | Offices of dentists | \$2,616,880 |
| 468 | Services to buildings | \$2,228,172 |
| 471 | Waste management and remediation services | \$2,165,563 |
| 435 | Securities and commodity contracts intermediation and brokerage | \$2,140,391 |
| 461 | Management of companies and enterprises | \$2,102,266 |
| 49 | Electric power transmission and distribution | \$2,087,066 |
| 63 | Maintenance and repair construction of residential structures | \$2,015,891 |
| 507 | Commercial and industrial machinery and equipment repair and maintenance | \$1,977,192 |
| 485 | Individual and family services | \$1,881,279 |
| 399 | Retail - Building material and garden equipment and supplies stores | \$1,713,444 |
| 452 | Computer systems design services | \$1,700,829 |
| 467 | Investigation and security services | \$1,690,119 |
| 463 | Facilities support services | \$1,461,607 |
| 434 | Non-depository credit intermediation and related activities | \$1,455,589 |
| 509 | Personal care services | \$1,381,745 |
| 516 | Labor and civic organizations | \$1,348,989 |
| 469 | Landscape and horticultural services | \$1,318,223 |
| 450 | Specialized design services | \$1,254,484 |
| 508 | Personal and household goods repair and maintenance | \$1,243,839 |
| 174 | Pharmaceutical preparation manufacturing | \$1,229,798 |
| 479 | Medical and diagnostic laboratories | \$1,208,976 |
| 409 | Rail transportation | \$1,144,364 |
| 420 | Directory, mailing list, and other publishers | \$1,123,259 |
| 401 | Retail - Health and personal care stores | \$1,086,289 |
| 403 | Retail - Clothing and clothing accessories stores | \$1,030,283 |
| 455 | Environmental and other technical consulting services | \$1,011,133 |
| 473 | Junior colleges, colleges, universities, and professional schools | \$944,693 |
| 417 | Newspaper publishers | \$937,549 |
| 445 | Commercial and industrial machinery and equipment rental and leasing | \$860,348 |
| 50 | Natural gas distribution | \$844,434 |
| 406 | Retail - Miscellaneous store retailers | \$779,554 |
| 486 | Community food, housing, and other relief services, including rehabilitation services | \$773,673 |
| 470 | Other support services | \$753,932 |
| 446 | Lessors of nonfinancial intangible assets | \$751,443 |

| | | |
|-----|--|-----------|
| 474 | Other educational services | \$727,236 |
| 397 | Retail - Furniture and home furnishings stores | \$711,844 |
| 459 | Veterinary services | \$648,050 |
| 511 | Dry-cleaning and laundry services | \$647,204 |
| 404 | Retail - Sporting goods, hobby, musical instrument and book stores | \$641,174 |
| 428 | Wireless telecommunications carriers (except satellite) | \$625,422 |
| 407 | Retail - Nonstore retailers | \$625,158 |
| 402 | Retail - Gasoline stores | \$601,733 |
| 512 | Other personal services | \$599,658 |
| 515 | Business and professional associations | \$594,005 |
| 488 | Performing arts companies | \$586,808 |
| 514 | Grantmaking, giving, and social advocacy organizations | \$582,957 |
| 154 | Printing | \$581,081 |
| 506 | Electronic and precision equipment repair and maintenance | \$563,304 |
| 480 | Home health care services | \$529,574 |
| 487 | Child day care services | \$490,140 |
| 162 | Industrial gas manufacturing | \$474,152 |
| 443 | General and consumer goods rental except video tapes and discs | \$471,798 |
| 472 | Elementary and secondary schools | \$465,388 |
| 423 | Motion picture and video industries | \$460,807 |
| 466 | Travel arrangement and reservation services | \$436,421 |
| 497 | Fitness and recreational sports centers | \$421,694 |
| 51 | Water, sewage and other systems | \$399,951 |
| 422 | Software publishers | \$396,731 |
| 496 | Other amusement and recreation industries | \$393,097 |
| 398 | Retail - Electronics and appliance stores | \$384,266 |
| 495 | Gambling industries (except casino hotels) | \$374,411 |
| 513 | Religious organizations | \$326,412 |
| 442 | Automotive equipment rental and leasing | \$319,397 |
| 458 | Photographic services | \$305,631 |
| 380 | Surgical appliance and supplies manufacturing | \$305,541 |
| 17 | Commercial fishing | \$297,965 |
| 505 | Car washes | \$297,812 |
| 492 | Independent artists, writers, and performers | \$276,169 |
| 484 | Residential mental retardation, mental health, substance abuse and other facilities | \$264,707 |
| 412 | Transit and ground passenger transportation | \$241,765 |
| 481 | Other ambulatory health care services | \$234,158 |
| 425 | Radio and television broadcasting | \$181,165 |
| 166 | Plastics material and resin manufacturing | \$165,058 |
| 431 | News syndicates, libraries, archives and all other information services | \$158,032 |
| 16 | Commercial logging | \$155,600 |
| 238 | Fabricated structural metal manufacturing | \$139,451 |
| 491 | Promoters of performing arts and sports and agents for public figures | \$135,063 |
| 432 | Internet publishing and broadcasting and web search portals | \$131,836 |
| 489 | Commercial Sports Except Racing | \$127,225 |
| 177 | Paint and coating manufacturing | \$123,930 |
| 510 | Death care services | \$119,709 |
| 524 | Local government passenger transit | \$118,594 |
| 499 | Hotels and motels, including casino hotels | \$114,197 |
| 388 | Sign manufacturing | \$112,258 |
| 523 | Other state government enterprises | \$105,298 |
| | 313 sectors with new output. Please contact NCDS, ESC for detailed output in sectors with less than \$100,000 | |

Source: National Community Development Services Input/Output model for Tacoma-Pierce County, WA. County data, MIG, Inc., IMPLAN®, 2013, data released January, 2015.

- Notes:
1. Sectors used to define inputs are shaded and not used in the “top 10 impacts” because these inputs are the direct impacts that create outputs from indirect and induced effects, the very important business-to-business impacts.
 2. Sector 441 treats homeownership and maintenance like a rental industry and includes purchases made by homeowners for the upkeep of residences and payments on mortgages. This approach was created by the Bureau of Economic Analysis, BEA, to manage home ownership spending in the National Income and Product Accounts, NIPAs.

APPENDIX IV

METHODOLOGY

Regional economic impact analysis focuses on what investors in economic development programs demand: ***measurability, accountability, and return on their investment.***

The system used in this analysis is IMPLAN®, a world leading system that provides economic impact data and modeling to governments, universities, and public and private sector organizations to assess the economic impacts of project decisions in all industry sectors.

The IMPLAN® model is the most flexible, detailed and widely used input-output impact modeling system in the U.S. Much more than a set of multipliers, it provides users with the ability to define industries, economic relationships and projects to be analyzed. It can be customized for any county, region or state, and used to assess the "ripple effects" or "multiplier effects" caused by increased jobs or spending in various sectors (536 possible sectors) of the economy. It is used to assess the economic impacts of facilities or industries, or changes in their level of activity in a given area.

In order to estimate economic impacts of job creation, the model translates the change in initial employment or spending into changes in employment and earnings from other interdependent sectors. These effects are defined as:

- ◆ *Direct Impact* represents the jobs created or spending.
- ◆ *Indirect Impact* represents the changes in employment, income, and output (business sales) in various industry sectors of the local economy that supply goods and services to the companies that have expanded. Examples include industries such as food suppliers to restaurants, construction services, professional business services, and manufacturing support services.
- ◆ *Induced impact* captures the ripple effect of increased household and/or institutional income. The spending of wages and salaries by direct and indirect employees on items such as food, housing, transportation and medical services creates induced employment in other sectors of the economy.
- ◆ *Total impact* is the sum of the direct, indirect and induced impacts. The total effect measures the impact of an activity as it “ripples” throughout the region’s economy.

Regional economic impact analysis must be interpreted carefully:

- ◆ All benefits do not accrue to the area being studied. The benefits of job creation rarely accrue solely to the immediate area.
- ◆ Program impacts are calculated based on the current structure of the regional economy. Annual impacts may increase and decrease over time as changes occur within the regional economy.

APPENDIX V

ABOUT NCDS AND THE ECONOMIC STRATEGY CENTER



National Community Development Services, Inc. (NCDS) is a pioneer in nonprofit, community-based fundraising. Since 1977, NCDS has raised over \$1.7 billion for more than 700 organizations, in 44 states across the U.S.

The Economic Strategy Center is the economic research and analysis division of NCDS. The ESC applies research tools and techniques to evaluate the economic impacts of development programs. It conducts in depth research using local, state and national sources.

The ESC has provided research and economic analysis services to hundreds of organizations throughout the U.S. It performs studies to identify economic trends and measure a program's economic impact by quantifying its return on investment (ROI).

The ESC helps clients address three types of issues:

- **Economic Impact Analysis** - How will my organization or community be affected by changes in jobs or spending?
- **Return on Investment Analysis** - What will be the economic impact/benefits and costs of my project/program? What is the return on investment?
- **Economic Development Strategy** - How can my project/program affect business growth and attraction? How can I best target my efforts?

The ESC uses the latest data and techniques available. We are members of *C2ER - The Council for Community and Economic Research* (formerly ACCRA), *The International Economic Development Council*, and *The Association of Public Data Users*.

For more information visit: <http://www.ncdsinc.net/ESC.htm>



To: Mayor and City Councilmembers

From: Mary Dodsworth, Director

Through: John J. Caulfield, City Manager

Date: August 31, 2015

Subject: USGA Open Recap

Attachment: PowerPoint presentation

Summary: The City of Lakewood was a key partner in the region's presentation of the 2015 U.S. Open golf championship. By all accounts, the event was a big success and brought national attention to the area and 56,000 spectators into and through the city during the week of June 15-21, 2015. The City supported regional communication and tourism along with local business and community outreach. We also provided transportation, security and emergency management planning and hosted one of the main public parking areas for the event at Ft. Steilacoom Park. We won't know for several months of the economic impact to the area but feedback from event guests regarding our community and hospitality were very positive. We're sure they will be back in the future to visit, shop and play in Lakewood.

A few quick facts:

- A daily average of over 3,750 cars parked at Fort Steilacoom Park and 8,000 people (spectators/workers/volunteers) were buses to the event from this site.
- USGA paid the City \$40,000 to use park land for parking and Verizon paid \$5,000 in fees to park a COW (cellular tower on wheels) at the park.
- City Adopt-a-Street volunteers cleaned up along their streets in advance of the event.
- 170 local businesses along the route to Fort Steilacoom Park were surveyed to determine impacts from the event.
- There was a noticeable reduction in criminal activity and traffic accidents in the transportation corridor and neighborhood areas surrounding the park.
- There was an increase in red light infractions along Steilacoom Blvd and Phillips.
- 70,000 lbs. of leftover food donated to The Emergency Food Network.
- Overnight stays increased 122% June 2015 vs. June 2014

Staff will provide additional information at the September 14 study session.



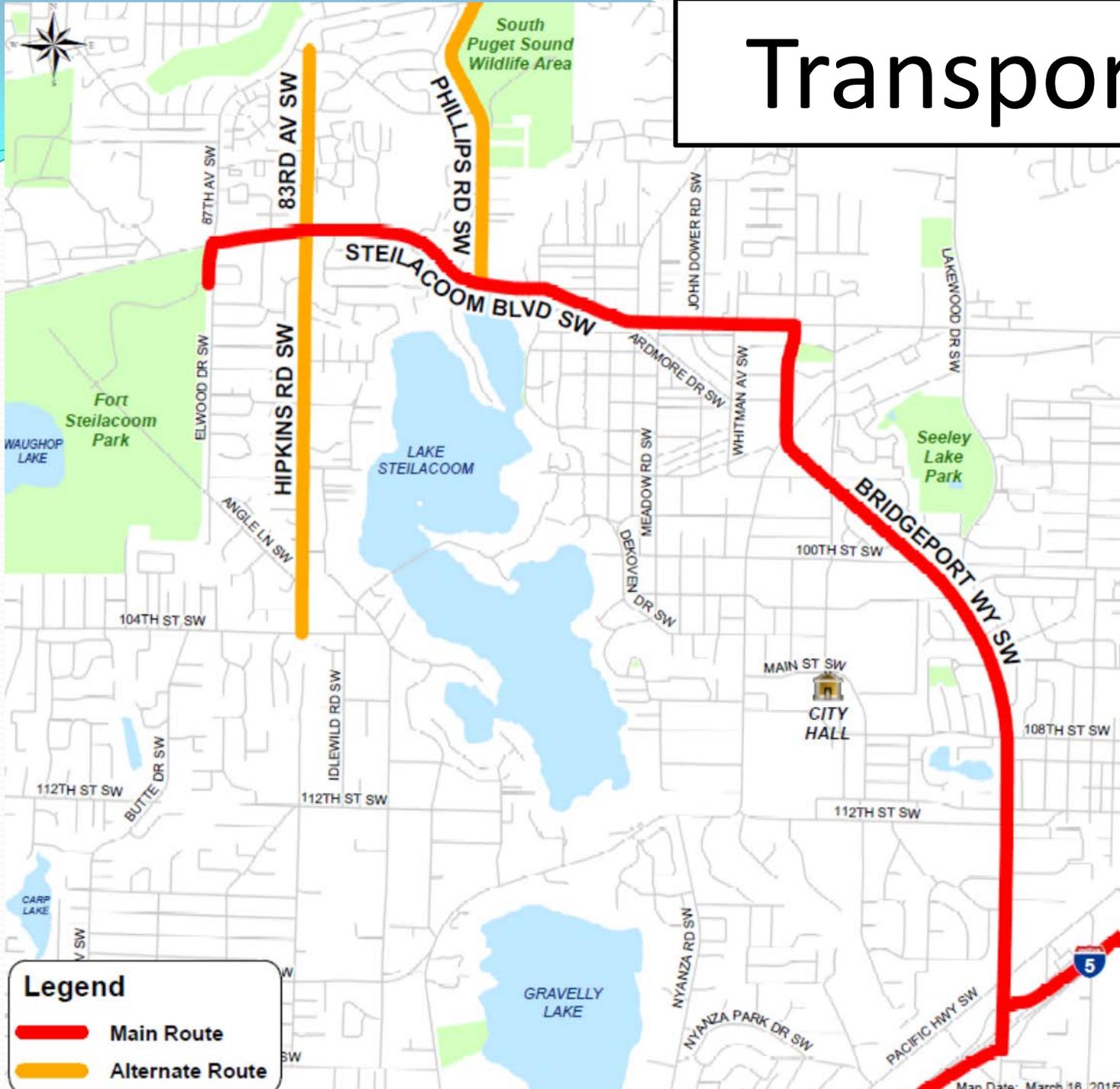
June 15-21, 2015

How Did We Do?

- We survived!
- Positive Feedback from Citizens
- Apologies for previous “excitement” vs reality
- Constant internal and external communication
- Web and social media posts - more than 10,000 views



Transportation



Transportation



- NEW Traffic Management Center
- NEW Signal Coordination Plan worked
- Opened up second access into park to increase flow

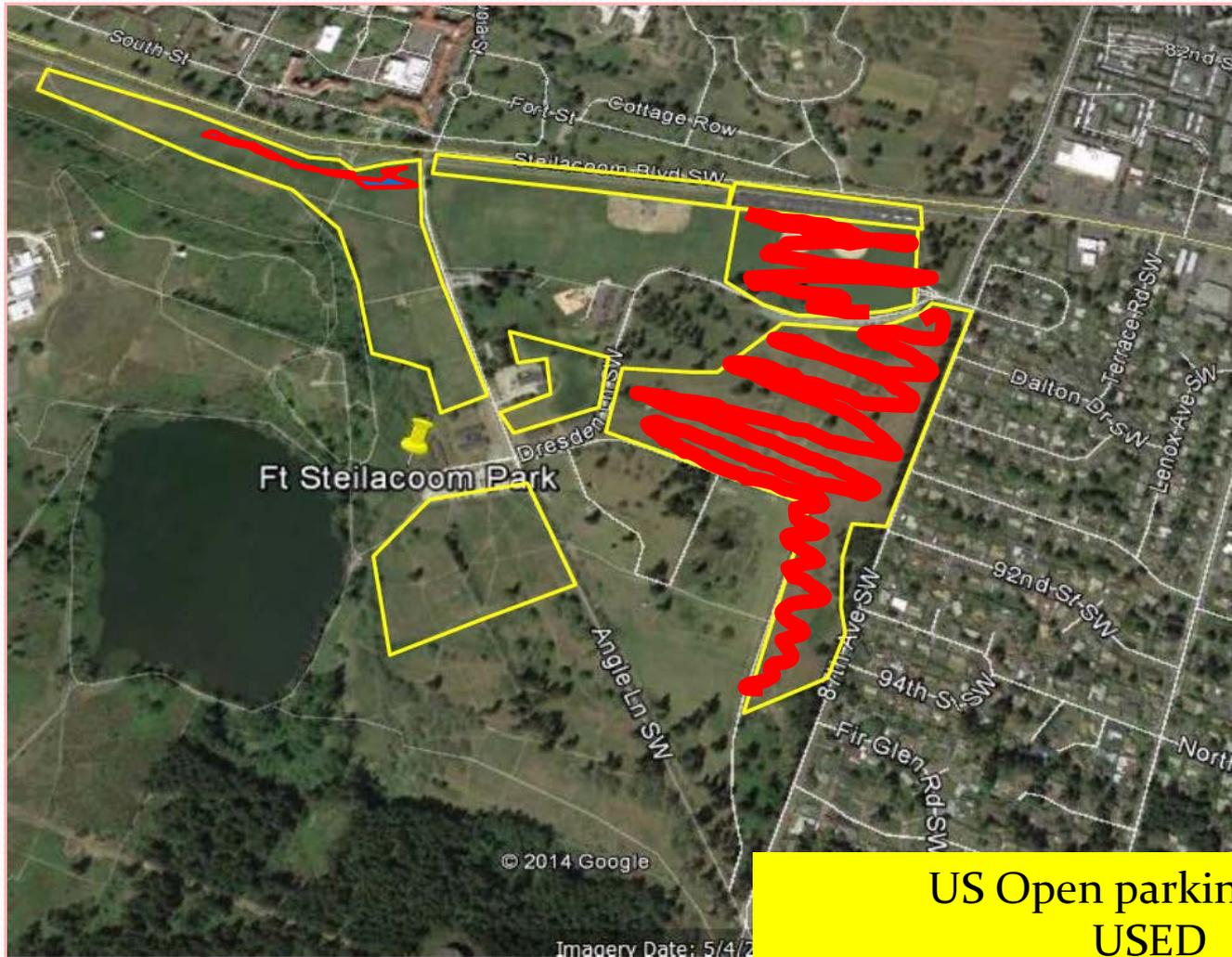


Fort Steilacoom Park



US Open contracted
parking areas

Fort Steilacoom Park



US Open parking areas
USED

Impacts

- Average number of cars = 3,749
- Average number of spectators = 8068
- Reduced number of park users
- Dust, Dust, Dust!
- Road and turf restoration complete – More to come!
- To mow or not to mow - that is the question!

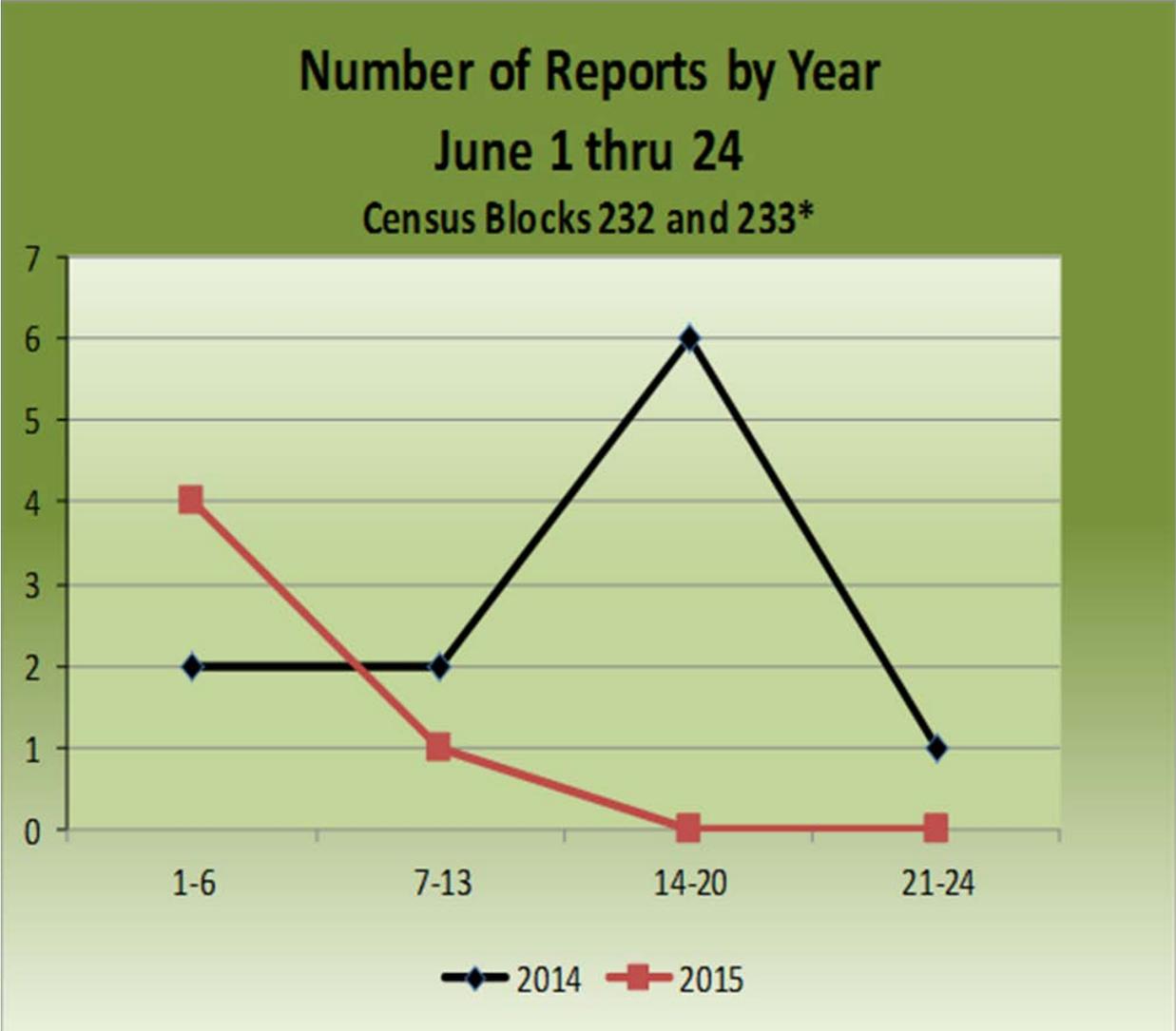


Safety and Security

- Regional Security Support
- Representative at the USGA/County Joint Operation Center
- Lakewood Ambassadors



Criminal Activity (around FSP)



Traffic Reports

Number of Traffic Reports City of Lakewood June 1 - 24



Red Light Infractions at Steilacoom and Phillips



Red Light at Steilacoom and Phillips

Economic Impact

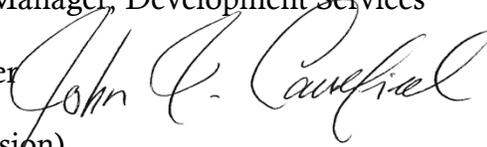
- Partnerships and Local Outreach
- Lakewood Survey
- Regional Impacts
- Residual Effects



Questions?





TO: Mayor and City Councilmembers
FROM: David Bugher, Assistant City Manager, Development Services
THROUGH: John J. Caulfield, City Manager 
DATE: September 14, 2015 (Study Session)
SUBJECT: Motor Avenue SW

RECOMMENDATIONS:

- 1) Approve a contract for services in the amount of \$60,000 with the firm of KPG, Incorporated, for the purposes of developing a new urban design/street corridor plan for Motor Avenue SW between Whitman Avenue SW and the intersection of Gravelly Lake Drive SW and Bridgeport Way SW.
- 2) Appoint an Advisory Group consisting of two members of the Planning Commission, two members from the Landmarks & Historical Advisory Board, and two members from the Parks and Recreation Advisory Board. The Advisory Group would also be composed of city staff members representing the community & economic development, public works, and parks and recreation departments.

Background: On or about June 25, 2015, the community and economic development department released a Request for Proposal (RFP) seeking bids from professional consulting firms to assist in developing an urban design plan for the Motor Avenue SW right-of-way. The response due date was August 7, 2015. A legal notice was published in the City's newspaper of record. The RFP was also advertised in the *Seattle Daily Journal of Commerce*. Architects and engineering firms doing business in the greater Tacoma area received written notice of the availability of the RFP.

Four firms responded to the request:

- Crea Affiliates (Seattle)
- MacLeod Reckord, PLLC (Seattle)
- Studio KPG (Tacoma)
- SvR Design Company (Seattle)

An internal staff team reviewed the proposals. Two firms were selected for interviews, Crea Affiliates and Studio KPG. The interview team was composed of four members from community & economic development and the parks, recreation, and community services departments. Upon completion of the interviews, the team unanimously selected Studio KPG. Thereafter a contract for service and Scope of Work were finalized; these documents are attached to this memorandum.

Scope of Work: The project is to take five months (October 2014 through February 2016). The deliverables are broken up into four tasks:

Task 1 - Project Planning, Coordination, & Management:

- a. Consultant attends Kickoff Meeting.
- b. Consultant shall assist the City in identifying stakeholders and assemble charrette team.
- c. Consultant shall coordinate with the City the charrette schedule.
- d. Consultant shall collect and prepare local information and prepare base map information.
- e. Consultant shall participate in a one-day pre-charrette visit to coincide with first Advisory Group meeting.
- f. Consultant shall coordinate with City and prepare base map information.
- g. Consultant shall project ongoing coordination and project management.
- h. Consultant shall prepare monthly progress reports and invoices identifying work in progress, upcoming work elements, and reporting of any delays, problems, or additional information needs. The monthly progress reports shall be submitted with invoices. Monthly invoices for work completed to date shall be submitted to the City. The invoices shall summarize budget, expenditures and percent expended for deliverable tasks during the billing period, and percent expended of overall project elements.

Task 2 – Public Outreach

- a. Consultant shall meet with Advisory Group (1 meeting).
- b. Consultant shall produce media pieces in consultation with City.

Task 3 – Charrette Events

- a. Two or three, one-hour stakeholder focus meetings;
- b. One evening opening community presentation with input activities (approximately 2 hours);

- c. One Saturday community workshop with facilitated site walks, training presentation and small group table map activity (4 to 6 hours);
- d. Two days of on-site production with open studio hours in work space provided by the City;
- e. One evening closing presentation of preliminary recommendations and design concepts (approximately 2 hours);
- f. Consultant will participate in all events and develop recommendations and design concepts during the production days for presentation at the closing evening community meeting.

Task 4 – Final Report

- a. Consultant shall prepare Draft and Final Reports for Motor Avenue Urban Design. Approximately two weeks after the charrette, the Consultant will prepare an outline of the report and questions, concerns or critical or controversial issues that might have emerged during or post charrette for direction/guidance in advance of preparing the draft document. The outline will be circulated to the City and the Advisory Group for comment.
- b. Consultant shall meet with the City and Advisory Group, after circulating the outline and list of pending issues, to discuss the outline, resolve any issues that might still be pending and review proposed concepts developed during and after the charrette.
- c. Consultant shall prepare and circulate an administrative draft report and conceptual plans for review by the City and members of the Advisory Group. The report will include recommendations to make Motor Avenue SW more complete, that is; roadways that better accommodate all users including pedestrians, bicyclists, and motor vehicles. Further details of the final report are outlined in the scope of work.
- d. Consultant team will present the report at a City Council study session and regular meeting to consider for adoption by reference or amendment to other policy documents, land use or transportation regulations, and for incorporation into work programs.

Immediate Tasks: Working backwards, the most important task is to conduct the design charrette before Thanksgiving. In order to meet this goal, the contract for service has been scheduled for September 21, 2015 under the City Council’s Consent Agenda. After that, is setting in motion the Advisory Group.

Attachments:

- Draft contract
- Motor Avenue Scope of Work

**CITY OF LAKEWOOD AGREEMENT
FOR CONSULTING SERVICES**

THIS CONTRACT, made and entered into on this **September 2015**, by and between the City of Lakewood, Washington, a municipal corporation of the State of Washington, hereinafter referred to as "City", and KPG, Inc, hereinafter referred to as the "Consultant."

WITNESSETH :

WHEREAS, the City is in need of services of individuals, employees or firms for financial, damages, accounting analysis, as well as general business and management consulting; and,

WHEREAS, the City desires to retain the Consultant to provide certain services in connection with the City's work on Motor Avenue Urban Design Project; and,

WHEREAS, the Consultant is qualified and able to provide consulting services in connection with the City's needs for the above described work, and is willing and agreeable to provide such services upon the terms and conditions herein contained.

NOW, THEREFORE, the parties hereto agree as follows:

- 1. SCOPE OF SERVICES:** The Consultant agrees to perform in a good and professional manner the tasks described on Exhibit "A" attached hereto and incorporated herein by this reference. (The tasks described on Exhibit "A" shall be individually referred to as a "task", and collectively referred to as the "services".) The Consultant shall perform the services as an independent contractor and shall not be deemed, by virtue of this Agreement and the performance thereof, to have entered into any partnership, joint venture, employment or other relationship with the City.

- 2. ADDITIONAL SERVICES:** From time to time hereafter, the parties hereto may agree to the performance by the Consultant of additional services with respect to related work or projects. Any such agreement(s) shall be set forth in writing and shall be executed by the respective parties prior to the Consultant's performance of the services thereunder, except as may be provided to the contrary in Section 3 of this Agreement. Upon proper completion and execution of an addendum (agreement for additional services), such addendum shall be incorporated into this Agreement and shall have the same force and effect as if the terms of such addendum were a part of this Agreement as originally executed. The performance of services pursuant to an addendum shall be subject to the terms and conditions of this Agreement except where the addendum provides to the contrary, in which case the terms and conditions of any such addendum shall control. In all other respects, any addendum shall supplement and be construed in accordance with the terms and conditions of this Agreement.

- 3. PERFORMANCE OF ADDITIONAL SERVICES PRIOR TO EXECUTION OF AN ADDENDUM:** The parties hereby agree that situations may arise in which services other than those described on Exhibit "A" are desired by the City and the time period for the completion of such services makes the execution of addendum impractical prior to the commencement of the Consultant's performance of the requested services. The Consultant hereby agrees that it shall perform such services upon the oral request of an authorized representative of the City pending execution of an addendum, at a rate of compensation to be agreed to in connection therewith. The invoice procedure for any such additional services shall be as described in Section 7 of this Agreement.
- 4. CONSULTANT'S REPRESENTATIONS:** The Consultant hereby represents and warrants that he has all necessary licenses and certifications to perform the services provided for herein, and is qualified to perform such services.
- 5. CITY'S RESPONSIBILITIES:** The City shall do the following in a timely manner so as not to delay the services of the Consultant:

 - A. Designate in writing a person to act as the City's representative with respect to the services. The City's designee shall have complete authority to transmit instructions, receive information, interpret and define the City's policies and decisions with respect to the services.
 - B. Furnish the Consultant with all information, criteria, objectives, schedules and standards for the project and the services provided for herein.
 - C. Arrange for access to the property or facilities as required for the Consultant to perform the services provided for herein.
 - D. Examine and evaluate all studies, reports, memoranda, plans, sketches, and other documents prepared by the Consultant and render decisions regarding such documents in a timely manner to prevent delay of the services.
- 6. ACCEPTABLE STANDARDS:** The Consultant shall be responsible to provide, in connection with the services contemplated in this Agreement, work product and services of a quality and professional standard acceptable to the City.
- 7. COMPENSATION:** As compensation for the Consultant's performance of the services provided for herein, the City shall pay the Consultant the fees and costs specified on Exhibit "A" attached hereto and made a part hereof (or as specified in an addendum). The Consultant shall submit to the City an invoice or statement of time spent on tasks included in the scope of work provided herein, and the City shall process the invoice or statement in the next billing/claim cycle following receipt of the invoice or statement,

and shall remit payment to the Consultant thereafter in the normal course, subject to any conditions or provisions in this Agreement or addendum.

8. **TIME FOR PERFORMANCE:** The Consultant shall perform the services provided for herein in accordance with the direction and scheduling provided by the City Manager. Services provided for under this contract shall commence no later than **September 30, 2015**, and shall be completed no later than **January 31, 2016**.
9. **OWNERSHIP AND USE OF DOCUMENTS:** All documents, reports, memoranda, diagrams, sketches, plans, surveys, design calculations, working drawings and any other materials created or otherwise prepared by the Consultant as part of his performance of this Agreement (the "Work Products") shall be owned by and become the property of the City, and may be used by the City for any purpose beneficial to the City.
10. **RECORDS INSPECTION AND AUDIT:** All compensation payments shall be subject to the adjustments for any amounts found upon audit or otherwise to have been improperly invoiced, and all records and books of accounts pertaining to any work performed under this Agreement shall be subject to inspection and audit by the City for a period of up to three (3) years from the final payment for work performed under this Agreement.
11. **CONTINUANCE OF PERFORMANCE:** In the event that any dispute or conflict arises between the parties while this Contract is in effect, the Consultant agrees that, notwithstanding such dispute or conflict, the Consultant shall continue to make a good faith effort to cooperate and continue work toward successful completion of assigned duties and responsibilities.
12. **CONTRACT ADMINISTRATION:** This Agreement shall be administered by CONTRACT ADMINISTRATOR FORM FIELD, on behalf of the Consultant, and by the City Manager of the City, or designee, on behalf of the City. Any written notices required by the terms of this Agreement shall be served on or mailed to the following addresses:

| | |
|--|--|
| IF TO THE CITY: City of Lakewood Lakewood City Hall 6000 Main Street SW Lakewood, WA 98499-5027 | IF TO THE CONTRACTOR: KPG, Inc. 753 9 th Avenue N Seattle, WA 98109 |
|--|--|
13. **NOTICES:** All notices or communications permitted or required to be given under this Agreement shall be in writing and shall be deemed to have been duly given if delivered in person or deposited in the United States mail, postage prepaid, for mailing by certified mail, return receipt requested, and addressed, if to a party of this Agreement, to the address set forth next to such party's signature at the end of this Agreement, or if

to a person not a party to this Agreement, to the address designated by a party to this Agreement in the foregoing manner. Any party may change his or its address by giving notice in writing, stating his or its new address, to any other party, all pursuant to the procedure set forth in this section of the Agreement.

- 14. INSURANCE:** The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees.

No Limitation. Consultant's maintenance of insurance as required by the agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

A. Minimum Scope of Insurance

Consultant shall obtain insurance of the types described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.
2. Commercial General Liability insurance shall be written on ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, independent contractors and personal injury and advertising injury. The City shall be named as an insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City.
3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
4. Professional Liability insurance appropriate to the Consultant's profession.

B. Minimum Amounts of Insurance

Consultant shall maintain the following insurance limits:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.

2. Commercial General Liability insurance shall be written with limits no less than \$1,000,000 each occurrence, \$2,000,000 general aggregate.
3. Professional Liability insurance shall be written with limits no less than \$1,000,000 per claim and \$1,000,000 policy aggregate limit.

C. Other Insurance Provisions

The insurance policies are to contain, or be endorsed to contain, the following provisions for Automobile Liability, Professional Liability and Commercial General Liability insurance.

1. The Consultant's insurance coverage shall be primary insurance as respect to City. Any insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not contribute with it.
2. The Consultant's insurance shall be endorsed to state that coverage shall not be cancelled by either party, except after thirty (30) days prior written notice by certified mail, return receipt requested, has been given to the City.

D. Acceptability of Insurers

Insurance is to be placed with insurers with a current A.M. Best rating of not less than A: VII.

E. Verification of Coverage

Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Consultant before commencement of the work.

15. **INDEMNIFICATION/HOLD HARMLESS:** The Consultant shall defend, indemnify and hold the City, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the City.
16. **ASSIGNMENT:** Neither party to this Agreement shall assign any right or obligation hereunder in whole or in part, without the prior written consent of the other party hereto. No assignment or transfer of any interest under this Agreement shall be deemed to release the assignor from any liability or obligation under this Agreement, or

to cause any such liability or obligation to be reduced to a secondary liability or obligation.

- 17. CONTRACTOR'S EMPLOYEES – EMPLOYMENT ELIGIBILITY REQUIREMENTS:** The Contractor and any subcontractors shall comply with E-Verify as set forth in Lakewood Municipal Code Chapter 1.42. E-Verify is an Internet-based system operated by United States Citizenship and Immigration Services in partnership with the Social Security Administration. E-Verify is free to employers and is available in all 50 states. E-Verify provides an automated link to federal databases to help employers determine employment eligibility of new hires and the validity of their Social Security numbers. The Contractor shall enroll in, participate in and document use of E-Verify as a condition of the award of this contract. The Contractor shall continue participation in E-Verify throughout the course of the Contractor's contractual relationship with the City. If the Contractor uses or employs any subcontractor in the performance of work under this contract, or any subsequent renewals, modifications or extension of this contract, the subcontractor shall register in and participate in E-Verify and certify such participation to the Contractor. The Contractor shall show proof of compliance with this section, and/or proof of subcontractor compliance with this section, within three (3) working days of the date of the City's request for such proof.
- 18. AMENDMENT, MODIFICATION OR WAIVER:** No amendment, modification or waiver of any condition, provision or term of this Agreement shall be valid or of any effect unless made in writing, signed by the party or parties to be bound, or such party's or parties' duly authorized representative(s) and specifying with particularity the nature and extent of such amendment, modification or waiver. Any waiver by any party of any default of the other party shall not effect or impair any right arising from any subsequent default. Nothing herein shall limit the remedies or rights of the parties hereto under and pursuant to this Agreement.
- 19. TERMINATION AND SUSPENSION:** Either party may terminate this Agreement upon written notice to the other party if the other party fails substantially to perform in accordance with the terms of this Agreement through no fault of the party terminating the Agreement.
- The City may terminate this Agreement upon not less than seven (7) days written notice to the Consultant if, in the discretion of the City Manager, the services provided for herein are no longer needed from the Consultant. If this Agreement is terminated through no fault of the Consultant, the Consultant shall be compensated for services performed prior to termination in accordance with the rate of compensation provided in Exhibit "B" hereof.
- 20. PARTIES IN INTEREST:** This Agreement shall be binding upon, and the benefits and obligations provided for herein shall inure to and bind, the parties hereto and their respective successors and assigns, provided that this section shall not be deemed to

permit any transfer or assignment otherwise prohibited by this Agreement. This Agreement is for the exclusive benefit of the parties hereto and it does not create a contractual relationship with or exist for the benefit of any third party, including contractors, sub-contractors and their sureties.

- 21. COSTS OF PREVAILING PARTY:** In the event of such litigation or other legal action, to enforce any rights, responsibilities or obligations under this Agreement, the prevailing party shall be entitled to receive its reasonable costs and attorney's fees.
- 22. APPLICABLE LAW:** This Agreement and the rights of the parties hereunder shall be governed by and interpreted in accordance with the laws of the State of Washington and venue for any action hereunder shall be Pierce County, State of Washington; provided, however, that it is agreed and understood that any applicable statute of limitation shall commence no later than the substantial completion by the Consultant of the services.
- 23. CAPTIONS, HEADINGS AND TITLES:** All captions, headings or titles in the paragraphs or sections of this Agreement are inserted for convenience of reference only and shall not constitute a part of this Agreement or act as a limitation of the scope of the particular paragraph or sections to which they apply. As used herein, where appropriate, the singular shall include the plural and vice versa and masculine, feminine and neuter expressions shall be interchangeable. Interpretation or construction of this Agreement shall not be affected by any determination as to who is the drafter of this Agreement, this Agreement having been drafted by mutual agreement of the parties.
- 24. SEVERABLE PROVISIONS:** Each provision of this Agreement is intended to be severable. If any provision hereof is illegal or invalid for any reason whatsoever, such illegality or invalidity shall not affect the validity of the remainder of this Agreement.
- 25. ENTIRE AGREEMENT:** This Agreement contains the entire understanding of the parties hereto in respect to the transactions contemplated hereby and supersedes all prior agreements and understandings between the parties with respect to such subject matter.
- 26. COUNTERPARTS:** This Agreement may be executed in multiple counterparts, each of which shall be one and the same Agreement and shall become effective when one or more counterparts have been signed by each of the parties and delivered to the other party.

IN WITNESS WHEREOF, the parties hereto have caused this Contract to be executed effective the day and year first set forth above.

Paul Fuesel
Urban Design Principal

Date: _____

John J. Caulfield, City Manager

Date: _____

Attest:

Alice Bush, MMC, City Clerk
Date: _____

Approved as to Form:

Heidi Wachter, City Attorney

Exhibit A

SCOPE OF SERVICES

Draft

City of Lakewood Motor Avenue Urban Design Plan

KPG Inc. P.S.

September 4, 2015

A. PROJECT DESCRIPTION/BACKGROUND

The City of Lakewood desires to develop a new urban design/street corridor plan for Motor Avenue SW between Whitman Avenue SW and the intersection of Gravelly Lake Drive SW and Bridgeport Way SW.

Project Goals and Specific Areas of Emphasis

It is the City's goal to provide vibrant, welcoming public spaces that encourages community building and accommodates persons of all ages and demographics throughout the City's Central Business District (CBD). In recent years, this theme has become a central focus of the entire Lakewood City Council. A frequent subject is the establishment of a "Town Green" or other type of public gathering place. However, the City does not currently own any real property within the confines of the CBD, excepting for City Hall, existing roads, and public access easements. Some of the roads within the CBD contain underutilized rights-of-way, such as Motor Avenue SW. Motor Avenue SW was recently identified as a possible location for a public space concept.

The overall goal of the project is to create an urban design/streetscape plan in a manner that helps achieve a vision for Project stakeholders and provides the following:

- Attractive, welcoming and increasingly accessible public spaces that serve as public gathering spaces and complement the diversity of surrounding land uses;
- Streetscape and public space design that fosters an active pedestrian environment and serves a diversity of uses, including possible retail, office, entertainment, dining, nightlife, and/or public parks;
- A functional streetscape that preserves and highlights Lakewood's history;
- Streetscape designs and amenities, including simplicity of associated materials that can easily be kept clean and like-new in appearance through routine maintenance practices;

- Sustainable design methods and practices that reflect a commitment to principles of environmental stewardship; and
- A plan that can be implemented cost-effectively and in phases.

In addition to a broad review of streetscape conditions and associated plans, the City is keenly interested in several areas of emphasis that will be addressed through the Project. Those areas include:

- The redesign of Motor Avenue SW into a flexible gathering space on evenings and weekends, including considering the site as an alternate location for a farmer’s market;
- Inclusion of an existing Oak grove located on adjoining private property into the Project design;
- Related impacts regarding vehicle access to adjoining businesses and traffic movements should the Motor Avenue SW right-of-way be used, in whole or in part, as a public gathering space;
- Community informational signage, including banners;
- Trees and tree wells, including stormwater management features;
- Improved lighting design/light poles;
- Sidewalk improvements, including improvements in both aesthetics and stormwater management features; and
- Amenities such as benches, garbage and recycling receptacles.

B. Project ASSUMPTIONS

The following assumptions are identified for this work:

- ❑ The products will include planning diagrams, illustrations and written material to present the concepts for the plan, design and strategy for development and implementation. No construction plans, details and specifications will be provided.
- ❑ 5 month project duration.
- ❑ Invoicing between specific tasks will allow for actual hours expended. The overall budget will not be exceeded for the tasks identified in this scope. New tasks and budget may be identified at the City’s discretion.

C. KPG DELIVERABLES

Deliverables prepared by the Consultant are identified at the end of each task in the scope of work.

D. CITY PROVIDED ITEMS:

The City will provide/prepare the following:

- ❑ City will provide coordination with stakeholders.
- ❑ Identify and invite Advisory Group members.
- ❑ Mailing and postage for public notices.
- ❑ Meeting room arrangements.
- ❑ Preparation of press releases.
- ❑ Available existing street as-builts, GIS or other basemap information for conceptual design.
- ❑ Digital comprehensive plan map.
- ❑ Digital zoning map.
- ❑ Aerial photographs.
- ❑ Property line delineation maps.
- ❑ Engineering ROW drawings of Motor Avenue SW.
- ❑ Traffic reports/data.

E. SCOPE OF WORK

TASK 1 – PROJECT PLANNING, COORDINATION AND MANAGEMENT

Sub tasks will include:

- The Consultant shall attend Kickoff Meeting.
- The Consultant shall assist the City in identifying stakeholders and assemble charrette team.
- The Consultant shall coordinate with the City the charrette schedule.

- The Consultant shall collect and prepare local information and prepare basemap information.
- The Consultant shall participate in a one-day pre-charrette visit to coincide with first Advisory Group meeting.
- The Consultant shall coordinate with City and prepare basemap information.
- The Consultant shall project ongoing coordination and project management.
- The Consultant shall prepare monthly progress reports and invoices identifying work in progress, upcoming work elements, and reporting of any delays, problems, or additional information needs. The monthly progress reports shall be submitted with invoices. Monthly invoices for work completed to date shall be submitted to the City. The invoices shall summarize budget, expenditures and percent expended for deliverable tasks during the billing period, and percent expended of overall project elements.

Task 1 Deliverables:

- *Schedule for design charrette.*
- *Basemap for charrette and design activities.*
- *Minutes for each meeting.*
- *Monthly progress reports 5 months.*

TASK 2 – PUBLIC OUTREACH

Subtasks will include:

- The Consultant shall meet with Advisory Group (1 meeting).
- The Consultant shall produce media pieces in consultation with City.

Task 2 Deliverables:

- *Agenda, participant list and participation plan.*
- *News releases and flyers with graphics.*
- *Minutes for each meeting*

TASK 3 – CHARETTE EVENTS

The Consultant shall facilitate and coordinate Charette events:

- 2 or 3, one-hour stakeholder focus meetings;
- 1 evening opening community presentation with input activities (approximately 2 hours);
- 1 Saturday community workshop with facilitated site walks, training presentation and small group table map activity (4 to 6 hours);
- 2 days of on-site production with open studio hours in work space provided by the City;
- 1 evening closing presentation of preliminary recommendations and design concepts (approximately 2 hours);
- Consultant will participate in all events and develop recommendations and design concepts during the production days for presentation at the closing evening community meeting.

Task 3 Deliverables:

- *List of participants, summary of process and results, photos documentation, copies of presentations.*

TASK 4 – DRAFT AND FINAL REPORT FOR MOTOR AVENUE URBAN DESIGN

- The Consultant shall prepare Draft and Final Reports for Motor Avenue Urban Design. Approximately two weeks after the charrette, the Consultant will prepare an outline of the report and questions, concerns or critical or controversial issues that might have emerged during or post charrette for direction/guidance in advance of preparing the draft document. The outline will be circulated to the City and the Advisory Group for comment.
- The Consultant shall meet with the City and Advisory Group, after circulating the outline and list of pending issues, to discuss the outline, resolve any issues that might still be pending and review proposed concepts developed during and after the charrette.
- The Consultant shall prepare and circulate an administrative draft report and conceptual plans for review by the City and members of the Advisory Group. The report will include recommendations to make Motor Avenue SW more complete, that is; roadways that better accommodate all users including pedestrians, bicyclists, and motor vehicles. The report will include:
 - Drawings that could be used for grant applications to identify the permitting required for environmental work, and provide the basic layout for engineering design;

- Recommendations and possible development standards for a flexible gathering space on evenings and weekends, including considering the site as an alternate location for a farmer's market;
-
- Improved road safety and operations, pedestrian, bicycle and transit facilities, enhanced streetscapes; and
- Community entry features and focal points.
- The report will also contain a record of the charrette process, proposed timing and prioritization for implementation of the recommendations, and potential funding sources.
- The Consultant will circulate the draft report to City staff and the Advisory Group for feedback.
- The Consultant will make a presentation to the Planning Commission, or a joint meeting of the Planning Commission and Parks Advisory Board (yet to be determined), in order to receive public comments on the draft report. The consultant will make one round of revisions and present the final draft to the Lakewood City Council.
- Consultant team will present the report at a City Council study session and regular meeting to consider for adoption by reference or amendment to other policy documents, land use or transportation regulations, and for incorporation into work programs.

Task 4 Deliverables:

- *Agenda, participant list and participation plan.*
- *Report outline, draft design, list of pending issues.*
- *Refine design & meeting notes.*
- *Comments received.*
- *Final report and concept drawings and illustrations.*



To: Mayor and City Councilmembers
From: Tho Kraus, Assistant City Manager/Administrative Services
Through: John J. Caulfield, City Manager
Date: September 14, 2015
Subject: Municipal Finance 101 (DRAFT)

Introduction

The purpose of this memo is to provide citizens with the fundamentals of municipal finance in a Q&A format. This is the first time the City has prepared such a document. There is additional information that could have been included; however, that information is currently not available for the adjusted budget. This document will continue to be updated to incorporate items that are currently underway and/or slated to be developed as part of the upcoming 2017/2018 biennial budget process.

City Goals & Challenges

Q1: What are the City Council's goals and priorities?

The 2014-2016 City Council goals as adopted by the City Council on July 7, 2014 are:

- 1) Our City is fiscally responsible.
- 2) Our City provides first-rate public safety services.
- 3) Our City promotes economic development.
- 4) Our City is dedicated to maintaining and improving public infrastructure and facilities.
- 5) Our City is committed to honest, open, and transparent government.

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

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

Appendix A provides details of the City Council goals and priorities including policy objectives, action strategies, work plan items, tasks, and priority projects.

Q2: What has the City done or is currently doing to achieve those goals?

The City Manager working with department directors has implemented a work plan to develop key objectives to meeting the City Council goals. These work plans are reviewed and updated periodically with timelines in order to stay on task.

Some examples of items completed and/or is in progress to achieve these goals include:

1) Fiscal Responsibility

- Received a two-step increase bond rating from Standard & Poors, from A to AA- in March 2014
- Developed the City's first set of financial policies which the City Council adopted in September 2014
- Developed City's the first 6-Year financial forecast and revenue manual in 2014 as part of the 2015/2016 budget process
- Developed the City's first in-depth, comprehensive quarterly financial reporting beginning with third quarter 2013
- Prepared the City's Comprehensive Annual Financial Report (CAFR) for FY2013 and achieved the Excellence in Financial Reporting Award from Government Finance Officers Association (first CAFR since FY2005)
- Developed the City's first in-depth, comprehensive, and transparent budget document for the 2015/2016 biennium

2) First Rate Public Safety Services

- Reduced total crime by 3.47% in 2014 compare to 2013
- Reduced persons crimes by 6.84% in 2014 compared to 2013
- Reduced property crimes by 4.58% in 2014 compared to 2013
- Received accreditation through Washington Association of Sheriffs & Police Chiefs (WASPC)
- Continue development of emergency preparedness and disaster recovery to include emergency management training, Incident Command system (ICS), Comprehensive Emergency Management Response Team (CERT) training, Pierce County (PC) Alert, and Emergency Coordination Center (ECC)
- Developed Imbedded Mental Health Program (MHP) to address mentally ill and homelessness; partnered with Greater Lakes Mental Health and imbed a mental health professional with the neighborhood policing program
- Practice proactive and regular public safety reporting
- Continue Community Safety Resource Team (CSRT) Program

3) Promote Economic Development

- Prepared and executed housing forums
- Published economic development newsletters and economic indicator reports
- Continued business showcase programs
- Prepared analysis of vacant and underutilized lands in Lakewood
- Performed local business asset mapping
- Secured new national and regional tenants with estimated future revenue of \$400K+/year in Lakewood
- Secured first section 108 client with estimated future revenue of \$80K in Lakewood

- Implemented online permits system
- 4) Public Infrastructure & Facilities
- Developed scope and planning level estimates for the Lakewood Transportation Benefit District and funding options
 - Implemented \$20 vehicle licensing for the Lakewood Transportation Benefit District
 - Developed the City’s 6-Year Capital Improvement Plan for Transportation
 - Developed the City’s first 6-Year Property Management Plan
 - Developed the City’s first 6-Year Information Technology Strategic Plan
 - Retrofitted streetlights to LED; continue with more conversions
 - Successful in securing transportation funding during the recent legislative session
- 5) Open, Honest, Transparent Government
- Redeveloped the City’s website
 - Developed Municipal Finances 101 presentation
 - Developed performance measures
 - Developed the City’s quarterly Connections Magazine (formerly the Connections Newsletter)
 - Continue with City Manager’s weekly bulletin made available to the public via the City’s website
 - Received the City’s first National Association of Government Communicators Blue Pencil & Gold Screen Award for its #IamLakewood community imaging campaign

Q3: What are some of the challenges the City is facing?

Some challenges are:

- Continuing change and uncertainty of economic conditions
- Legislative changes and initiatives
- Rising employee health care costs
- Growing demand for services
- Aging infrastructure
- Unfunded transportation capital improvement needs
- Unfunded parks capital improvement needs
- Unfunded information technology needs
- Unfunded facility deferred maintenance needs

Budget

Q4: What is the City’s fiscal year?

The City’s fiscal year is based on the calendar year; January 1 – December 31. The City’s biennial budget periods are from January 1 of an odd numbered year to December 31 of the next succeeding even-numbered year.

Q5: What is the difference between a City’s budget and that of a private business?

In a private business, they are a plan which often times can be an aggressive plan that may or may not be achieved. In government, the expenditure side of the budget is called “appropriation”, and is the legal authority to provide a given level of service. It is illegal to spend more than the fund’s budget appropriation. The budget appropriation is not a forecast of the amount the City expects to spend necessarily; it is the maximum amount that may be spent.

Q6: What is the budget process and when does the City develop the budget?

The budget process begins with a review of the City Council’s goals and objectives which typically occurs during the first quarter of the year.

| | Major Steps in Budget Preparation | State Law Time Limitations | Actual 2014 Date |
|-----|---|---|---|
| 1. | Finance Director request department directors to prepare detailed estimates of revenues and expenditures for the next fiscal year. Finance Director prepares debt service estimates and all other estimates not prepared by department directors. | By 2 nd Monday in September. | September 8 |
| 2. | Department directors must file revenue and expenditure estimates with the Finance Director. | By 4 th Monday in September. | September 22 |
| 3. | Finance Director must submit to City Manager the proposed preliminary budget. | On or before the 1 st business day in the 3 rd month prior to beginning of fiscal year. | October 1 |
| 4. | City Manager provides the City Council with current information on estimates of revenues from all sources as adopted in the budget for the current year and the proposed preliminary budget. | No later than the 1 st Monday in October. | October 6 |
| 5. | City Council must hold a public hearing on revenue sources for the coming year’s budget, including consideration of possible increases in property tax revenues. | Before City Council votes on property tax levy. Deadlines for levy setting are in item 8 below. | See Item 8. |
| 6. | City Manager prepares preliminary budget and budget message and files with the City Council and city clerk. | At least 60 days before the ensuing fiscal year. | October 31 |
| 7. | City clerk publishes notice that preliminary budget has been filed and publishes notice of public hearing on final budget once a week for two consecutive weeks. | No later than the 1 st two weeks in November. | November 3 through November 14 |
| 8. | Set property tax levies. | November 30 | November 28 |
| 9. | City Council must schedule hearings on the budget. | Prior to final hearing | November 3 – 28 (suggested) |
| 10. | Copies of the preliminary budget made available to the public. | No later than 6 weeks before January 1. | November 20 |
| 11. | Final hearing on the proposed budget. | On or before 1 st Monday in December, and may continue from | |
| 12. | City Council adopts the budget. | Following the public hearing and prior to beginning of the ensuing fiscal year. | Day of final public hearing through December 31 |
| 13. | Transmit final budget to the State Auditor’s Office and to MRSC. | | After adoption |

Cities on a biennial budget have an additional budget step – mid-biennial review/modification.

| Additional Biennial Budget Step | State Law Time Limitations | Actual 2015 Date |
|--|--|---------------------------------|
| The City Council shall provide for a mid-biennial review and modification by ordinance. City Manager shall prepare proposed budget modification and provide public of notice of public hearings on same. | No sooner than 8 months after the start of the fiscal biennial period, nor later than the end of the first year of the biennium. | September 1 through December 31 |
| Copies of the biennial budget document and budget modification to be transmitted to the State Auditor’s Office and to MRSC. | | After adoption. |

Q7: Is the budget document available to the public?

Yes. Information is made available to the public throughout the budget process, including the proposed budget and any other materials such as property tax levies, presentations, and follow-up materials. The public can view the physical copies of the document at City Hall and electronic copies via the internet <https://www.cityoflakewood.us/finance/budget>.

Q8: Does the City look beyond the current year to determine if there's enough money in the future to keep City operations going?

Yes. In late 2014, the City began developing a preliminary six-year financial forecast as part of the 2015/2016 biennial budget. With each future budget process, the City will update expenditure and revenue projections for the next six years. Projections will include estimated operating costs for capital improvements that are included in the capital budget. This budget data will be presented to the City Council in a form that will facilitate budget decisions, based on a multi-year perspective. This forecast is intended to be an internal planning tool and shall be included in the biennial budget document and updated at least annually as part of the adopted budget process in the even years and the mid-biennial review in the odd years.

Q9: Does the City have financial policies to guide it through the budget development process?

Yes. The City Council, in September 2014, adopted a set of comprehensive financial policies that provides a vital framework for future governance and decision-making especially in regard to those issues that substantively impact the City's budget. These financial policies are the foundation for the City's recovery to a more sustainable financial future because they provide broad policy guidance related to the operating budget, fund balance and reserves, revenue and expenditure assumptions, interfund loans, debt management, capital investments, cash management and investments, and financial reporting. With the adoption of these financial policies, the City Council committed itself to follow them.

The benefits of sound financial policies include: help the City Council, City Manager and leadership manage the City's finances; save time and add clarity when discussing financial matters; increase public confidence and credibility with investors and bond rating agencies; provide continuity as civic leadership change over time; and provides a means for dealing with fiscal emergencies.

These financial policies will help the City manage its money responsibly and deliver projects and programs that will enhance the lives of city residents.

Some key elements of the financial policies are:

- The City will adopt a balanced budget for all funds – ongoing revenues must be enough to cover ongoing operating costs.
- The City shall not utilize one-time revenues for recurring operating expenditures.
- Excess cash may be used to fund one-time or non-recurring costs.
- The City shall maintain ending fund balance reserve in the General Fund equating to 12% of the combined General and Street O&M operating reserves to:

- 2% General Fund Contingency Reserves to accommodate unexpected operational changes, legislative impact, or other economic events affecting the City’s operations which could not have been reasonably anticipated at the time the original budget was prepared.
- 5% General Fund Ending Fund Balance Reserves 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.
- 5% Strategic Reserves to provide some fiscal means for the City to respond to potential adversities such as public emergencies, natural disasters or similarly major unanticipated events.
- The City shall establish replacement reserves for information technology related equipment and property management related to facilities no later than 2020.

The complete set of financial policies is provided in Appendix B.

Q10: How does the City monitor the budget and is that information available to the public?

The City prepares detailed, comprehensive quarterly financial reports that are presented at the City Council Study Sessions on a quarterly basis. The report focuses primarily on the General and Street Operations & Maintenance funds as these are the City’s two primary operating funds but also provides income statements for all other funds. Reporting includes: revenue sources such as property tax, sales & use tax, utility tax, gambling tax, admissions tax, franchise fees, photo infraction, animal license, business license, fines & forfeitures, development services permits & fees, parks & recreation fees, real estate excise tax, Transportation Benefit vehicle licensing fees, and hotel/motel lodging tax; ending fund balance and cash balance; grants; capital projects; and debt service & other liabilities.

Per the City’s financial policies regarding financial reporting, the City will strive to continue to make improvements in its financial reporting scheme so that information is available to the City Council, City Manager, departments and public is the best available for sound financial decisions. As such, the reports will continue to evolve.

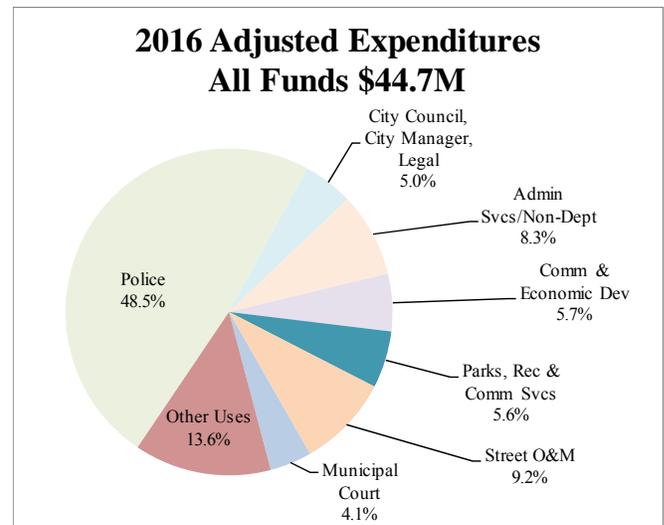
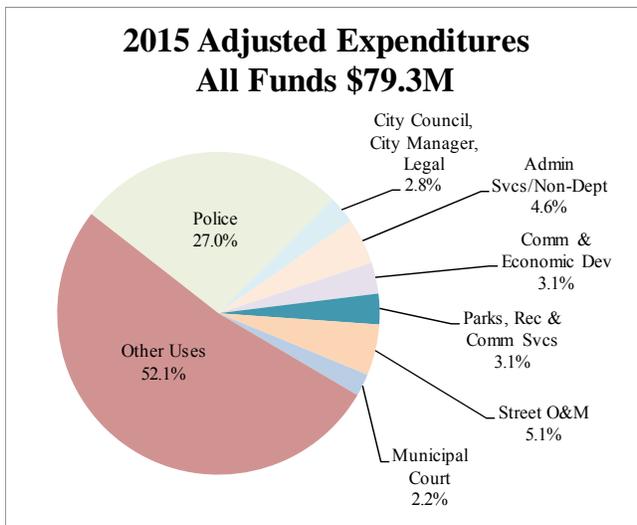
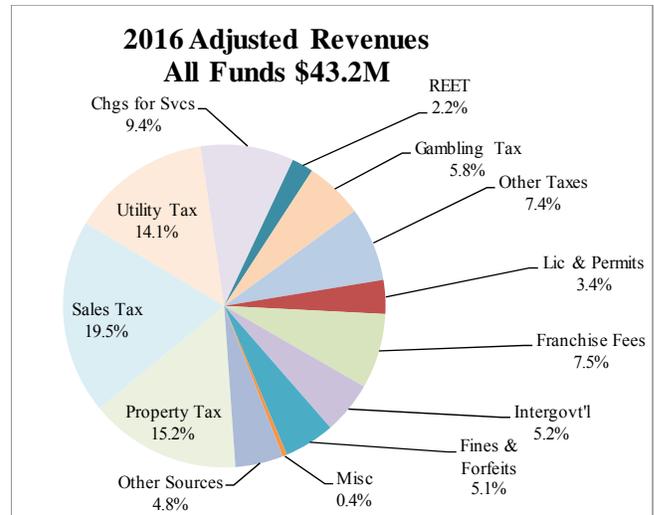
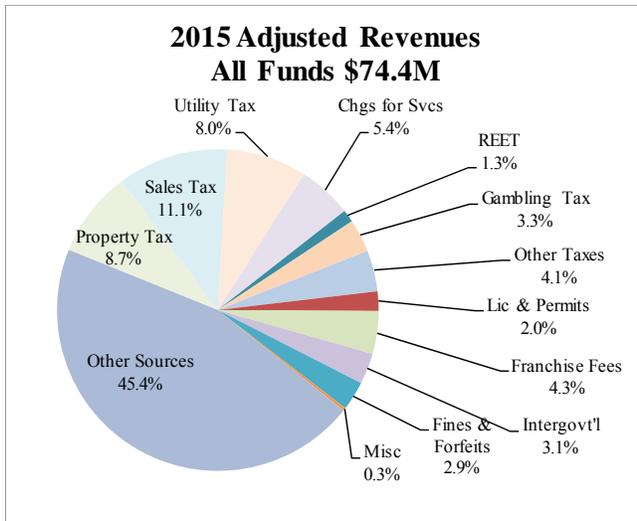
The reports are available to the public via the online City Council agenda packets as well as the finance webpage <https://www.cityoflakewood.us/finance/financial-reports>.

Q11: What is the City’s current budget?

The current budget for all funds (include general fund, special revenue funds, debt service funds, capital projects, enterprise, internal service funds and interfund transfers) is as follows:

| | 2015 | 2016 |
|------------------------|---------|---------|
| Beginning Fund Balance | \$21.1M | \$17.5M |
| Revenues | \$87.6M | \$52.0M |
| Expenditures | \$91.1M | \$52.3M |
| Ending Fund Balance | \$17.5M | \$17.2M |

A breakdown of the revenues and expenditures (excluding internal service charges and interfund transfers) are provided in the following charts.



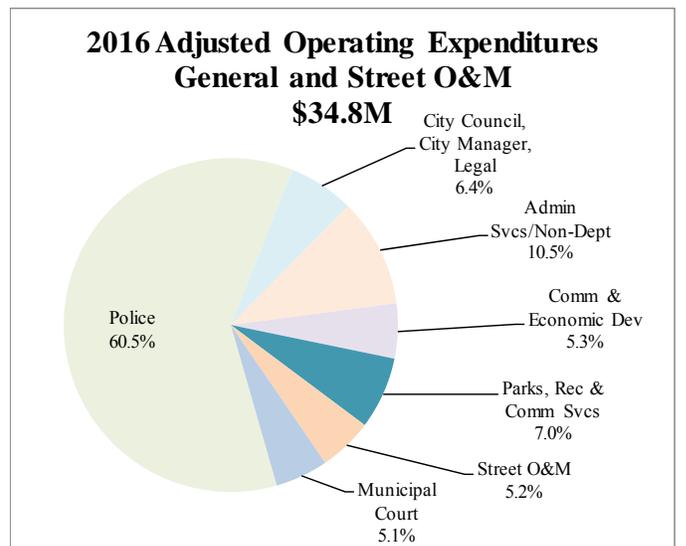
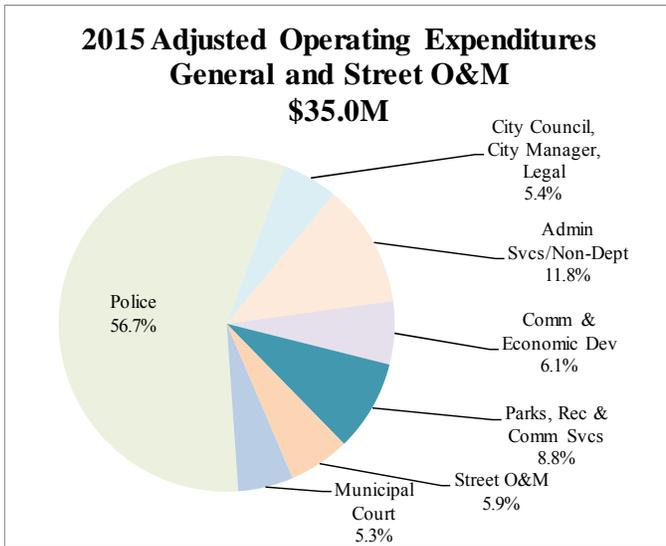
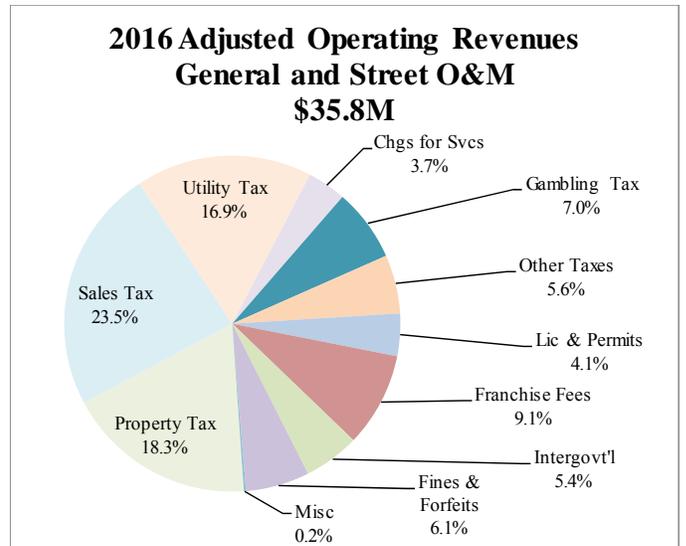
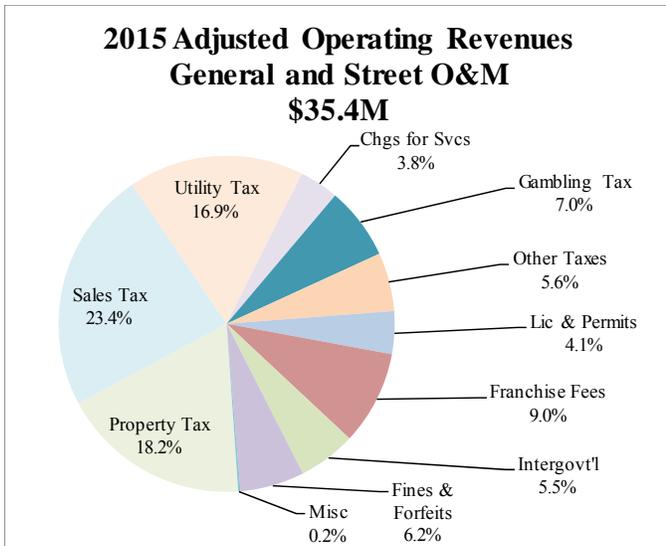
Note: Expenditures by type (personnel cost, supplies, charges for services, intergovernmental, etc.) is currently not available for the current adjusted budget. It will be included as part of the 2017/2018 budget process.

Q12: What is the City's current General & Street Fund budget?

The current budget for the General & Street Fund including interfund transfers is as follows:

| | 2015 | 2016 |
|------------------------|---------|---------|
| Beginning Fund Balance | \$4.5M | \$4.0M |
| Revenues | \$37.0M | \$37.5M |
| Expenditures | \$37.6M | \$37.1M |
| Ending Fund Balance | \$4.0M | \$4.3M |

A breakdown of the revenues and expenditures (excluding grants and interfund transfers) are provided in the following charts.



Note: Expenditures by type (personnel cost, supplies, charges for services, intergovernmental, etc.) is currently not available for the current adjusted budget. It will be included as part of the 2017/2018 budget process.

Q13: Are there any restrictions on how revenues can be spend and what type of expenditures does the City have?

The City has expenditures that are legally mandated, contractual obligations, important and discretionary. The breakdown of expenditures by these categories and a restricted revenue analysis is currently not available, but is slated as a future item, perhaps for the 2017/2018 budget.

Q14: What services are provided by the City and how are those services delivered?

City services are provided through a combination of city employees, public and private contracts, and a number of partnerships to include community volunteerism and participation. The eight

City departments are: City Manager, which includes community and intergovernmental relations; Legal, which includes prosecuting attorney, city clerk, and election services; Administrative services, which includes finance, human resources and information technology; Municipal Court, which includes the provision of court services to the City of University Place, Town of Steilacoom and City of DuPont; Police, which includes jail services, dispatch services, animal control, and Community Service Resource Team (CSRT); Community & Economic Development, which includes Community Development Block Grant (CDBG) and South Sound Military & Community Partnership (SSMCP) programs; Public Works, which includes storm water collection and treatment; Parks, Recreation & Community Services, which includes senior services and human services.

Lakewood Water District provides water services and Pierce County Public Works and Utilities provide sewer services. Garbage and limited recycling is provided by Waste Connections under contract with the City. West Pierce Fire & Rescue (WPFR) provides fire protection and emergency medical services to the Lakewood community. The City contracts with Nisqually Corrections, Pierce County Sheriff's Office, and the cities of Fife, and Puyallup for jail services. Tacoma Power, Puget Sound Energy, and Lakeview Light and Power deliver electric services. Puget Sound Energy is the primary purveyor of gas services. Pierce Transit and Sound Transit supply public transportation services. The Pierce County Library System engages City residents through its library and reference services. Clover Park School District No. 400 provides educational programs for kindergarten through high school students throughout most of Lakewood with Steilacoom Historical District No. 1 serving a small portion of the community.

Q15: What are funds?

Governments utilize fund accounting system which emphasizes accountability rather than profitability. In this system, a fund is a self-balancing set of accounts, segregated for specific purposes in accordance with laws and regulations or special restrictions and limitations.

Q16: What types of funds does the City have?

The City utilized three fund types as follows:

1) Governmental Fund Types:

- *General Fund* – to account for all financial resources except those required to be accounted for in another fund.
- *Special Revenue Funds* – to account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes.
- *Debt Service Funds* – to account for the accumulation of resources for, and the payment of general long-term debt principal and interest.
- *Capital Project Funds* – to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds.)

2) Proprietary Funds:

- *Enterprise Funds* – to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
- *Internal Service Funds* – to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost-reimbursement basis.

3) Fiduciary Funds:

- *Agency Funds* – to account for resources held by the reporting government in a purely custodial capacity.

Q17: How many funds does the City have and what is the purpose of each of the funds?

The City maintains 28 funds. Appendix C provides a complete listing of the City's funds and their purpose.

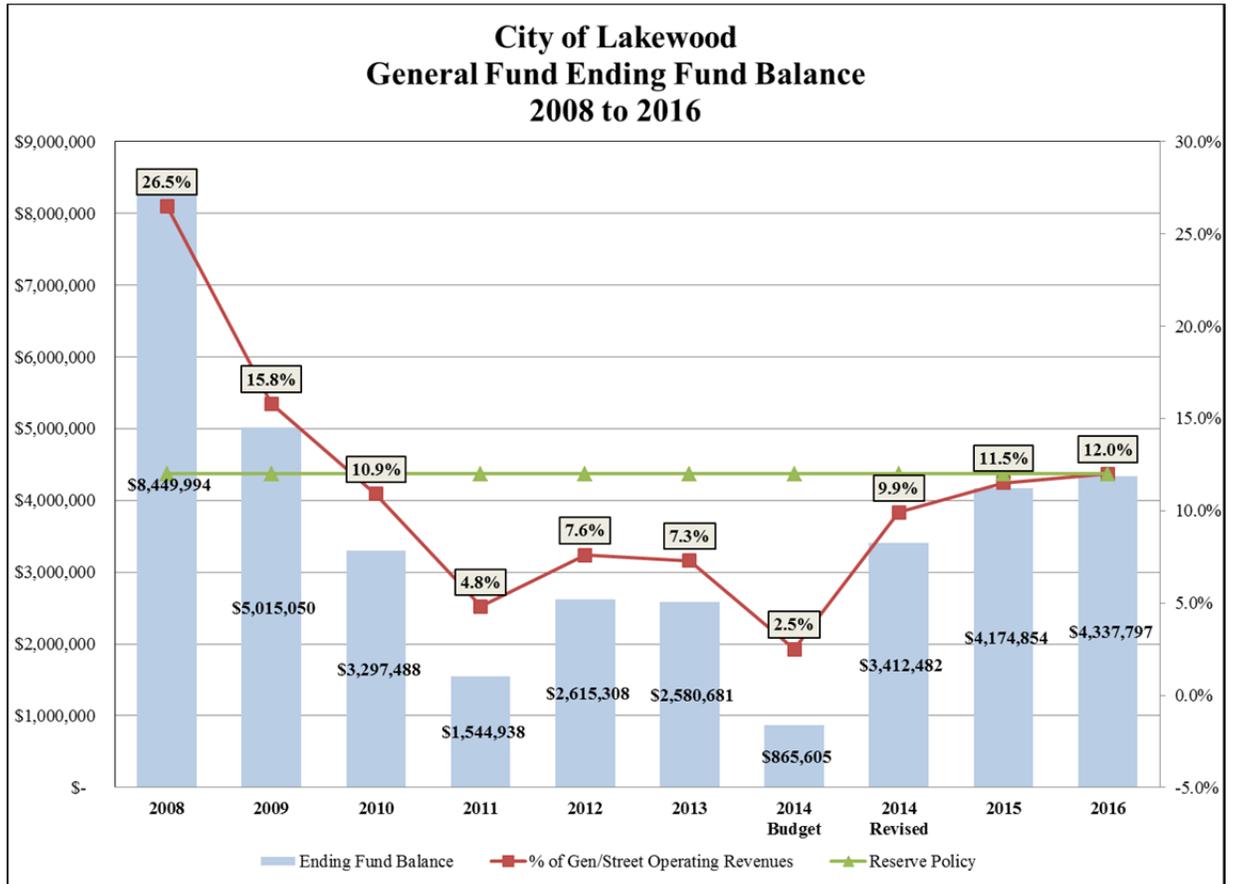
Q18: What are the legal restraints specific to City finances?

- The ***General Fund*** is the City's main operating fund and accounts for all activities not required to be accounted for in some other fund. Primary expenditures in the General Fund are made for police, jail, economic development, building, planning and zoning, social, human and senior services, municipal court, and general administrative services. Additionally, the General Fund subsidizes street operations and maintenance.
- ***Special Revenue Funds*** account for the proceeds of specific revenue sources (other than trust funds or for major capital projects) that are legally restricted to expenditures for specific purposes.
- ***Capital improvements Funds*** account for the acquisition, construction or improvements of major capital facilities except for those financed by proprietary and trust funds. They also establish and cover multi-year expenditures of major capital projects and expenditures for General Government programs.
- ***Debt Service Funds*** account for the accumulation of resources for, and the payment of principal and interest on the City's bonds issued in support of governmental activities.
- ***Utility Funds*** are self-supporting through user rates and charges. The City maintains one utility fund – the Surface Water Management Fund – which maintains, operates and administers the City's natural and developed storm and surface water conveyance system.

Q19: How did the City respond to the Great Recession?

The City's response to the Great Recession was to use the General Fund fund balance to balance the budget, essentially depleting it. With a new leadership team on board late in 2013, the City's financial health was immediately assessed and work began on addressing the issue. The 2015/2016 adopted biennial budget right sized the ship, however, efforts continue to bring the City to financial sustainability.

Since 2008, the fund balance in the General Fund has declined over \$5.0M from \$8.5M to a projected ending fund balance of \$3.4M as of December 31, 2014 (originally projected to be as low as \$865K by the end of 2014), which is 9.9% of the General and Street Fund operating revenues. While this is an improvement from the 2010 through 2014 adopted budget time period, it is still well below the adopted policy and best business practice of 12%.



The following table illustrates first the number of regular full-time equivalents (FTEs) that were employed by the City between 2008 and 2016 followed by those positions that were eliminated beginning in 2015.

| Full-Time Equivalent Employees by Department | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| General Government | | | | | | | | | |
| City Manager | 3.60 | 3.60 | 4.00 | 4.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Municipal Court | 14.75 | 14.75 | 15.75 | 16.00 | 16.75 | 16.75 | 17.00 | 12.50 | 12.50 |
| Finance, Information Technology & Human Resources | 23.90 | 23.70 | 24.30 | 24.50 | 20.85 | 20.85 | 20.85 | 16.00 | 16.00 |
| Legal & City Clerk | 20.15 | 12.74 | 14.00 | 12.75 | 11.98 | 11.98 | 11.98 | 12.50 | 12.50 |
| Subtotal General Government | 62.40 | 54.79 | 58.05 | 57.25 | 52.58 | 52.58 | 52.83 | 44.00 | 44.00 |
| Community & Economic Development | 22.50 | 22.50 | 24.50 | 25.00 | 23.00 | 22.00 | 22.00 | 16.00 | 16.00 |
| Parks, Recreation & Cultural Services | 12.95 | 12.95 | 13.10 | 12.75 | 15.50 | 15.50 | 15.50 | 14.75 | 14.75 |
| Police * | 131.00 | 129.00 | 123.00 | 123.00 | 118.00 | 118.00 | 118.00 | 116.00 | 116.00 |
| Public Works ** | 22.75 | 22.75 | 22.71 | 35.50 | 34.00 | 34.00 | 33.00 | 29.50 | 27.50 |
| Total | 251.60 | 241.99 | 241.36 | 253.50 | 243.08 | 242.08 | 241.33 | 220.25 | 218.25 |

* There are two limited term positions in Transportation Capital that end December 31, 2015.

** There are three (3) authorized, unfunded positions in the Police Department:

1.0 FTE Lieutenant, 1.0 FTE Community Service Officer, and 1.0 FTE Code Enforcement Officer.

| Position Eliminated | FTE | Group | Notes |
|-----------------------------------|----------------|-----------|------------|
| Accounting Technician | (1.00) | AFSCME | Vacant |
| Administrative Assistant | (1.00) | Non-Rep | |
| Administrative Assistant | (2.50) | AFSCME | |
| Code Enforcement Officer * | (1.00) | AFSCME | |
| Community Services Officer * | (1.00) | Teamsters | |
| Court Clerk I | (0.50) | AFSCME | |
| Court Supervisor | (1.00) | Non-Rep | Vacant |
| CSRT Lieutenant * | (1.00) | LMPG | Retirement |
| Economic Development Specialist | (1.00) | AFSCME | Vacant |
| Facilities Maintenance Supervisor | (1.00) | Non-Rep | |
| Financial Analyst | (1.00) | AFSCME | |
| Fiscal & Grant Specialist | (1.00) | AFSCME | |
| In-House Custodian | (0.50) | AFSCME | |
| IT Engineer | (2.00) | AFSCME | |
| Office Assistant | (1.25) | AFSCME | |
| Paralegal | (0.25) | AFSCME | |
| Probation Counselor | (1.00) | AFSCME | |
| Public Works Operations Manager | (1.00) | Non-Rep | |
| Senior Office Assistant | (1.00) | Non-Rep | |
| Senior Office Assistant | (1.00) | AFSCME | Vacant |
| Total | (21.00) | | |

* Maintain as authorized positions.

Debt Management

Q20: How much debt does the City have?

The City's outstanding debt as of June 30, 2015 is \$11.1M and is comprised of: \$2.7M in general obligation debt (Police Station and 59th Avenue); \$5.3M from public works trust fund loans (sewers); \$1.6M in LIDs (street improvements); and \$1.5M from local option capital asset lending (LED street light retrofit).

Q21: What is the City’s bond rating?

The City’s current bond rating is AA-. This is a two – step increase from the previous A rating which was raised by Standard and Poor (S&P) in March 2014. Additionally, S&P assigned the City a stable outlook. The highest rating issued by S&P is AAA. The grades AAA, AA, and A are considered high quality. The City’s goal is to increase the rating to AA during the next review.

Q22: What is the importance of a bond rating?

The bond rating offers insight into the City’s financial strength. A good bond rating indicates that the City is strong enough to pay its obligations so the cost of borrowing will be cheaper for the City.

Unfunded Liability

Q23: Does the City have other liabilities?

While the City has limited service requirements, there is one area that will deserve some attention in the coming year - 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.

The following table summarizes the liability by non-represented and collective bargaining groups.

| Legacy Cost 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 |

Audit & Annual Financial Report

Q24: Does the City get audited?

Under state law, all county and local government entities are required to undergo an annual audited performed by the State of Washington Auditors Office. Additionally, the State Auditor’s Office conducts three types of investigations – citizen hotline, fraud program, and whistleblower program - that begin with a tip or a lead reported by a citizen or an employee of a local or state government entity.

Additionally information is available on their website:
<http://www.sao.wa.gov/investigations/Pages/default.aspx#.VbJ5tUZsmzc>

Q25: How can I find results of the audits?

Audit reports are available through the state auditor’s website:
<http://portal.sao.wa.gov/ReportSearch>

Q26: What is a CAFR and does the City prepare one?

The Comprehensive Annual Financial Report (CAFR) is a report that that the City had prepared annually through fiscal year 2005 and recently began preparing again beginning in fiscal year 2013. It provides a thorough and detailed presentation of the City’s financial condition above and beyond what is required by the State Auditor’s Office.

The CAFR is presented in three sections: introductory, financial and statistical. The introductory section includes the transmittal letter, the City's organizational chart and a list of City officials. The financial section includes the independent auditor's report, management discussion and analysis, the basic financial statements, the combining and individual fund statement, and debt service requirement schedules. The statistical section includes selected financial and demographic information presented on a multi-year basis.

The Government Finance Officers Association of the United States and Canada (GFOA) awarded a Certificate of Achievement for Excellence in Financial Reporting to the City of Lakewood for its 2013 CAFR. This marks the City's first CAFR award since 2005. This award is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management. The CAFR has been judged by an impartial panel to meet the high standards of the program including demonstrating a constructive "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read it.

The City’s CAFR is available on the Finance Division’s web page:
https://www.cityoflakewood.us/documents/finance/financial_reports/2014_CAFR_GFOA.pdf

Property Tax

Q27: My property tax is higher this year while my neighbor’s bill is lower – why is that?

The City’s property tax levy (the total amount of property tax authorized to collect) is limited by state law.

To provide some history:

- In 1973 the legislature capped property tax growth to 6% in response to citizen concerns that property tax was rising to fast.
- In November 1997, voters approved Referendum 47 which limited levy increases to the lesser of 6% or inflation.
- In November 2001, voters approved Initiative 747 which further limited levy increases to the lesser of 1% of inflation.

The 1% limit applies to the overall property tax revenue the City collects. The 1% limit does not apply to the amount of property tax a homeowner pays as it really depends on the change in a home’s assessed valuation.

Below are scenarios illustrating how the 1% limit works on the City’s regular property tax levy:

$$1) \quad \begin{matrix} 1\% \uparrow & 0\% & 1\% \uparrow \\ AV/\$1,000 \times \text{tax rate} = \text{tax levy} \end{matrix}$$

If the total assessed value of all properties within the city limits increases by 1%, then there is no change to the current tax levy rate. The tax levy (the amount the City can expect to receive) increases by the maximum 1%.

$$2) \quad \begin{matrix} 0\% & 1\% \uparrow & 1\% \uparrow \\ AV/\$1,000 \times \text{tax rate} = \text{tax levy} \end{matrix}$$

If there is no increase in the total assessed value of all properties within the city limits, then the property tax levy rate can increase by 1% but it cannot exceed the maximum statutory limit of \$1.60.

$$3) \quad \begin{matrix} .06\% \uparrow & .04\% \uparrow & 1\% \uparrow \\ AV/\$1,000 \times \text{tax rate} = \text{tax levy} \end{matrix}$$

If the total assessed value of all properties within the city limits increases by 0.6%, then the tax levy rate can increase by 0.4% so that the total combined increase is 1.0%. The tax levy rate can only increase by 0.4% as long as it does not put the tax levy rate over the maximum statutory limit of \$1.60.

$$4) \quad \begin{matrix} 8\% \uparrow & 7\% \downarrow & 1\% \uparrow \\ AV/\$1,000 \times \text{tax rate} = \text{tax levy} \end{matrix}$$

If the total assessed value of all properties within the city limits increases by 8%, then the tax levy rate must decrease by 1.0% so that the combination of the increase and decrease yield a net maximum increase of 1%.

$$5) \quad \begin{matrix} -2\% \downarrow & 3\% \uparrow & 1\% \uparrow \\ AV/\$1,000 \times \text{tax rate} = \text{tax levy} \end{matrix}$$

If the total assessed value of all properties within the city limits decreases by 2%, then the tax levy rate increases by 1.0% so that the combination of the increase and decrease yield a net maximum increase of 1%, as long as it does not put the tax levy rate over the maximum statutory limit of \$1.60.

Q28: If the City needs more money to pay for City services/programs, can it increase the property tax levy rate?

Levy Lid Lift

The City may increase the property tax levy rate if the tax levy rate is under the maximum statutory limit of \$1.60. It will, however, require the City to ask the voters to “lift” the levy lid by increasing the tax rate to some amount equal to or less than the statutory maximum rate of \$1.60. A simple majority vote is required (50% + 1).

There are two types of levy lid lifts:

| | Option 1: “Original Flavor” (“Single-Year”, “One-Year”, “Basic”) | Option 2: Multiple/Multi-Year Lid Lift |
|----------------------------|---|--|
| Authorization | RCW 84.55.050(1) | RCW 84.55.050(2) |
| Vote Requirement | Simple Majority (50% + 1) | Simple Majority (50% + 1) |
| Levy Rate Limit | Statutory maximum levy rate of \$1.60. | Statutory maximum levy rate of \$1.60. |
| Purpose | For any purpose. Purpose not required to be stated in title of ballot. | For any limited purpose. Purpose must be stated in title of ballot. |
| Length of Time of Lid Lift | Can be for any amount of time, unless the proceeds will be used for debt service on bonds then the maximum period is 9 years. Making it permanent means funds can be used for ongoing operating expenditures without having to go back to the voters. To make permanent requires language in the ballot title expressly stating that future levies will increase as allowed by RCW 84.55. If not made permanent, at the end of the time period specified in the ballot title, future levies will revert to what the dollar amount of the levy would have been if no lift had ever been done. | Lid may be “bumped up” each year for up to six years. At the end of the specified period, the levy in the final period may be designated as the base amount for calculation of all future levy increases (made permanent) if expressly stated in the ballot title. |
| | Option 1: “Original Flavor” (“Single-Year”, “One-Year”, “Basic”) | Option 2: Multiple/Multi-Year Lid Lift |
| Subsequent Levies | After the initial “lift” in the first year, the City’s levy in future years is subject to the lesser of 1% or inflation. This is the maximum it can increase without returning to the voters for another lid lift. | “Lift” for the first year must state the new tax rate for that year. For ensuing years, the lift may be a dollar amount, a percentage increase tied to an index such as the CPI, or percentage amount set by some other method (cannot specify a specific levy rate in the ensuing years). The amounts do not need to be the same each year. However, the ballot title may only have 75 words. |
| Election Date | May occur at any election date. | Must be the August primary or November general election. |

Excess Levies for General Government Purposes – One Year Levy

Cities that are currently levying their statutory maximum (\$1.60 for the City) can ask the voters at any special election date to raise their rate for one year. Many cities refer to this levy as an operations and maintenance (O&M) levy. A supermajority vote is required.

The voter approval scenarios are as follows:

- If at least 60% of the voters vote “yes” with a voter turnout of more than 40% of the number of people voting in the last general election, the measure is passed.
- However, if the voter turnout is 40% or less of the number voting in the last election, all is not lost. In this case, as long as the number of “yes” votes is equal to 60% times 40% of the number of people voting in the last general election, the measure will pass.

For example: 1,000 people voted in the last general election, as long as at least at least 240 (1,000 x 40% = 400; 400x 60% = 240) people vote “yes” it will pass even if the number voting is less than 400 (40% of those voting in the last general election).

As with the levy lid lift, the purpose for which the money will be used does not need to be specified. However, it is not fiscally prudent to build a budget that assumes the voters will renew the levy authority each year. A good use of these funds would be for one-time expenditures.

Q29: Where does my property tax payment go?

Most properties in Lakewood are taxed at \$15.47 per \$1000 AV in 2015, of which the City receives approximately 9% or \$1.38 per \$1000 AV to provide local services.

Therefore, for each \$1 property tax paid, less than 9¢ is available for City services. The remaining goes to the Clover Park School District (37.30¢), Fire District (20.48¢), Pierce County (9.58¢) for regional service, State (15.43¢), the library, port, and flood control districts (5.08¢ combined), and Emergency Medical Services (3.23¢).



Q30: What is the property tax rate and how is my property tax bill calculated?

The current property tax rate is \$15.47 per \$1,000 assessed value (AV).

The property tax bill for the average home owner is calculated as follows:

$$\text{Assessed Value} \div \$1,000 \times \text{Levy Rate} = \text{Property Tax}$$

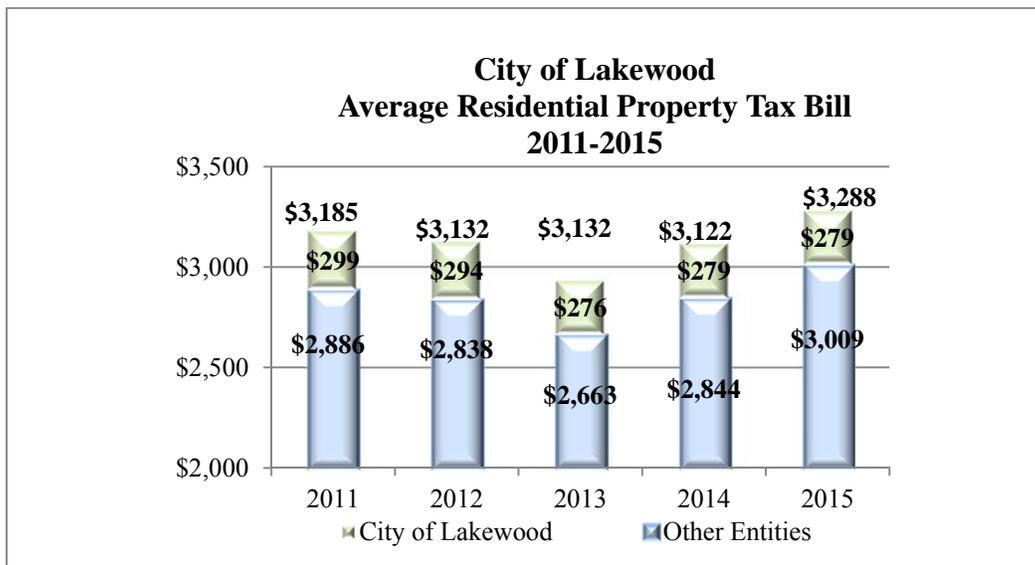
$$\begin{aligned} \text{Assessed Value } \$212,540 \div \$1,000 \times \$15.4684 \text{ Total Levy Rate} &= \$3,288 \text{ Total Property Tax} \\ \text{Assessed Value } \$212,540 \div \$1,000 \times \$1.3766 \text{ City Levy Rate} &= \$279 \text{ Property Tax, City Portion} \end{aligned}$$

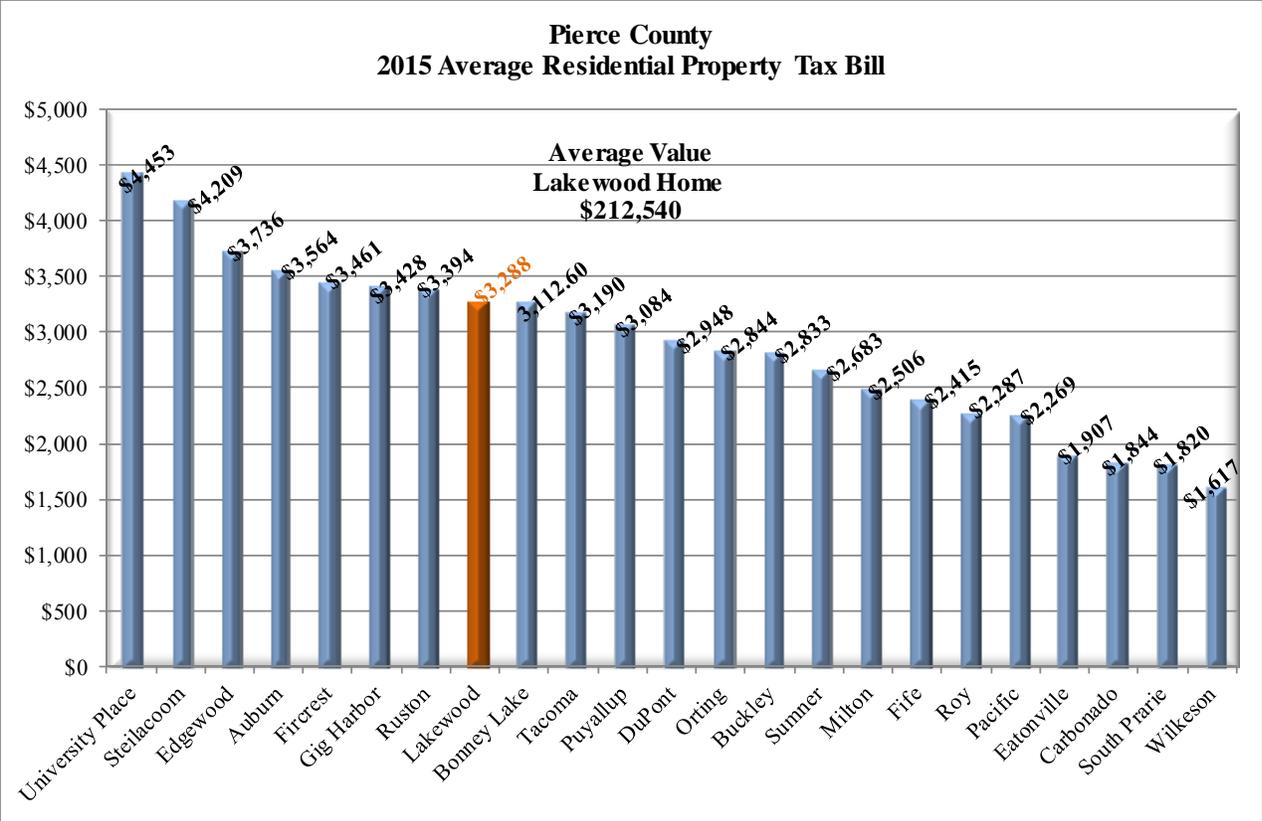
The table below provides the current and historical rates by taxing jurisdiction.

| Taxing District | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Clover Park School District | \$ 3.87 | \$ 4.22 | \$ 3.82 | \$ 3.86 | \$ 4.33 | \$ 4.79 | \$ 5.11 | \$ 5.34 | \$ 5.98 | \$ 5.77 |
| West Pierce Fire District | 2.89 | 2.28 | 2.65 | 2.56 | 2.69 | 2.77 | 2.82 | 3.03 | 3.26 | 3.17 |
| State of Washington | 2.64 | 2.29 | 2.07 | 2.02 | 2.07 | 2.27 | 2.41 | 2.63 | 2.53 | 2.38 |
| Pierce County | 1.38 | 1.18 | 1.08 | 1.08 | 1.16 | 1.29 | 1.42 | 1.58 | 1.56 | 1.48 |
| <i>City of Lakewood</i> | <i>1.28</i> | <i>1.10</i> | <i>1.01</i> | <i>1.00</i> | <i>1.06</i> | <i>1.16</i> | <i>1.28</i> | <i>1.44</i> | <i>1.43</i> | <i>1.38</i> |
| Library | 0.40 | 0.48 | 0.44 | 0.44 | 0.47 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Emergency Mgmt Services | 0.42 | 0.36 | 0.50 | 0.49 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Port of Tacoma | 0.19 | 0.19 | 0.19 | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 |
| Flood Control | - | - | - | - | - | - | - | 0.10 | 0.10 | 0.10 |
| Total Levy Rate | \$ 13.07 | \$ 12.10 | \$ 11.76 | \$ 11.63 | \$ 12.46 | \$ 13.46 | \$ 14.22 | \$ 15.30 | \$ 16.04 | \$ 15.47 |
| AV (in billions) | \$ 4.333 | \$ 5.147 | \$ 5.748 | \$ 5.948 | \$ 5.693 | \$ 5.316 | \$ 4.884 | \$ 4.420 | \$ 4.495 | \$ 4.748 |

Q31: How much does the average homeowner pay in property tax?

The property tax paid by the average residential homeowner in 2015 is \$3,288. Of this amount, \$279 goes to the City of Lakewood and the remaining \$3,009 goes to other taxing jurisdictions. The charts below provide the average homeowner’s current and historical property tax payments and comparison to payments by other Pierce County residents.





Q32: There is a line item on my property tax bill called Surface Water Management Principal – what is this?

The City applies a rate structure as a utility service charge to all parcels within the City and those incorporated areas defined by an interlocal drainage agreement as authorized by the City’s municipal code. The purpose of this charge is to provide resources to plan, manage, design, construct, maintain, revise, and upgrade the storm drainage and surface water runoff systems within the corporate limits of the City of Lakewood. This authority is invoked to minimize the property damage, promote and protect public health, safety, and welfare, minimize water quality degradation by preventing siltation, contamination and erosion of the City’s waterways, protect aquifers, insure the safety of City streets, and rights-of-way, assure compliance with federal and state storm drainage, surface water management, and water quality regulations and legislation, increase educational and recreational opportunities, encourage the preservation of natural drainage systems, and foster other beneficial public uses.

All parcels are subject to a service charge with some exceptions. The following parcels are exempt from paying the utility service charge: all parcels consisting of mineral rights only; all parcels consisting of entirely tidelands, rivers, lakes, creeks and/or streams; all vacant/undeveloped parcels less than two-tenths (2/10ths) of an acre (8,712 square feet) in total area; all parcels within national parks due to minuscule amount of impervious area compared to the pristine nature of total acreage protected for future generations; all parcels that are used for church, community center, community hall, grange or community service-oriented purposes as well as those owned by an organization with nonprofit benefit as defined by state statute.

Low income senior citizens and disabled persons receiving relief under RCW 84.36.381 receive the following partial exemption from surface water service charges and surcharge as defined in the City's municipal code.

The annual service charge is \$77.40 for residential. Fees for other types are listed in the City's municipal code. The annual service charge is included incorporated on the Pierce County Real Property Tax Statement and is due at the same time as the time property tax payments.

Q33: What are state shared revenues?

State shared revenues are state-collected revenues that are shared with all cities and are derived from liquor receipts (profits and taxes) and motor vehicle fuel taxes. Cities as a group receive a fixed percentage of these sources, and the funds are then allocated to individual jurisdictions on a per capita basis. Population figures, determined annually as of April 1 by the state demographer in the Office of Financial Management, are used as the basis for the per capita distribution of these funds.

Other state shared revenues include sales tax mitigation, criminal justice (population, violent crimes, innovative programs, contracted programs, DUI assistance, high crime and leasehold tax.

All state shared revenues provide a funding source to the General and Street O&M funds, with the exception of the motor vehicle excise tax distribution which also provides a funding source for transportation capital projects (29% or roughly \$340K/year).

Q34: How does the City pay for capital projects?

In progress.

Q35: If the City does not have money to pay for a capital project, can the City finance the project?

In progress.

APPENDIX A

2014-2016 CITY COUNCIL GOALS & PRIORITIES

As adopted by the City Council on July 7, 2014

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

These goals will direct our community toward positive change and will serve as the policy direction for City government as well as the policy guide for developing and implementing the City's 2015-2016 biennial budget. Each adopted goal also includes specific action strategies and a work plan outlining priority projects be identified to implement each goal. These latter items and projects are not inclusive of all activities and services provided or undertaken by city departments, though they represent the leading priorities.

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

The Lakewood City Council held a retreat on Saturday, May 10, 2014 as a continuation of a December 14, 2013 retreat to develop goals and priorities for the next three-year period (2014-2016) and beyond. An additional review occurred as part of City Council's June 23, 2014 study session with adoption occurring as part of City Council's July 7, 2014 regular meeting.

The following goals emerged:



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

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

Goal 1: Our City is Fiscally Responsible

Policy Objectives & Action Strategies

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

Work Plan items, Tasks, and Priority Projects

- Review 2013-2014 Revised Budget
- Prepare 2015-2016 Biennial Budget, to include performance measures
- Prepare annual Comprehensive Annual Financial Report (CAFR)
- Develop Quarterly Finance Report
 - Review and update internal finance controls (i.e., review of claims and vouchers, cash management, purchasing, fund structure, banking services agreement, grant accounting, records management, fixed assets, credit cards, etc.)
 - Financial Analyses (i.e., fleet & equipment, historical revenue and expenditure trends, revenue and program fees & charges vs. program expenditures, position inventory, debt schedules, interfund transfers, interfund loans, overtime, travel & training, memberships & dues, contracts, use and priorities of seizure funds, lodging tax balances, impacts of Affordable Care Act, fire services contract, fleet & equipment, etc.)
 - Taxes and Fees in Lakewood to include context of other applicable taxes and fees as compared to neighboring communities, as relates to service levels
- Develop Six Year Financial Forecast 2015 to 2020
 - Develop and implement comprehensive financial policies (i.e., financial reporting, six-year financial report, revenue & expenditure assumptions, fund balance/working capital, reserves, cost recovery for fee supported activities, investments with a focus on safety, liquidity and yield, capital investment, use of debt, creation of internal service funds and replacement reserves in support of risk management, IT, fleet & equipment and facilities, etc.)
 - Capital Improvement Program (CIP) and Transportation Improvement Program (TIP)
 - Funding options for streets and sidewalks to include pay-as-you-go financing options for capital investment opportunities (i.e., Transportation Benefit District, grants, etc.)
 - Funding options for parks to include pay-as-you-go financing options for capital investment opportunities
 - Develop and implement a Six Year Information Technology Plan 2015 to 2020
 - City Finances 101 Presentation (i.e., legal mandates, restricted versus unrestricted revenues, discretionary services, etc.)
 - Continue proactive approach to seek and obtain grants across all city disciplines
 - Develop organizational chart
 - Develop comparison of various economic, social and demographic indicators between Lakewood, surrounding cities and similar sized cities (e.g., benchmarking analysis)
 - Ensure community has adequate resources to ensure health, welfare, and safety of our community (i.e., parks and recreation, public safety, community & economic development, public works, community outreach, capital infrastructure to include streets, sidewalks and parks, etc.)
- Implement Risk Management Program to include Worker's Compensation and Safety Program

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

Policy Objectives & Action Strategies

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

Work Plan items, Tasks, and Priority Projects

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

Goal 3: Our City Promotes Economic Development

Policy Objectives & Action Strategies

- a) Lakewood will support a dynamic and robust local economy with balanced and sustainable growth by implementing an economic development strategy that will create jobs and improve the tax base in the community with a particular focus on the community’s commercial corridors
- b) Provide leadership and strategic guidance concerning economic development, including coordination with various stakeholders
- c) Create collaborative and effective working partnerships with the business community, and other key organizations to effectively manage the City’s regulatory environment while accomplishing economic development goals
- d) Update and implement the Comprehensive Plan, Community Vision and key development regulations and other policies such as housing and capital facilities plan (CFP) in partnership with residents, neighborhoods and businesses
- e) Attract new housing development to accommodate military and all segments of population
- f) Explore ways the City can effectively stimulate economic development with our economic partners to address community-wide economic development issues (e.g., assistance to existing businesses, business recognition, business retention and expansion strategies, business attraction strategies, community marketing)

- g) Promote an attractive Lakewood image to include a positive message about doing business in the City and leverage existing competitive advantages such as location, access, military, lakes, parks, golf courses, civic and community involvement, transit options, and wide variety of retail, restaurant and cultural activities.
- h) Promote better access (e.g., I-5, Bridgeport, Gravelly Lake Dr, 100th, 108th) and increase visibility to Towne Center and other commercial centers to take advantage of proximity to I-5 and six freeway exits
- i) If feasible, pursue annexation of selected areas within the City's Urban Growth Area (UGA)

Work Plan items, Tasks, and Priority Projects

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

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

Policy Objectives & Action Strategies

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

Work Plan items, Tasks, and Priority Projects

- Develop and implement a multi-modal transportation plan including streets, sidewalks, bike paths, signal improvements, and other system improvements resulting in a funding priority list (from CIP/TIP and Non-motorized Transportation Plan)
 - Street and sidewalk improvements (street reconstruction, sidewalk improvements, overlays, chip seal, pavement restoration, crack sealing, pot holes)
 - Street Preventative Maintenance Plan/Pavement Restoration Plan
 - Street Lights
- Develop and implement six year Capital Improvement Plan (2015-2020)
- Develop and implement six year Transportation Plan (2014-2019, 2015-2020)
- Evaluate existing revenue streams to maximize capital investment through pay-as-you-go and debt financing opportunities and reflect those financial options as part of city budgets and longer term financial strategies
- Explore feasibility of a voter-approved referendum now or in future years
- Continue to pursue local, state and federal grant opportunities
- I-5/JBLM Corridor Improvements
- Park Projects
 - Wards Lake property purchase and evaluation of three residential units (single family and duplex unit)
 - Fort Steilacoom Park
 - Lease update with state and evaluate property transfer from state
 - Amphitheater proposal (Rotary Club of Lakewood financial contribution, state & federal grants, and evaluate use of lodging tax funds)
 - Waughop Lake Trail (Partnership for Parks financial contribution, state & federal grants, and evaluate use of lodging tax funds)
 - Water (fire hydrants) & sewer lines extensions into park
 - Springbrook Park house demolition and other park improvements
 - Restrooms in parks
 - 2015 US Championship Open (parking at Fort Steilacoom Park, community volunteer opportunities)
 - Options for additional waterfront access and fishing areas to include prioritization of street ends (14)
 - ADA access to all parks and areas
 - Gateway Improvements
- Storm Water & Sewer Services
 - Sewer Availability Analysis to include cost/benefit analysis and environmental impacts
 - Pierce County Sewer Grant in support of sewer extensions in Woodbrook neighborhood
 - Flood Control Zone – Identify local eligible projects in Flood Control Zone
- City Facilities
 - Public Works O&M Shop
 - Sound Transit Light Rail Station - contract for services
 - Public right-of-way (ROW) maintenance of WSDOT Interchanges and entrances to City
 - Public right-of-way (ROW) beautification
 - Public right-of-way (ROW) striping to include crosswalks
 - Public right-of-way (ROW) sign inventory
 - Energy Efficiency Audits -- (e.g., upgrade street lights to LEDs)
 - Replacement reserves in support of city facilities

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

Policy Objectives & Action Strategies

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

Work Plan items, Tasks, and Priority Projects

- Organizational
 - Bring in City Council early
 - Calendar and list of Lakewood Community & Special Events
 - City Council assignments - permanent or rotating
 - I-Pads for City Council email, calendar, packets
 - Organizational teamwork
 - Review roles and responsibilities of City Council appointed Boards & Commissions to optimize their effectiveness to include development of work plans
 - Talking Points for City Councilmembers
- Enhance engagement with the public
 - Celebrate successes
 - Community beautification -- recognition of well-maintained properties and banners
 - Foster community and support neighborhood vitality to include support opportunities for citizens to participate and to know each other within their neighborhoods and across the city (e.g., neighborhood associations)
 - Promotion of economic development initiatives
 - Improve public access to City information
 - Outreach to faith-based organizations
 - Promote "Lakes"
 - Promote and market positive community image
 - Promote community identity
 - Volunteer appreciation
- Community Outreach
 - Communications Plan
 - City Talk
 - City website (redesign)
 - Coffee with the Mayor
 - Community Connections newsletter to include sharing of partners successes (i.e., CPSD, Pierce College, CPTC, economic development, military, community partners, neighborhood meetings, Lake Steilacoom Improvement Club, etc.)
 - Community education (e.g., municipal finances, transportation needs)
 - Conduct a statistically valid survey to measure quality of life, community perception, and service level in Lakewood
 - JBLM community connector

- E-government
- Public hearings
- Email communications
- Media, business and community outreach
- Meetings and presentations
- News releases
- Park Appreciation Day/Park Cleanup Day(s)
- Proactive media relations
- Public information brochures
- Community Partnerships
 - AARP
 - Alaska Gardens
 - American Lake Veterans Hospital
 - Association of Washington Cities
 - Boy and Girl Scouts of America
 - Bridgeport Place
 - Caring for Kids
 - Catholic Community Services
 - Centerforce
 - Christ Lutheran Church
 - City of Tacoma
 - City of University Place
 - Clover Park School District
 - Clover Park Technical College
 - Coffee with the Mayor
 - Communities in Schools of Lakewood
 - Diabetes Association of Pierce County
 - Emergency Food Network (EFN)
 - Federal Legislators (10th Congressional District)
 - First Baptist Church of Lakewood
 - FISH Food Bank
 - Grave Concerns
 - Habitat for Humanity
 - HeartWarming Care
 - Integrity Hearing
 - Joint Base Lewis-McChord (JBLM)
 - Keep Lakewood Beautiful
 - Kiwanis Club of Clover Park
 - Korean Women's Association
 - Lake City Neighborhood
 - Lake Steilacoom Improvement Club
 - Lakewold Gardens (MayFest)
 - Lakewood Baseball Club
 - Lakewood Boys and Girls Club
 - Lakewood Chamber of Commerce
 - Lakewood Community Foundation
 - Lakewood First Lions
 - Lakewood Historical Society
 - Lakewood Industrial Park
 - Lakewood Playhouse
 - Lakewood Soccer Club
 - Lakewood Towne Center
 - Lakewood United
 - Lakewood Water District
 - Lakewood YMCA
 - Little Church on the Prairie
 - Living Access Support Alliance
 - MultiCare Health System
 - Narrows Glen
 - Nisqually Tribe
 - North East Neighborhood
 - Pacific Lutheran University
 - Pacific Neighborhood
 - Partners for Parks
 - Pierce College
 - Pierce County
 - Pierce County Cities & Towns
 - Pierce County Housing Authority
 - Pierce County Library District
 - Pierce County Regional Council (PCRC)
 - Pierce Transit
 - Point Defiance Village
 - Protect Our Pets
 - Puget Sound Energy (PSE)
 - Puget Sound Regional Council (PSRC)
 - Rebuilding South Sound Together
 - Regional Access Mobility Partnership (RAMP)
 - Rotary Club of Clover Park
 - Rotary Club of Lakewood
 - Senior Footcare
 - Senior Housing Assistance Group – Lakewood Meadows
 - Statewide Health Insurance Benefits Advisors
 - Sound Transit
 - Soundview Medical
 - South Sound Military Communities Partnership (SSMCP)
 - South Sound Outreach Services
 - South Sound Sports Commission
 - St. Clare Hospital – Franciscan Health System
 - Tacoma Area Coalition of Individuals with Disabilities (TACID)
 - Tacoma Housing Authority
 - Tacoma-Pierce County Economic Development Board
 - Tacoma-Pierce County Health Department
 - Tacoma-Pierce County Chamber of Commerce
 - Tacoma-Pierce County Association of Realtors
 - The Church of Jesus Christ of Latter-day Saints
 - The Footwear Place
 - The Weatherly Inn
 - Tillicum/Woodbrook Neighborhood
 - Trinity Baptist Church
 - Quarterly reports (e.g., public safety, finance, economic development, development services)
 - #IamLakewood social media campaign
 - Social Media to include newer applications
 - Weekly InfoBullets
 - Weekly Police Department Report
 - You Tube, public education videos

- Town of Steilacoom
 - United Way
 - Visiting Angels
 - Walmart
 - Washington Recreation and Park Association
 - Washington State Association of Senior Centers
 - Washington State Department of Transportation (WSDOT)
- Community Events
 - Christmas Tree Lighting
 - City Incorporation 20 Year Anniversary (2016)
 - Farmer's Market
 - Jingle Bell Rock 5K Run
 - National Night Out
 - Military Partnerships
 - 2-2 Stryker "Lancer" Brigade
 - Camp Murray
 - Continued collaboration with JBLM
 - Local, Regional & National Participation
 - Association of Washington Cities (AWC)
 - Local and regional business organizations (e.g., Chamber, EDB)
 - Monthly Mayor's Meeting
 - Pierce County Cities & Towns
 - Pierce County Regional Council (PCRC)
 - Pierce Transit
 - Puget Sound Regional Council (PSRC)
 - Regional Access Mobility Partnership (RAMP)
 - Sound Transit
- Washington State Legislators (28th & 29th Districts)
 - Washington State SAIL Task Force
 - West Pierce Fire and Rescue
 - Western State Hospital
 - World Vision
 - WSDOT
 - YWCA
- Nisqually Grant application (healthy start after school programs)
 - Parks Appreciation Day
 - Police Department 10 year Anniversary (2014)
 - Summer FEST & Triathlon
- South Sound Military and Communities Partnership (SSMCP)
 - Joint land Use Study (JLUS)
- State Legislative Agenda
 - Transportation Funding: I-5 JBLM Corridor Improvements
 - Public Safety Improvements: Point Defiance Bypass
 - Capital Funding Request: Towne Green
 - Maintain Funding for Western State Hospital Community Policing Program
 - Transfer of Fort Steilacoom Park ownership from State to City (future)
 - Federal Legislative Agenda
 - Transportation Funding: I-5 JBLM Corridor Improvements
 - Public Safety Improvements: Point Defiance Bypass
 - Lakewood Amtrak Station
 - EB5 Program
 - CDBG Program
 - JBLM Air Corridor

APPENDIX B

FINANCIAL POLICIES

Adopted by the City Council on September 15, 2014

OPERATING BUDGET

The objective of the operating budget policy is to ensure the appropriate levels of City services at reasonable costs.

Biennial Budget Document. The budget should be a performance, financing and spending plan agreed to by the City Council, City Manager and Department Directors. It should contain information and data regarding expected revenues, expected expenditures and expected performance. The budget should be developed using a performance based, results oriented approach that incorporates line items, zero-based, programs, and priorities of governments.

- As a comprehensive business plan, the budget should provide the following critical elements recommended by the Government Finance Officers Association: public policies, financial plan, operations guide, and communications device.
- The City's budget presentation should display the City's service delivery/performance plan in a City Council/constituent-friendly format. Therefore, the City will use a program budgeting format to convey the policies for and purposes of City operations. The City will also prepare the line-item format materials for those who wish to review that information.

Goals to Guide Preparation. The City will prepare and annually refine written policies and goals to guide the preparation of performance, financing and spending plans for the City budget. Adopted budgets will comply with the adopted budget policies and City Council priorities.

Long Range Forecast. With each budget, the City will update expenditure and revenue projections for the next six years. Projections will include estimated operating costs for capital improvements that are included in the capital budget. This budget data will be presented to the City Council in a form that will facilitate budget decisions, based on a multi-year perspective. This forecast is intended to be an internal planning tool and shall be included in the biennial budget document and updated at least annually as part of the adopted budget process in the even years and the mid-biennial review in the odd years.

Capital Projects. Decision making for capital improvements will be coordinated with the operating budget to make effective use of the City's limited resources for operating and maintaining facilities.

Balanced Budget. The City will adopt a balanced budget for all funds. Balanced budget for operating funds means ongoing operating program costs do not exceed the amount of ongoing revenues to finance those costs. The ongoing revenue will be identified along with new program costs including impact from new capital projects. Any available carryover balance will only be used to offset one-time or non-recurring costs. Balanced budget for non-operating funds means total resources equal to or exceed total uses.

Excess Cash Balances. Cash balances in excess of the amount required to maintain General and Street Operations & Maintenance Fund reserves may be used to fund one-time or non-recurring costs.

Department Director Responsibility. All Department Directors will participate in the responsibility of meeting policy goals and ensuring long-term financial health. Under the City Manager's direction, Department Directors have primary responsibility for: formulating budget proposals in line with City Council priority and direction; and implementing those proposals once they are approved.

Citizen Involvement. Citizen involvement shall be encouraged in the budget decision making process through public hearings and study sessions.

Nonprofit Organizations. Funding decisions regarding nonprofit organizations shall be based on policy guidelines and priorities determined by the City Council and availability of funds.

Budgetary Controls. Legal budgetary control is established at the fund level, i.e., expenditures for a fund may not exceed the total appropriation amount. Any unexpended appropriation balances for annually budgeted funds lapse at the end of the year. Appropriations for other special purpose funds that are non-operating in nature are adopted on a "project-length" basis and, therefore, are carried forward from year to year without re-appropriation until authorized amounts are fully expended or the designated purpose of the fund has been accomplished.

Quarterly Financial Reports. The budget will be produced so that it can be directly compared to the actual results of the fiscal year and presented in a timely quarterly report. All budget amendments, both revenues and expenditures, will be noted in the quarterly financial report.

FUND BALANCE

The objective of the fund balance policy is to provide adequate working capital for cash flow and contingency purposes.

General Fund. The General Fund ending fund balance reserves shall be 12% of the combined General and Street Operations & Maintenance Funds operating revenues. These reserves are as follows:

- *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. The City Council will determine how the Contingency Reserves are spent.
- *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.
- *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.

Enterprise Funds. The City shall maintain a minimum cash balance in its enterprise funds equal to 17% of operating expenses (equivalent to two months of operating expenses). This balance shall be maintained to ensure adequate maintenance reserves and cash flow. Balances in excess of 17% may be utilized for capital projects.

Internal Service Funds. The City shall maintain a balance equivalent to the accumulated replacement reserves at year-end for those internal service funds that collect replacement reserves. Replacement reserves based on estimated replacement value will be established for fleet and equipment when the need will continue beyond the estimated useful life, regardless of whether the vehicle or equipment is acquired via lease, gift, grant or purchase. An equal amount will be included in the service charges paid by the user department to the Fleet and Equipment Fund during the expected life of the asset.

The City shall maintain separate internal service funds to account for the activities of Fleet and Equipment, Property Management, Information Technology, and Risk Management. The City shall establish replacement reserves for information technology related equipment and property management related to facilities no later than year 2020.

All Other Funds. The appropriate balances shall be the amount needed to maintain positive cash balances throughout the year.

Use of Fund Balances. Fund balance is the cumulative years' excess or deficit of all revenues and expense. Available fund balances shall not be used for ongoing operating expenditures, unless a determination has been made that available balances are in excess of required guidelines and plans have been established to address any future operating budget shortfalls. Emphasis shall be placed on one-time uses that achieve future operating cost reductions and/or service level efficiencies.

Timeline. The timeline to achieve the target reserves is no later than December 31, 2016.

Replenishing General Fund Balance. The fund balance shall be replenished within one to two years depending on the reserve fund. The 2% General Fund Contingency Reserves and 5% General Fund Ending Fund Balance Reserves shall be replenished within one year while the 5% Strategic Reserves shall be replenished within 2 years. The sources for replenishment shall be via expenditure control, expenditure savings, one-time revenues and/or excess revenues.

REVENUE

The objective of the revenues policy is to ensure that funding is derived from fair, equitable, defensible, and adequate resource base, while minimizing tax burdens.

Revenue Estimates. Revenues shall be estimated conservatively so as not to introduce regular shortfalls in individual revenue accounts. Revenue estimates shall not assume excess growth rates. Real growth that occurs will be recognized through budgetary adjustments only after it takes place. This practice imposes short term constraint on the level of public goods or services. However, in the event that revenues are less than expected, it minimizes the likelihood of severe cutback actions which may be profoundly disruptive to the goal of providing a consistent level of quality services.

Revenue Diversification. The City shall maintain a stable and diverse revenue system to shelter programs and services from short-term fluctuations in any single source of revenue. Services that have a city-wide benefit shall be financed by revenue sources generated from a broad source such as property tax, utility tax and sales tax. Services where the customer determines the use shall be financed by a combination of broad-based revenues as well as user fees and charges.

Fees. Fees shall be phased toward covering 100% of the cost of service delivery, unless such amount prevents an individual from obtaining an essential service. Fees or service charges should not be established to generate money in excess of the cost of providing service. Fees may be less than 100% if other factors (e.g. market forces, competitive position, etc.) need to be recognized.

User Charges. User charges for enterprise services such as the Surface Water management Fund shall be set at rates sufficient to finance all direct and indirect operating, capital, reserve/working capital, and debt service. Overhead expenses and general government services provided to the enterprise activities shall be included as indirect costs. Rates shall be set such that the enterprise fund maintains a positive cash position throughout the year and provide for sufficient reserves as determined by the fund balance policy.

Use of One-Time/Unpredictable Revenues. The City shall not utilize one-time revenues for recurring operating expenditures. One-time revenues include, but are not limited to: proceeds from the sale of land or surplus equipment, legal settlements, or revenue windfalls.

Investment Income. Investment income earned through the City's investment pool shall be budgeted based upon the allocation methodology, i.e. the projected average monthly balance of each participating fund.

Grants. Grant applications to fund new services/programs will be reviewed by the City as they become available, with due consideration being given to whether locally generated revenues will be required to support these programs when outside funding is no longer available.

EXPENDITURES

The objective of the expenditure policy is to prioritize services, establish appropriate levels of service, and administer the resources to ensure that fiscal stability is attained and that services are delivered in an effective and efficient manner.

Operating Funding Basis. Operating expenditures shall be budgeted and controlled to not exceed operating revenues.

Operating Deficits. Immediate corrective action should be taken if at any time during a fiscal year expenditures are projected to be greater than projected revenues at year-end. Corrective actions could include, but are not limited to expenditure reductions, fee increases, or new revenues.

Capital Asset. Capitalization of assets shall occur with assets that have a useful life of at least two years following the date of acquisition with a historical or market value at time of acquisition equal to or greater than \$5,000. The threshold is applied to individual items rather than to groups of similar items unless the effect of doing so would eliminate a significant portion of total capital assets.

INTERFUND LOANS

The objective of the interfund loans policy is to provide guidelines regarding the establishment, management and repayment of interfund loans.

Definition. Interfund loans are loans from one City fund to another City fund for a specific purpose with a requirement for repayment.

Purpose. Interfund loans should be considered temporary or short-term borrowing of cash and may be made for the following reasons: to offset timing differences in cash flow; to offset timing differences between expenditures and reimbursements, typically associated with grant fund. The use of interfund loans for other purposes should be carefully evaluated. Interfund loans should not be used to solve ongoing structural budget problems.

Term. The term of the interfund loan may continue over a period of more than one year, but must be “temporary” in the sense that no permanent diversion of the lending fund results from the failure to repay by the borrowing fund. Additionally, interfund loans should not hinder the accomplishment of any function or project for which the lending fund was established.

DEBT MANAGEMENT

The objective of the debt management policy is to articulate the guiding principles for City debt issuance and management before consideration of specific actions. This policy set forth certain equally important objectives for the City and establishes overall parameters for responsibly issuing and administering the City’s debt.

- Minimize debt service and issuance costs
- Maintain access to cost-effective borrowing
- Achieve and maintain highest practical credit rating
- Full and timely repayment of debt
- Maintain full and complete financial disclosure and reporting
- Ensure compliance with state and federal laws and regulations

Debt Capacity. A long-term debt capacity will be completed on an annual basis as a means for ensuring that the City does not exceed the debt limits within the limits of applicable laws and regulations.

Bond Rating. The City will seek to maintain, and if possible, improve its current bond rating(s) in order to minimize borrowing cost and preserve access to credit.

Minimize Debt. Whenever possible, the City shall identify alternative sources of funding and shall examine the availability of those sources in order to minimize the level of debt.

New Issues and Refinancing. New issues, and refinancing of existing debt, must be analyzed for compatibility within the City’s overall financial planning. The review shall include, but not limited to: cash flow analysis; potential for unexpected revenue changes; and the maintenance of the City’s bond ratings. Annual debt service shall not produce an inordinate impact upon future operations.

- *Long-term Debt.* Long-term debt may be used to finance the acquisition or improvement of land, infrastructure, facilities, or equipment for which it is appropriate to spread costs over more than one budget year. Long-term debt may also be used to fund capitalized interest, cost of issuance, required reserves, any other financing-related costs that may be legally capitalized. Long-term debt shall not be used to fund City operating cost.

- *Short-term Debt.* Short-term debt will be considered as an interim source of funding in anticipation of long-term debt. Short-term debt may be issued for any purpose for which long-term debt may be issued, including capitalized interest and other financing-related costs. Short-term debt is also appropriate to address legitimate short-term cash flow requirements during a given fiscal year to fund operating costs of the City to provide necessary public services. The City will not engage in short-term borrowing solely for the purpose of generating investment returns.
- *Refunding.* Periodic reviews of outstanding debt will be undertaken to identify refunding opportunities. Refunding will be considered (within federal tax law constraints) when there is a net economic benefit of the refunding. Noneconomic refundings may be undertaken to achieve City objectives relating to changes in covenants, call provisions, operational flexibility, tax status, issuer, or the debt service profile, etc. When contemplating a refunding, the City shall have a minimum of 3.0% economic savings, as expressed on a net present value basis, as a benchmark to proceed with a refunding. The City may purchase its bonds in the open market for the purpose of retiring the obligation when the purchase is cost effective.

Financing Period. The City shall structure its debt issues so that the maturity of the debt service does not exceed the economic or useful life of the capital project to be financed.

Method of Sale. The City may use either a competitive bidding or negotiated process in the sale of debt due to market timing requirements, or a unique pledge of debt or debt structure.

Bond Counsel. The City will use the services of a legally certified and credible bond counsel in the preparation of all bond representations.

Underwriter(s). An underwriter(s) will be used for all debt issued in a negotiated or private placement sale method. The underwriter(s) is responsible for purchasing negotiated or private placement debt and reselling the debt to investors.

Fiscal Agent. A fiscal agent will be used to provide accurate and timely securities processing and timely payment to bondholders.

Debt Administration. The Assistant City Manager/ Finance & Administrative Services shall maintain written procedures outlining required actions to ensure compliance with local, state, and federal regulations. Such procedures shall include: continuing disclosure, arbitrage rebate, and other requirements.

CAPITAL IMPROVEMENT

The objective of the capital improvement policy is to forecast and match projected revenues and capital needs. Long range capital planning is an important management tool that strengthens the linkages between infrastructure needs and the financial capacity of the City.

Capital Project Proposals. Capital project proposals should include as complete, reliable, and attainable cost estimates as possible. Project cost estimates for the Capital Budget should be based upon a thorough analysis of the project and are expected to be as reliable as the level of detail known about the project. Project cost estimates for the 6-Year City Capital Improvement Plan will vary in reliability depending on whether they are to be undertaken in the first, second or 3rd biennium years of the plan.

- *Resource Plan.* Capital proposals should include a comprehensive resource plan. This plan should include the amount and type of resources required, and the funding and financing strategies to be employed. The specific fund and timing should be outlined. The plan should indicate resources needed to complete any given phase of a project in addition to the total project.
- *Expenditure Plan.* All proposals for the expenditure of capital funds shall be formulated and presented to the City Council within the framework of a general capital budget and, except in exceptional circumstances of an emergency nature, no consideration will be given to the commitment of any capital funds, including reserve funds, in isolation from a general review of all capital budget requirements.

- *Changes in Project Estimates.* Changes in project estimates for the comprehensive resource plan should be fully reported to the City Council for review and approval.
- *M&O Impact.* Project proposals should indicate the project's impact on the operating budget, including, but not limited to, long-term maintenance costs necessary to support the improvement.
- *Biennial Budget.* The biennial capital budget shall include only those projects which can reasonably be accomplished in the time frame indicated. The detail sheet for each budgeted capital project should include a projected schedule.
- *Carry Over.* Capital projects which are not encumbered or completed during the fiscal year will be re-budgeted or carried over to the next fiscal year except as reported to and subsequently approved by the City Council. All re-budgeted capital projects should be so noted in the adopted capital budget. Similarly, multi-year projects with unencumbered or unexpended funds will be carried over to the subsequent year(s).
- *Revenue Expectation.* Capital projects will not be budgeted unless there are reasonable expectations that revenues will be available to pay for them.
- *Negative Impact from Project.* If a proposed project will cause a direct negative impact on other publicly-owned facilities, improvements to the other facilities will be required as part of the new project and become a part of the new project's comprehensive costs.

Capital Improvement Plan

The purpose of the Capital Improvement Plan is to forecast and match projected revenues and capital needs over a 6-Year period. Long range capital planning is an important management tool that strengthens the linkages between infrastructure needs and the financial capacity of the City. The City's Capital Improvement Plan includes transportation, parks, storm water and sewer improvement projects.

Citizen Participation and City Council Review. Citizen participation in the Capital Improvement Program is a priority for the City. Among the activities which shall be conducted to address this need are the following:

- *Timing.* The 6-Year Capital Improvement Plan shall be provided to the City Council in a timely manner to allow time for the City Council members to review the proposal with constituents before it is considered for adoption.
- *Public Meeting Notice.* The City Council study sessions on the Capital Improvement Plan shall be open to the public and advertised sufficiently in advance of the meetings to allow for the attendance of interested citizens.
- *Public Hearing.* Prior to the adoption of the Capital Improvement Plan, the City Council shall hold noticed public hearings to provide opportunities for citizens to express their opinions on the proposed plan.
- *Committee, Boards and Commission Review.* The appropriate committee, board and/or commission shall review the proposed Capital Improvement Plan and provide its comments on the Plan's contents before the City Council considers the Plan for adoption.

Capital Improvement Plan in Relation to the Comprehensive Plan. All projects included in the Capital Improvement Plan shall be consistent with the City's Comprehensive Plan. The goals and policies for services, facilities, and transportation should be followed in the development of the City Improvement Plan. The Comprehensive Plan service level goals should be called out in the Capital Improvement Plan.

Financing. Capital projects shall be financed to the greatest extent possible through user fees and benefit districts when direct benefit to users results from construction of the project. Refer to Debt Management policy for further detail.

Intergovernmental Cooperation. Projects that involve intergovernmental cooperation in planning and funding should be established by an agreement that sets forth the basic responsibilities of the parties involved.

Project Criteria Factors. The City Council will annually review and establish criteria against which capital proposals should be measured. Included among the factors which will be considered for priority-ranking are the following:

- Projects which have a positive impact on the operating budget (reduced expenditures, increased revenues);
- Projects which are programmed in the 6-Year Operating Budget Forecast;
- Projects which can be completed or significantly advanced during the 6-Year Capital Improvement Plan;
- Projects which can be realistically accomplished during the year they are scheduled;
- Projects which implement previous City Council-adopted reports and strategies.

CASH MANAGEMENT AND INVESTMENTS

The objective of a cash management and investment policy is to help balance the day-to-day need for revenues while achieving the highest rate of interest that is reasonable and within the City's acceptable level of investment risk.

Funds will be invested in only those investments permitted by Federal and State law as it relates to public funds. All of the City's funds will be invested with the following objectives (listed in order of priority):

- *Safety.* Investments will be undertaken in a manner that seeks to ensure the preservation of capital in the portfolio. Specifically, the City will: (a) seek to avoid realizing any loss through the sale or disposal of an investment; and (b) seek to mitigate the risk of unrealized losses due to a decline in value of investments held in the portfolio.
- *Liquidity.* The investment portfolio will remain sufficiently liquid to meet all cash requirements that may be reasonably anticipated. This will be accomplished by structuring the portfolio in the following manner: (a) the City will purchase investments scheduled to mature in accordance with its anticipated cash needs, in order to minimize the need to sell investments prior to maturity; (b) a portion of City funds will be maintained in cash equivalents, including money market fund, investment pools and overnight securities, which may be easily liquidated without a loss of principal should an unexpected need for cash arise; and (c) the portfolio will consist largely of investments with active secondary markets.
- *Yield.* The City's investments will be designed with the objective of maximizing a fair rate of return consistent with the safety and liquidity noted above.

FINANCIAL REPORTING

Reporting Frequency. Departments will be provided monthly budget and actual reports and comprehensive quarterly reports will be presented to the City Council.

Reporting Improvements. The City will strive to continue to make improvements in its financial reporting scheme so that information is available to the City Council, City Manager, departments and public is the best available for sound financial decisions.

Comprehensive Annual Financial Report (CAFR). The City will produce the CAFR within 150 days and submit to the GFOA's award program for Excellence in Financial Reporting.

Transparency. All financial reports will be posted to the City's website in a timely manner.

APPENDIX C

LIST OF CITY FUNDS & THEIR PURPOSE

Fund 001 General

The **General Fund** is the City's operating fund. It accounts for all financial resources of the general government, except those required or elected to be accounted for in another fund. These include the costs of legislative and executive departments, municipal court services, finance and information technology departments, legal department, community development services, human resources; parks, recreation, and human services; economic development, police and animal control; and city hall maintenance. Major sources of revenue reported for the General Fund include property tax, sales and use tax, utility tax, other taxes, franchise fees, licenses and permits, fines and forfeitures, charges for services, state shared revenues and other intergovernmental.

Within the General Fund are the following ending fund balance reserves:

- *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. The City Council will determine how the Contingency Reserves are spent.
- *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.
- *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.

Special Revenue Funds

Fund 101 Street Operations and Maintenance is used to account for the receipts and disbursements associated with City planning, establishing, repairing and maintaining City streets, sidewalks, and appurtenances, including pedestrian and bicycle paths, lanes and routes. The fund is supported primarily by an interfund transfer from the General Fund, motor vehicle fuel tax and permits to a much lesser degree. Primary areas of service are transportation planning, traffic operations and maintenance, neighborhood traffic services, snow and ice response, and street maintenance.

Fund 102 Real Estate Excise Tax accounts for the receipt and disbursement of the first and second 0.25 percent real estate excise tax and other revenue sources that may be authorized by the City Council. The first 0.25 percent real estate excise tax authorized by RCW 82.46.010, and dedicated for the capital purposes defined in RCW 35.43.040. Such expenditures include public buildings and facilities, parks, and debt service associated with such capital-oriented projects. The second 0.25 percent real estate excise tax authorized by the Growth Management Act RCW 82.46.035. These revenues are restricted to financing capital project specified in a capital facilities plan.

Fund 103 Transportation Benefit District accounts for the \$20 annual vehicle licensing fee (VLF) revenues used to fund specific transportation project. Proceeds from the VLF are transferred to Fund 302 Transportation Capital Projects to provide funding of those specific projects.

Fund 104 Hotel/Motel Lodging Tax is used to account for the hotel/motel lodging tax revenues and associated disbursements. RCW 67.28 authorizes a transient rental tax of up to two percent for lodging at hotels, motels, private campgrounds, RV parks and similar facilities. RCW 67.28 also authorizes a five

percent special hotel/motel tax on the same base. The expenditures from this fund must adhere to the governing state statutes, which limit the expenditures to those costs related to tourism promotion, and acquisition and/or operation of tourism-related facilities.

Fund 105 Property Abatement accounts for projects that the City has identified and processed through the abatement program. All revenues from the rightful recovery of those project expenses, along with all revenues from fees, fines, and interest, and other rightful recoveries from those projects are deposited into the fund for the purpose of funding additional abatement projects.

Fund 106 Public Art's sole purpose is to account for the revenue from the fees charged for the rental of the McGavick Center by the City and expenditure of that revenue for approved public art activities.

Fund 180 Narcotics Seizure was established for the purposes of tracking assets seized as a result of involvement with the illegal sale, possession, or distribution of drugs or controlled substances, and for the purchase of controlled substances or drugs by law enforcement officers or agents, as well as for such other expenses the City determines to be reasonably connected with public safety activity.

Fund 181 Felony Seizure accounts for assets seized by the police department under RCW 10.105.101 and the related expenditures. The statute authorizes the seizure of assets that have been or was actually employed as an instrumentality in the commission of, or in aiding or abetting in the commission of any felony, or which was furnished or was intended to be furnished by any person in the commission of, as a result of, or as compensation for the commission of, any felony, or which was acquired in whole or in part with proceeds traceable to the commission of a felony. Funds are to be used exclusively by the City for the expansion and improvement of law enforcement activity; however, they may not be used to supplant preexisting funding sources.

Fund 182 Federal Seizure was established to track the revenues associated with assets seized as a result of the police department working in conjunction with federal law enforcement. The fund also accounts for public safety expenditures funded by those revenues.

Fund 190 Community Development Block Grant was established to account for revenues and expenditures associated with Community Development Block Grants (CDBG), HOME Investment Partnership Act grants. Revenue and other resources reported in the Grant Fund include direct and indirect federal grants, state grants, and intergovernmental service revenues.

Fund 191 Neighborhood Stabilization Program accounts for the revenues and expenditures associated with the Federal Neighborhood Stabilization Program Grant. 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. The NSP3 program provides a third round of neighborhood stabilization grants to all states and select governments on a formula basis.

Fund 192 Office of Economic Adjustment Grant accounts 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. This fund also accounts for all activity associated with the South Sound Military Communities Partnership (SSMCP).

Fund 195 Public Safety Grant accounts for the revenues and expenditures related to police department grants and local revenues.

Debt Service Funds

Fund 201 General Obligation Bond Debt Service accounts for the debt service on the City Council approved general obligation (G.O.) debt. Included in the costs charged to this fund are the scheduled

principal and interest payments, debt issue costs, fiscal agent fees, and any other debt related costs. Debt service currently scheduled for payment from this fund includes the 59th Street and police station debt service. Debt service payments in 2012 and 2013 were made from the General Fund. The funding source for payment of the debt service is transfers in from the General Fund.

Fund 202 Local Improvement District (LID) Debt Service was established to account for both the payment of special assessment bonds, as well as the collection of assessments from property owners within the local improvement district (LID). The assessment payments are the revenue source for the debt payments.

Fund 204 Sewer Project Debt Service accounts for the Public Works Trust Fund Loans (PWTFLL) that the City secured to fund both sewer main construction and the side sewer construction loan program. The City completed construction of the sewer main and donated it to Pierce County in 2012. A 4.75% surcharge on all of the county sewer service charges within the City limits provides the funding for the debt service.

Fund 251 Local Improvement District (LID) Guaranty Debt Service was created in conjunction with establishing the permanent financing of CLID 1101-1103. It also accounts for the guaranty funds connected with LID 1108. The source of funding was the LID bonds and underlying that, the assessment payments from the property owners. Per RCW 35.54.095, a city that maintains a local improvement guaranty fund, upon certification by the city treasurer that the local improvement guaranty fund has sufficient funds currently on hand to meet all valid outstanding obligations of the fund and all other obligations of the fund reasonably expected to be incurred in the near future, may by ordinance transfer assets to its general fund. The net cash of the local improvement guaranty fund may be reduced to an amount not less than ten percent (10%) of the outstanding obligations guaranteed by the fund.

Capital Project Funds

Fund 301 Parks Capital Project accounts for the receipts and disbursements related to the acquisition or construction of major park capital facilities with the exception of those facilities financed by proprietary and trust funds.

Fund 302 Transportation Capital Projects accounts for receipts and disbursements related to acquisition, design, construction and any other related street capital project expenditures. Revenues supporting this fund's activities include: motor vehicle fuel tax; direct and indirect federal grants; state grants; transfers in from the Real Estate Excise Tax Fund; contribution from General Fund, Community Development Block Grant, and the councilmanic \$20 vehicle licensing fees from the Transportation Benefit District Fund.

Fund 311 Sewer Capital Project

Fund 312 Sanitary Sewer Connection Capital Project accounts for the revenues generated from the sewer availability charges (presently limited to those properties fronting on the sanitary sewer system funded and build by the City within the Woodbrook/Tillicum area), expenditures and transfers that are legally allowable for sewer availability charge fees, and for administrative expenses to maintain and operate the fund. Legally allowable expenses would include public sanitary sewer improvement projects and based on Council's declaration under Resolution # 2006-31 side sewer service connections on private property which assures minimum flows within the Woodbrook/Tillicum sanitary sewer system are achieved and maintained.

Enterprise Funds

Fund 401 Surface Water Management accounts for activities that provide storm water collection and disposal services to the City. Activities include administration, engineering, construction, operation, maintenance, and repairs, which are primarily supported by user fees. The fees are billed along with Pierce County's semi-annual property taxes, and remitted by the County to the City.

Internal Service Funds

Fund 501 Fleet & Equipment accounts for all costs associated with operating, maintaining and replacing the City's vehicles and other motorized equipment. This fund owns and depreciates all non-proprietary fund assets of this nature. Fleet and equipment user charges are allocated to the operating funds based on operations and maintenance costs, including gasoline usage, and repairs and maintenance.

Fund 502 Property Management accounts for all costs associated with the maintenance and operations of City Hall, Police Station, Parking/Light Rail Facility. Maintenance and operating costs are charged to this fund which is funded primarily through user fees allocated to the operating funds based upon the number of staff assigned to the facility.

Fund 503 Information Technology accounts for all costs and services associated with the City's Information Technology needs. This fund is used to support all internal systems such as the City's Geographical Information Systems (GIS) needs, Internal & External Web Resources (WWW, Intranet & FTP), E-Mail Systems, business continuity needs, infrastructure resources, applications and overall support. In addition, the fund is also used to leverage emerging technologies to reduce cost, limit growth in the workforce, and improve services to citizens and employees; and to provide the most innovative and cost effective technology services for managing the City of Lakewood. Information technology costs are allocated to departments and/or programs based on usage.

Fund 504 Risk Management accounts for the financial administration of the City's comprehensive risk management program. The Fund assures that the revenues and assets of the City are protected through an established risk control and risk finance program including risk management goals and objectives, a formalized risk assessment process and methodology for reviewing and monitoring of the effectiveness of the risk management program. Risk management functions include property, casualty and general liability and similar functions. Risk management provides departments with information and assistance about recommended insurance requirements for various City contracts. Through the safety program, information and training is provided on how to reduce the risk of injury to employees, the general public and the City owned and leased property. This fund is funded primarily through user charges allocated to the departments based upon the number of budgeted staff, auto and property assessments.

Agency Funds

Fund 601 Investment Control accounts for investment transactions. It is used to record the amount of pooled monies invested from all City funds.



To: Mayor and City Councilmembers
From: Tho Kraus, Assistant City Manager/Administrative Services
Through: John J. Caulfield, City Manager
Date: September 14, 2015
Subject: Six-Year Financial Forecast Update

INTRODUCTION

The City's financial policy requires the City to prepare a financial forecast for six years to include the current budget period. The projection extends current operations to determine if the services are sustainable and the magnitude of, if any, future financing gaps. This glimpse into the future allows the City to proactively plan and implement corrective measures over time to avoid sudden drastic changes in service levels and/or in revenues.

The original, preliminary six-year financial forecast was developed in October 2014 for the 2015/2016 biennial budget. It has been updated as part of the mid-biennial budget process and will continue to be updated as we continue to have a better understanding of the City's economic conditions.

Items in this report include: an executive summary; financial forecast narrative that serves as a revenue and expenditure manual; and the six-year forecast. The expenditure portion of the narrative will be enhanced as we approach the development of the 2017/2018 biennial budget.

The focus of this report is primarily on the General and Street O&M Funds. A complete listing of all items in all funds will be incorporated in the 2015/2016 mid-biennial budget adjustments memo which is scheduled for City Council review on September 28, 2015.

GENERAL & STREET O&M FUND – HIGHLIGHTS OF “NEW” ITEMS IN 2015/2016

Independent Salary Commission Decision, Ongoing – Add \$21,175 in 2015 and \$46,200 in 2016 to implement the City's first Independent Salary Commission decision on City Council salaries.

City Manager Department Interns, 1-Time – Add \$18,800 of expenditures for 2 interns in the City Manager Department funded by Finance Division position vacancy savings.

Public Defender, Ongoing – Add \$15,000 in 2015 and \$66,200 in 2016 for total expenditures of \$400,000 in 2015 and \$451,200 in 2016.

Position Realignment (Permit Coordinator, offset by Development Services Revenue), Ongoing – Add \$18,300 in 2015 and \$42,100 in 2015 to account for the costs of the realignment of the Office Assistant position to Permit Coordinator, funded by additional development services revenue.

Tacoma Pierce County Economic Development Board, Ongoing – Add \$5,000 in 2016 to bring the current commitment level from \$15,000 to \$20,000.

Garbage Utility Savings, Ongoing – Eliminate garbage utilities paid by the City with the new contract to be implemented July 1, 2016. The estimated savings in 2016 is 25,000 (six months of savings).

South Sound 911 Dispatch Services, Ongoing – Add \$26,059 in 2016 bringing the total estimated cost for dispatch services, including City of Tacoma radio fees to \$2,137,469.

Puget Sound Clean Air Assessment, Ongoing – Add \$5,357 in 2016 for the Puget Sound Clean Air Assessment, which will increase the budget to a total of \$36,332. The agency’s Board adopted the rate of 81 cents per capita (a 10 cent increase) to fund critical regional public health and climate protection work. This is the second part of a two-year planned increase that started in 2015. The City’s portion of the per capita is based on a formula using the City’s population and assessed valuation of taxable property, as defined by the Washington State Clean Air Act (RCW 70.94).

Transfer to Fund 504 Fleet & Equipment Fund, 1-Time – Add \$233,239 in 2016 to replenish the Fleet & Equipment Fund replacement reserves. In June 2015 the City Council approved the transfer from the Fleet & Equipment Fund to the Information Technology Fund to provide for much needed basic information technology related needs. The goal was to make the fleet and equipment reserves whole by the end of 2016 through expenditure savings and/or use of revenues received above and beyond estimates

2016 WCIA Liability Assessment, Ongoing – Appropriate an additional \$10,500 in 2015 and \$187,500 in 2016 due to an increase in assessments a result of paying for the City’s past claims and losses dating back to 2010.

WCIA services include risk management consultation, loss control field services, claims, pre-defense and litigation administration, and loss analyses. WCIA contracts for the claims investigation consultants for personnel issues and land use issues, insurance brokerage and lobbyist services. Additionally, WCIA provides generous services to its members such as risk management education and comprehensive risk field services.

| Coverage | 2014 Actual | 2015 Actual | 2016 YND Est |
|------------------------|--------------------|--------------------|---------------------|
| Auto Physical Damage | \$ 31,160 | \$ 31,567 | \$ 32,000 |
| Boiler & Machinery | 3,455 | 3,261 | 3,506 |
| Crime/Fidelity | 1,584 | 1,522 | 1,636 |
| Liability | 572,075 | 695,034 | 796,227 |
| Property | 93,532 | 102,480 | 102,500 |
| Storage Tank Liability | 1,237 | 1,336 | 1,400 |
| Total | \$ 703,043 | \$ 835,200 | \$ 937,269 |

The amount the City pays for liability is based on an assessment formula comprised of two factors -- worker hours and loss rate.

Worker Hours: There is a two year lag in worker hours (2014 worker hours for 2016 assessment) and does not include volunteer hours. 2014 worker hours decreased by 2.09% or 9,714 hours compared to 2013.

| Worker Hours Assessment Year | 2012 2014 | 2013 2015 | 2014 2016 | 2014 vs 2013 | |
|---------------------------------|----------------|----------------|----------------|---------------------|---------------|
| | | | | Increase/(Decrease) | |
| | | | | # | % |
| 0803 All Operations | 100,628 | 105,974 | 113,596 | 7,622 | 7.19% |
| 5305 Admin/Clerical | 158,000 | 152,336 | 145,034 | (7,302) | -4.79% |
| 6905 Law Enforcement | 206,638 | 205,612 | 197,087 | (8,525) | -4.15% |
| 6906 Reserve Officers | - | 1,780 | 271 | (1,509) | -84.78% |
| Total Worker Hours | 465,266 | 465,702 | 455,988 | (9,714) | -2.09% |

Loss Rate: The loss rate is determined by an actuarial review of the last five years loss history (January 1, 2010 – December 31, 2014 for 2016 assessment). The actuary limits the loss to \$100,000 per loss so if the City gets hit with a huge loss, it doesn't affect the City for 5 years. From the actuary's report, Lakewood's 2015 liability assessment was based on year 2009 – 2013 losses of \$1.8M (capped at \$100K each) compared to the 2016 losses from years 2010 – 2014 of \$1.9M (also capped at \$100K each). The actuary calculated Lakewood's expected losses at 3.8% of the group based on worker hours; however, the City's incurred losses came in at 10.2% of the group's total. Based on the continued adverse loss experience the actuary calculated a 35.9% increase in the City's assessment rate, but was capped at 17% (the most you can have in 2016). The rest is spread among the other Group 4 members (members with worker hours of 400,000+).

| Loss Runs Impacting 2016 WCIA Assessment | | | | | | |
|--|---------------------|-------------------|-------------------|-------------------|------------------|---------------------|
| Incurring by Year | 2010 | 2011 | 2012 | 2013 | 2014 | Total |
| Administration | \$ 2,314 | \$ - | \$ - | \$ 56,000 | \$ - | \$ 58,314 |
| Development Review | 14,068 | 18,599 | - | - | - | 32,667 |
| Parks & Rec Maintenance | - | 498 | - | - | - | 498 |
| Police | 788,497 | 408,991 | 347,466 | 422,660 | 9,133 | 1,976,747 |
| PW Engineering | 716,872 | 1,632 | - | 95,000 | - | 813,504 |
| PW Sewer/Storm | 121,539 | - | - | - | - | 121,539 |
| PW Street Maint | - | 200,503 | 35,000 | - | 1,960 | 237,463 |
| Total | \$ 1,643,290 | \$ 630,223 | \$ 382,466 | \$ 573,660 | \$ 11,093 | \$ 3,240,732 |

Loss runs include indemnity reserves.

Lakewood's liability assessment increased due to adverse loss experience while worker hours decreased by 2.09% in 2014 compared to 2013 (there is a two year lag in worker hours, 2014 hours are used for 2016's assessment).

Worker hours are expected to decrease substantially in 2015 compared to 2014 as a result of positions realignments implemented as part of the 2015/2016 adopted budget. Loss runs as of June 15, 2015 also reflect a decrease in losses in 2014 and partial 2015.

| Worker Hours Assessment Year | 2015 YTD 8/15 | 2014 YTD 8/15 | YTD 2015 vs YTD 2014 | |
|---------------------------------|------------------|------------------|----------------------|---------------|
| | | | Increase/(Decrease) | |
| | | | \$ | % |
| 0803 All Operations | 64,010 | 73,658 | (9,648) | -13.10% |
| 5305 Admin/Clerical | 80,519 | 92,643 | (12,124) | -13.09% |
| 6905 Law Enforcement | 120,295 | 125,217 | (4,921) | -3.93% |
| 6906 Reserve Officers | 53 | 217 | (164) | -75.52% |
| Total Worker Hours | 264,878 | 291,734 | (26,856) | -9.21% |

| Loss Runs Impacting 2017 WCIA Assessment - as of June 30, 2015 WCIA Report | | | | | | |
|---|-------------------|-------------------|---------------------|------------------|----------------------|---------------------|
| Incurred by Year | 2011 | 2012 | 2013 | 2014 | 2015 YTD 6/30 | Total |
| Administration | \$ - | \$ - | \$ 48,830 | \$ - | \$ - | \$ 48,830 |
| Development Review | 18,630 | - | - | - | - | 18,630 |
| Parks & Rec Maintenance | 498 | - | - | - | - | 498 |
| Police | 408,991 | 547,466 | 927,661 | 65,295 | 42,500 | 1,991,913 |
| PW Engineering | 1,632 | - | 250,000 | - | - | 251,632 |
| PW Sewer/Storm | - | - | - | - | - | - |
| PW Street Maint | 38,369 | 35,000 | - | 1,960 | - | 75,330 |
| Total | \$ 468,120 | \$ 582,466 | \$ 1,226,491 | \$ 67,256 | \$ 42,500 | \$ 2,386,832 |

Loss runs include indemnity reserves.

WCIA Deductibles, 1-Time – Appropriate \$115,000 in 2015 and \$115,000 in 2016 for claims with a date of loss prior to January 1, 2014 as this is when the City’s liability insurance deductible changed to from \$25K to \$0.

Information Technology Accumulated Reserves, Ongoing – Add \$22,500 to begin the accumulation of replacement reserves for the new phone system and wireless access accumulated reserves.

Public Disclosure – Koenig Case, 1-Time – Appropriate \$206,920 in 2015 to fulfill City’s requirement to pay attorney fees (the City is not required to pay penalties, just the attorney fees) specific to the Koenig case for redacting driver license numbers from a public records act (PRA) request dating back to 2007. Our understanding is the State Legislature made changes to the PRA this past session to exempt these types of records moving forward effective July 2015.

Motor Avenue Complete Streets, 1-Time – Add \$12,000 in 2015 for total expenditures of \$60,000 for the development of a “complete streets” design concept for Motor Avenue SW.

ENDING FUND BALANCE

The 2016 estimated General/Street O&M Funds ending fund balance of \$4.42M equates to 12% of General/Street O&M Funds operating revenues.

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. 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 2016 year-end estimate.

- *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 \$725K.
- *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.

NEXT STEPS AND UPCOMING ITEMS

- *Continue updating the Municipal Finances 101 document.*
- **Service Delivery Analysis.** An analysis of service delivery will be conducted in various areas based on a set of evaluation criteria such as:
 - *Specialized Services* - Services and activities, which the City provides that, require specialized skills, knowledge or licenses that City personnel does not possess.
 - *Current Personnel Resources are Limited* - Situations where the City may not have the personnel resources available to implement a specific task or project, making contracted services a viable alternative.
 - *Politically Sensitive Project* - Projects or studies that may have significant political implications and/or require a third party review are typically outsourced to a private contractor.
 - *Risk* - Tasks that pose a risk or liability to City personnel or equipment are outsourced to a private contractor.
 - *Routine Task* - The City provides routine and predictable services that can be tied to a fixed schedule without impacting or conflicting with the public.
 - *Cost Effectiveness and Efficiency* - The cost/benefit analysis will assist in determining whether it is advantageous to contract versus hiring personnel internally.
 - *Improved Level of Service (LOS)* - Limited resources can be efficiently allocated through a system of internal personnel and external contracts to ensure the highest levels of service are provided to citizens.
 - *Competitive* - Competition for contract work continues to increase as more private firms vie for services traditionally provided by government.
 - *Monitoring and Evaluation* - One of the most important criteria surrounding private contracts is the monitoring and evaluation process which should be relatively inexpensive and easy to measure versus time consuming and expensive.
 - *Customer Complaints* - Resources are optimally allocated to ensure that all services provided by the City are done so with limited impact to citizens.
- **Cost Recovery, including Policy Recommendation for Development Services and Parks & Recreation.**
- **Revenue Audits.** Admissions Tax

- **Western State Hospital Community Policing Program** – The \$462K biennial funding the City has received since 2007 has not increased; however, costs of providing this program has increased to roughly \$550K. We will be seeking increased funding from the state legislature in the future.
- **Fleet & Equipment Analysis.** Fleet Maintenance Services RFP/Contract; Fleet Users Manual.
- **Information Technology.** The updated 6-year information technology strategic plan was presented to the City Council in June 2015 and the City Council subsequently adopted and provided funding for the 2015/2016 services and program at the June 15th City Council meeting. In addition to the items listed in that 6-year plan, there are numerous others which will require additional research to determine departmental needs, potential replacement solutions, maintenance & operations cost, and reserves necessary for future upgrades and/or replacements. These items include:
 - Police
 - Virtual Shooting Range Simulator (current system is no longer supported)
 - In-Car Police Video Systems (not installed in all vehicles, limited replacement parts, outdated)
 - Forensic Systems such as Encase & FTK (hardware & software upgrades)
 - Electronic Display Signage Systems
 - Body Cameras (PRA issues need to be addressed by State, Federal government looking at funding)
 - Public Works, Parks & Recreation, Maintenance
 - Electronic Display Signage Systems
 - Handheld Radio Systems
 - GPS Systems
 - City Hall
 - Electronic Display Signage Systems
 - Secure Entry (Badge System)
 - Municipal Court
 - Body Scanners
 - Electronic Display Signage System
 - X-Ray Machine/Metal Detector (original machine funded by grant)
 - FTR Gold – Audio Recording & Archival Software

Also, additional analysis is needed to determine the operational efficiencies to be gained as a result of implementing services/programs for items identified in the 6-year IT strategic plan.

- **Collective Bargaining Agreements.** The City has three labor contracts that expire at the end of 2015 and one that will expire at the end of 2016. The City has started the process to begin in May, 2015.

| <u>Labor Group</u> | <u>Current Contract Period</u> |
|--------------------|--------------------------------|
| AFSCME | 01/01/2013 through 12/31/2016 |
| LPIG | 01/01/2013 through 12/31/2015 |
| LPMG | 02/01/2013 through 12/31/2015 |
| Teamsters | 01/01/2013 through 12/31/2015 |

➤ **Budget Related Items.** Items *tentatively* scheduled are:

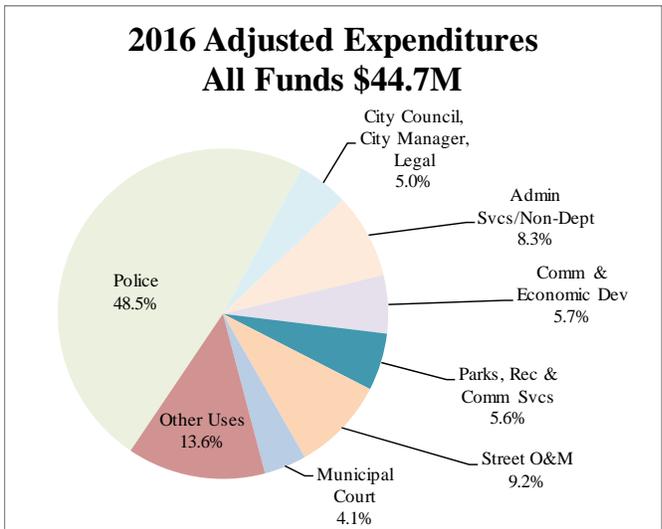
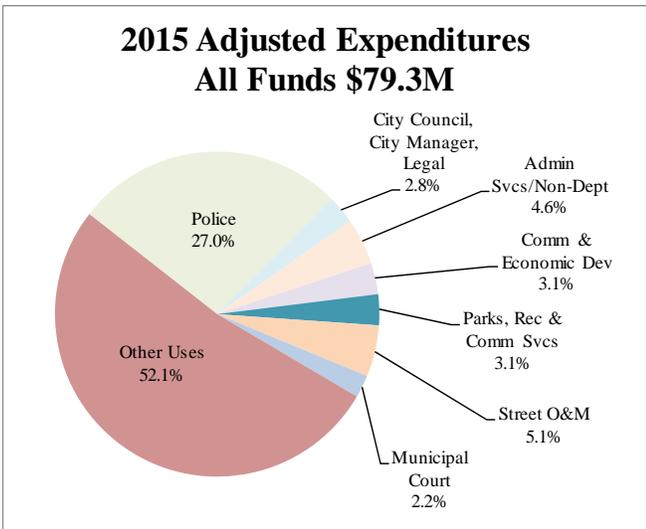
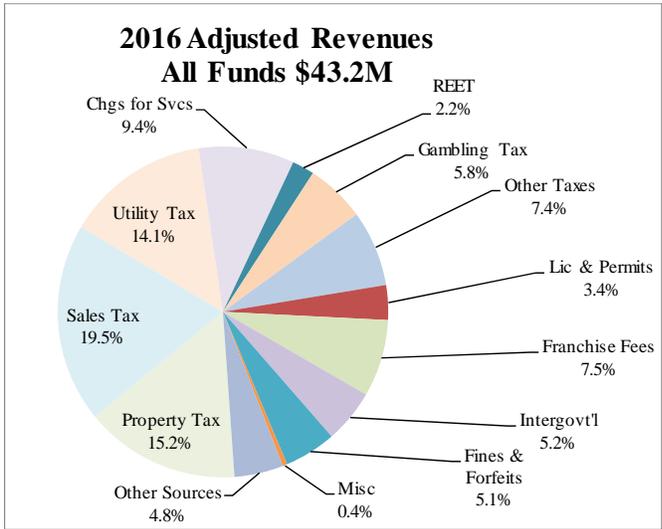
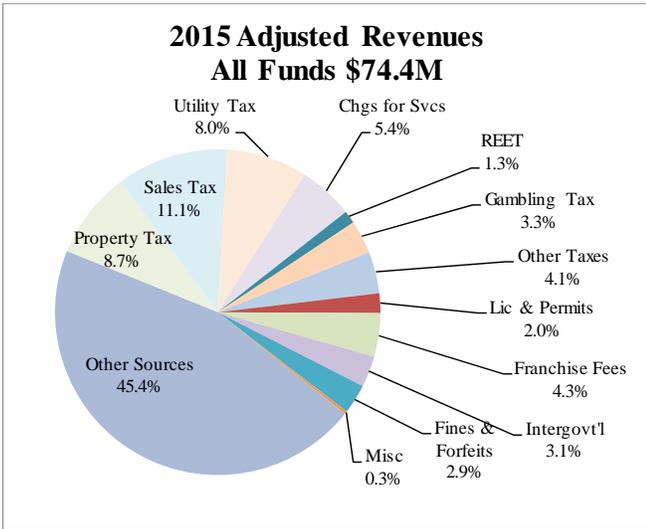
- September 28, 2015 Study Session
 - Review 2015 Property Tax Levy (may need Substantial Need Ordinance)
 - Review 2015/2016 Mid-Biennium Budget Adjustments
 - Review 2nd Quarter Financial Report
- October 12, 2015 Study Session
 - Review of Parks Recreation Fee Analysis
- November 2, 2015 Regular Meeting
 - Public Hearing on 2015 Property Tax Levy (may need Substantial Need Ordinance)
 - Public Hearing on 2015/2016 Mid-Biennium Budget Adjustments
 - Adopt 2015 Fee Schedule
- November 16, 2015 Regular Meeting
 - Adopt 2015 Property Tax Levy (may need Substantial Need Ordinance)
 - Adopt 2015/2016 Mid-Biennium Budget Adjustments

ATTACHMENTS

- 6-Year Financial Forecast (Executive Summary, Narrative, and 6-Year Forecast)
- Capital Projects Summary and Worksheets

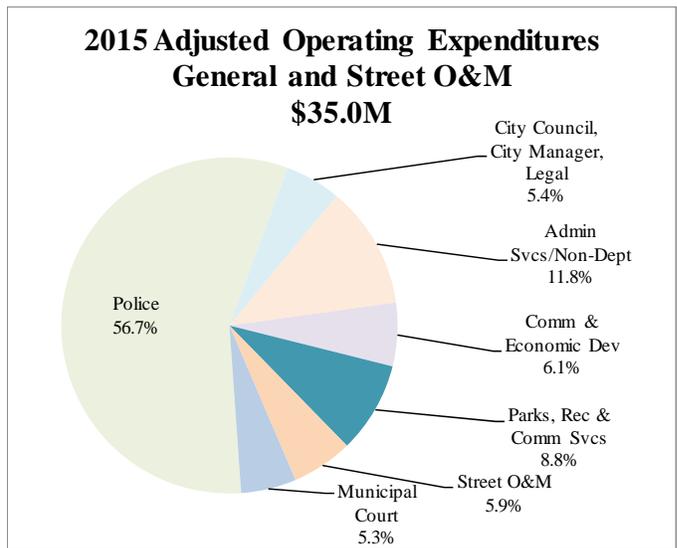
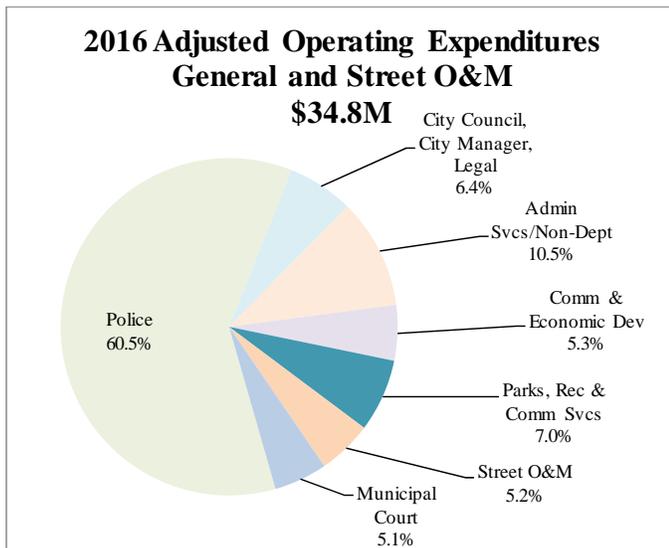
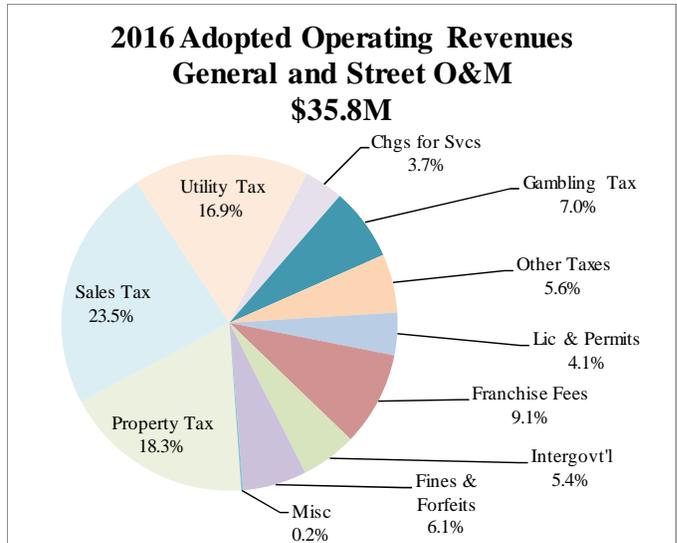
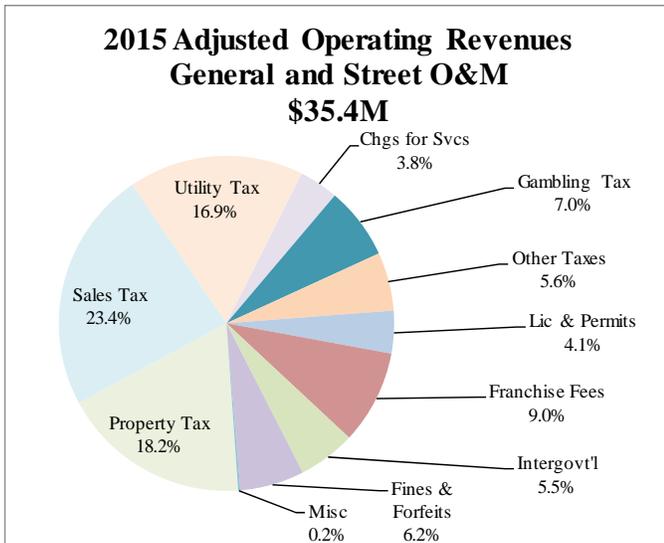
SIX-YEAR FINANCIAL FORECAST (Revenue & Expenditure Manual)

The City’s financial policy requires the City to prepare a financial forecast for six years beyond the current budget period. The projection extends current operations to the future to determine if the services are sustainable and the magnitude of, if any, future financing gaps. This glimpse into the future allows the City to proactively plan and implement corrective measures over time to avoid sudden drastic changes in service levels and/or in revenues. Additionally, the City’s financial policy requires the city to balance its ongoing services with ongoing revenues. Therefore, the six-year financial forecast distinguishes between services and revenues that are considered ongoing “operating” revenues/expenditures versus one-time “capital and other” sources/uses. The City utilizes a five-year trend to project for future sources/uses; however, the City also takes into consideration of the current economic climate and adjusts these trends accordingly.



CONSOLIDATED GENERAL AND STREET OPERATIONS

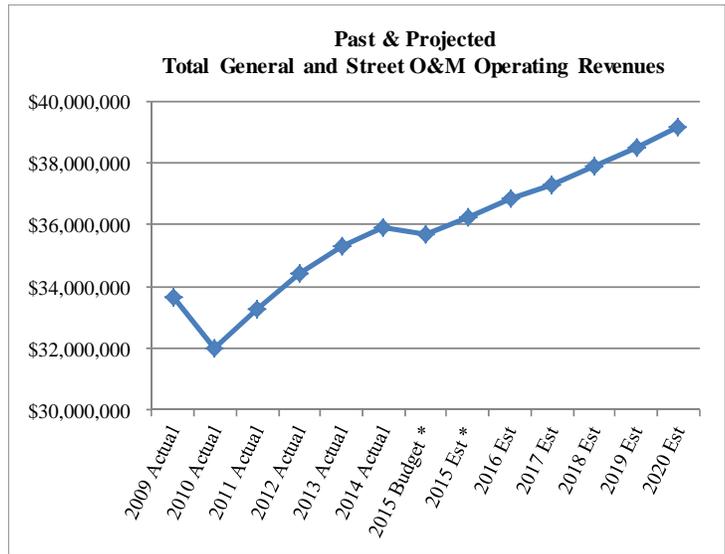
Operating revenues and expenditures projection is an integral part of planning the City's future financial strategy. Revenues are projected conservatively using a five year trend and adjusted accordingly for current economic condition, recent activity and anticipated activity. Expenditures are based on prior year spending with adjustments for known items such as increase/decrease in contract costs and salaries/benefits. Of all the funds, the General and Street Operations & Maintenance Funds are the two funds accounting for general city services that are primarily supported by taxes. In total, taxes account for 71% of the \$35.4M adjusted 2015 operating revenue source which includes sales tax, property tax, utility tax and other taxes such as gambling tax, admissions tax, parks sales tax, natural gas tax, and criminal justice sales tax. Among the taxes supporting General and Street fund operations, sales tax is by far the most significant source and accounts for 23% of the General & Street Fund operating revenues. Sales tax revenue fluctuates from year to year depending on the local economic condition. With that in mind, economic development continues to be a priority of the City, particularly focusing on the community's commercial corridors to improve the City's tax base. The next largest source of tax revenue is property tax followed by utility tax which accounts for 18% and 17%, respectively, of the General and Street O&M operating revenues.



The consolidated General and Street O&M Funds operating revenues and expenditure trends are provided below.

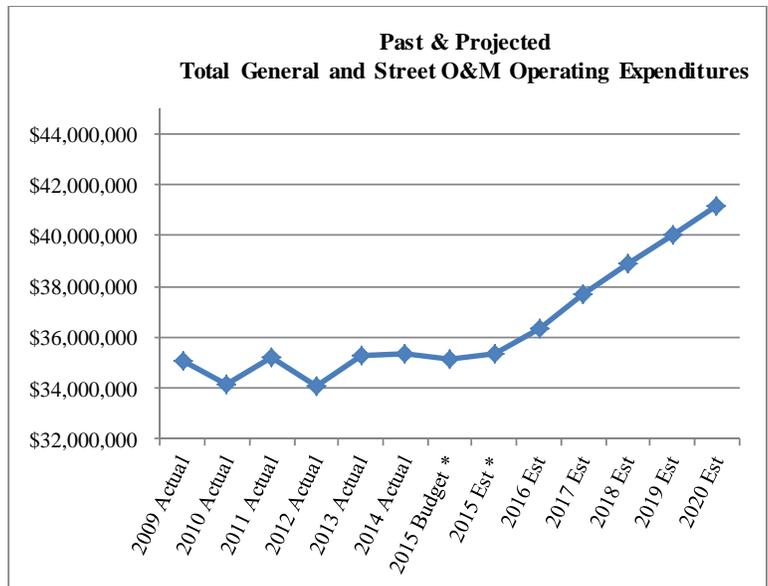
| Year | Total Operating Rev General/Street | Chg Over Prior Year | |
|--|---------------------------------------|---------------------|-------|
| | | \$ | % |
| 2009 Actual | \$ 33,661,606 | \$ (137,480) | -0.4% |
| 2010 Actual | \$ 31,991,603 | \$ (1,670,003) | -5.0% |
| 2011 Actual | \$ 33,292,178 | \$ 1,300,575 | 4.1% |
| 2012 Actual | \$ 34,444,324 | \$ 1,152,146 | 3.5% |
| 2013 Actual | \$ 35,283,700 | \$ 839,376 | 2.4% |
| 2014 Actual | \$ 35,940,262 | \$ 656,562 | 1.9% |
| 2015 Budget * | \$ 35,715,674 | \$ (224,588) | -0.6% |
| 2015 Est * | \$ 36,260,874 | \$ 320,612 | 0.9% |
| 2016 Est | \$ 36,836,872 | \$ 575,998 | 1.6% |
| 2017 Est | \$ 37,310,800 | \$ 473,928 | 1.3% |
| 2018 Est | \$ 37,911,800 | \$ 601,000 | 1.6% |
| 2019 Est | \$ 38,528,700 | \$ 616,900 | 1.6% |
| 2020 Est | \$ 39,161,400 | \$ 632,700 | 1.6% |
| Average 6 Year Change (2009 - 2014) | | | 1.1% |
| Average 6 Year Change (2010 - 2015) | | | 2.0% |
| Average 6 Year Change (2011 - 2016) | | | 1.6% |

* Compared to 2014 Actual



| Year | Total Operating Exp General/Street | Chg Over Prior Year | |
|--|---------------------------------------|---------------------|-------|
| | | \$ | % |
| 2009 Actual | \$ 35,041,275 | \$ 2,151,495 | 6.5% |
| 2010 Actual | \$ 34,115,961 | \$ (925,313) | -2.6% |
| 2011 Actual | \$ 35,213,798 | \$ 1,097,836 | 3.2% |
| 2012 Actual | \$ 34,055,936 | \$ (1,157,861) | -3.3% |
| 2013 Actual | \$ 35,297,970 | \$ 1,242,033 | 3.6% |
| 2014 Actual | \$ 35,386,601 | \$ 88,632 | 0.3% |
| 2015 Budget * | \$ 35,155,958 | \$ (230,643) | -0.7% |
| 2015 Est * | \$ 35,327,111 | \$ (59,490) | -0.2% |
| 2016 Est | \$ 36,340,156 | \$ 1,013,045 | 2.9% |
| 2017 Est | \$ 37,702,712 | \$ 1,362,556 | 3.7% |
| 2018 Est | \$ 38,911,277 | \$ 1,208,565 | 3.2% |
| 2019 Est | \$ 40,053,602 | \$ 1,142,325 | 2.9% |
| 2020 Est | \$ 41,173,352 | \$ 1,119,750 | 2.8% |
| Average 6 Year Change (2009 - 2014) | | | 0.2% |
| Average 6 Year Change (2010 - 2015) | | | 0.6% |
| Average 6 Year Change (2011 - 2016) | | | 0.5% |

* Compared to 2014 Actual



TAXES

Sales & Use Tax (RCW 82.14)

The City of Lakewood has a local sales and use tax rate of up to 1% to fund general government programs. Of this total 15% is provided to Pierce County per state law. Currently the City imposes both the basic 0.5% and the optional 0.5% sales and use tax. This tax is imposed on personal and business purchases of tangible property. The retail sales tax is also assessed on some services such as repairs and construction. Revenues are accounted for in the General Fund.

The City of Lakewood receives 1% of the 9.4% sales tax rate. Of the 1%, Lakewood receives 0.84% (Pierce County receives 15% of the 1% and the State receives 1% of the 1% leaving 84% (.84%) to the City of Lakewood.

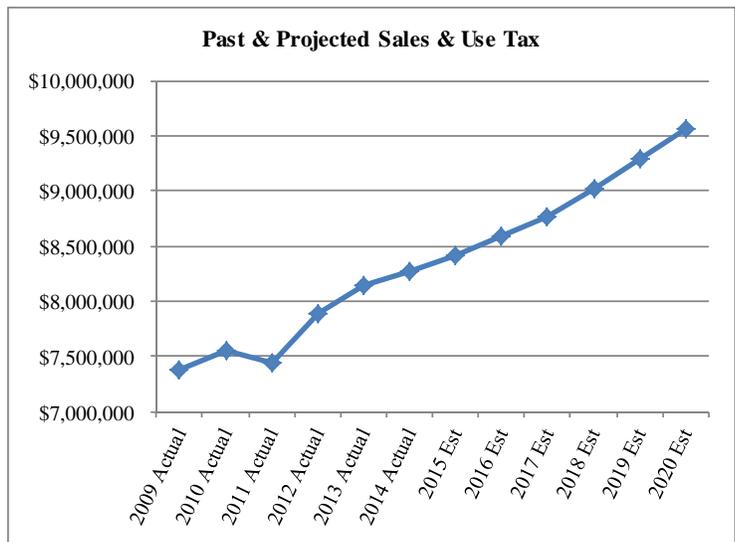
Each sales tax dollar that is collected in the City is distributed as follows:

| Agency | Rate |
|-------------------------------------|--------------|
| State of Washington | 6.50% |
| City of Lakewood | 1.00% |
| Criminal Justice Sales Tax | 0.10% |
| Pierce Transit | 0.60% |
| Sound Transit | 0.90% |
| Pierce County Juvenile Facilities | 0.10% |
| Zoo-Park Fee | 0.10% |
| South Sound 911 | 0.10% |
| Total Tax on Sales & Use | 9.40% |

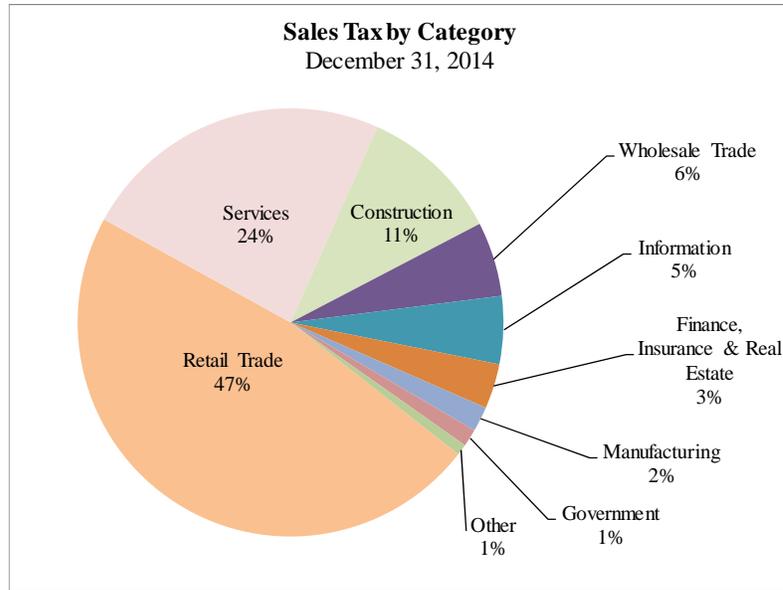


Sales tax is the largest single revenue source for the City of Lakewood representing 23% of General Fund revenue and Street O&M Fund revenue. It is anticipated to generate \$8.4M in 2015 which is an increase of 1.5% over 2014.

| Year | Sales & Use Tax | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|-----------------|-------------------|---------------------|-------|
| | | | \$ | % |
| 2009 Actual | \$ 7,374,776 | 21.9% | \$ (475,028) | -6.1% |
| 2010 Actual | \$ 7,562,339 | 23.6% | \$ 187,563 | 2.5% |
| 2011 Actual | \$ 7,445,356 | 22.4% | \$ (116,983) | -1.5% |
| 2012 Actual | \$ 7,897,357 | 22.9% | \$ 452,001 | 6.1% |
| 2013 Actual | \$ 8,140,449 | 23.1% | \$ 243,092 | 3.1% |
| 2014 Actual | \$ 8,272,877 | 23.0% | \$ 132,428 | 1.6% |
| 2015 Est | \$ 8,417,700 | 23.2% | \$ 144,823 | 1.8% |
| 2016 Est | \$ 8,586,100 | 23.3% | \$ 168,400 | 2.0% |
| 2017 Est | \$ 8,757,800 | 23.5% | \$ 171,700 | 2.0% |
| 2018 Est | \$ 9,020,500 | 23.8% | \$ 262,700 | 3.0% |
| 2019 Est | \$ 9,291,100 | 24.1% | \$ 270,600 | 3.0% |
| 2020 Est | \$ 9,569,800 | 24.4% | \$ 278,700 | 3.0% |
| Average 6 Year Change (2009 - 2014) | | | 1.8% | |
| Average 6 Year Change (2010 - 2015) | | | 1.7% | |
| Average 6 Year Change (2011 - 2016) | | | 2.2% | |



According to a listing of businesses registered with the City of Lakewood and sorted by the North American Industry Classification System, the business economy appears to be configured as follows: retail trade 47%; services 24%; construction 11%; wholesale trade 6%; information 5%; finance, insurance and real estate 3%; manufacturing 2%; and all other 2%.



| Sales Tax Revenue by Category | | | | | | | | | | |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| (\$ in thousands) | | | | | | | | | | |
| Category | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| Retail Trade | \$ 3,168 | \$ 3,480 | \$ 3,803 | \$ 3,660 | \$ 3,473 | \$ 3,586 | \$ 3,719 | \$ 4,016 | \$ 3,937 | \$ 3,925 |
| Services | 1,627 | 1,694 | 1,788 | 1,801 | 1,768 | 1,829 | 1,872 | 1,820 | 1,904 | 1,960 |
| Construction | 740 | 915 | 954 | 1,162 | 1,076 | 963 | 714 | 903 | 1,033 | 884 |
| Wholesale Trade | 419 | 361 | 359 | 435 | 291 | 382 | 312 | 317 | 342 | 466 |
| Information | 319 | 307 | 320 | 329 | 324 | 364 | 364 | 364 | 387 | 424 |
| Finance, Insurance & Real Estate | 246 | 281 | 314 | 269 | 232 | 234 | 230 | 239 | 278 | 280 |
| Manufacturing | 147 | 158 | 184 | 143 | 104 | 113 | 136 | 132 | 135 | 157 |
| Government | 121 | 101 | 107 | 82 | 65 | 57 | 55 | 66 | 76 | 109 |
| Other | 40 | 37 | 46 | 47 | 41 | 35 | 44 | 40 | 47 | 68 |
| Total | \$ 6,828 | \$ 7,334 | \$ 7,875 | \$ 7,927 | \$ 7,375 | \$ 7,562 | \$ 7,445 | \$ 7,897 | \$ 8,140 | \$ 8,273 |

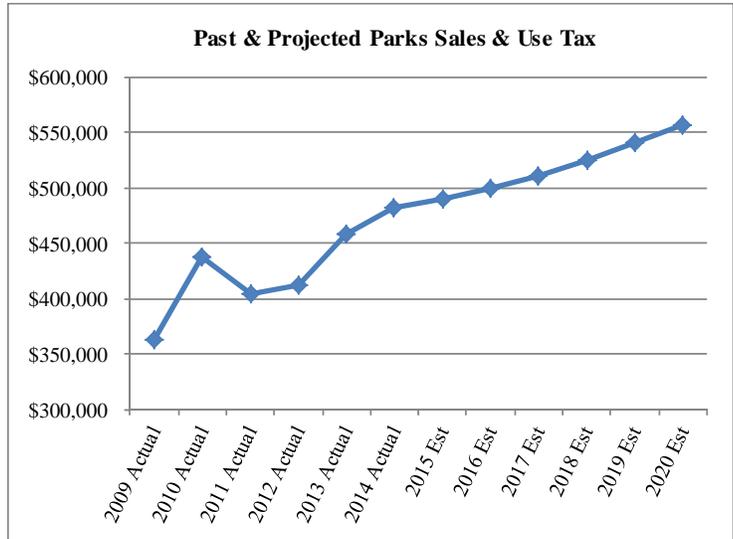
Parks Sales & Use Tax (RCW 82.14.400)

On September 19, 2000, Pierce County voters approved the ballot measure to increase local sales taxes by one-tenth of 1 percent. A sales and use tax equal to one-tenth of one percent (0.001%) within Pierce County provides funds to acquire, improve, rehabilitate, maintain, or develop regional and local parks; to improve, rehabilitate, maintain or expand accredited zoo, aquarium and wildlife preserves pursuant to RCW 82.14.400(6); for community-based housing; and to implement the creation of a zoo and aquarium advisory authority.

The tax was proposed as a funding mechanism for Tacoma Metro Park District (the zoo). The money collected is split 50-50 between the Parks District and the cities not contained in the District and the county.

The City receives the parks sales tax from the Pierce County on a monthly basis and funds are deposited into the General Fund for parks and recreation purposes.

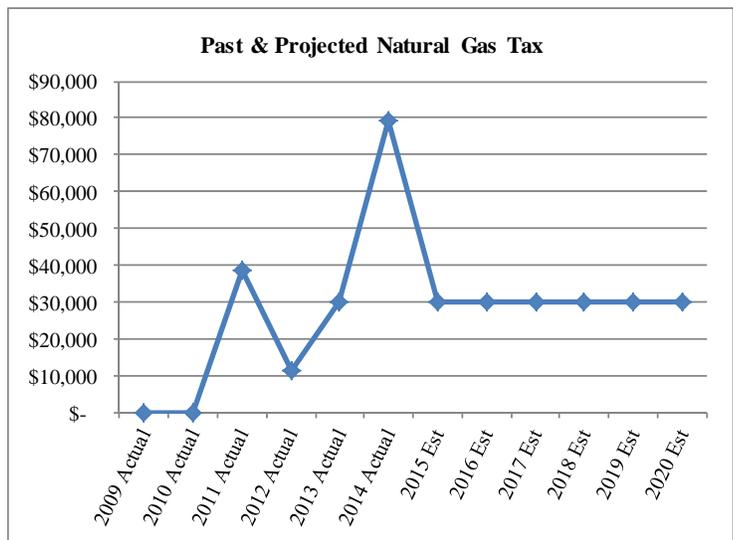
| Year | Parks Sales & Use Tax | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|--------------------------|----------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 363,218 | 1.1% | \$ (98,193) | -21.3% |
| 2010 Actual | \$ 437,146 | 1.4% | \$ 73,928 | 20.4% |
| 2011 Actual | \$ 403,822 | 1.2% | \$ (33,324) | -7.6% |
| 2012 Actual | \$ 412,204 | 1.2% | \$ 8,382 | 2.1% |
| 2013 Actual | \$ 458,373 | 1.3% | \$ 46,169 | 11.2% |
| 2014 Actual | \$ 481,690 | 1.3% | \$ 23,317 | 5.1% |
| 2015 Est | \$ 490,100 | 1.4% | \$ 8,410 | 1.7% |
| 2016 Est | \$ 499,900 | 1.4% | \$ 9,800 | 2.0% |
| 2017 Est | \$ 509,900 | 1.4% | \$ 10,000 | 2.0% |
| 2018 Est | \$ 525,200 | 1.4% | \$ 15,300 | 3.0% |
| 2019 Est | \$ 541,000 | 1.4% | \$ 15,800 | 3.0% |
| 2020 Est | \$ 557,200 | 1.4% | \$ 16,200 | 3.0% |
| Average 6 Year Change (2009 - 2014) | | | | 4.1% |
| Average 6 Year Change (2010 - 2015) | | | | 1.8% |
| Average 6 Year Change (2011 - 2016) | | | | 3.2% |



Natural Gas Use Tax (RCW 82.14.230)

The governing body of any city, while not required by legislative mandate to do so, may by resolution or ordinance, fix and impose on every person a use tax for the privilege of using natural gas or manufactured gas in the City as a consumer. The Department of Revenue administers and collects the natural gas use tax. The State Treasurer's Office, upon certification from the Department of Revenue, remits amounts due to local governments on a monthly basis. Funds are receipted into the General Fund and used for general purposes.

| Year | Natural Gas Use Tax | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|------------------------|----------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ - | 0.0% | \$ - | n/a |
| 2010 Actual | \$ - | 0.0% | \$ - | n/a |
| 2011 Actual | \$ 38,585 | 0.1% | \$ 38,585 | n/a |
| 2012 Actual | \$ 11,296 | 0.0% | \$ (27,289) | -70.7% |
| 2013 Actual | \$ 30,120 | 0.1% | \$ 18,824 | 166.6% |
| 2014 Actual | \$ 79,394 | 0.2% | \$ 49,274 | 163.6% |
| 2015 Est | \$ 30,000 | 0.1% | \$ (49,394) | -62.2% |
| 2016 Est | \$ 30,000 | 0.1% | \$ - | 0.0% |
| 2017 Est | \$ 30,000 | 0.1% | \$ - | 0.0% |
| 2018 Est | \$ 30,000 | 0.1% | \$ - | 0.0% |
| 2019 Est | \$ 30,000 | 0.1% | \$ - | 0.0% |
| 2020 Est | \$ 30,000 | 0.1% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | | 16.7% |
| Average 6 Year Change (2010 - 2015) | | | | 16.7% |
| Average 6 Year Change (2011 - 2016) | | | | -4.8% |



Note - The increase in 2014 is due to payments received and reported in 4th quarter 2014 for taxes related to years 2012, 2013 and 2014.

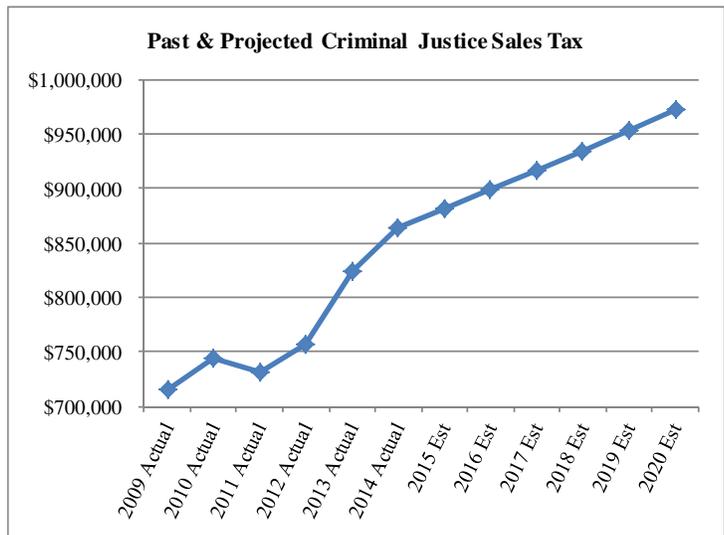
Criminal Justice Sales Tax (RCW 82.14.340)

Criminal Justice Sales Tax is a local option sales tax of 0.10 percent that is collected in addition to retail sales tax and use taxes by the Department of Revenue. Ten percent of the funds are distributed to the county in which the tax was collected. The remainder of the funds (90%) is then distributed to the county (for unincorporated areas) and cities within the county based on population as last determined by the Office of Financial Management.

Moneys received from this tax must be expended for criminal justice purposes. Criminal justice purposes are defined as activities that substantially assist the criminal justice system, which may include circumstances where ancillary benefit to the civil justice system occurs, and which includes domestic violence services such as those provided by domestic violence programs, community advocates, and legal advocates, as defined by RCW 0.123.020.

In the expenditure of funds for criminal justice purposes, cities and counties, or any combination thereof, are authorized to participate in agreements to jointly expend funds for criminal justice purposes of mutual benefit. Such criminal justice purposes of mutual benefit include, but are not limited to, the construction, improvement, and expansion of jails, court facilities, juvenile justice facilities, and services with ancillary benefits to the civil justice system.

| Year | Criminal Justice Sales Tax | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|----------------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 715,292 | 2.1% | \$ (103,318) | -12.6% |
| 2010 Actual | \$ 743,835 | 2.3% | \$ 28,543 | 4.0% |
| 2011 Actual | \$ 732,065 | 2.2% | \$ (11,770) | -1.6% |
| 2012 Actual | \$ 756,800 | 2.2% | \$ 24,735 | 3.4% |
| 2013 Actual | \$ 824,003 | 2.3% | \$ 67,203 | 8.9% |
| 2014 Actual | \$ 863,463 | 2.4% | \$ 39,460 | 4.8% |
| 2015 Est | \$ 880,700 | 2.4% | \$ 17,237 | 2.0% |
| 2016 Est | \$ 898,300 | 2.4% | \$ 17,600 | 2.0% |
| 2017 Est | \$ 916,300 | 2.5% | \$ 18,000 | 2.0% |
| 2018 Est | \$ 934,600 | 2.5% | \$ 18,300 | 2.0% |
| 2019 Est | \$ 953,300 | 2.5% | \$ 18,700 | 2.0% |
| 2020 Est | \$ 972,400 | 2.5% | \$ 19,100 | 2.0% |
| Average 6 Year Change (2009 - 2014) | | | | 2.9% |
| Average 6 Year Change (2010 - 2015) | | | | 2.6% |
| Average 6 Year Change (2011 - 2016) | | | | 3.1% |



Property Tax (RCW 84.52)

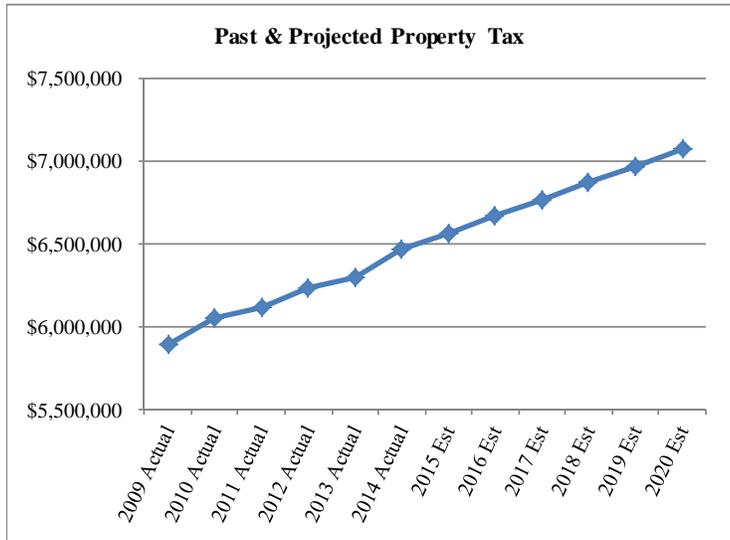
A property tax is a rate placed on each piece of property within the city and is used for general governmental purposes. The rate is expressed in “Dollars per \$1,000 of Assessed Value (AV), and is a function of the property tax levy permitted by law and adopted by the Lakewood City Council. In the City of Lakewood, as in other Washington cities, the maximum regular levy cannot exceed \$3.60 which includes the maximum regular levy of \$3.375 plus an additional \$0.225 per \$1,000 AV to provide for the Firemen’s Pension Fund.

Property tax is assessed on all land, buildings, and residential homes, and on inventory and improvements to commercial property within the Lakewood city limits.

Each year the City Council adopts a property tax rate by ordinance, which although established by ordinance is not codified. The ordinance must be provided to the Pierce County Council by November 30th as they have the duty to establish the actual property tax rate based upon the amount of property tax collections requested by a city, unless the City Council establishes a rate. The Lakewood City Council does not set the rate; however, does limit the amount of taxes to be collected.

The following tables show the City’s past and projected property tax. New construction and other add-ons such as administrative refunds and increase from state-assessed public utilities are also added to the 1% levy limit. Another factor affecting the actual property tax collection is delinquent taxes.

| Year | Property Tax | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|--------------|----------------------|---------------------|------|
| | | | \$ | % |
| 2009 Actual | \$ 5,895,610 | 17.5% | \$ 173,312 | 3.0% |
| 2010 Actual | \$ 6,047,325 | 18.9% | \$ 151,715 | 2.6% |
| 2011 Actual | \$ 6,116,332 | 18.4% | \$ 69,007 | 1.1% |
| 2012 Actual | \$ 6,227,924 | 18.1% | \$ 111,592 | 1.8% |
| 2013 Actual | \$ 6,295,819 | 17.8% | \$ 67,895 | 1.1% |
| 2014 Actual | \$ 6,468,617 | 18.0% | \$ 172,798 | 2.7% |
| 2015 Est | \$ 6,565,600 | 18.1% | \$ 96,983 | 1.5% |
| 2016 Est | \$ 6,664,100 | 18.1% | \$ 98,500 | 1.5% |
| 2017 Est | \$ 6,764,100 | 18.1% | \$ 100,000 | 1.5% |
| 2018 Est | \$ 6,865,600 | 18.1% | \$ 101,500 | 1.5% |
| 2019 Est | \$ 6,968,600 | 18.1% | \$ 103,000 | 1.5% |
| 2020 Est | \$ 7,073,100 | 18.1% | \$ 104,500 | 1.5% |
| Average 6 Year Change (2009 - 2014) | | | | 1.5% |
| Average 6 Year Change (2010 - 2015) | | | | 1.3% |
| Average 6 Year Change (2011 - 2016) | | | | 1.4% |



Property tax is the second largest revenue source for Lakewood and is deposited into the General Fund for general governmental operations. The City's property tax levy amount is subject to a number of limitations in the state statute:

1. The \$1.60 Levy Cap:

The state constitution establishes the maximum regular property tax levy for all taxing districts combined at 1%, or \$10 per \$1000 market value of the property. This cap is further divided by the RCW to the various taxing districts, with the maximum regular property tax levy for most cities at \$3.375 per thousand dollars assessed valuation (AV). Cities with the Firemen's Pension Fund can levy an additional \$0.225 per thousand dollars AV, resulting in a maximum levy of \$3.60 per thousand dollars AV.

For cities belonging to a fire district and/or library district, such as Lakewood, the combined total levies for the City and special districts cannot exceed \$3.60 per thousand dollars AV. The amount the City could levy is reduced by what the library district and the fire district are levying. The library and fire districts each have a maximum allowed rate of \$0.50 and \$1.50 respectively. If both levy the maximum amount, the City can only levy up to \$1.60. If one or both of the special districts are not levying the maximum amount, the City's portion could exceed \$1.60, but must reduce its levy by the same amount if the library or fire district raises its levy in the future; so that the combined total is never above \$3.60. Currently, the Fire District and the Library District are both levying at their maximum amount; therefore the City's maximum levy rate is \$1.60.

This levy cap can be exceeded (excess levy) with voter approval. Depending on its purpose, if the levy were to be used for operational and maintenance purposes (O & M levy), the voters' approval is only good for a year. If the additional levy is for capital purposes, the approval does not have to have a time limit; however, one is normally given based on the expected life of the bonds.

2. The 106 percent lid and other limits in property tax growth rates:

Before 1997, a taxing district could increase the property tax levy amount annually by 6% (for a total of 106% of the amount levied in the previous year), up to the applicable levy cap. This growth rate limit was established in 1973 as the legislature responded to people's concerns that property taxes were rising too fast with the real estate boom.

Initiative 747 (approved by voters in 2001) further lowered the limit to the lesser of 1% or inflation. Property tax growth resulted from new construction; changes in value of state-assessed utility property, and newly annexed property (collectively referred to as new construction”) are exempted from the lid/limit factor and may be added to the tax levy. The growth limit can be "lifted" by voters. A "lid lift" vote requires a simple majority voter approval, and the amount is added to the levy base for future years.

The General Levy property tax is the property tax levied by the City for general governmental purposes. It is determined by the following equation:

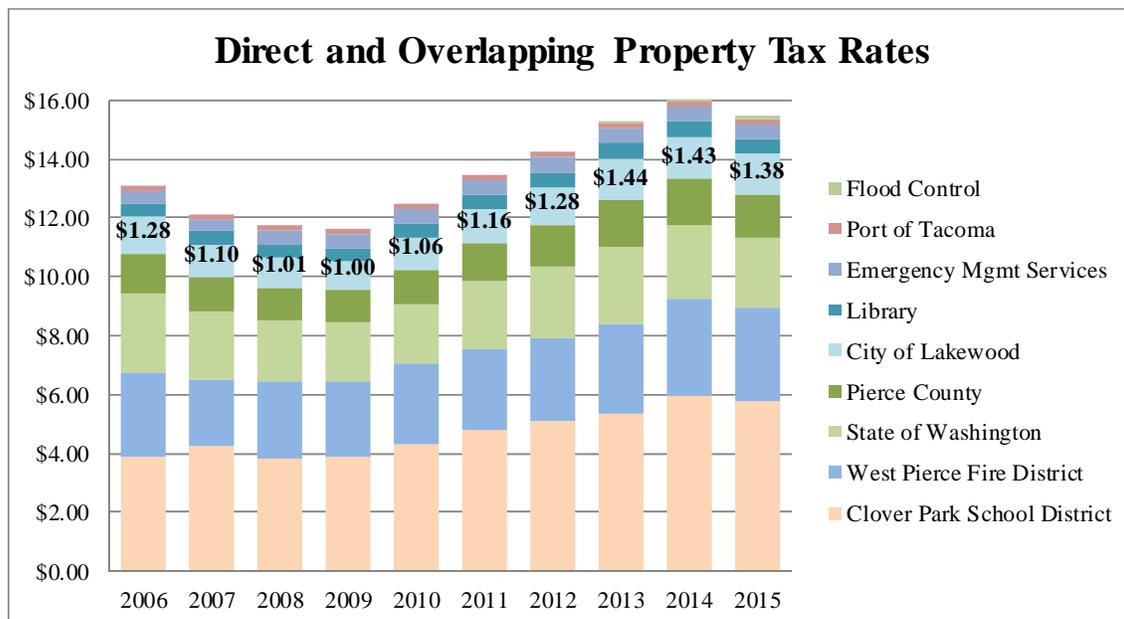
$$\text{Rate per } \$1,000 \text{ AV} = \text{Amount of Property Tax to be Collected} / \text{Assessed Value divided by } \$1,000$$

The rate per \$1,000 is a function of the total amount of taxes generated divided by the City’s total AV.

In addition to the City’s general levy, property owners in Lakewood must also pay taxes to other taxing districts.

The following table provides historical and current rates by taxing districts.

| Taxing District | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Clover Park School District | \$ 3.87 | \$ 4.22 | \$ 3.82 | \$ 3.86 | \$ 4.33 | \$ 4.79 | \$ 5.11 | \$ 5.34 | \$ 5.98 | \$ 5.77 |
| West Pierce Fire District | 2.89 | 2.28 | 2.65 | 2.56 | 2.69 | 2.77 | 2.82 | 3.03 | 3.26 | 3.17 |
| State of Washington | 2.64 | 2.29 | 2.07 | 2.02 | 2.07 | 2.27 | 2.41 | 2.63 | 2.53 | 2.38 |
| Pierce County | 1.38 | 1.18 | 1.08 | 1.08 | 1.16 | 1.29 | 1.42 | 1.58 | 1.56 | 1.48 |
| City of Lakewood | 1.28 | 1.10 | 1.01 | 1.00 | 1.06 | 1.16 | 1.28 | 1.44 | 1.43 | 1.38 |
| Library | 0.40 | 0.48 | 0.44 | 0.44 | 0.47 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Emergency Mgmt Services | 0.42 | 0.36 | 0.50 | 0.49 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Port of Tacoma | 0.19 | 0.19 | 0.19 | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 | 0.18 |
| Flood Control | - | - | - | - | - | - | - | 0.10 | 0.10 | 0.10 |
| Total Levy Rate | \$ 13.07 | \$ 12.10 | \$ 11.76 | \$ 11.63 | \$ 12.46 | \$ 13.46 | \$ 14.22 | \$ 15.30 | \$ 16.04 | \$ 15.47 |
| AV (in billions) | \$ 4.333 | \$ 5.147 | \$ 5.748 | \$ 5.948 | \$ 5.693 | \$ 5.316 | \$ 4.884 | \$ 4.420 | \$ 4.495 | \$ 4.748 |

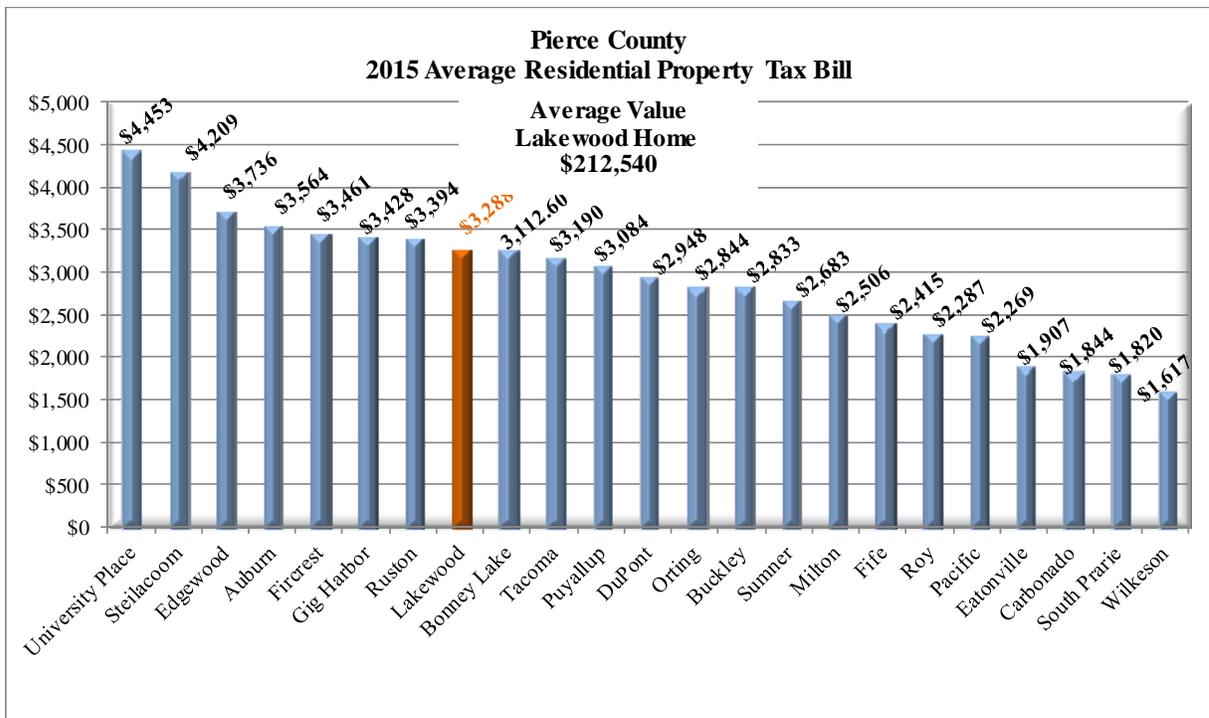
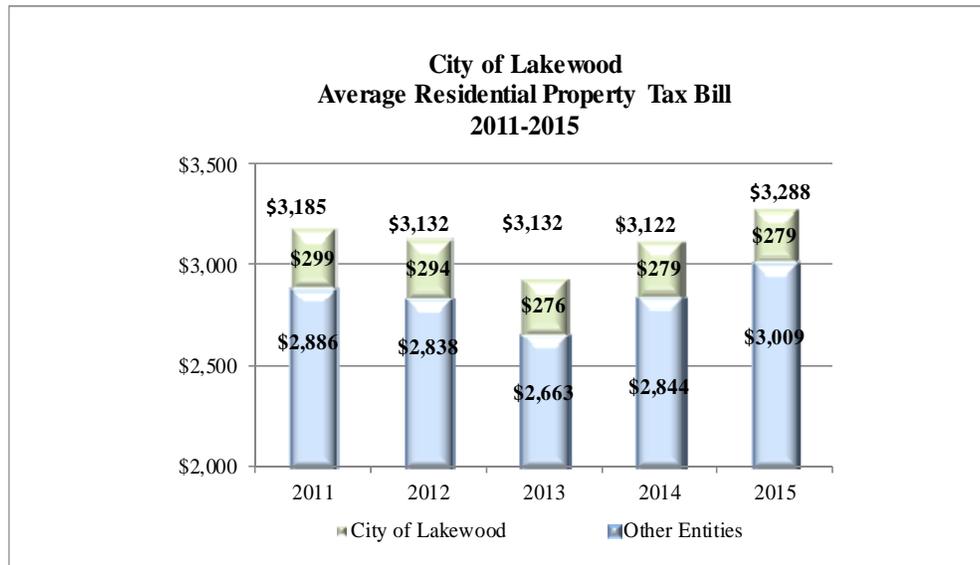


Most properties in Lakewood are taxed at \$15.47 per \$1000 AV in 2015, of which the City receives approximately 9% or \$1.38 per \$1000 AV to provide local services.

Therefore, for each \$1 property tax paid, less than 9¢ is available for City services and the remaining 91¢ goes to other taxing jurisdictions.



The Pierce County Assessor's Office reports the average 2015 residential property tax bill (including schools, state, fire, library, port, city, etc.) in Lakewood totals \$3,288. The following charts and tables provide: a trend for the average residential property tax bill for the last five years; a comparison of the average residential property tax bill in Lakewood compared to other Pierce County cities; and comparison of the City of Lakewood's 2015 property tax rate compared to other Pierce County cities.



| 2015 Property Tax Rates - Pierce County Cities | | | | | | | | | | | |
|--|-------------|---------------|----------------|---------------|-------------|-------------|-----------------|---------------|-------------|-------------|-----------------|
| City | State of WA | Pierce County | Port of Tacoma | Flood Control | City | EMS | School District | Rural Library | Parks | Fire/Other | Total |
| DuPont | 2.39 | 1.48 | 0.18 | 0.10 | 1.17 | 0.48 | 4.93 | 0.50 | 0.00 | 0.00 | \$ 11.23 |
| Gig Harbor | 2.39 | 1.48 | 0.18 | 0.10 | 1.41 | 0.47 | 2.80 | 0.50 | 0.46 | 1.50 | \$ 11.29 |
| Milton | 2.39 | 1.48 | 0.18 | 0.10 | 1.60 | 0.46 | 4.58 | 0.50 | 0.00 | 1.50 | \$ 12.79 |
| Steilcoom | 2.39 | 1.48 | 0.18 | 0.10 | 2.74 | 0.50 | 4.93 | 0.50 | 0.00 | 0.00 | \$ 12.82 |
| Pacific | 2.39 | 1.48 | 0.18 | 0.10 | 1.60 | 0.00 | 6.09 | 0.50 | 0.00 | 1.18 | \$ 13.52 |
| Eatonville | 2.39 | 1.48 | 0.18 | 0.10 | 3.10 | 0.50 | 5.47 | 0.50 | 0.00 | 0.00 | \$ 13.72 |
| Puyallup | 2.39 | 1.48 | 0.18 | 0.10 | 1.95 | 0.50 | 6.50 | 0.00 | 0.00 | 1.15 | \$ 14.25 |
| Sumner | 2.39 | 1.48 | 0.18 | 0.10 | 0.59 | 0.46 | 7.15 | 0.50 | 0.00 | 1.50 | \$ 14.35 |
| Edgewood | 2.39 | 1.48 | 0.18 | 0.10 | 1.34 | 0.46 | 6.50 | 0.50 | 0.00 | 1.50 | \$ 14.45 |
| Fircrest | 2.39 | 1.48 | 0.18 | 0.10 | 2.41 | 0.50 | 7.69 | 0.00 | 0.00 | 0.00 | \$ 14.75 |
| Fife | 2.39 | 1.48 | 0.18 | 0.10 | 1.60 | 0.50 | 6.50 | 0.50 | 0.00 | 1.50 | \$ 14.75 |
| Ruston | 2.39 | 1.48 | 0.18 | 0.10 | 2.93 | 0.00 | 7.69 | 0.00 | 0.00 | 0.00 | \$ 14.77 |
| Auburn | 2.39 | 1.48 | 0.18 | 0.10 | 2.08 | 0.00 | 7.15 | 0.50 | 0.00 | 1.18 | \$ 15.06 |
| Roy | 2.39 | 1.48 | 0.18 | 0.10 | 1.93 | 0.50 | 7.01 | 0.00 | 0.00 | 1.50 | \$ 15.09 |
| Wilkeson | 2.39 | 1.48 | 0.18 | 0.10 | 2.70 | 0.44 | 7.46 | 0.50 | 0.00 | 0.00 | \$ 15.25 |
| Lakewood | 2.39 | 1.48 | 0.18 | 0.10 | 1.38 | 0.50 | 5.77 | 0.50 | 0.00 | 3.17 | \$ 15.47 |
| Bonney Lake | 2.39 | 1.48 | 0.18 | 0.10 | 1.43 | 0.46 | 7.46 | 0.50 | 0.00 | 1.50 | \$ 15.50 |
| South Prairie | 2.39 | 1.48 | 0.18 | 0.10 | 3.10 | 0.50 | 7.46 | 0.50 | 0.00 | 0.00 | \$ 15.71 |
| Buckley | 2.39 | 1.48 | 0.18 | 0.10 | 3.25 | 0.50 | 7.46 | 0.50 | 0.00 | 0.00 | \$ 15.86 |
| Carbonado | 2.39 | 1.48 | 0.18 | 0.10 | 1.66 | 0.50 | 9.61 | 0.00 | 0.00 | 0.00 | \$ 15.92 |
| Orting | 2.39 | 1.48 | 0.18 | 0.10 | 1.60 | 0.50 | 7.70 | 0.50 | 0.00 | 2.26 | \$ 16.71 |
| University Place | 2.39 | 1.48 | 0.18 | 0.10 | 1.35 | 0.50 | 7.69 | 0.50 | 0.00 | 2.92 | \$ 17.11 |
| Tacoma | 2.39 | 1.48 | 0.18 | 0.10 | 3.21 | 0.50 | 8.85 | 0.00 | 1.80 | 0.00 | \$ 18.51 |

Gambling Excise Tax (RCW 9.46)

Cities are authorized to assess gambling excise tax on gambling operations. A comparison of the City’s rate versus the maximum rate authorized under Washington State law is provided below.

| Activity | Rate Imposed | Maximum Amount Authorized Per State Law |
|-----------------|--|--|
| Punch Boards | 3% of gross receipts | 3% of gross receipts |
| Pull Tabs | 5% of gross receipts | 5% of gross receipts |
| Bingo | 5% of gross receipts | 5% of gross receipts |
| Raffles | 5% of gross receipts | 5% of gross receipts |
| Amusement Games | 2% of gross receipts less amount paid as prizes | 2% of gross receipts less amount paid as prizes |
| Card Room | 11% of gross receipts | 11% of gross receipts |

Bona fide charitable or nonprofit organizations, as defined by RCW 9.46.02.09, conducting bingo, raffles, amusement games, or gambling within the City are exempt from payment of gambling excise taxes to the City.

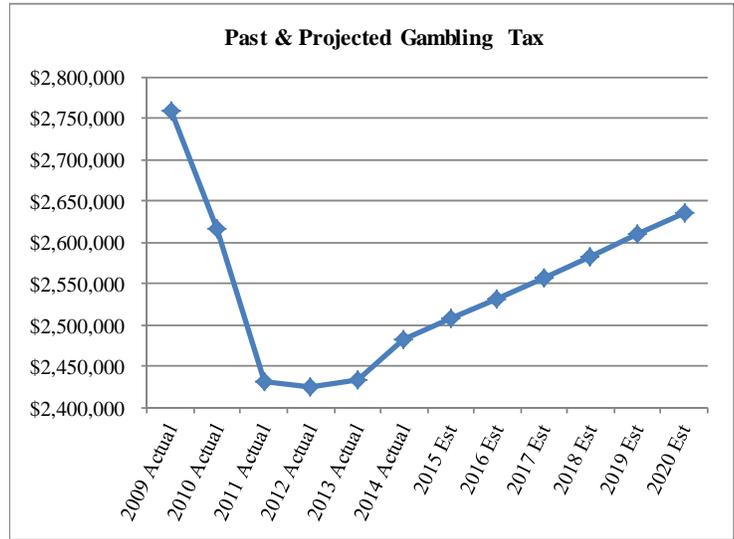
RCW 9.46.113 states that cities that levy gambling taxes “shall use the revenue from such tax primarily for the purpose of enforcement of the provisions of this chapter.” In 1991, the Washington State Supreme Court handed down a decision (American Legion Post No. 32 v. City of Walla Walla) that clarified the definition of “primarily.” In that decision, the court said that gambling tax must “first be used” for gambling law enforcement purposes to the extent necessary for that city. The remaining funds may be used for any general government purpose. The court

also recognized that enforcement does not necessarily encompass only police activity related to gambling activities. A general police presence can help prevent illegal gambling activities.

The majority of the City’s gambling tax comes from card rooms (94%) and the remainder comes primarily from punchboards and pull-tabs.

Gambling taxes are due by the 15th day of the month following the month in which the tax is accrued and are accounted for in the General Fund.

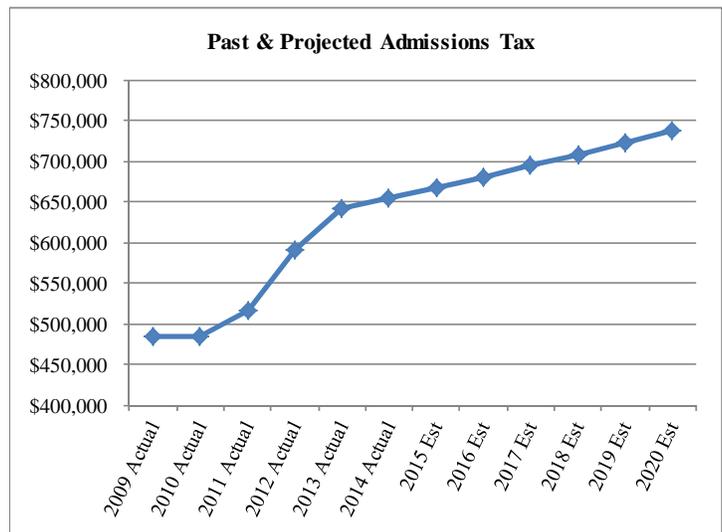
| Year | Gambling Tax | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|--------------|-------------------|---------------------|-------|
| | | | \$ | % |
| 2009 Actual | \$ 2,759,297 | 8.2% | \$ (209,277) | -7.0% |
| 2010 Actual | \$ 2,615,460 | 8.2% | \$ (143,837) | -5.2% |
| 2011 Actual | \$ 2,432,400 | 7.3% | \$ (183,060) | -7.0% |
| 2012 Actual | \$ 2,425,133 | 7.0% | \$ (7,267) | -0.3% |
| 2013 Actual | \$ 2,434,051 | 6.9% | \$ 8,918 | 0.4% |
| 2014 Actual | \$ 2,482,403 | 6.9% | \$ 48,352 | 2.0% |
| 2015 Est | \$ 2,507,300 | 6.9% | \$ 24,897 | 1.0% |
| 2016 Est | \$ 2,532,300 | 6.9% | \$ 25,000 | 1.0% |
| 2017 Est | \$ 2,557,500 | 6.9% | \$ 25,200 | 1.0% |
| 2018 Est | \$ 2,583,100 | 6.8% | \$ 25,600 | 1.0% |
| 2019 Est | \$ 2,608,900 | 6.8% | \$ 25,800 | 1.0% |
| 2020 Est | \$ 2,635,000 | 6.7% | \$ 26,100 | 1.0% |
| Average 6 Year Change (2009 - 2014) | | | | -1.9% |
| Average 6 Year Change (2010 - 2015) | | | | -0.7% |
| Average 6 Year Change (2011 - 2016) | | | | 0.7% |



Admissions Tax (RCW 36.38)

An admissions tax of 5% is levied and imposed upon every person (including children without regard to age) who pays and admission charge to any place or event including play tickets, entrance fees and cover charges to clubs. The tax is due to the City of Lakewood from the person or organization collecting the admission fee by the 15th day of the month following the “reporting period” in which the activity occurred. The reporting periods are two-month blocks of time (i.e. Jan/Feb reporting period due March 15th).

| Year | Admissions Tax | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|----------------|-------------------|---------------------|-------|
| | | | \$ | % |
| 2009 Actual | \$ 485,308 | 1.4% | \$ (26,423) | -5.2% |
| 2010 Actual | \$ 484,607 | 1.5% | \$ (701) | -0.1% |
| 2011 Actual | \$ 517,350 | 1.6% | \$ 32,743 | 6.8% |
| 2012 Actual | \$ 591,704 | 1.7% | \$ 74,354 | 14.4% |
| 2013 Actual | \$ 641,151 | 1.8% | \$ 49,447 | 8.4% |
| 2014 Actual | \$ 654,011 | 1.8% | \$ 12,860 | 2.0% |
| 2015 Est | \$ 667,100 | 1.8% | \$ 13,089 | 2.0% |
| 2016 Est | \$ 680,400 | 1.8% | \$ 13,300 | 2.0% |
| 2017 Est | \$ 694,000 | 1.9% | \$ 13,600 | 2.0% |
| 2018 Est | \$ 707,900 | 1.9% | \$ 13,900 | 2.0% |
| 2019 Est | \$ 722,100 | 1.9% | \$ 14,200 | 2.0% |
| 2020 Est | \$ 736,500 | 1.9% | \$ 14,400 | 2.0% |
| Average 6 Year Change (2009 - 2014) | | | | 4.3% |
| Average 6 Year Change (2010 - 2015) | | | | 4.6% |
| Average 6 Year Change (2011 - 2016) | | | | 4.0% |



Utility Tax (RCW 35.21.870)

Cities and towns in Washington State are authorized to levy a business and occupation tax (RCW 35.22.280(32)) on public utility businesses based on revenues they generate within the city or town, known as a utility tax. The rate of taxes for electric, phone, and natural gas utilities are limited to 6% (RCW 35.21.870) without voter approval. No limitation on tax rates on other public utilities. Utility taxes are levied on the gross income earned by private utilities from operations within the City of Lakewood boundaries. Taxable utilities include electric, natural gas, cable, cellular, telephone, and solid waste.

| Utility | Rate |
|-------------|------|
| Electric | 5% |
| Natural Gas | 5% |
| Cable | 6% |
| Cellular | 6% |
| Telephone | 6% |
| Solid Waste | 6% |
| Stormwater | 6% |

Prior to 2011, utility tax revenues were deposited into the general, street o&m, and street capital funds. The breakdown of utility tax receipts by fund is in the following table.

| Year | Utility Tax Revenue Allocation by Fund | | | Total | Chg Over Prior Year | |
|-------------------------------------|--|------------|------------|--------------|---------------------|--------|
| | General Fund | Street O&M | Street CIP | | \$ | % |
| 2009 Actual | \$ 4,947,757 | \$ 754,880 | \$ 61,950 | \$ 5,764,587 | \$ (170,297) | -2.9% |
| 2010 Actual | \$ 4,448,209 | \$ 680,143 | \$ 62,570 | \$ 5,190,922 | \$ (573,665) | -10.0% |
| 2011 Actual | \$ 6,047,025 | \$ - | \$ - | \$ 6,047,025 | \$ 856,103 | 16.5% |
| 2012 Actual | \$ 5,622,338 | \$ - | \$ - | \$ 5,622,338 | \$ (424,687) | -7.0% |
| 2013 Actual | \$ 5,899,854 | \$ - | \$ - | \$ 5,899,854 | \$ 277,516 | 4.9% |
| 2014 Actual | \$ 5,747,855 | \$ - | \$ - | \$ 5,747,855 | \$ (151,999) | -2.6% |
| 2015 Est | \$ 5,642,000 | \$ - | \$ - | \$ 5,642,000 | \$ (105,855) | -1.8% |
| 2016 Est | \$ 5,642,000 | \$ - | \$ - | \$ 5,642,000 | \$ - | 0.0% |
| 2017 Est | \$ 5,642,000 | \$ - | \$ - | \$ 5,642,000 | \$ - | 0.0% |
| 2018 Est | \$ 5,642,000 | \$ - | \$ - | \$ 5,642,000 | \$ - | 0.0% |
| 2019 Est | \$ 5,642,000 | \$ - | \$ - | \$ 5,642,000 | \$ - | 0.0% |
| 2020 Est | \$ 5,642,000 | \$ - | \$ - | \$ 5,642,000 | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | | | | 0.0% |
| Average 6 Year Change (2010 - 2015) | | | | | | 1.3% |
| Average 6 Year Change (2011 - 2016) | | | | | | -1.2% |

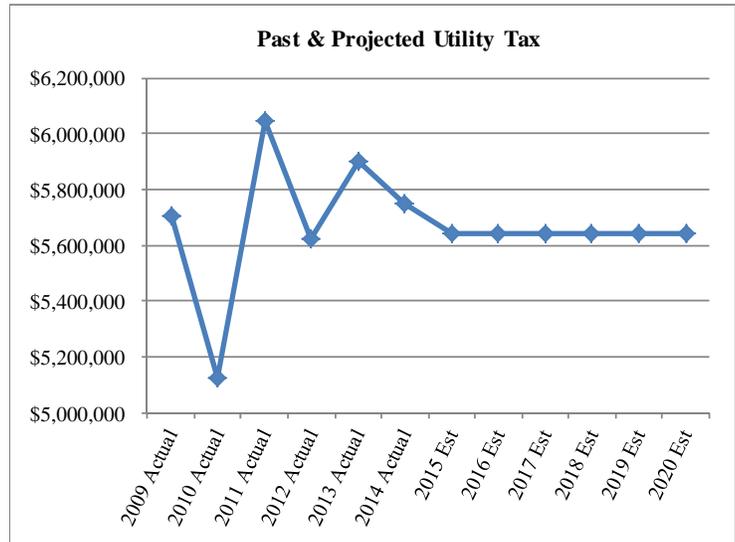
| Utility Tax by Type | | | | | | | | | | |
|------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Change Over Prior Year | | | | | | | | | | |
| Type | 2011 | 2012 | 2013 | 2014 | 2015 Est | 2016 Est | 2017 Est | 2018 Est | 2019 Est | 2020 Est |
| Electricity | \$ 1,360,252 | \$ 1,402,152 | \$ 1,602,288 | \$ 1,595,942 | \$ 1,580,000 | \$ 1,580,000 | \$ 1,580,000 | \$ 1,580,000 | \$ 1,580,000 | \$ 1,580,000 |
| \$ Change | \$49,834 | \$41,900 | \$200,136 | (\$6,346) | (\$15,942) | \$0 | \$0 | \$0 | \$0 | \$0 |
| % Change | 4% | 3% | 14% | 0% | -1% | 0% | 0% | 0% | 0% | 0% |
| Natural Gas | 864,155 | 787,425 | 762,036 | 720,699 | 657,000 | 657,000 | 657,000 | 657,000 | 657,000 | 657,000 |
| \$ Change | \$80,871 | (\$76,730) | (\$25,389) | (\$41,337) | (\$63,699) | \$0 | \$0 | \$0 | \$0 | \$0 |
| % Change | 10% | -9% | -3% | -5% | -9% | 0% | 0% | 0% | 0% | 0% |
| Solid Waste | 681,964 | 596,041 | 740,532 | 720,197 | 747,000 | 747,000 | 747,000 | 747,000 | 747,000 | 747,000 |
| \$ Change | \$111,166 | (\$85,923) | \$144,491 | (\$20,335) | \$26,803 | \$0 | \$0 | \$0 | \$0 | \$0 |
| % Change | 19% | -13% | 24% | -3% | 4% | 0% | 0% | 0% | 0% | 0% |
| Cable | 879,211 | 874,579 | 942,278 | 944,860 | 990,000 | 990,000 | 990,000 | 990,000 | 990,000 | 990,000 |
| \$ Change | \$23,651 | (\$4,632) | \$67,699 | \$2,582 | \$45,140 | \$0 | \$0 | \$0 | \$0 | \$0 |
| % Change | 3% | -1% | 8% | 0% | 5% | 0% | 0% | 0% | 0% | 0% |
| Phone/Cell | 1,948,426 | 1,806,362 | 1,689,516 | 1,602,189 | 1,503,000 | 1,503,000 | 1,503,000 | 1,503,000 | 1,503,000 | 1,503,000 |
| \$ Change | \$277,564 | (\$142,064) | (\$116,846) | (\$87,327) | (\$99,189) | \$0 | \$0 | \$0 | \$0 | \$0 |
| % Change | 17% | -7% | -6% | -5% | -6% | 0% | 0% | 0% | 0% | 0% |
| Storm Drainage | 313,016 | 155,781 | 163,204 | 163,968 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 | 165,000 |
| \$ Change | \$313,016 | (\$157,235) | \$7,423 | \$764 | \$1,032 | \$0 | \$0 | \$0 | \$0 | \$0 |
| % Change | n/a | -50% | 5% | 0% | 1% | 0% | 0% | 0% | 0% | 0% |
| Total | \$ 6,047,024 | \$ 5,622,340 | \$ 5,899,854 | \$ 5,747,855 | \$ 5,642,000 | \$ 5,642,000 | \$ 5,642,000 | \$ 5,642,000 | \$ 5,642,000 | \$ 5,642,000 |
| \$ Change | \$ 856,103 | \$ (424,687) | \$ 277,516 | (\$151,999) | (\$105,855) | \$0 | \$0 | \$0 | \$0 | \$0 |
| % Change | 16% | -7% | 5% | -3% | -2% | 0% | 0% | 0% | 0% | 0% |

Note - The 2011 storm drainage revenue is high due receiving 2010 revenues in 2011.

Beginning in 2011, the utility tax is a general purpose revenue source receipted into the General Fund. For purposes of showing the utility tax revenue collections as a percentage of General and Street O&M funds, the portion accounted for in the Street Capital Fund is excluded in the table below.

The 2015 year-end estimate reflects a decrease in electricity, natural gas, and phone/cell, offset by increases in solid waste and cable. Since utility tax is an unpredictable revenue source, no change is estimated in future years.

| Year | Utility Tax | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|--------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 5,702,637 | 16.9% | \$ (173,247) | -2.9% |
| 2010 Actual | \$ 5,128,352 | 16.0% | \$ (574,285) | -10.1% |
| 2011 Actual | \$ 6,047,025 | 18.2% | \$ 918,673 | 17.9% |
| 2012 Actual | \$ 5,622,338 | 16.3% | \$ (424,687) | -7.0% |
| 2013 Actual | \$ 5,899,854 | 16.7% | \$ 277,516 | 4.9% |
| 2014 Actual | \$ 5,747,855 | 16.0% | \$ (151,999) | -2.6% |
| 2015 Est | \$ 5,642,000 | 15.6% | \$ (105,855) | -1.8% |
| 2016 Est | \$ 5,642,000 | 15.3% | \$ - | 0.0% |
| 2017 Est | \$ 5,642,000 | 15.1% | \$ - | 0.0% |
| 2018 Est | \$ 5,642,000 | 14.9% | \$ - | 0.0% |
| 2019 Est | \$ 5,642,000 | 14.6% | \$ - | 0.0% |
| 2020 Est | \$ 5,642,000 | 14.4% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | | 0.1% |
| Average 6 Year Change (2010 - 2015) | | | | 1.5% |
| Average 6 Year Change (2011 - 2016) | | | | -1.2% |



The City of Lakewood offers a **utility tax relief program** to reimburse qualifying low income seniors and disabled persons for their utility tax payments. To qualify a person must be either 62 years of age or older or be permanently disabled, and the person must have an income less than 50% of the median income. Applicants must be a resident of Lakewood and the amount of relief will be prorated on a monthly basis for each month that the customer was a resident. Applicants must apply each year for the program. The maximum relief available is \$30 per year (\$10 per utility for electric, natural gas and telephone).

Real Estate Excise Tax (REET)

The State of Washington is authorized to levy a real estate excise tax on all sales of real estate (measured by the full selling price, including the amount of any liens, mortgages and other debts given to secure the purchase) at a rate of 1.28 percent. A locally-imposed tax is also authorized. All cities and counties may levy a quarter percent tax (described as "the first quarter percent of the real estate excise tax" or "REET 1"). Cities and counties planning under the Growth Management Act (GMA) have the authority to levy a second quarter percent tax (REET 2). The statute further specifies that if a county is required to plan under GMA or if a city is located in such a county, the tax may be levied by a vote of the legislative body. If, however, the county chooses to plan under GMA, the tax must be approved by a majority of the voters. The City of Lakewood enacted both the first ¼% and second ¼% tax, for a total of 0.50%.

REET 1 [RCW 82.46.010](#):

Initially authorized in 1982, cities and counties can use the receipts of REET 1 for all capital purposes. An amendment in 1992 states that cities and counties with a population of 5,000 or more planning under the GMA must spend REET 1 receipts solely on capital projects that are listed in the capital facilities plan element of their comprehensive plan.

Capital projects are: *public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets; roads; highways; sidewalks; street and road lighting systems; traffic signals; bridges; domestic water systems; storm and sanitary sewer systems; parks; recreational facilities; law enforcement facilities; fire protection facilities; trails; libraries; administrative and judicial facilities; and technology infrastructure that is integral to the capital projects.*

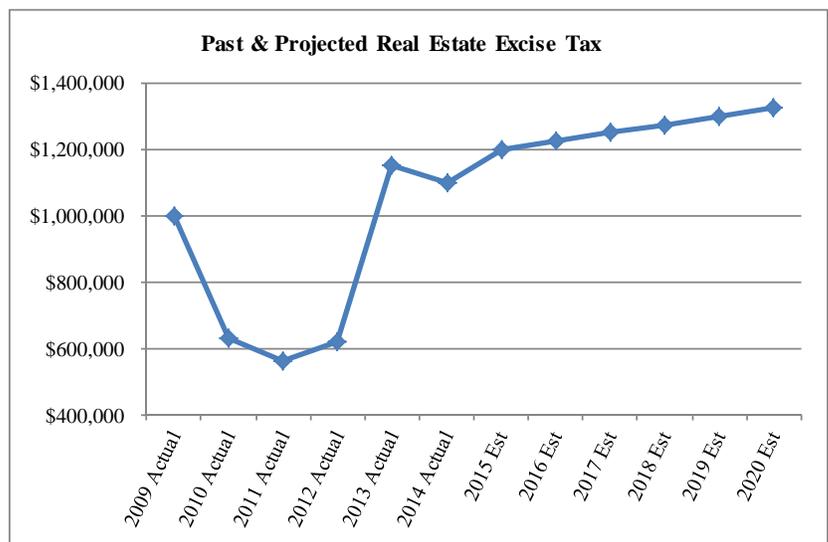
Receipts pledged to debt retirement prior to April 1992 and/or spent prior to June 1992 are grandfathered from this restriction.

REET 2 [RCW 82.46.035](#):

The second quarter percent of the real estate excise tax (authorized in 1990) provides funding for cities and counties to finance capital improvements required to occur concurrently with growth under the Growth Management Act. An amendment in 1992 defines the "capital project" as:

Public works projects of a local government for planning, acquisition, construction, reconstruction, repair, replacement, rehabilitation, or improvement of streets, roads, highways, sidewalks, street and road lighting systems, traffic signals, bridges, domestic water systems, storm and sanitary sewer systems, and planning, construction, reconstruction, repair, rehabilitation, or improvement of parks.

| Year | REET | Chg Over Prior Year | |
|-------------------------------------|--------------|---------------------|--------|
| | | \$ | % |
| 2009 Actual | \$ 997,645 | \$ (3,615) | -0.4% |
| 2010 Actual | \$ 631,619 | \$ (366,026) | -36.7% |
| 2011 Actual | \$ 561,659 | \$ (69,960) | -11.1% |
| 2012 Actual | \$ 621,821 | \$ 60,162 | 10.7% |
| 2013 Actual | \$ 1,151,297 | \$ 529,476 | 85.1% |
| 2014 Actual | \$ 1,100,298 | \$ (50,999) | -4.4% |
| 2015 Est | \$ 1,200,000 | \$ 99,702 | 9.1% |
| 2016 Est | \$ 1,224,000 | \$ 24,000 | 2.0% |
| 2017 Est | \$ 1,248,000 | \$ 24,000 | 2.0% |
| 2018 Est | \$ 1,273,000 | \$ 25,000 | 2.0% |
| 2019 Est | \$ 1,298,000 | \$ 25,000 | 2.0% |
| 2020 Est | \$ 1,324,000 | \$ 26,000 | 2.0% |
| Average 6 Year Change (2009 - 2014) | | | 1.6% |
| Average 6 Year Change (2010 - 2015) | | | 7.9% |
| Average 6 Year Change (2011 - 2016) | | | 9.0% |



[Transportation Benefit District Vehicle Fees \(RCW 36.73.020, RCW 82.80.140\)](#)

The City is authorized by state law to establish a transportation benefit district (TBD) for the purpose of acquiring, constructing, improving, providing, and funding a transportation improvement within the district that is consistent with any existing state, regional, or local transportation plans and necessitated by existing or reasonably foreseeable congesting levels. State law authorizes a TBD to fix and impose an annual vehicle license fee (VLF), not to exceed one hundred dollars per vehicle registered in the district.

On August 6, 2012, the Lakewood City Council adopted Ordinance #550, creating a TBD in the City of Lakewood, referred to as the Lakewood TBD. The TBD is governed by the members of the Lakewood City Council as the District’s Board of Directors and the Mayor serves as the Chair of the Board.

On September 15, 2014, the Lakewood TBD adopted Ordinance # TBD-01, authorizing an annual \$20 vehicle licensing fee 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.

The \$20 VLF, effective March 2015 applies to the following:

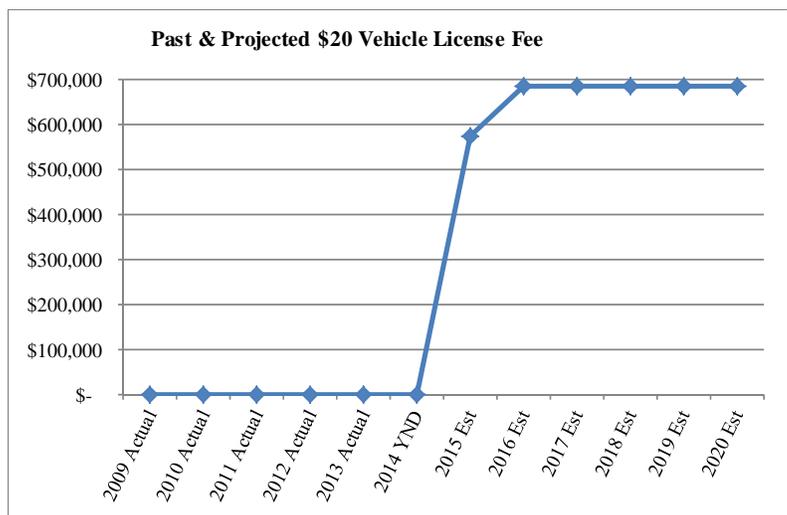
- Auto stage, six seats or less
- Commercial trailer
- For hire vehicle, six seats or less
- Mobile home (if registered)
- Motor home
- Motorcycle
- Passenger Car
- Sports utility vehicle
- Tow truck
- Trailer, over 2000 pounds (but if private use single-axel, it's exempt)
- Travel trailer; and
- Each vehicle subject to grow weight license fees with a scale weight of 6000 pounds or less

The following vehicle are exempt from the \$20 VLF:

- Campers, as defined in RCW 46.04.085
- Farm tractors or farm vehicles, as defined in RCW 46.04.180 and 46.04.181
- Mopeds, as defined in RCW 46.04.304
- Off-road and non-highway vehicles, as defined in RCW 46.04.365
- Private use single-axel trailer, as defined RCW 46.04.422
- Snowmobiles, as defined in RCW 46.04.546; and
- Vehicles registered under chapter 46.87 RCW and the international registration plan.

The vehicle license fee is expected to generate \$4.08M between 2015 and 2020. The City will also use \$5.06M of General Fund sources for a combined total of \$9.14M. This \$9.14M along with revenues generated from real estate excise tax, motor vehicle fuel tax and grants will provide \$15.67M of needed improvements to the City streets and roads over the next six years (2015-2020).

| Year | \$20 Vehicle License Fee | Chg Over Prior Year | |
|-------------------------------------|--------------------------|---------------------|-------|
| | | \$ | % |
| 2009 Actual | \$ - | \$ - | n/a |
| 2010 Actual | \$ - | \$ - | n/a |
| 2011 Actual | \$ - | \$ - | n/a |
| 2012 Actual | \$ - | \$ - | n/a |
| 2013 Actual | \$ - | \$ - | n/a |
| 2014 YND | \$ - | \$ - | n/a |
| 2015 Est | \$ 572,000 | \$ 572,000 | n/a |
| 2016 Est | \$ 685,000 | \$ 113,000 | 19.8% |
| 2017 Est | \$ 685,000 | \$ - | 0.0% |
| 2018 Est | \$ 685,000 | \$ - | 0.0% |
| 2019 Est | \$ 685,000 | \$ - | 0.0% |
| 2020 Est | \$ 685,000 | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | n/a | |
| Average 6 Year Change (2010 - 2015) | | 16.7% | |
| Average 6 Year Change (2011 - 2016) | | 16.7% | |



Hotel/Motel Lodging Tax

The hotel/motel lodging tax is comprised of the transient rental income tax and the special hotel/motel tax and applies to charges for lodging at hotels, motels, rooming houses, private campgrounds, RV parks, and similar facilities for periods of less than one month. The revenues are to be used solely for the purpose for the purpose of paying all or any part of the cost of tourism promotion, acquisition of tourism-related facilities, or operation of tourism-related facilities. Municipalities may, under chapter 39.34 RCW, agree to the utilization of revenue from taxes imposed under this chapter for the purposes of funding a multi-jurisdictional tourism-related facility.

The program is administered by the Department of Revenue and distributions are made by the Office of State Treasurer monthly. Distributions are received into the City’s Hotel/Motel Lodging Tax Fund.

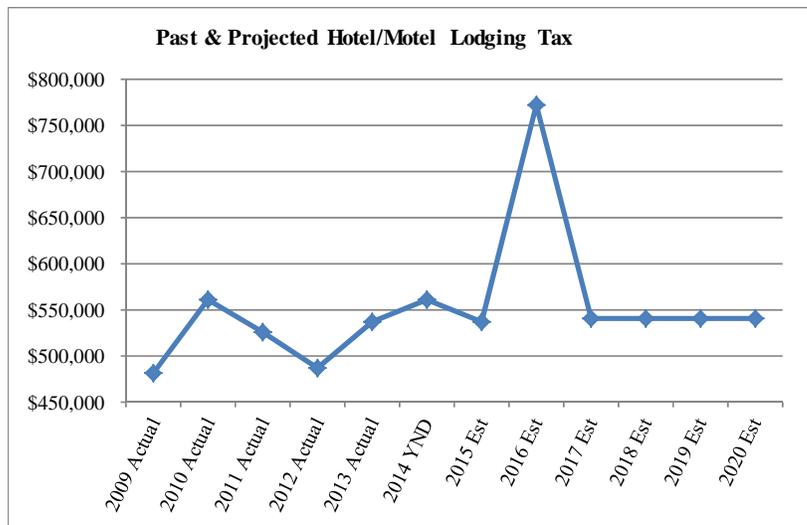
Transient Rental Income Tax (RCW 67.28.180)

The City imposed a 2.0% transient rental income tax effective March 1996. The tax is credited against the state retail sales tax so that the hotel/motel tax is not an additional tax for the customer but represents sharing of the state retail sales tax receipts on lodging with the city (State Shared Revenues).

Special Hotel/Motel Tax (RCW 67.28.181)

The City imposed a 2% special hotel/motel tax in June 1996 and an additional 3% in June 1997 for a total rate of 5%. The combined rate of state and local retail sales tax (except RTA tax), the state convention center tax, and any special hotel/motel taxes may not exceed 12%. However, a higher aggregate rate cap applies for jurisdictions that previously levied higher hotel/motel tax rates (such as Lakewood which was grandfathered.) As reflected in the above table, Pierce Transit and Sound Transit rates were reduced due to the rate limitations.

| Year | Hotel/Motel Lodging Tax | Chg Over Prior Year | |
|-------------------------------------|-------------------------|---------------------|--------|
| | | \$ | % |
| 2009 Actual | \$ 481,661 | \$ (106,273) | -18.1% |
| 2010 Actual | \$ 560,341 | \$ 78,680 | 16.3% |
| 2011 Actual | \$ 525,239 | \$ (35,102) | -6.3% |
| 2012 Actual | \$ 486,709 | \$ (38,530) | -7.3% |
| 2013 Actual | \$ 537,009 | \$ 50,300 | 10.3% |
| 2014 YND | \$ 559,866 | \$ 22,857 | 4.3% |
| 2015 Est | \$ 675,000 | \$ 115,134 | 20.6% |
| 2016 Est | \$ 857,143 | \$ 182,143 | 27.0% |
| 2017 Est | \$ 612,000 | \$ (245,143) | -28.6% |
| 2018 Est | \$ 625,000 | \$ 13,000 | 2.1% |
| 2019 Est | \$ 638,000 | \$ 13,000 | 2.1% |
| 2020 Est | \$ 650,000 | \$ 12,000 | 1.9% |
| Average 6 Year Change (2009 - 2014) | | | 2.3% |
| Average 6 Year Change (2010 - 2015) | | | 2.8% |
| Average 6 Year Change (2011 - 2016) | | | 6.5% |



Use of the hotel/motel lodging tax per the City of Lakewood’s Lodging Tax Funding Guidelines and commensurate with state statutes:

- 4% (2% from transient rental income tax + 2% from special hotel/motel) – Can be used for tourism, promotion, or the acquisition of tourism-related facilities, or operations of tourism-related facilities.

- 3% - Can only be used for the acquisition, construction, expansion, marketing, management, and financing of convention facilities, and facilities necessary to support major tourism destination attractions that serve a minimum of one million visitors per year.

LICENSES, PERMITS & FEES

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.

A list of utilities and the applicable assessed on rates on utility tax and franchise fee and franchise agreement expiration is provided in the following table.

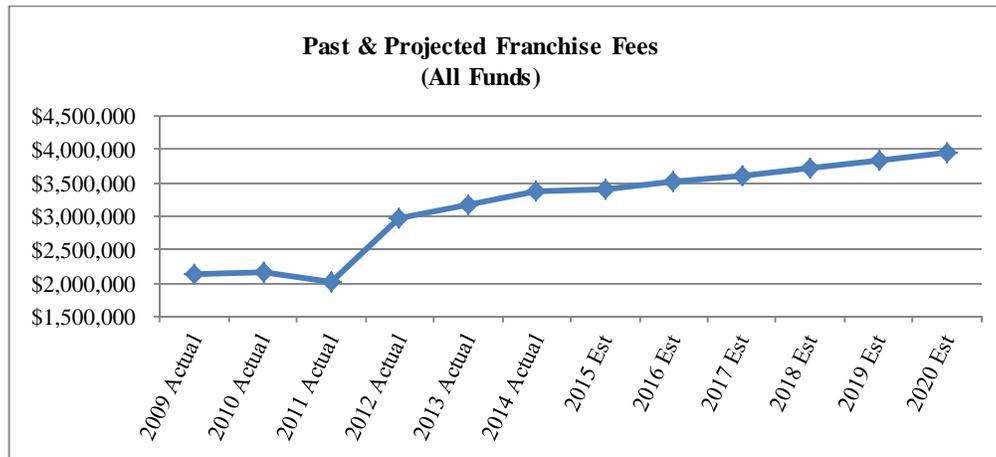
| Utility | Utility Tax | Franchise Fee | Franchise Agreement Expiration |
|-----------------------------------|-------------|---------------|---|
| Clover Park School District Cable | n/a | n/a | January 21, 2016 |
| Comcast Phone | 6.00% | n/a | n/a |
| Comcast Cable | 6.00% | 5.00% | December 31, 2006 / Currently Negotiating |
| Integra Telecommunications | 6.00% | n/a | July 27, 2019 |
| Lakeview Light & Power | 5.00% | n/a | December 23, 2022 |
| Lakewood Water District | n/a | 6.00% | December 22, 2026 |
| Pierce County Sanitary Sewer | n/a | 6.00% | March 13, 2031 |
| Puget Sound Energy | 5.00% | n/a | January 21, 2016 / Currently Negotiating |
| TPU Cable Flett Creek * | n/a | n/a | September 1, 2017 |
| TPU Click! | 6.00% | 5.00% | May 7, 2019 |
| TPU Light * | n/a | 6.00% | September 1, 2017 |
| TPU Water * | n/a | 8.00% | November 23, 2021 |
| Waste Connections | 6.00% | 4.00% | December 31, 2006 / Currently Negotiating |
| Zayo | n/a | n/a | February 6, 2019 |

* TPU Cable Flett Creek, TPU Light and TPU Water are not assessed the utility tax because of their ability to tax others.

Prior to 2011, franchise fee revenues were deposited into the general, street operations & maintenance, and street capital funds.

The breakdown of utility tax receipts by fund is in the following table.

| Year | Franchise Fee Revenue Allocation by Fund | | | Total | Chg Over Prior Year | |
|-------------------------------------|--|------------|------------|--------------|---------------------|-------|
| | General Fund | Street O&M | Street CIP | | \$ | % |
| 2009 Actual | \$ 1,756,057 | \$ 246,337 | \$ 135,237 | \$ 2,137,631 | \$ (31,790) | -1.5% |
| 2010 Actual | \$ 1,779,565 | \$ 252,545 | \$ 139,226 | \$ 2,171,336 | \$ 33,705 | 1.6% |
| 2011 Actual | \$ 2,019,292 | \$ - | \$ - | \$ 2,019,292 | \$ (152,044) | -7.0% |
| 2012 Actual | \$ 2,957,591 | \$ - | \$ - | \$ 2,957,591 | \$ 938,299 | 46.5% |
| 2013 Actual | \$ 3,157,630 | \$ - | \$ - | \$ 3,157,630 | \$ 200,039 | 6.8% |
| 2014 Actual | \$ 3,382,845 | \$ - | \$ - | \$ 3,382,845 | \$ 225,215 | 7.1% |
| 2015 Est | \$ 3,408,000 | \$ - | \$ - | \$ 3,408,000 | \$ 25,155 | 0.7% |
| 2016 Est | \$ 3,510,300 | \$ - | \$ - | \$ 3,510,300 | \$ 102,300 | 3.0% |
| 2017 Est | \$ 3,615,600 | \$ - | \$ - | \$ 3,615,600 | \$ 105,300 | 3.0% |
| 2018 Est | \$ 3,724,000 | \$ - | \$ - | \$ 3,724,000 | \$ 108,400 | 3.0% |
| 2019 Est | \$ 3,835,700 | \$ - | \$ - | \$ 3,835,700 | \$ 111,700 | 3.0% |
| 2020 Est | \$ 3,950,700 | \$ - | \$ - | \$ 3,950,700 | \$ 115,000 | 3.0% |
| Average 6 Year Change (2009 - 2014) | | | | | | 6.1% |
| Average 6 Year Change (2010 - 2015) | | | | | | 6.0% |
| Average 6 Year Change (2011 - 2016) | | | | | | 7.1% |

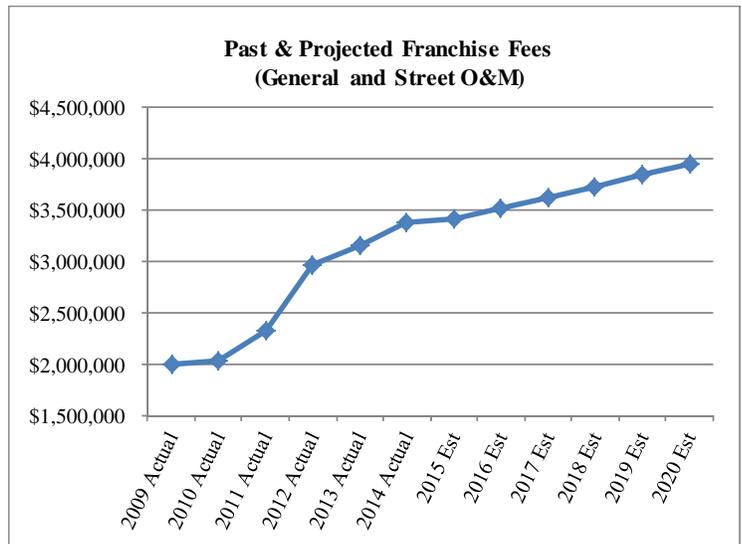


| Franchise by Type | | | | | | | | | | | |
|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Change Over Prior Year | | | | | | | | | | | |
| Type | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 Est | 2016 Est | 2017 Est | 2018 Est | 2019 Est | 2020 Est |
| Cable | \$ 691,798 | \$ 707,117 | \$ 683,845 | \$ 740,594 | \$ 806,377 | \$ 814,400 | \$ 838,800 | \$ 864,000 | \$ 889,900 | \$ 916,600 | \$ 944,100 |
| \$ Change | \$40,302 | \$15,319 | (\$23,272) | \$56,749 | \$65,783 | \$8,023 | \$24,400 | \$25,200 | \$25,900 | \$26,700 | \$27,500 |
| % Change | 6% | 2% | -3% | 8% | 9% | 1% | 3% | 3% | 3% | 3% | 3% |
| Water | 238,246 | 233,773 | 296,833 | 312,149 | 382,531 | 386,400 | 398,000 | 409,000 | 422,200 | 434,900 | 447,900 |
| \$ Change | (\$40,171) | (\$4,473) | \$63,060 | \$15,316 | \$70,382 | \$3,869 | \$11,600 | \$11,000 | \$13,200 | \$12,700 | \$13,000 |
| % Change | -14% | -2% | 27% | 5% | 23% | 1% | 3% | 3% | 3% | 3% | 3% |
| Sewer | - | 145,275 | 702,256 | 777,802 | 807,153 | 815,200 | 839,700 | 864,900 | 890,800 | 917,500 | 945,000 |
| \$ Change | \$0 | \$145,275 | \$556,981 | \$75,546 | \$29,351 | \$8,047 | \$24,500 | \$25,200 | \$25,900 | \$26,700 | \$27,500 |
| % Change | n/a | n/a | 383% | 11% | 4% | 1% | 3% | 3% | 3% | 3% | 3% |
| Solid Waste | 465,662 | 472,255 | 486,317 | 511,711 | 528,359 | 533,600 | 549,600 | 566,100 | 583,100 | 600,600 | 618,600 |
| \$ Change | \$12,146 | \$6,593 | \$14,062 | \$25,394 | \$16,648 | \$5,241 | \$16,000 | \$16,500 | \$17,000 | \$17,500 | \$18,000 |
| % Change | 3% | 1% | 3% | 5% | 3% | 1% | 3% | 3% | 3% | 3% | 3% |
| Tacoma Power | 775,630 | 760,872 | 788,340 | 815,374 | 858,425 | 858,400 | 884,200 | 910,700 | 938,000 | 966,100 | 995,100 |
| \$ Change | \$21,427 | (\$14,758) | \$27,468 | \$27,034 | \$43,051 | (\$25) | \$25,800 | \$26,500 | \$27,300 | \$28,100 | \$29,000 |
| % Change | 3% | -2% | 4% | 3% | 5% | 0% | 3% | 3% | 3% | 3% | 3% |
| Total | \$2,205,040 | \$2,319,292 | \$2,957,591 | \$3,157,630 | \$3,382,845 | \$3,408,000 | \$3,510,300 | \$3,614,700 | \$3,724,000 | \$3,835,700 | \$3,950,700 |
| \$ Change | \$ 99,199 | \$ 114,253 | \$ 638,296 | \$ 200,041 | \$225,215 | \$25,155 | \$102,300 | \$104,400 | \$109,300 | \$111,700 | \$115,000 |
| % Change | 5% | 5% | 28% | 7% | 7% | 1% | 3% | 3% | 3% | 3% | 3% |

Beginning in 2011, franchise fees are a general purpose revenue source received into the General Fund. For purposes of showing the franchise fee revenue collections as a percentage of General and Street O&M funds, the portion accounted for in the Street Capital Fund is excluded in the table below.

The 2015 year-end estimate reflects a decrease in electricity, natural gas, and phone/cell, offset by increases in solid waste and cable. Since utility tax is an unpredictable revenue source, no change is estimated in future years.

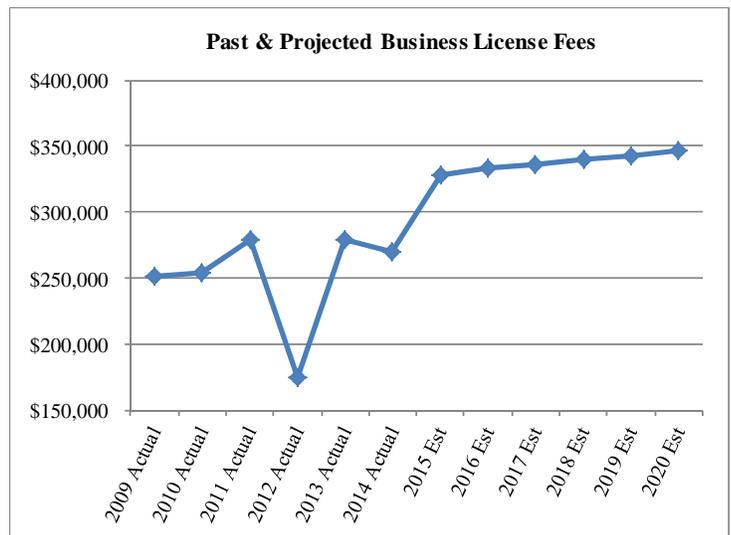
| Year | Franchise Fees | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|----------------|-------------------|---------------------|-------|
| | | | \$ | % |
| 2009 Actual | \$ 2,002,395 | 5.9% | \$ (42,026) | -2.1% |
| 2010 Actual | \$ 2,032,110 | 6.4% | \$ 29,715 | 1.5% |
| 2011 Actual | \$ 2,319,292 | 7.0% | \$ 287,182 | 14.1% |
| 2012 Actual | \$ 2,957,590 | 8.6% | \$ 638,298 | 27.5% |
| 2013 Actual | \$ 3,157,630 | 8.9% | \$ 200,040 | 6.8% |
| 2014 Actual | \$ 3,382,845 | 9.4% | \$ 225,215 | 7.1% |
| 2015 Est | \$ 3,408,000 | 9.4% | \$ 25,155 | 0.7% |
| 2016 Est | \$ 3,510,300 | 9.5% | \$ 102,300 | 3.0% |
| 2017 Est | \$ 3,615,600 | 9.7% | \$ 105,300 | 3.0% |
| 2018 Est | \$ 3,724,000 | 9.8% | \$ 108,400 | 3.0% |
| 2019 Est | \$ 3,835,700 | 10.0% | \$ 111,700 | 3.0% |
| 2020 Est | \$ 3,950,700 | 10.1% | \$ 115,000 | 3.0% |
| Average 6 Year Change (2009 - 2014) | | | | 6.8% |
| Average 6 Year Change (2010 - 2015) | | | | 6.7% |
| Average 6 Year Change (2011 - 2016) | | | | 5.7% |



Business License

Businesses located or doing business in the City must obtain a local business license prior to commencing operations. Business license fees are set by the City Council and may be changed from time to time. Currently, the cost of a general business license is \$60 for a 12 month period. Additional fees may apply to specialty businesses. Organizations exempt from taxation under 26 USC 501(C)(3) and (4) must apply and obtain a business license, but are exempt from the business license fee. The number of business licenses in a given year range between 3,800 – 4,200 with roughly 3,800 renewals annually. The higher figure includes temporary and construction contractor licenses.

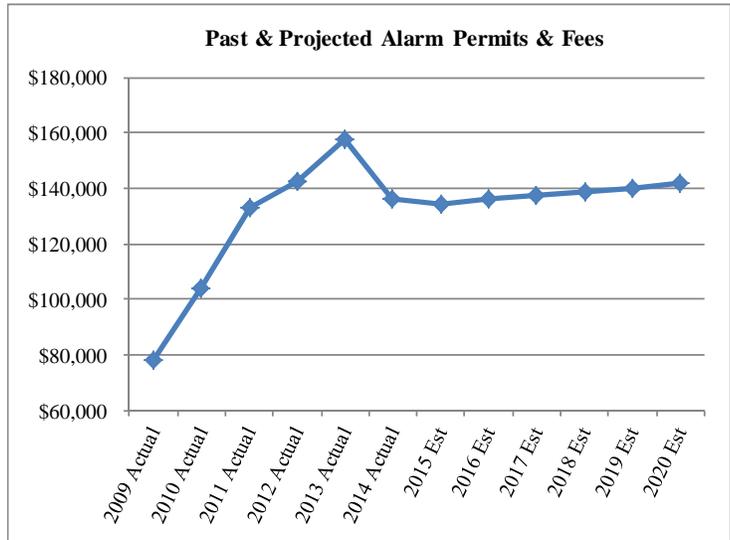
| Year | Business License Fees | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|-----------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 251,020 | 0.7% | \$ (3,475) | -1.4% |
| 2010 Actual | \$ 253,803 | 0.8% | \$ 2,783 | 1.1% |
| 2011 Actual | \$ 279,507 | 0.8% | \$ 25,704 | 10.1% |
| 2012 Actual | \$ 174,708 | 0.5% | \$ (104,799) | -37.5% |
| 2013 Actual | \$ 279,070 | 0.8% | \$ 104,362 | 59.7% |
| 2014 Actual | \$ 270,375 | 0.8% | \$ (8,695) | -3.1% |
| 2015 Est | \$ 328,000 | 0.9% | \$ 57,625 | 21.3% |
| 2016 Est | \$ 332,900 | 0.9% | \$ 4,900 | 1.5% |
| 2017 Est | \$ 336,300 | 0.9% | \$ 3,400 | 1.0% |
| 2018 Est | \$ 339,700 | 0.9% | \$ 3,400 | 1.0% |
| 2019 Est | \$ 343,100 | 0.9% | \$ 3,400 | 1.0% |
| 2020 Est | \$ 346,600 | 0.9% | \$ 3,500 | 1.0% |
| Average 6 Year Change (2009 - 2014) | | | | 1.2% |
| Average 6 Year Change (2010 - 2015) | | | | 3.8% |
| Average 6 Year Change (2011 - 2016) | | | | 2.7% |



Alarm Permits and Fees

In December 2008, the City approved a new revised alarm ordinance and program that became effective on January 1, 2009. False alarms cost the City and citizens thousands of dollars per year and take officers away from actual emergencies. The ordinance also creates a registration process, provides for annual alarm permit fees for residential and business alarms, and provides for fees for false alarms to encourage all alarm users to maintain the reliability of and to properly use their alarm equipment. Alarm permit fees are currently \$24 for commercial and residential with reduced residential rates of \$12 for senior and permanently disabled. False alarms fees are \$100 for each false burglar alarm activation and \$200 for each false robbery or panic alarm activation.

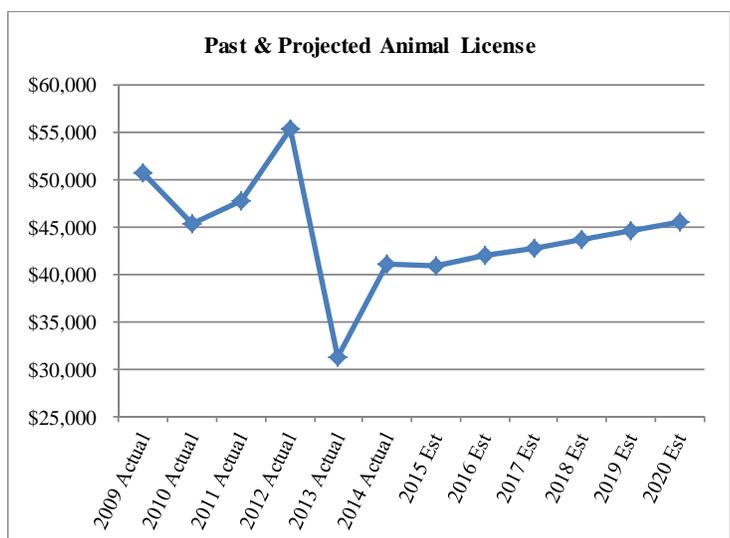
| Year | Alarm Permits & Fees | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|----------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 78,233 | 0.2% | \$ 61,928 | 379.8% |
| 2010 Actual | \$ 103,862 | 0.3% | \$ 25,629 | 32.8% |
| 2011 Actual | \$ 133,322 | 0.4% | \$ 29,460 | 28.4% |
| 2012 Actual | \$ 142,276 | 0.4% | \$ 8,954 | 6.7% |
| 2013 Actual | \$ 157,742 | 0.4% | \$ 15,466 | 10.9% |
| 2014 Actual | \$ 135,883 | 0.4% | \$ (21,859) | -13.9% |
| 2015 Est | \$ 134,000 | 0.4% | \$ (1,883) | -1.4% |
| 2016 Est | \$ 136,000 | 0.4% | \$ 2,000 | 1.5% |
| 2017 Est | \$ 137,400 | 0.4% | \$ 1,400 | 1.0% |
| 2018 Est | \$ 138,800 | 0.4% | \$ 1,400 | 1.0% |
| 2019 Est | \$ 140,200 | 0.4% | \$ 1,400 | 1.0% |
| 2020 Est | \$ 141,600 | 0.4% | \$ 1,400 | 1.0% |
| Average 6 Year Change (2009 - 2014) | | | 7.1% | |
| Average 6 Year Change (2010 - 2015) | | | 3.7% | |
| Average 6 Year Change (2011 - 2016) | | | 0.3% | |



Animal License

The City requires all dogs and cats residing in the city over the age of 8 weeks to be licensed. All licenses (no matter what time of year initially purchased) expire on December 31st and must be renewed by February 28th each year. Renewal notices are sent out during January each year. The fees are \$55 for unaltered dog/cat, \$24 for altered dog, \$12 for altered cat and \$4 for cats and dogs under 6 months of age. Discounted rates are provided to senior citizens (\$30 for unaltered dog/cat, \$10 for altered dog, and \$4 for altered cat)

| Year | Animal License | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|----------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 50,614 | 0.2% | \$ 25,646 | 102.7% |
| 2010 Actual | \$ 45,216 | 0.1% | \$ (5,398) | -10.7% |
| 2011 Actual | \$ 47,704 | 0.1% | \$ 2,488 | 5.5% |
| 2012 Actual | \$ 55,203 | 0.2% | \$ 7,499 | 15.7% |
| 2013 Actual | \$ 31,346 | 0.1% | \$ (23,857) | -43.2% |
| 2014 Actual | \$ 41,118 | 0.1% | \$ 9,772 | 31.2% |
| 2015 Est | \$ 40,800 | 0.1% | \$ (318) | -0.8% |
| 2016 Est | \$ 42,000 | 0.1% | \$ 1,200 | 2.9% |
| 2017 Est | \$ 42,800 | 0.1% | \$ 800 | 1.9% |
| 2018 Est | \$ 43,700 | 0.1% | \$ 900 | 2.1% |
| 2019 Est | \$ 44,600 | 0.1% | \$ 900 | 2.1% |
| 2020 Est | \$ 45,500 | 0.1% | \$ 900 | 2.0% |
| Average 6 Year Change (2009 - 2014) | | | -3.8% | |
| Average 6 Year Change (2010 - 2015) | | | -1.8% | |
| Average 6 Year Change (2011 - 2016) | | | -2.3% | |

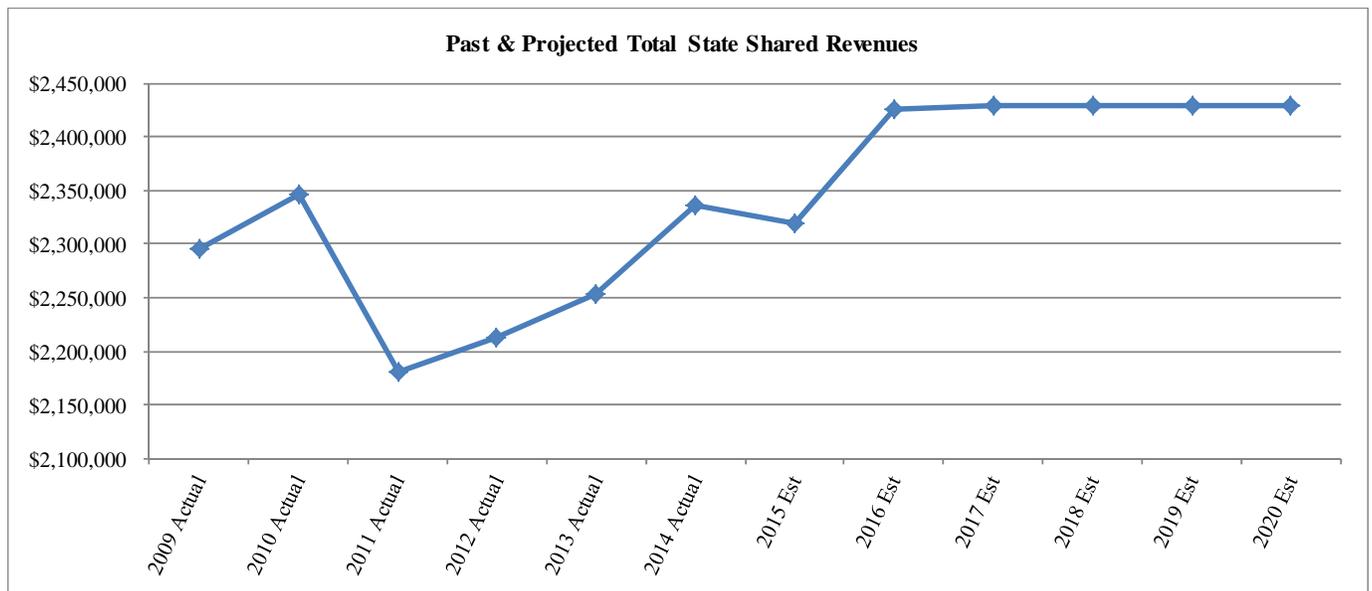


STATE SHARED REVENUES

State-shared revenues are from taxes and fees collected by the State and disbursed to municipalities based on population or other criteria. The source of these shared revenues include: sales tax mitigation, criminal justice, leasehold excise tax, state lodging tax sharing, liquor excise tax and liquor profits, and motor vehicle excise tax.

The following table provides a comparison to state shared revenues, including the portion of motor vehicle fuel tax received directly in the transportation capital fund.

| Year | Sales Tax Mitigation | Criminal Justice & DUI Cities | Criminal Justice High Crime | Liquor Excise Tax | Liquor Profits | Motor Veh Fuel Tax | Subtotal Gen/St O&M | Motor Veh Fuel Tax-CIP | Total All Funds |
|-------------------------------------|----------------------|-------------------------------|-----------------------------|-------------------|----------------|--------------------|---------------------|------------------------|-----------------|
| 2009 Actual | \$ 37,800 | \$ 127,431 | \$ 139,494 | \$ 289,374 | \$ 404,466 | \$ 926,995 | \$ 1,925,560 | \$ 369,502 | \$ 2,295,062 |
| 2010 Actual | \$ 62,808 | \$ 121,941 | \$ 132,507 | \$ 291,060 | \$ 470,667 | \$ 894,867 | \$ 1,973,850 | \$ 372,861 | \$ 2,346,711 |
| 2011 Actual | \$ 39,782 | \$ 121,470 | \$ 119,789 | \$ 283,260 | \$ 405,405 | \$ 860,093 | \$ 1,829,799 | \$ 351,306 | \$ 2,181,105 |
| 2012 Actual | \$ 49,158 | \$ 123,883 | \$ 125,164 | \$ 145,808 | \$ 580,449 | \$ 843,743 | \$ 1,868,205 | \$ 344,627 | \$ 2,212,832 |
| 2013 Actual | \$ 48,029 | \$ 131,854 | \$ 263,208 | \$ 77,675 | \$ 523,698 | \$ 858,750 | \$ 1,903,214 | \$ 350,757 | \$ 2,253,971 |
| 2014 Actual | \$ 48,556 | \$ 147,169 | \$ 332,925 | \$ 99,953 | \$ 518,105 | \$ 840,700 | \$ 1,987,408 | \$ 348,310 | \$ 2,335,718 |
| 2015 Est | \$ 72,800 | \$ 144,400 | \$ 236,700 | \$ 161,100 | \$ 511,200 | \$ 852,300 | \$ 1,978,500 | \$ 340,000 | \$ 2,318,500 |
| 2016 Est | \$ 96,100 | \$ 150,200 | \$ 236,700 | \$ 258,500 | \$ 502,500 | \$ 840,700 | \$ 2,084,700 | \$ 340,000 | \$ 2,424,700 |
| 2017 Est | \$ 96,100 | \$ 150,200 | \$ 236,700 | \$ 267,900 | \$ 498,400 | \$ 840,300 | \$ 2,089,600 | \$ 340,000 | \$ 2,429,600 |
| 2018 Est | \$ 96,100 | \$ 150,200 | \$ 236,700 | \$ 267,900 | \$ 498,400 | \$ 840,300 | \$ 2,089,600 | \$ 340,000 | \$ 2,429,600 |
| 2019 Est | \$ 96,100 | \$ 150,200 | \$ 236,700 | \$ 267,900 | \$ 498,400 | \$ 840,300 | \$ 2,089,600 | \$ 340,000 | \$ 2,429,600 |
| 2020 Est | \$ 96,100 | \$ 150,200 | \$ 236,700 | \$ 267,900 | \$ 498,400 | \$ 840,300 | \$ 2,089,600 | \$ 340,000 | \$ 2,429,600 |
| Average 6 Year Change (2009 - 2014) | | | | | | | | | 0.3% |
| Average 6 Year Change (2010 - 2015) | | | | | | | | | -0.2% |
| Average 6 Year Change (2011 - 2016) | | | | | | | | | 1.7% |



Sales Tax Mitigation (RCW 82.14.500)

The state provides funds to local jurisdictions that demonstrated an actual net loss of local sales tax revenue from the state’s adoption of the Streamlined Sales and Use Tax Agreement’s local sales tax sourcing provisions. The purpose of this distribution is to mitigate the unintended revenue redistribution effect of the sourcing law change among local jurisdictions. Additionally, mitigation was intended to offset the negative implications the sourcing law change may have on industry sectors such as warehousing and manufacturing.

Funds may be used for any lawful purpose of the local jurisdictions.

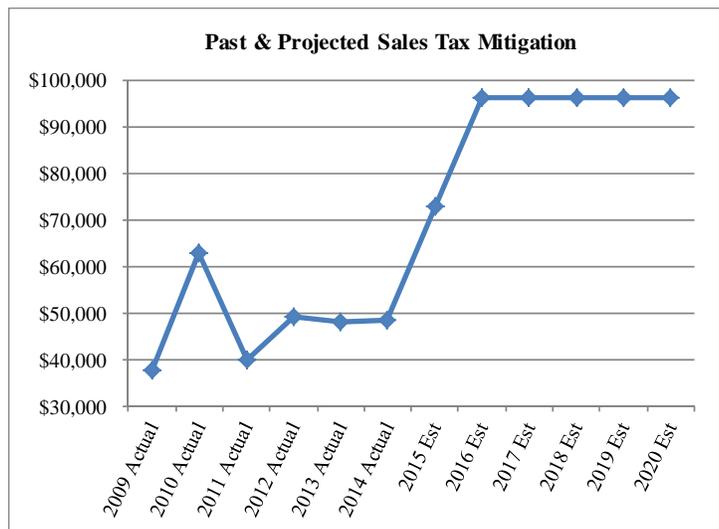
Local jurisdictions that had imposed a sales tax on July 1, 2008 and could demonstrate an actual net loss of local sales tax revenue from the state’s adoption of the Streamlined Sales and Use Tax Agreement’s local sales tax sourcing provisions. Local jurisdictions include counties, cities, towns, public transportation benefit authorities, regional taxing district, regional centers, public facilities districts, and football stadium authority are eligible to receive this funding.

Beginning July 1, 2008, the Department of Revenue with the assistance of an oversight committee composed of local jurisdictions, determined the amount of net loss of sales tax quarterly to each local jurisdiction from the sourcing change by analyzing and comparing data from tax return information and tax collections. Mitigation payments were distributed quarterly using this information. Beginning December 31, 2009, mitigation distributions were fixed to an annual amount to be paid in quarterly increments. The Department of Revenue may make adjustments to mitigation amounts based on annual review of distributions.

The program is administered by the Department of Revenue and distributions are made by the Office of State Treasurer quarterly each March, June, September, and December.

Distributions are deposited in the City’s General Fund.

| Year | Sales Tax Mitigation | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|----------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 37,800 | 0.1% | \$ 26,958 | 248.6% |
| 2010 Actual | \$ 62,808 | 0.2% | \$ 25,008 | 66.2% |
| 2011 Actual | \$ 39,782 | 0.1% | \$ (23,026) | -36.7% |
| 2012 Actual | \$ 49,158 | 0.1% | \$ 9,376 | 23.6% |
| 2013 Actual | \$ 48,029 | 0.1% | \$ (1,129) | -2.3% |
| 2014 Actual | \$ 48,556 | 0.1% | \$ 527 | 1.1% |
| 2015 Est | \$ 72,800 | 0.2% | \$ 24,244 | 49.9% |
| 2016 Est | \$ 96,100 | 0.3% | \$ 23,300 | 32.0% |
| 2017 Est | \$ 96,100 | 0.3% | \$ - | 0.0% |
| 2018 Est | \$ 96,100 | 0.3% | \$ - | 0.0% |
| 2019 Est | \$ 96,100 | 0.2% | \$ - | 0.0% |
| 2020 Est | \$ 96,100 | 0.2% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | | 3.7% |
| Average 6 Year Change (2010 - 2015) | | | | 2.3% |
| Average 6 Year Change (2011 - 2016) | | | | 9.8% |



Criminal Justice (RCW 82.14.320 / RCW 82.14.330)

Cities currently receive three types of criminal justice revenue (four including criminal justice sales tax): high crime, innovative programs, population, and violent crimes. The money comes from the State’s general fund and is distributed to cities on the last days of January, April, July and October. Distributions are deposited in the City’s General Fund.

Population, Violent Crime, Innovative Programs and Contracted Programs (RCW 82.14.330)

The state provides formula funding for criminal justice purposes to cities and towns each fiscal year. The purpose of these funds is to provide fiscal assistance to local governments for criminal justice systems in order to ensure public safety.

“Contracted Programs”, “Violent Crime,” and “Population” distributions must be used for criminal justice purposes as activities that substantially assist the criminal justice system, including domestic violence programs and advocates as defined in RCW 70.12.020. The uses are the same as for high crime except it cannot be used for publications and public educational efforts dealing with runaway or at-risk youth. Additionally, these distributions may not be used to replace or supplant existing funding, which is defined as calendar year 1989 actual operating expenditures for criminal justice purposes, excluding expenditures for extraordinary events not likely to reoccur; changes in contracted for criminal justice services, beyond the control of the jurisdiction receiving the services; and major nonrecurring capital expenditures.

“Innovative Programs” distributions must be used for 1) innovative law enforcement strategies; 2) programs to help at-risk children or child abuse victim response programs; and 3) programs designed to reduce the level of domestic violence or to provide counseling for domestic violence victims.

All cities and towns are eligible for “Population” and “Innovative Programs” distribution.

Cities that contract with another governmental agency for the majority of the city’s law enforcement services may notify the Department of Commerce by November 30th of their eligibility to receive “Contracted Services” distribution the following calendar year. The City of Lakewood does not receive the “Contracted Programs” distribution since it has its own police force.

Cities and towns eligible for a “Violent Crime” distribution must have a three-year average violent crime in excess of 150% of the statewide three-year average violent crime as reported annually by the Washington Association of Sheriffs and Police Chiefs.

RCW 82.14.320 directs a state general fund transfer each fiscal year into the Municipal Criminal Justice Assistant Account. The transfer is to increase each fiscal year by the state’s fiscal growth factor under RCW 43.135.025.

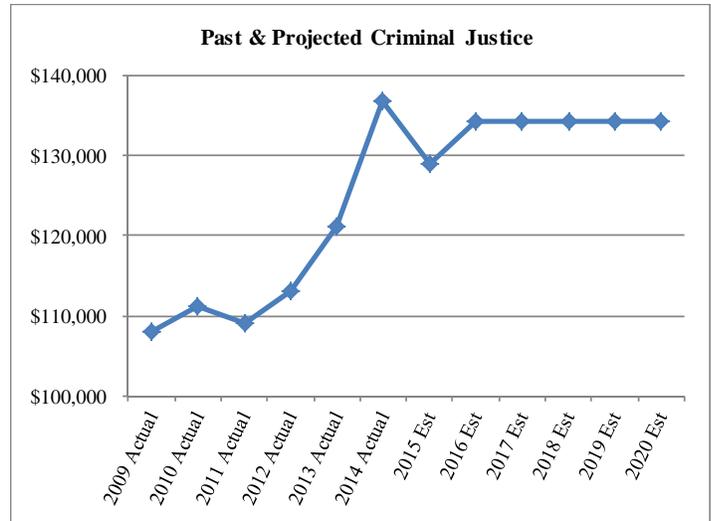
- Sixteen percent (16%) of these funds are distributed ratably to cities based on population, with each city receiving a minimum of \$1,000 per year.
- Twenty percent (20%) is distributed based on population to those cities that have had an average violent crime rate in the last three years that is 150% of the statewide average for those three years, but no more than \$1 per capita.
- Ten percent (10%) of funds are distributed on a per capita basis to “Contracted Services” cities and towns.
- Fifty-four percent (54%) of funds are distributed on a per capita basis for “Innovative Programs.”

No city or town may receive more than 30% of total funds Population and High Crime Distributions.

Cities receive two Municipal Criminal Justice Assistance distributions based solely on population, but are combined into a single distribution by the Office of the State Treasurer.

Distributions are made by the Office of the State Treasurer quarterly each January, April, July and October.

| Year | Criminal Justice | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|------------------|-------------------|---------------------|-------|
| | | | \$ | % |
| 2009 Actual | \$ 108,068 | 0.3% | \$ 40,629 | 60.2% |
| 2010 Actual | \$ 111,107 | 0.3% | \$ 3,039 | 2.8% |
| 2011 Actual | \$ 109,056 | 0.3% | \$ (2,051) | -1.8% |
| 2012 Actual | \$ 113,161 | 0.3% | \$ 4,105 | 3.8% |
| 2013 Actual | \$ 121,197 | 0.3% | \$ 8,035 | 7.1% |
| 2014 Actual | \$ 136,811 | 0.4% | \$ 15,614 | 12.9% |
| 2015 Est | \$ 128,900 | 0.4% | \$ (7,911) | -5.8% |
| 2016 Est | \$ 134,100 | 0.4% | \$ 5,200 | 4.0% |
| 2017 Est | \$ 134,100 | 0.4% | \$ - | 0.0% |
| 2018 Est | \$ 134,100 | 0.4% | \$ - | 0.0% |
| 2019 Est | \$ 134,100 | 0.3% | \$ - | 0.0% |
| 2020 Est | \$ 134,100 | 0.3% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | | 3.5% |
| Average 6 Year Change (2010 - 2015) | | | | 2.3% |
| Average 6 Year Change (2011 - 2016) | | | | 3.1% |



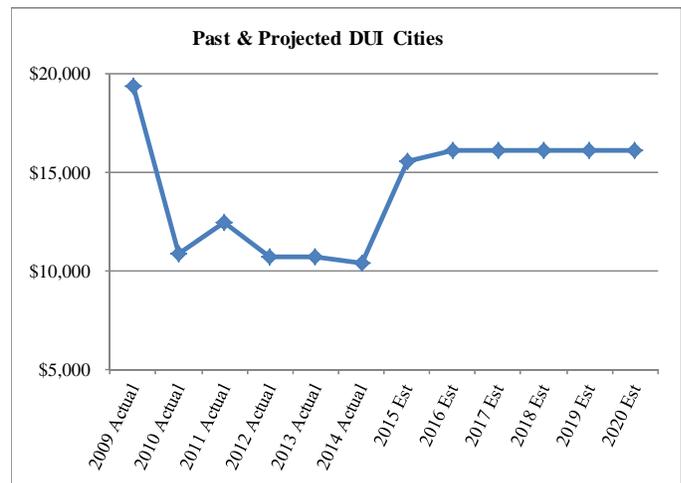
DUI Assistance (RCW 46.68.260)

The state provides Impaired Driving Safety Account Funds to counties, cities and towns to help offset costs for implementing criminal justice laws related to driving under the influence. The purpose is to offset county, city and town criminal justice costs from ten separate driving under the influence laws enacted in 1998. Funds must be used for enforcing laws relating to driving and boating while under the influence of either an intoxicating liquor or any drug.

The Impaired Driving Safety Account receives a portion (63%) of a \$150 fee charged to reissue a driver's license after suspension or revocation due to a violation of RCW 46.20.308 (implied consent), RCW 46.61.502 (driving under the influence) and/or RCW 46.61.504 (physical control of a vehicle under the influence. Impaired Driving Safety Account funds are distributed to counties, cities and towns through an omnibus operating budget appropriation to the County Criminal Justice Assistance Account and the Municipal Criminal Justice Assistance Account. Total funds deposited in the account are split between counties (60%) and cities and towns (40%); this fund split was established with the first appropriation in 1998.

Individual cities receive their share ratably based on population as provided in RCW 82.14.330. Distributions are made by the Office of State Treasurer quarterly each January, April, July and October.

| Year | DUI Cities | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 19,363 | 0.1% | \$ (27,825) | -59.0% |
| 2010 Actual | \$ 10,834 | 0.0% | \$ (8,529) | -44.0% |
| 2011 Actual | \$ 12,413 | 0.0% | \$ 1,580 | 14.6% |
| 2012 Actual | \$ 10,722 | 0.0% | \$ (1,692) | -13.6% |
| 2013 Actual | \$ 10,658 | 0.0% | \$ (64) | -0.6% |
| 2014 Actual | \$ 10,358 | 0.0% | \$ (300) | -2.8% |
| 2015 Est | \$ 15,500 | 0.0% | \$ 5,142 | 49.6% |
| 2016 Est | \$ 16,100 | 0.0% | \$ 600 | 3.9% |
| 2017 Est | \$ 16,100 | 0.0% | \$ - | 0.0% |
| 2018 Est | \$ 16,100 | 0.0% | \$ - | 0.0% |
| 2019 Est | \$ 16,100 | 0.0% | \$ - | 0.0% |
| 2020 Est | \$ 16,100 | 0.0% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | | -14.5% |
| Average 6 Year Change (2010 - 2015) | | | | 5.0% |
| Average 6 Year Change (2011 - 2016) | | | | 3.8% |



High Crime (RCW 82.14.320)

The state provides formula funding for criminal justice purposes to cities and towns each fiscal year. The purpose of these funds is to provide fiscal assistance to local governments for criminal justice systems in order to ensure public safety.

Funds must be used for criminal justice purposes defined as activities that substantially assist the criminal justice system, including domestic violence programs and advocates as defined in RCW 70.123.020, and publications and educational efforts to assist parents dealing with runaway or at-risk youth.

Funds may not be used to replace or supplant existing funding, which is defined as calendar year 1989 actual operating expenditures for extraordinary events not likely to reoccur; changes in contracted for criminal justice services, beyond the control of the local jurisdiction receiving the services; and major nonrecurring capital expenditures.

All cities and towns are eligible for a “Population” distribution. To qualify for the “high crime” distribution cities and towns must:

- Have a crime rate in excess of 125% of the state-wide average as calculated in the most recent annual report on crime in Washington State is published by the Washington Association of Sheriffs and Police Chiefs;
- Be levying, at the maximum rate, the second ½ cent of the sales tax or half cent real estate excise tax; and
- Have a per capita yield from the first ½ cent of the sales tax of less than 150% of the state-wide average per capita yield for all cities.

Cities have to re-qualify for the distribution each year based on the above criteria. The determination is made in July of each year for distribution in the four quarters of the state fiscal year (July 1st – June 30th).

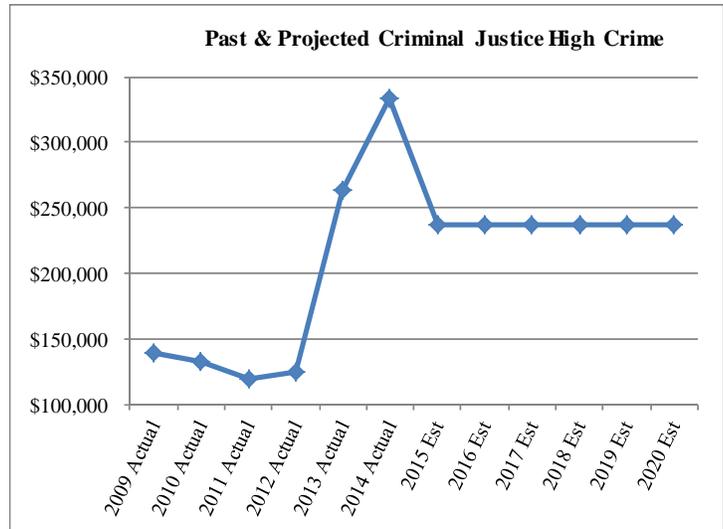
RCW 82.14.320 directs a state general fund transfer each fiscal year into the Municipal Criminal Justice Assistance Account. The transfer is to increase each year by the state’s fiscal growth factor under RCW 43.135.025.

- Seventy percent (70%) of the funds are distributed to individual cities and towns ratably by population.
- Thirty percent (30%) of the funds are distributed ratably by population to cities and towns eligible for a “High Crime” distribution and have a crime rate greater than 175% of the statewide average crime rate. No city may receive more than 50% of these funds; if a city or town distribution is reduced because of this limit, the excess is added to the pool of funds to be distributed by population-only.

No city or town may receive more than 30% of funds through both “Population” and “High Crime” distributions.

The City has received criminal justice high crime funding since 1997 and continues to qualify for the distribution through June 30, 2015.

| Year | Criminal Justice High Crime | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|-----------------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 139,494 | 0.4% | \$ 7,811 | 5.9% |
| 2010 Actual | \$ 132,507 | 0.4% | \$ (6,987) | -5.0% |
| 2011 Actual | \$ 119,789 | 0.4% | \$ (12,718) | -9.6% |
| 2012 Actual | \$ 125,164 | 0.4% | \$ 5,375 | 4.5% |
| 2013 Actual | \$ 263,208 | 0.7% | \$ 138,044 | 110.3% |
| 2014 Actual | \$ 332,925 | 0.9% | \$ 69,717 | 26.5% |
| 2015 Est | \$ 236,700 | 0.7% | \$ (96,225) | -28.9% |
| 2016 Est | \$ 236,700 | 0.6% | \$ - | 0.0% |
| 2017 Est | \$ 236,700 | 0.6% | \$ - | 0.0% |
| 2018 Est | \$ 236,700 | 0.6% | \$ - | 0.0% |
| 2019 Est | \$ 236,700 | 0.6% | \$ - | 0.0% |
| 2020 Est | \$ 236,700 | 0.6% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | | 9.7% |
| Average 6 Year Change (2010 - 2015) | | | | 7.3% |
| Average 6 Year Change (2011 - 2016) | | | | 8.2% |



Leasehold Excise Tax (RCW 82.29A)

A county or city may impose a local leasehold excise tax that is credited against the state leasehold tax on the privilege of using or occupying publicly owned real or personal property through a leasehold. Through the credit, the local government receives a portion of the state leasehold excise tax rather than leaseholders paying an additional local leasehold excise tax.

The purpose of the leasehold excise tax is “in lieu” of property tax. The distribution to taxing districts provides revenue that would otherwise be generated by the property tax.

Funds may be used for any lawful purpose of the local taxing district. Local taxing districts in counties and cities that have imposed a local leasehold excise tax are eligible to receive the funds.

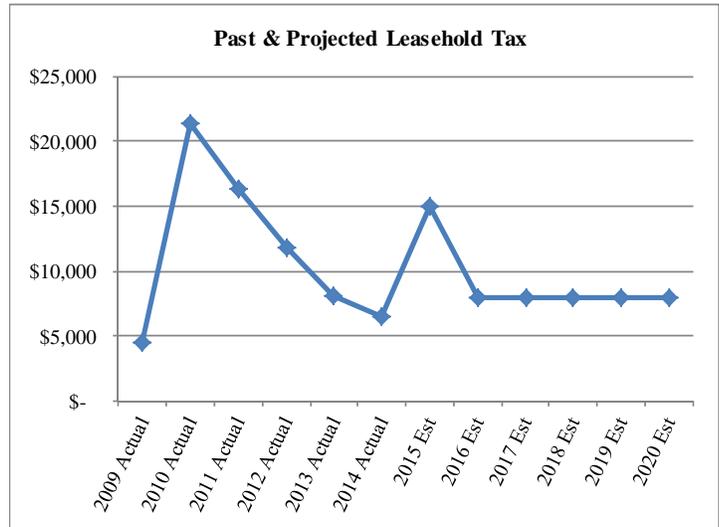
Counties and cities are authorized to impose a local leasehold tax on taxable rent at the rate of 6% and 4%, respectively, to be credited against the state’s leasehold excise tax rate of 12.84%. Counties must provide a credit for the full amount of any city tax imposed upon the same taxable event. As a result, the effective rate of the state leasehold excise tax is 6.84%.

County treasurers are required to district any county imposed leasehold tax to other taxing districts, excluding cities, according to each district’s pro rata share of the property tax in the county.

The program is administered by the Department and Revenue and distributions are made by the Office of State Treasurer on the last business day of even numbered months.

Distributions are deposited in the City’s General Fund.

| Year | Leasehold Tax | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|---------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 4,545 | 0.0% | \$ 706 | 18.4% |
| 2010 Actual | \$ 21,350 | 0.1% | \$ 16,805 | 369.7% |
| 2011 Actual | \$ 16,357 | 0.0% | \$ (4,993) | -23.4% |
| 2012 Actual | \$ 11,858 | 0.0% | \$ (4,499) | -27.5% |
| 2013 Actual | \$ 8,027 | 0.0% | \$ (3,831) | -32.3% |
| 2014 Actual | \$ 6,457 | 0.0% | \$ (1,570) | -19.6% |
| 2015 Est | \$ 15,000 | 0.0% | \$ 8,543 | 132.3% |
| 2016 Est | \$ 8,000 | 0.0% | \$ (7,000) | -46.7% |
| 2017 Est | \$ 8,000 | 0.0% | \$ - | 0.0% |
| 2018 Est | \$ 8,000 | 0.0% | \$ - | 0.0% |
| 2019 Est | \$ 8,000 | 0.0% | \$ - | 0.0% |
| 2020 Est | \$ 8,000 | 0.0% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | | 4.9% |
| Average 6 Year Change (2010 - 2015) | | | | -7.1% |
| Average 6 Year Change (2011 - 2016) | | | | -17.4% |



Liquor Revenues

Prior to June 1, 2012, the State's liquor monopoly prevented the City from taxing liquor establishments. However, the City of Lakewood was responsible for the policing of all liquor establishments located within the city limits so the state was required to share their state-collected profits and taxes to help cities with the cost of policing their liquor establishments. The Liquor Board obtained their profits from state liquor stores, taxes on wine and beer, license fees, permit fees, penalties, and forfeitures. Of these profits, cities receive a 40% share based on population. Cities also received 28% of the local excise tax receipts.

In November 2011, voters approved Initiative 1183 which privatized the distribution and retail sale of liquor, effective June 1, 2012. The markups on liquor have been replaced as a state revenue source by license fees that are paid to the state by retailers and distributors. The direct impact of this initiative is on liquor profits.

In 2012, legislation passed which diverted all city and county liquor excise tax revenue to the state general fund for FY 2013. It also provided for a permanent diversion of \$10M per year of city and county money from the liquor excise tax fund to the state general fund, effective FY 2014. Since 80% of the liquor excise tax is distributed to cities and 20% to counties, \$8M of the transfer comes out of City money and \$2M comes from county money annually.

The 2013-2015 state budget, passed by the 2013 legislature, contained a provision that increased the share of liquor taxes collected and remitted to the state general fund, from 65% to 77.5%. This meant that the share going to the liquor excise tax fund for distribution to cities and counties fell from 35% to 22.5% - a reduction of 35%. The 2013-2015 budget also appropriated \$24.74M for the liquor excise tax fund which created a conflict for the methodology to be used by the state for distributions throughout the 2013-2015 biennium. It was hoped that the 2014 session would bring some resolution to the issue, but the legislature did not produce an amendment so the lower revenue methodology became the reality for the remainder of the biennium.

The 2015-2017 state budget, passed by the 2015 legislature has returned the percentage distribution to pre-2013 state budget provisions which means that 35% of revenues collected are to be deposited in the liquor excise tax fund to be distributed to counties, cities and towns.

To be eligible for liquor revenues funds, a city must devote at least 2% of its distribution to support an approved alcoholism or drug addiction program.

Liquor Excise Tax

(RCW 82.08.150 through RCW 82.08.170, RCW 66.08.195, RCW 66.08.200, RCW 66.08.210, RCW 66.24.290, RCW 70.96A.085, RCW 70.96A.8)

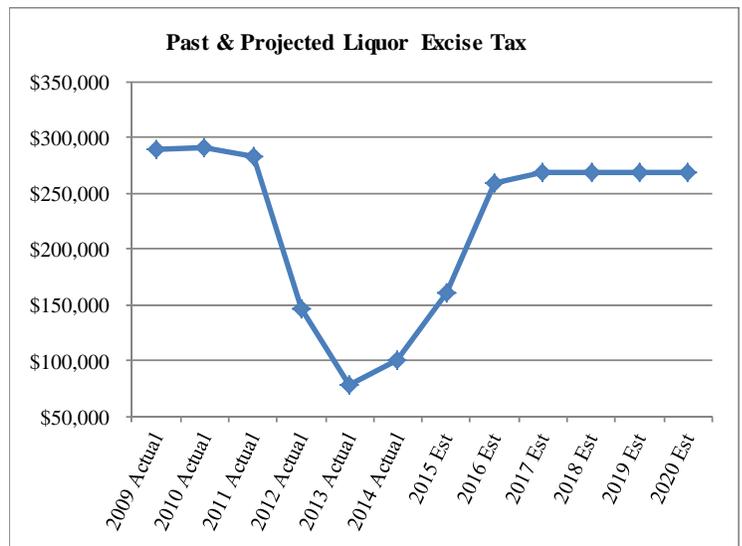
The liquor excise tax is the state distributed tax on liquor sold by spirit retail license. With the exception of border areas, distribution is based on population, except that local governments that prohibit the sale of liquor within their jurisdictions do not share in the distribution. For border areas, the distribution includes the tax imposed on all beer.

For 2015, the first three distributions from the State Treasurer reflects the 2013-2015 state budget provision and the final distribution in September will be made under the 2015-2017 state budget, split 80% to cities and 20% to counties.

For 2016, all of the distributions will be calculated using the original distribution, wherein the state general fund receives 65% of liquor tax collections and 35% will go into the liquor excise tax fund for distribution to counties, cities and towns less the \$10M (\$2.5M a quarter) permanent transfer to the state general fund.

The State Treasurer distributes liquor excise tax revenues to the City in January, April, July and September which are deposited in the City’s General Fund.

| Year | Liquor Excise Tax | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|-------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 289,374 | 0.9% | \$ 3,644 | 1.3% |
| 2010 Actual | \$ 291,060 | 0.9% | \$ 1,686 | 0.6% |
| 2011 Actual | \$ 283,260 | 0.9% | \$ (7,800) | -2.7% |
| 2012 Actual | \$ 145,808 | 0.4% | \$ (137,452) | -48.5% |
| 2013 Actual | \$ 77,675 | 0.2% | \$ (68,133) | -46.7% |
| 2014 Actual | \$ 99,953 | 0.3% | \$ 22,278 | 28.7% |
| 2015 Est | \$ 161,100 | 0.4% | \$ 61,147 | 61.2% |
| 2016 Est | \$ 258,500 | 0.7% | \$ 97,400 | 60.5% |
| 2017 Est | \$ 267,900 | 0.7% | \$ 9,400 | 3.6% |
| 2018 Est | \$ 267,900 | 0.7% | \$ - | 0.0% |
| 2019 Est | \$ 267,900 | 0.7% | \$ - | 0.0% |
| 2020 Est | \$ 267,900 | 0.7% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | -31.6% | |
| Average 6 Year Change (2010 - 2015) | | | -13.4% | |
| Average 6 Year Change (2011 - 2016) | | | -1.6% | |



Liquor Profits

(RCW 66.08.190 through RCW 66.08.210, RCW 70.96A.085, RCW 70.96A.087, RCW 66.24.065)

Under Initiative 1183 passed in November 2011, the state collects revenue in the form of license fees from distributors and retailers. A portion of these “liquor profits” (the Liquor Control Board continues to call these funds “liquor profits”) goes to cities, counties, and border cities and counties.

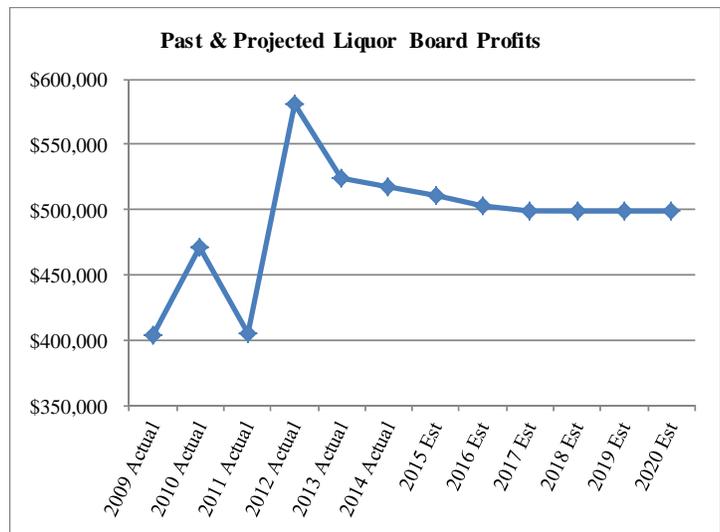
The distribution of spirit license fees through the liquor revolving fund to border areas, counties, cities, towns and the municipal research center must be made in a manner that provides that each category of recipients receive, in the aggregate, no less that it received from the liquor revolving fund during comparable periods prior to December 8, 2011.

The “comparable periods prior to December 8, 2011” were determined by the Office of Financial Management to be December 2010, March 2011, July 2011, and September 2011. An additional distribution of ten million dollars per year from the spirits license fees was added to enhance public safety programs. Three-tenths of one percent (0.3%) is distributed to border areas, counties, and towns. Of the remaining amount, the distribution is 80% to cities and 20% to counties.

Each city and county must split its distributions so that it can account separately for the portion that can be spent for any general purpose and the portion that must be spent to enhance public safety programs. To make this split, 20.23% of liquor profits for enhancing public safety.

The liquor control board profits are the state distribution of a portion of beer tax and spirit fees. Distribution is based on population, except that local governments that prohibit the sale of liquor within their jurisdictions do not share in the distribution. The State Treasurer distributes liquor excise tax revenues to the City in January, April, July and September which are deposited in the City’s General Fund.

| Year | Liquor Board Profits | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|----------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 404,466 | 1.2% | \$ 6,040 | 1.5% |
| 2010 Actual | \$ 470,667 | 1.5% | \$ 66,201 | 16.4% |
| 2011 Actual | \$ 405,405 | 1.2% | \$ (65,262) | -13.9% |
| 2012 Actual | \$ 580,449 | 1.7% | \$ 175,044 | 43.2% |
| 2013 Actual | \$ 523,698 | 1.5% | \$ (56,751) | -9.8% |
| 2014 Actual | \$ 518,105 | 1.4% | \$ (5,593) | -1.1% |
| 2015 Est | \$ 511,200 | 1.4% | \$ (6,905) | -1.3% |
| 2016 Est | \$ 502,500 | 1.4% | \$ (8,700) | -1.7% |
| 2017 Est | \$ 498,400 | 1.3% | \$ (4,100) | -0.8% |
| 2018 Est | \$ 498,400 | 1.3% | \$ - | 0.0% |
| 2019 Est | \$ 498,400 | 1.3% | \$ - | 0.0% |
| 2020 Est | \$ 498,400 | 1.3% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | | 3.7% |
| Average 6 Year Change (2010 - 2015) | | | | 1.3% |
| Average 6 Year Change (2011 - 2016) | | | | 3.2% |



Motor Vehicle Fuel Tax (RCW 46.68)

This tax is placed on the sale of motor vehicle gas in the State of Washington. Taxes on motor vehicle fuels from prior month's collections of the preceding month's station sales are to be used for construction, improvements, and repair of highways, streets and roads.

The motor vehicle fuel tax (MVET) is levied on consumption rather than price. The state currently levies a tax of 37.5 cents per gallon on motor vehicle fuel under RCW 82.36.025(1) through (6) and on special fuel (diesel) under RCW 82.38.030(1) through (6). Cities receive 10.6961% of the 23 cents per gallon tax levied under RCW 82.36.025(1) and RCW 82.38.030(1), from which some small deductions are made. Cities also are given 8.3333% share of the 3 cent taxes levied under RCW 82.36.025(3) and (4) and RCW 82.38.030(3) and (4).

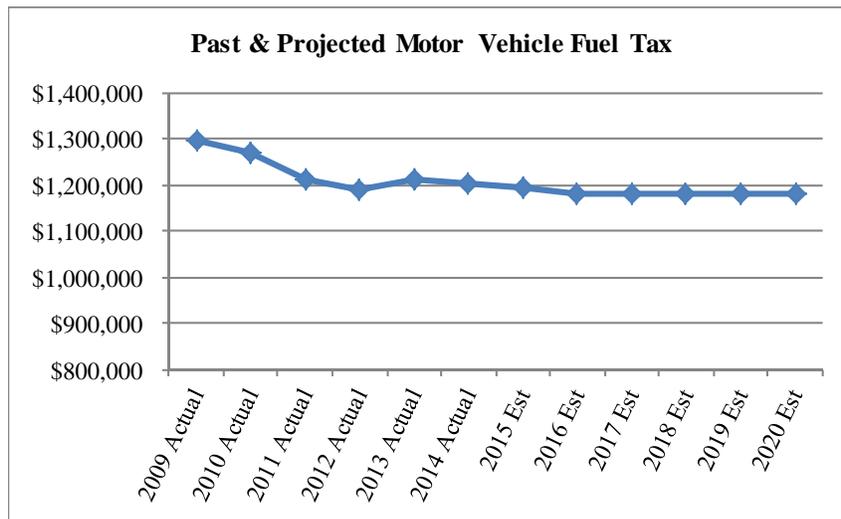
These funds are distributed on a per capita basis and are to be placed in the city’s Street Operations & Maintenance Fund and Transportation Capital Fund to be spent for: salaries and wages, material, supplies, equipment, purchase or condemnation of right-of-way, engineering or any other proper highway or street purpose in connection with the construction, alteration, repair, improvement or maintenance of city street or bridge, or viaduct of under passage along, upon or across such streets.

Cities are required to spend 0.42% of their gas tax receipts on paths and trails, unless that amount is \$500 or less. Cities in lieu of expending the funds each year may credit the funds to a financial reserve or special fund, to be held for not more than ten years, and to be expended for paths and trails.

The allocation of MVET is as follows: 71% to Street Operations & Maintenance; 29% to Transportation Capital which includes 0.42% earmarked specifically for paths and trails.

The program is administered by the Department of Licensing and distributions are made by the Office of State Treasurer monthly.

| Year | Vehicle Fuel Tax - G/S | % of G/S Oper Rev | Chg Over Prior Year | | Motor Vehicle Fuel Tax - CIP | Total MVET |
|-------------------------------------|------------------------|-------------------|---------------------|-------|------------------------------|--------------|
| | | | \$ | % | | |
| 2009 Actual | \$ 926,995 | 2.8% | \$ 1,194 | 0.1% | \$ 369,502 | \$ 1,296,497 |
| 2010 Actual | \$ 894,867 | 2.8% | \$ (32,128) | -3.5% | \$ 372,861 | \$ 1,267,728 |
| 2011 Actual | \$ 860,093 | 2.6% | \$ (34,774) | -3.9% | \$ 351,306 | \$ 1,211,399 |
| 2012 Actual | \$ 843,743 | 2.4% | \$ (16,350) | -1.9% | \$ 344,627 | \$ 1,188,370 |
| 2013 Actual | \$ 858,750 | 2.4% | \$ 15,007 | 1.8% | \$ 350,757 | \$ 1,209,507 |
| 2014 Actual | \$ 852,760 | 2.4% | \$ (5,990) | -0.7% | \$ 348,310 | \$ 1,201,070 |
| 2015 Est | \$ 852,300 | 2.4% | \$ (460) | -0.1% | \$ 340,000 | \$ 1,192,300 |
| 2016 Est | \$ 840,700 | 2.3% | \$ (11,600) | -1.4% | \$ 340,000 | \$ 1,180,700 |
| 2017 Est | \$ 840,300 | 2.3% | \$ (400) | 0.0% | \$ 340,000 | \$ 1,180,300 |
| 2018 Est | \$ 840,300 | 2.2% | \$ - | 0.0% | \$ 340,000 | \$ 1,180,300 |
| 2019 Est | \$ 840,300 | 2.2% | \$ - | 0.0% | \$ 340,000 | \$ 1,180,300 |
| 2020 Est | \$ 840,300 | 2.1% | \$ - | 0.0% | \$ 340,000 | \$ 1,180,300 |
| Average 6 Year Change (2009 - 2014) | | | | | | -1.3% |
| Average 6 Year Change (2010 - 2015) | | | | | | -1.1% |
| Average 6 Year Change (2011 - 2016) | | | | | | -0.4% |

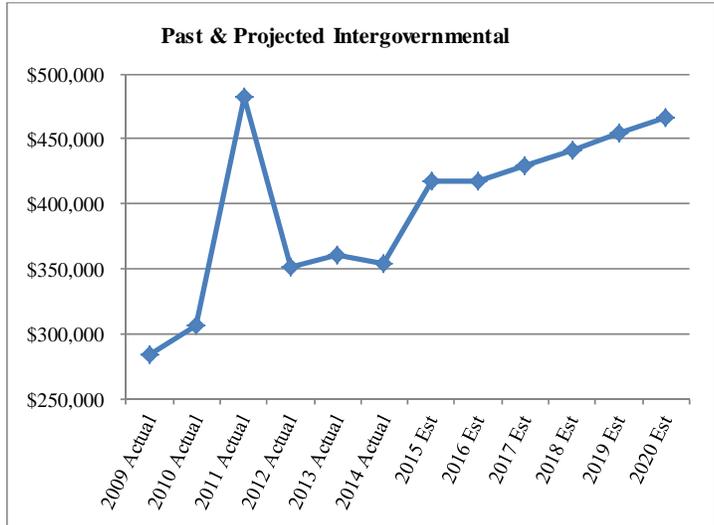


INTERGOVERNMENTAL

Intergovernmental revenues include Police reimbursement, animal services contract revenues from the Town of Steilacoom and City of Dupont, Municipal Court contracted services to the City of University Place, Town of

Steilacoom and City of Dupont (beginning in 2015) and parks revenue from Pierce County. These revenues are deposited in the General Fund.

| Year | Intergov't'l | % of G/S Oper Rev | Chg Over Prior Year | |
|--|--------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 284,311 | 0.8% | \$ (605,055) | -68.0% |
| 2010 Actual | \$ 306,391 | 1.0% | \$ 22,080 | 7.8% |
| 2011 Actual | \$ 482,732 | 1.4% | \$ 176,340 | 57.6% |
| 2012 Actual | \$ 351,908 | 1.0% | \$ (130,824) | -27.1% |
| 2013 Actual | \$ 360,563 | 1.0% | \$ 8,655 | 2.5% |
| 2014 Actual | \$ 353,747 | 1.0% | \$ (6,816) | -1.9% |
| 2015 Est | \$ 417,224 | 1.2% | \$ 63,477 | 17.9% |
| 2016 Est | \$ 417,272 | 1.1% | \$ 48 | 0.0% |
| 2017 Est | \$ 429,100 | 1.2% | \$ 11,828 | 2.8% |
| 2018 Est | \$ 441,300 | 1.2% | \$ 12,200 | 2.8% |
| 2019 Est | \$ 453,900 | 1.2% | \$ 12,600 | 2.9% |
| 2020 Est | \$ 466,900 | 1.2% | \$ 13,000 | 2.9% |
| Average 6 Year Change (2009 - 2014) | | | | 3.3% |
| Average 6 Year Change (2010 - 2015) | | | | 4.4% |
| Average 6 Year Change (2011 - 2016) | | | | -2.6% |

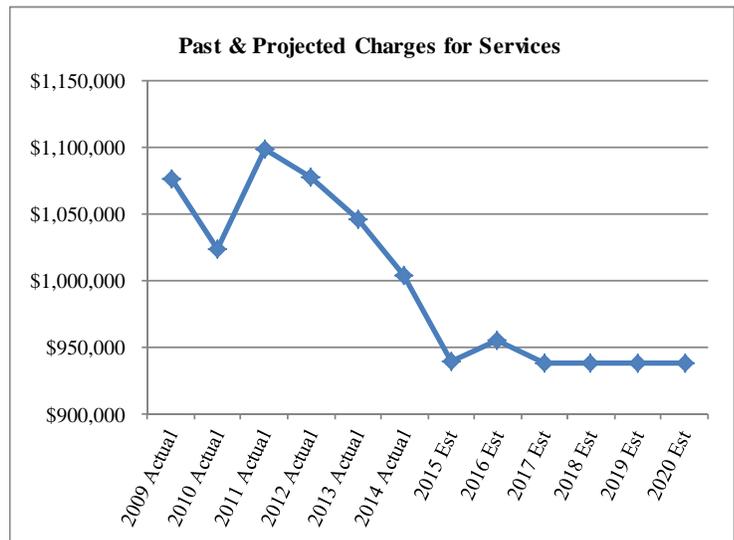


CHARGES FOR SERVICES

The charge for services is revenues generated from services provided to the general public.

Revenues from charges for services include parks & recreation fees, court transport fees from the City of University Place and Town of Steilacoom, towing impound fees, extra duty fees, and Western State Hospital dispatch services.

| Year | Charges for Services | % of G/S Oper Rev | Chg Over Prior Year | |
|--|----------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 1,076,081 | 3.2% | \$ 851,682 | 379.5% |
| 2010 Actual | \$ 1,023,270 | 3.2% | \$ (52,811) | -4.9% |
| 2011 Actual | \$ 1,098,341 | 3.3% | \$ 75,071 | 7.3% |
| 2012 Actual | \$ 1,076,914 | 3.1% | \$ (21,427) | -2.0% |
| 2013 Actual | \$ 1,045,767 | 3.0% | \$ (31,147) | -2.9% |
| 2014 Actual | \$ 1,003,355 | 2.8% | \$ (42,412) | -4.1% |
| 2015 Est | \$ 939,500 | 2.6% | \$ (63,855) | -6.4% |
| 2016 Est | \$ 954,500 | 2.6% | \$ 15,000 | 1.6% |
| 2017 Est | \$ 938,300 | 2.5% | \$ (16,200) | -1.7% |
| 2018 Est | \$ 938,300 | 2.5% | \$ - | 0.0% |
| 2019 Est | \$ 938,300 | 2.4% | \$ - | 0.0% |
| 2020 Est | \$ 938,300 | 2.4% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | | -1.2% |
| Average 6 Year Change (2010 - 2015) | | | | -1.5% |
| Average 6 Year Change (2011 - 2016) | | | | -2.5% |

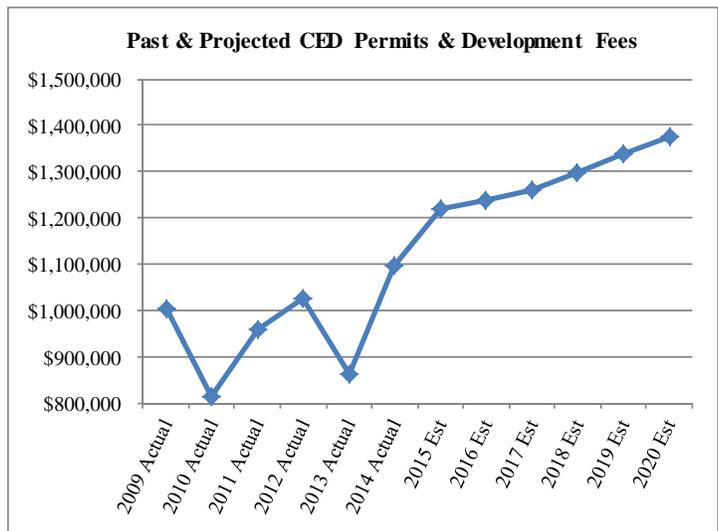


As stated during the 2015/2016 budget process, the Parks, Recreation and Community Service Department regularly review its fee structure for classes, programs and facility use using the cost recovery model included in the Legacy Plan. The department will be reviewing the fee structure at the class and 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.

Permit & Development Fees

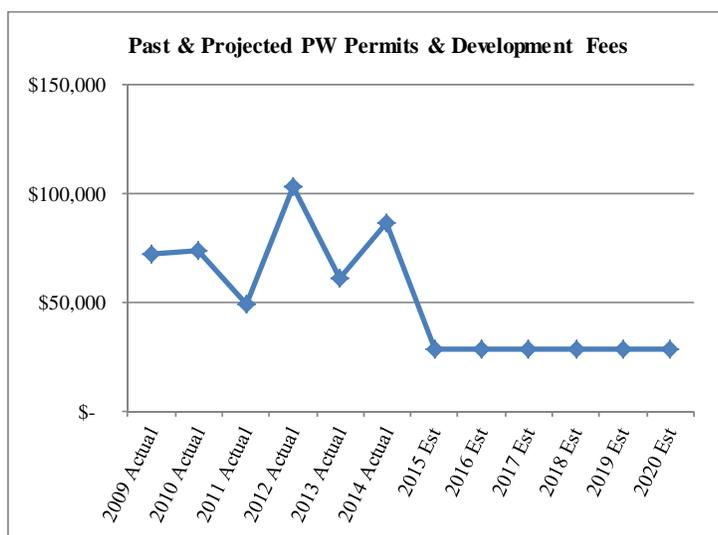
Community & Economic Development permits & fees include plan review, building, plumbing, mechanical, and land use fees. All fees are payable at the time of application. Application fees are deposited into the General Fund and are used to offset building and planning related service costs. The International Code Council (ICC) sets the per square foot building valuation. The ICC updates the valuation number annually. Building permit fees are, therefore, based on the building valuation table which is found in the City’s Master Fee Schedule, as is all other related Community & Economic Development permits and fees.

| Year | CED Permits & Dev Fees | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|------------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 1,002,755 | 3.0% | \$ (417,353) | -29.4% |
| 2010 Actual | \$ 814,328 | 2.5% | \$ (188,427) | -18.8% |
| 2011 Actual | \$ 961,142 | 2.9% | \$ 146,814 | 18.0% |
| 2012 Actual | \$ 1,026,342 | 3.0% | \$ 65,200 | 6.8% |
| 2013 Actual | \$ 863,469 | 2.4% | \$ (162,873) | -15.9% |
| 2014 Actual | \$ 1,096,893 | 3.1% | \$ 233,424 | 27.0% |
| 2015 Est | \$ 1,218,150 | 3.4% | \$ 121,257 | 11.1% |
| 2016 Est | \$ 1,236,300 | 3.4% | \$ 18,150 | 1.5% |
| 2017 Est | \$ 1,260,800 | 3.4% | \$ 24,500 | 2.0% |
| 2018 Est | \$ 1,298,200 | 3.4% | \$ 37,400 | 3.0% |
| 2019 Est | \$ 1,337,000 | 3.5% | \$ 38,800 | 3.0% |
| 2020 Est | \$ 1,376,900 | 3.5% | \$ 39,900 | 3.0% |
| Average 6 Year Change (2009 - 2014) | | | | 1.4% |
| Average 6 Year Change (2010 - 2015) | | | | 5.5% |
| Average 6 Year Change (2011 - 2016) | | | | 3.7% |



Public Works permits and development fees include right-of-way permits, plan review fees, inspection fees. The revenues are deposited in the Street Fund to offset service costs.

| Year | PW Permits & Dev Fees | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------------------------------|-----------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 72,086 | 0.2% | \$ 29,591 | 69.6% |
| 2010 Actual | \$ 73,220 | 0.2% | \$ 1,134 | 1.6% |
| 2011 Actual | \$ 49,336 | 0.1% | \$ (23,884) | -32.6% |
| 2012 Actual | \$ 102,492 | 0.3% | \$ 53,156 | 107.7% |
| 2013 Actual | \$ 61,033 | 0.2% | \$ (41,459) | -40.5% |
| 2014 Actual | \$ 85,956 | 0.2% | \$ 24,923 | 40.8% |
| 2015 Est | \$ 28,300 | 0.1% | \$ (57,656) | -67.1% |
| 2016 Est | \$ 28,300 | 0.1% | \$ - | 0.0% |
| 2017 Est | \$ 28,300 | 0.1% | \$ - | 0.0% |
| 2018 Est | \$ 28,300 | 0.1% | \$ - | 0.0% |
| 2019 Est | \$ 28,300 | 0.1% | \$ - | 0.0% |
| 2020 Est | \$ 28,300 | 0.1% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | | 2.7% |
| Average 6 Year Change (2010 - 2015) | | | | -26.5% |
| Average 6 Year Change (2011 - 2016) | | | | -12.4% |



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.

Surface Water Management Fees

The Surface Water Management (SWM) fund manages surface water run-off accounts for the City’s only utility operation. The City applies a rate structure as a utility service charge to all parcels within the City and those incorporated areas defined by an interlocal drainage agreement as authorized by the City’s municipal code. The purpose of this charge is to provide resources to plan, manage, design, construct, maintain, revise, and upgrade the storm drainage and surface water runoff systems within the corporate limits of the City of Lakewood. This authority is invoked to minimize the property damage, promote and protect public health, safety , and welfare, minimize water quality degradation by preventing siltation, contamination and erosion of the City’s waterways, protect aquifers, insure the safety of City streets, and rights-of-way, assure compliance with federal and state storm drainage, surface water management, and water quality regulations and legislation, increase educational and recreational opportunities, encourage the preservation of natural drainage systems, and foster other beneficial public uses.

All parcels are subject to a service charge with some exceptions. The following parcels are exempt from paying the utility service charge: all parcels consisting of mineral rights only; all parcels consisting of entirely tidelands, rivers, lakes, creeks and/or streams; all vacant/undeveloped parcels less than two-tenths (2/10ths) of an acre (8,712 square feet) in total area; all parcels within national parks due to minuscule amount of impervious area compared to the pristine nature of total acreage protected for future generations; all parcels that are used for church, community center, community hall, grange or community service-oriented purposes as well as those owned by an organization with nonprofit benefit as defined by state statute.

Low income senior citizens and disabled persons receiving relief under RCW 84.36.381 receive partial exemption from surface water service charges and surcharge as defined in the City’s municipal code.

The annual service charge rates are as follows:

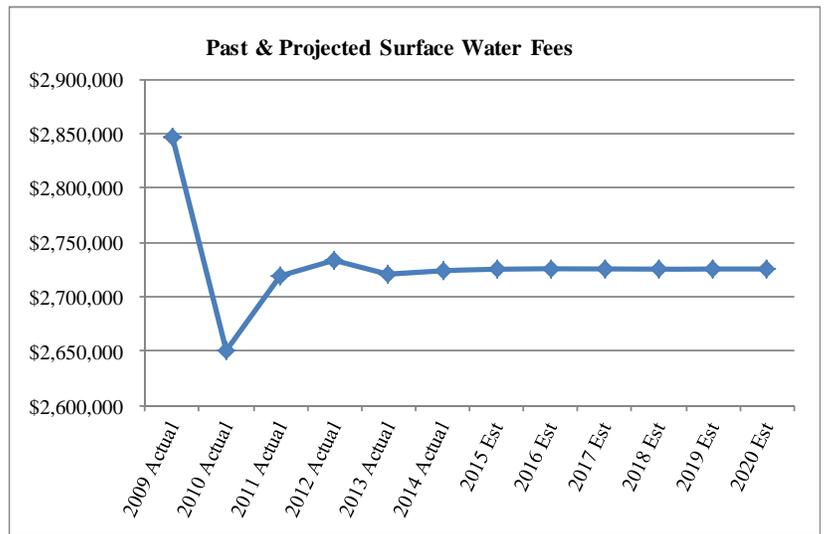
| Type | Fee |
|---|---|
| Residential | \$77.40 |
| Duplex | \$101.15 |
| Multi-Family | \$0.03102 per square foot of impervious area, less an additional \$5.00 |
| All Mobile Homes other than Residential | \$40.70 per vacant or occupied mobile home site (mobile home equivalent) plus \$0.03102 per square foot of impervious areas in addition to mobile home site. |
| Vacant/Undeveloped | \$0.410 per acre, less an additional \$5.00, but in no case shall the minimum service charge be less than \$15.98 |
| Forest and Timber Land | \$15.98 per parcel, plus \$0.410/acre on lands classified as forest lands under RCW 84.33 or RCW 84.34 |
| City Streets, Roads and Public Highways | \$0.00930 per square feet of impervious area, less an additional \$5.00 |
| All Other Parcels | \$0.03102 per square foot of impervious area, less an additional \$5.00, but in no case shall the minimum service charge be less than the higher of the residential equivalent rate for each year of the charge for a vacant/undeveloped parcel of equal acreage. |

The annual service charge is calculated based on impervious area and parcel status as of January 1 each year. The annual service charge is due the City on or before April 30 of each year and shall be paid together with payment of

real property tax upon the parcel, if any, and is delinquent thereafter. Provided, that if real property tax upon the parcel payable in that year exceeds thirty dollars, and one-half of the tax, together with one-half of the annual service charge provided by this section are paid on or before April 30 of such year, the remaining one-half of the annual service charge is due and payable on October 30, next following, or at the time of payment of the remaining tax on the parcel, whichever is earlier and is delinquent after that date. The service charge is incorporated on the Pierce County Real Property Tax Statement.

The projected surface water fees for 2015/2016 are roughly \$2.7M per year. Current year surface water management fees fund current year operations in 2015/2016. The operating fund also provides for a transfer to the Transportation Capital Fund in the amount of \$595K in 2015 and \$400K in 2016 for its portion of surface water related capital as well as surface water capital projects total \$27K in 2015 and \$523K in 2016 for pipe repair and outfall retrofit projects.

| Year | Surface Water Fees | Chg Over Prior Year | |
|-------------------------------------|--------------------|---------------------|-------|
| | | \$ | % |
| 2009 Actual | \$ 2,847,354 | \$ 161,408 | 6.0% |
| 2010 Actual | \$ 2,650,221 | \$ (197,133) | -6.9% |
| 2011 Actual | \$ 2,718,958 | \$ 68,737 | 2.6% |
| 2012 Actual | \$ 2,732,964 | \$ 14,006 | 0.5% |
| 2013 Actual | \$ 2,720,766 | \$ (12,198) | -0.4% |
| 2014 Actual | \$ 2,723,885 | \$ 3,119 | 0.1% |
| 2015 Est | \$ 2,725,000 | \$ 1,115 | 0.0% |
| 2016 Est | \$ 2,725,000 | \$ - | 0.0% |
| 2017 Est | \$ 2,725,000 | \$ - | 0.0% |
| 2018 Est | \$ 2,725,000 | \$ - | 0.0% |
| 2019 Est | \$ 2,725,000 | \$ - | 0.0% |
| 2020 Est | \$ 2,725,000 | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | -0.8% |
| Average 6 Year Change (2010 - 2015) | | | 0.5% |
| Average 6 Year Change (2011 - 2016) | | | 0.0% |



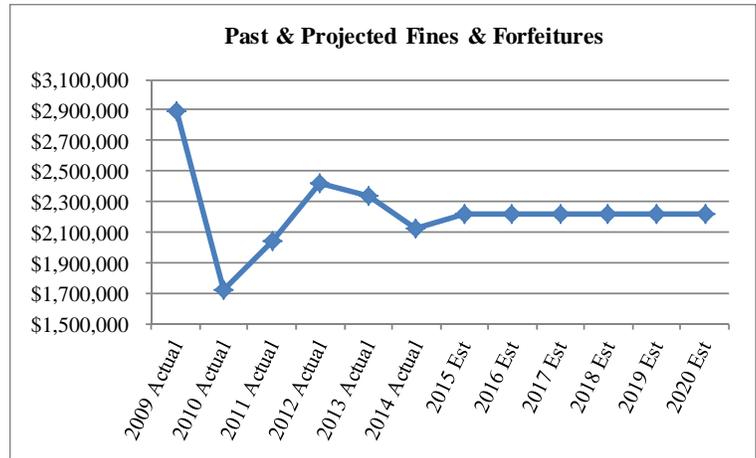
FINES & FORFEITURES

Fines & Forfeitures

The Municipal Court of the City of Lakewood is an inferior court (a court subject to the jurisdiction of another court known as the superior court, or a higher court) with exclusive original criminal jurisdiction of all violations of City laws. It also has the original jurisdiction of all other actions brought to enforce or recover license penalties or forfeitures declared or given by such city laws or by any state statutes. The Court also exercises all powers granted by Chapter 6 of said Justice Court and other Inferior Court Reorganization Law (Chapter 299, laws of 1964).

The City began operating its municipal court when it incorporated in 1996. Fines and forfeitures are accounted for in the General Fund and include fines from municipal court, red light and school zone infractions. Prior to 2015, it also includes fines and forfeiture revenues the City of University Place and Town of Steilacoom as part of the contract terms of providing municipal court contracted services. In addition to the City retaining the fines and forfeitures as City revenue, the City received a fixed contract amount from the both cities, which is accounted for as intergovernmental revenue.

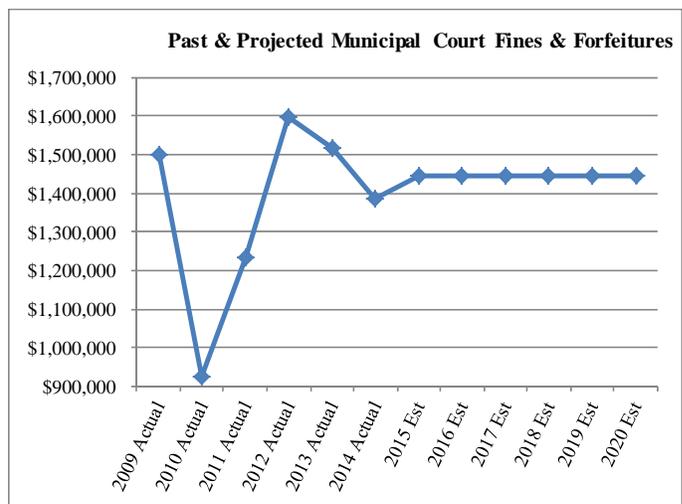
| Year | Fines & Forfeitures | % of G/S Oper Rev | Chg Over Prior Year | |
|-------------|---------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 2,895,692 | 8.6% | \$ 911,488 | 45.9% |
| 2010 Actual | \$ 1,722,695 | 5.4% | \$ (1,172,997) | -40.5% |
| 2011 Actual | \$ 2,038,586 | 6.1% | \$ 315,891 | 18.3% |
| 2012 Actual | \$ 2,419,617 | 7.0% | \$ 381,031 | 18.7% |
| 2013 Actual | \$ 2,342,639 | 6.6% | \$ (76,978) | -3.2% |
| 2014 Actual | \$ 2,123,056 | 5.9% | \$ (219,583) | -9.4% |
| 2015 Est | \$ 2,224,600 | 6.1% | \$ 101,544 | 4.8% |
| 2016 Est | \$ 2,224,600 | 6.0% | \$ - | 0.0% |
| 2017 Est | \$ 2,224,600 | 6.0% | \$ - | 0.0% |
| 2018 Est | \$ 2,224,600 | 5.9% | \$ - | 0.0% |
| 2019 Est | \$ 2,224,600 | 5.8% | \$ - | 0.0% |
| 2020 Est | \$ 2,224,600 | 5.7% | \$ - | 0.0% |



Court Fines and Forfeitures

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).

| Year | Fines & Forfeitures | % of G/S Oper Rev | Chg Over Prior Year | |
|--|---------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 1,500,580 | 4.5% | \$ 530,311 | 54.7% |
| 2010 Actual | \$ 926,257 | 2.9% | \$ (574,322) | -38.3% |
| 2011 Actual | \$ 1,231,477 | 3.7% | \$ 305,220 | 33.0% |
| 2012 Actual | \$ 1,596,299 | 4.6% | \$ 364,822 | 29.6% |
| 2013 Actual | \$ 1,514,628 | 4.3% | \$ (81,672) | -5.1% |
| 2014 Actual | \$ 1,384,894 | 3.9% | \$ (129,734) | -8.6% |
| 2015 Est | \$ 1,444,100 | 4.0% | \$ 59,206 | 4.3% |
| 2016 Est | \$ 1,444,100 | 3.9% | \$ - | 0.0% |
| 2017 Est | \$ 1,444,100 | 3.9% | \$ - | 0.0% |
| 2018 Est | \$ 1,444,100 | 3.8% | \$ - | 0.0% |
| 2019 Est | \$ 1,444,100 | 3.7% | \$ - | 0.0% |
| 2020 Est | \$ 1,444,100 | 3.7% | \$ - | 0.0% |
| Average 6 Year Change (2009 - 2014) | | | -1.4% | |
| Average 6 Year Change (2010 - 2015) | | | 6.0% | |
| Average 6 Year Change (2011 - 2016) | | | 2.5% | |



| Court Fines & Forfeitures | | | | | | | |
|--|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| <i>(does not include camera enforcement)</i> | | | | | | | |
| Category | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 Est |
| Admin, Filing, Copy, Forms, Legal | \$ 25,844 | \$ 28,620 | \$ 38,561 | \$ 57,658 | \$ 57,388 | \$ 55,293 | \$ 67,300 |
| Detention & Correction Services | 372,404 | 260,956 | 381,860 | 426,925 | 431,381 | 363,517 | 431,400 |
| Civil Penalties | 5,194 | 5,764 | 11,438 | 16,865 | 12,206 | 10,316 | 12,200 |
| Civil Infraction Penalties | 939,510 | 506,960 | 661,161 | 932,084 | 839,061 | 792,345 | 713,200 |
| Civil Parking Infractions | 22,230 | 21,062 | 13,364 | 12,148 | 12,307 | 8,157 | 44,400 |
| Criminal Traffic Misdemeanor Fines | 49,868 | 36,394 | 34,985 | 49,393 | 40,853 | 30,738 | 57,400 |
| Criminal Non-Traffic Fines | 20,789 | 8,939 | 13,102 | 13,285 | 13,874 | 9,535 | 13,900 |
| Court Cost Recoupment | 38,758 | 27,767 | 28,690 | 32,920 | 30,969 | 24,660 | 27,900 |
| Interest/Other/Misc | 25,982 | 29,796 | 48,316 | 55,021 | 76,589 | 90,332 | 76,400 |
| Total | \$ 1,500,580 | \$ 926,257 | \$ 1,231,477 | \$ 1,596,299 | \$ 1,514,628 | \$ 1,384,893 | \$ 1,444,100 |

Camera Enforcement

The City currently has eight cameras operating at five locations:

- Two (2) school zone cameras located at 5405 Steilacoom Blvd – WB and 9904 Gravelly Lake Drive – SB
- Six (6) red light cameras located at:
 - Bridgeport Blvd SW & San Francisco Ave SW – SB & NB
 - Steilacoom Blvd SW & Phillips Rd SW – WB & EB
 - South Tacoma Way & SR 512 – NB & SB

The monthly vendor payments to Redflex Traffic Systems, Inc. for camera enforcement services 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 contract pricing structure reduced costs by approximately \$60K per year, from roughly \$450K to \$390K.

| Photo Infraction - Red light/School Zone Enforcement | | | | | | | | | |
|---|----------------------|-----------------------|--------------------|----------------------|-----------------------|--------------------|----------------------|-----------------------|--------------------|
| Month | Year 2012 | | | Year 2013 | | | Year 2014 | | |
| | Gross Revenue | Vendor Payment | Net Revenue | Gross Revenue | Vendor Payment | Net Revenue | Gross Revenue | Vendor Payment | Net Revenue |
| Jan | \$ 65,056 | \$ 37,593 | \$ 27,463 | \$ 58,410 | \$ 37,593 | \$ 20,817 | \$ 57,905 | \$ 36,593 | \$ 21,312 |
| Feb | 54,258 | 36,593 | 17,665 | 66,685 | 37,593 | 29,093 | 63,261 | 36,593 | 26,668 |
| Mar | 65,637 | 37,593 | 28,045 | 70,575 | 37,593 | 32,982 | 56,692 | 36,593 | 20,099 |
| Apr | 68,501 | 34,593 | 33,908 | 67,061 | 37,593 | 29,468 | 60,035 | 37,593 | 22,442 |
| May | 58,866 | 36,593 | 22,274 | 63,441 | 37,593 | 25,848 | 59,634 | 37,593 | 22,041 |
| Jun | 68,881 | 36,593 | 32,288 | 76,071 | 37,593 | 38,479 | 57,842 | 33,593 | 24,249 |
| Jul | 57,221 | 35,593 | 21,629 | 69,939 | 36,593 | 33,346 | 56,453 | 34,593 | 21,860 |
| Aug | 62,663 | 33,593 | 29,071 | 49,938 | 34,593 | 15,345 | 51,457 | 34,593 | 16,864 |
| Sep | 62,602 | 37,593 | 25,009 | 72,071 | 37,593 | 34,479 | 50,732 | 36,593 | 14,139 |
| Oct | 52,911 | 37,593 | 15,318 | 53,443 | 37,593 | 15,850 | 49,678 | 32,240 | 17,438 |
| Nov | 95,230 | 37,593 | 57,637 | 79,956 | 37,593 | 42,363 | 79,223 | 32,240 | 46,983 |
| Dec | 77,712 | 37,593 | 40,119 | 65,515 | 36,593 | 28,922 | 61,298 | 27,585 | 33,713 |
| Total YTD | \$ 184,952 | \$ 111,778 | \$ 73,173 | \$ 402,243 | \$ 225,557 | \$ 176,687 | \$ 355,369 | \$ 218,558 | \$ 136,811 |
| Annual | \$789,539 | \$439,113 | \$350,426 | \$793,105 | \$446,114 | \$346,991 | \$704,210 | \$416,401 | \$287,809 |

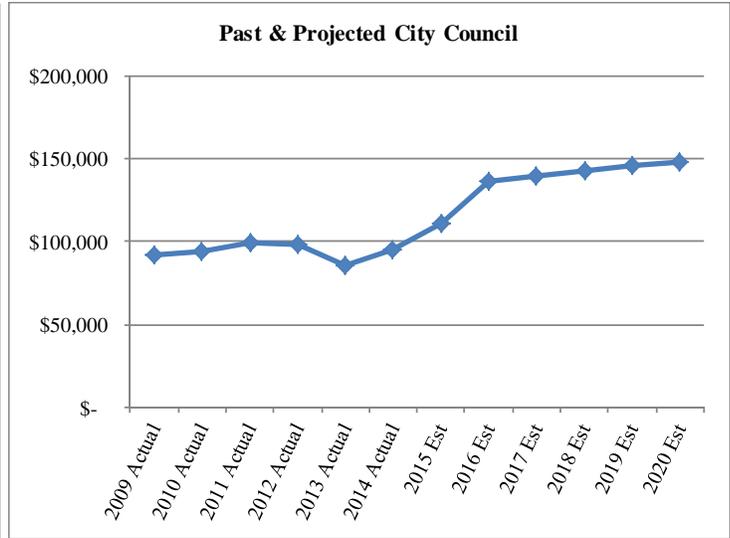
EXPENDITURES

Expenditure Assumptions

Expenditure inflationary increases assumes a 7.5% increase in benefits, 2% for intergovernmental; 3% for internal service charges; 3% for salaries and wages (step increases based on performance) and 0% for all other expenditures. Based on a weighted average, the increase is 3% annually.

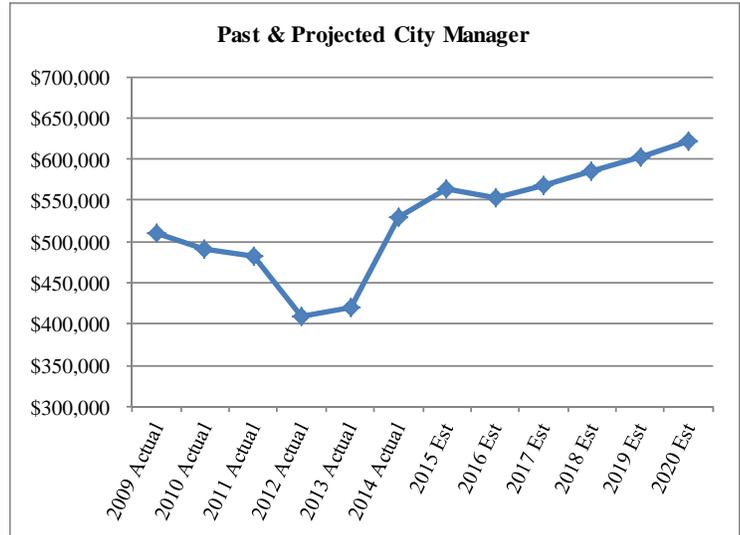
City Council

| Year | City Council | % of G/S Oper Exp | Chg Over Prior Year | |
|--|--------------|----------------------|---------------------|-------------|
| | | | \$ | % |
| 2009 Actual | \$ 91,945 | 0.3% | \$ (9,001) | -8.9% |
| 2010 Actual | \$ 93,597 | 0.3% | \$ 1,652 | 1.8% |
| 2011 Actual | \$ 99,617 | 0.3% | \$ 6,020 | 6.4% |
| 2012 Actual | \$ 97,927 | 0.3% | \$ (1,689) | -1.7% |
| 2013 Actual | \$ 85,530 | 0.2% | \$ (12,397) | -12.7% |
| 2014 Actual | \$ 94,441 | 0.3% | \$ 8,911 | 10.4% |
| 2015 Est | \$ 111,125 | 0.3% | \$ 16,684 | 17.7% |
| 2016 Est | \$ 136,290 | 0.4% | \$ 25,165 | 22.6% |
| 2017 Est | \$ 139,200 | 0.4% | \$ 2,910 | 2.1% |
| 2018 Est | \$ 142,200 | 0.4% | \$ 3,000 | 2.2% |
| 2019 Est | \$ 145,200 | 0.4% | \$ 3,000 | 2.1% |
| 2020 Est | \$ 148,200 | 0.4% | \$ 3,000 | 2.1% |
| Average 6 Year Change (2009 - 2014) | | | | 0.4% |
| Average 6 Year Change (2010 - 2015) | | | | 2.6% |
| Average 6 Year Change (2011 - 2016) | | | | 4.5% |



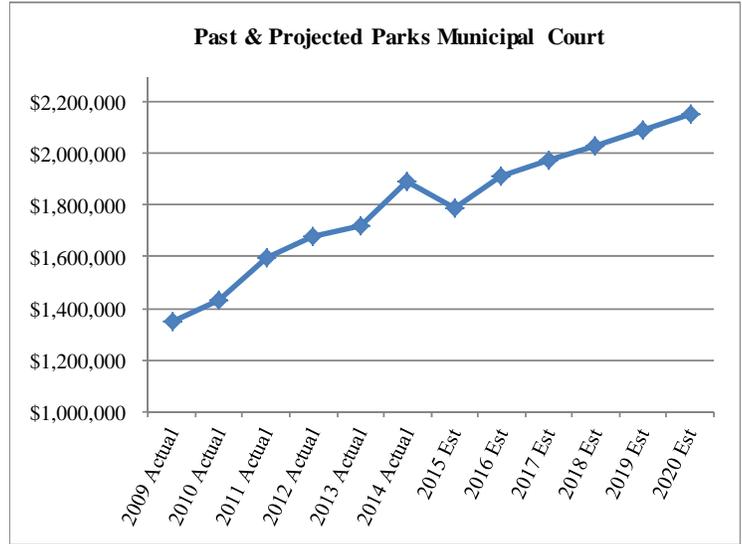
City Manager

| Year | City Manager | % of G/S Oper Exp | Chg Over Prior Year | |
|--|--------------|----------------------|---------------------|-------------|
| | | | \$ | % |
| 2009 Actual | \$ 511,061 | 1.5% | \$ (44,635) | -8.0% |
| 2010 Actual | \$ 490,397 | 1.4% | \$ (20,664) | -4.0% |
| 2011 Actual | \$ 482,766 | 1.4% | \$ (7,632) | -1.6% |
| 2012 Actual | \$ 409,921 | 1.2% | \$ (72,845) | -15.1% |
| 2013 Actual | \$ 419,386 | 1.2% | \$ 9,465 | 2.3% |
| 2014 Actual | \$ 528,918 | 1.5% | \$ 109,532 | 26.1% |
| 2015 Est | \$ 563,590 | 1.6% | \$ 34,672 | 6.6% |
| 2016 Est | \$ 552,260 | 1.5% | \$ (11,330) | -2.0% |
| 2017 Est | \$ 569,000 | 1.5% | \$ 16,740 | 3.0% |
| 2018 Est | \$ 586,000 | 1.5% | \$ 17,000 | 3.0% |
| 2019 Est | \$ 603,000 | 1.5% | \$ 17,000 | 2.9% |
| 2020 Est | \$ 621,000 | 1.5% | \$ 18,000 | 3.0% |
| Average 6 Year Change (2009 - 2014) | | | | 0.6% |
| Average 6 Year Change (2010 - 2015) | | | | 2.2% |
| Average 6 Year Change (2011 - 2016) | | | | 2.1% |



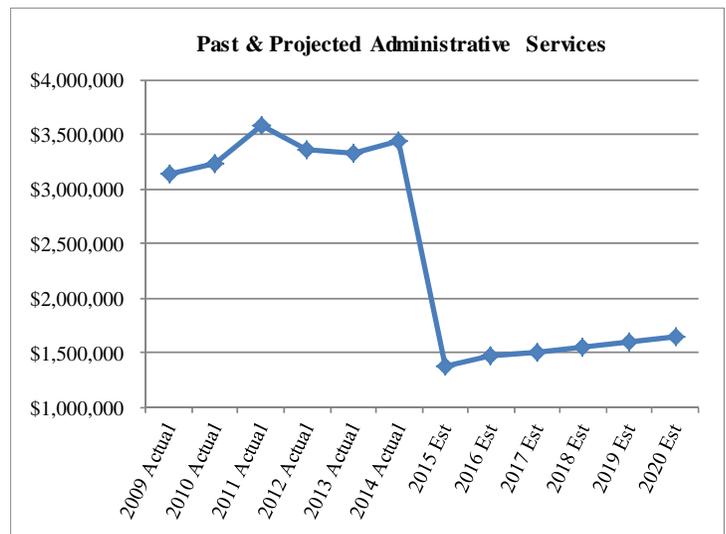
Municipal Court

| Year | Municipal Court | % of G/S Oper Exp | Chg Over Prior Year | |
|--|-----------------|-------------------|---------------------|-------|
| | | | \$ | % |
| 2009 Actual | \$ 1,351,946 | 3.9% | \$ 110,315 | 8.9% |
| 2010 Actual | \$ 1,429,939 | 4.2% | \$ 77,993 | 5.8% |
| 2011 Actual | \$ 1,596,425 | 4.5% | \$ 166,486 | 11.6% |
| 2012 Actual | \$ 1,679,120 | 4.9% | \$ 82,695 | 5.2% |
| 2013 Actual | \$ 1,721,223 | 4.9% | \$ 42,103 | 2.5% |
| 2014 Actual | \$ 1,893,926 | 5.4% | \$ 172,704 | 10.0% |
| 2015 Est | \$ 1,790,640 | 5.1% | \$ (103,286) | -5.5% |
| 2016 Est | \$ 1,914,130 | 5.3% | \$ 123,490 | 6.9% |
| 2017 Est | \$ 1,972,000 | 5.2% | \$ 57,870 | 3.0% |
| 2018 Est | \$ 2,031,000 | 5.2% | \$ 59,000 | 3.0% |
| 2019 Est | \$ 2,092,000 | 5.2% | \$ 61,000 | 3.0% |
| 2020 Est | \$ 2,154,000 | 5.2% | \$ 62,000 | 3.0% |
| Average 6 Year Change (2009 - 2014) | | | | 4.8% |
| Average 6 Year Change (2010 - 2015) | | | | 3.4% |
| Average 6 Year Change (2011 - 2016) | | | | 2.8% |



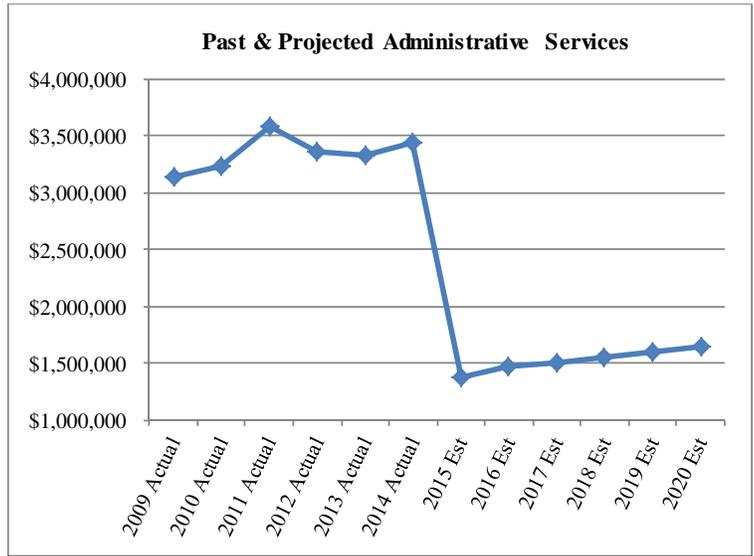
Administrative Services

| Year | Administrative Services | % of G/S Oper Exp | Chg Over Prior Year | |
|--|-------------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 3,144,327 | 9.0% | \$ 32,298 | 1.0% |
| 2010 Actual | \$ 3,229,080 | 9.5% | \$ 84,753 | 2.7% |
| 2011 Actual | \$ 3,574,503 | 10.2% | \$ 345,423 | 10.7% |
| 2012 Actual | \$ 3,353,185 | 9.8% | \$ (221,318) | -6.2% |
| 2013 Actual | \$ 3,322,082 | 9.4% | \$ (31,103) | -0.9% |
| 2014 Actual | \$ 3,441,279 | 9.7% | \$ 119,197 | 3.6% |
| 2015 Est | \$ 1,380,595 | 3.9% | \$ (2,060,684) | -59.9% |
| 2016 Est | \$ 1,465,450 | 4.0% | \$ 84,855 | 6.1% |
| 2017 Est | \$ 1,509,000 | 4.0% | \$ 43,550 | 3.0% |
| 2018 Est | \$ 1,554,000 | 4.0% | \$ 45,000 | 3.0% |
| 2019 Est | \$ 1,600,000 | 4.0% | \$ 46,000 | 3.0% |
| 2020 Est | \$ 1,648,000 | 4.0% | \$ 48,000 | 3.0% |
| Average 6 Year Change (2009 - 2014) | | | | 1.4% |
| Average 6 Year Change (2010 - 2015) | | | | -22.3% |
| Average 6 Year Change (2011 - 2016) | | | | -24.0% |



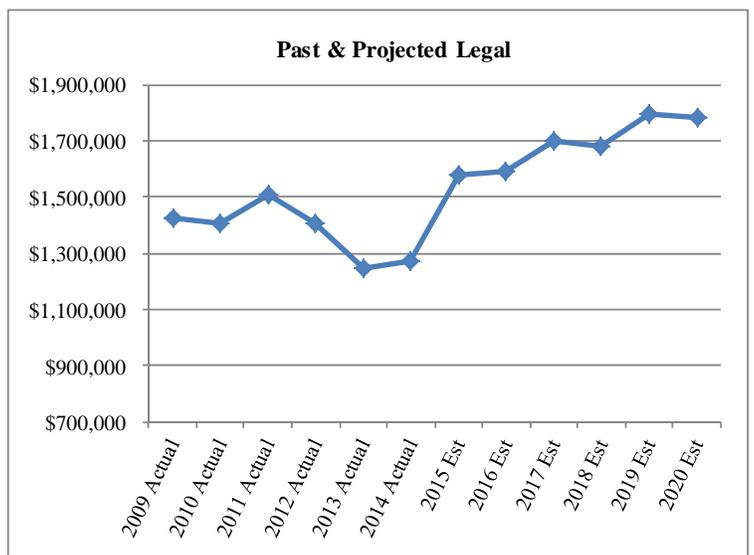
Non-Department

| Year | Administrative Services | % of G/S Oper Exp | Chg Over Prior Year | |
|--|-------------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 3,144,327 | 9.0% | \$ 32,298 | 1.0% |
| 2010 Actual | \$ 3,229,080 | 9.5% | \$ 84,753 | 2.7% |
| 2011 Actual | \$ 3,574,503 | 10.2% | \$ 345,423 | 10.7% |
| 2012 Actual | \$ 3,353,185 | 9.8% | \$ (221,318) | -6.2% |
| 2013 Actual | \$ 3,322,082 | 9.4% | \$ (31,103) | -0.9% |
| 2014 Actual | \$ 3,441,279 | 9.7% | \$ 119,197 | 3.6% |
| 2015 Est | \$ 1,380,595 | 3.9% | \$ (2,060,684) | -59.9% |
| 2016 Est | \$ 1,465,450 | 4.0% | \$ 84,855 | 6.1% |
| 2017 Est | \$ 1,509,000 | 4.0% | \$ 43,550 | 3.0% |
| 2018 Est | \$ 1,554,000 | 4.0% | \$ 45,000 | 3.0% |
| 2019 Est | \$ 1,600,000 | 4.0% | \$ 46,000 | 3.0% |
| 2020 Est | \$ 1,648,000 | 4.0% | \$ 48,000 | 3.0% |
| Average 6 Year Change (2009 - 2014) | | | | 1.4% |
| Average 6 Year Change (2010 - 2015) | | | | -22.3% |
| Average 6 Year Change (2011 - 2016) | | | | -24.0% |



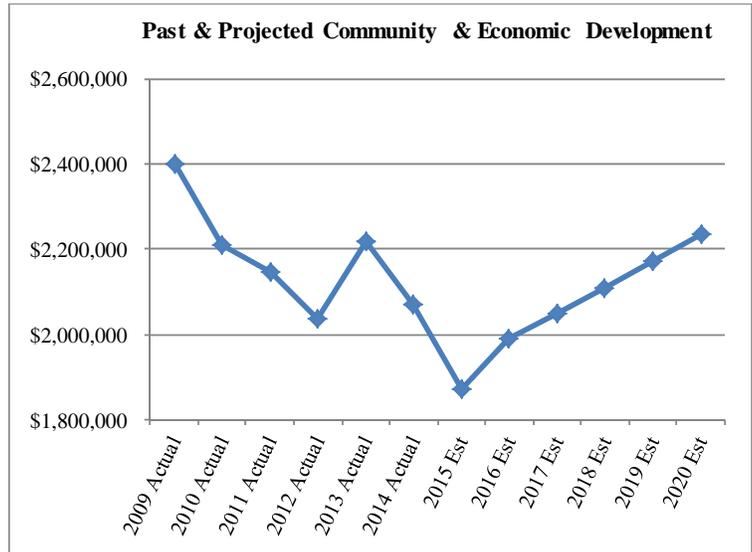
Legal

| Year | Legal | % of G/S Oper Exp | Chg Over Prior Year | |
|--|--------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 1,424,993 | 4.1% | \$ (77,418) | -5.2% |
| 2010 Actual | \$ 1,404,412 | 4.1% | \$ (20,581) | -1.4% |
| 2011 Actual | \$ 1,511,178 | 4.3% | \$ 106,766 | 7.6% |
| 2012 Actual | \$ 1,407,092 | 4.1% | \$ (104,086) | -6.9% |
| 2013 Actual | \$ 1,249,436 | 3.5% | \$ (157,656) | -11.2% |
| 2014 Actual | \$ 1,272,057 | 3.6% | \$ 22,621 | 1.8% |
| 2015 Est | \$ 1,580,960 | 4.5% | \$ 308,903 | 24.3% |
| 2016 Est | \$ 1,591,360 | 4.4% | \$ 10,400 | 0.7% |
| 2017 Est | \$ 1,701,000 | 4.5% | \$ 109,640 | 6.9% |
| 2018 Est | \$ 1,683,000 | 4.3% | \$ (18,000) | -1.1% |
| 2019 Est | \$ 1,795,000 | 4.5% | \$ 112,000 | 6.7% |
| 2020 Est | \$ 1,779,000 | 4.3% | \$ (16,000) | -0.9% |
| Average 6 Year Change (2009 - 2014) | | | | -2.0% |
| Average 6 Year Change (2010 - 2015) | | | | 1.9% |
| Average 6 Year Change (2011 - 2016) | | | | 0.8% |



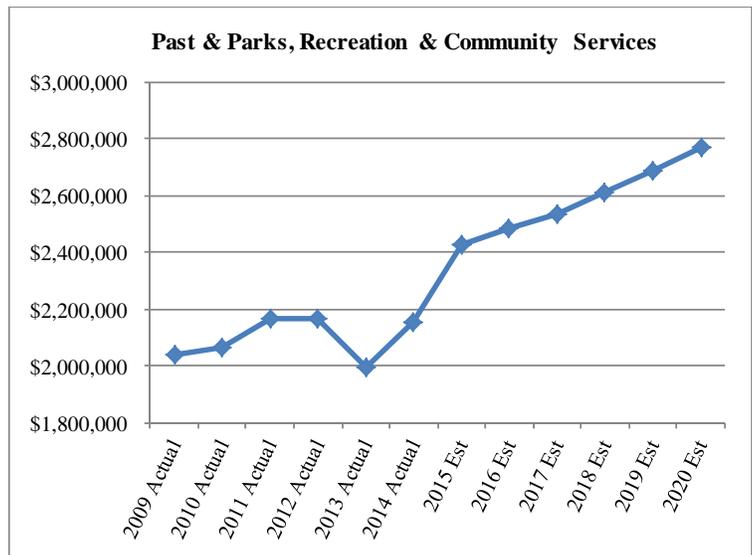
Community & Economic Development

| Year | Community & Economic Dev | % of G/S Oper Exp | Chg Over Prior Year | |
|--|--------------------------|-------------------|---------------------|-------|
| | | | \$ | % |
| 2009 Actual | \$ 2,400,933 | 6.9% | \$ 363,884 | 17.9% |
| 2010 Actual | \$ 2,208,234 | 6.5% | \$ (192,699) | -8.0% |
| 2011 Actual | \$ 2,145,108 | 6.1% | \$ (63,126) | -2.9% |
| 2012 Actual | \$ 2,036,213 | 6.0% | \$ (108,895) | -5.1% |
| 2013 Actual | \$ 2,219,754 | 6.3% | \$ 183,541 | 9.0% |
| 2014 Actual | \$ 2,068,245 | 5.8% | \$ (151,509) | -6.8% |
| 2015 Est | \$ 1,871,135 | 5.3% | \$ (197,110) | -9.5% |
| 2016 Est | \$ 1,989,196 | 5.5% | \$ 118,061 | 6.3% |
| 2017 Est | \$ 2,048,000 | 5.4% | \$ 58,804 | 3.0% |
| 2018 Est | \$ 2,108,000 | 5.4% | \$ 60,000 | 2.9% |
| 2019 Est | \$ 2,171,000 | 5.4% | \$ 63,000 | 3.0% |
| 2020 Est | \$ 2,235,000 | 5.4% | \$ 64,000 | 2.9% |
| Average 6 Year Change (2009 - 2014) | | | | -2.7% |
| Average 6 Year Change (2010 - 2015) | | | | -3.0% |
| Average 6 Year Change (2011 - 2016) | | | | -1.3% |



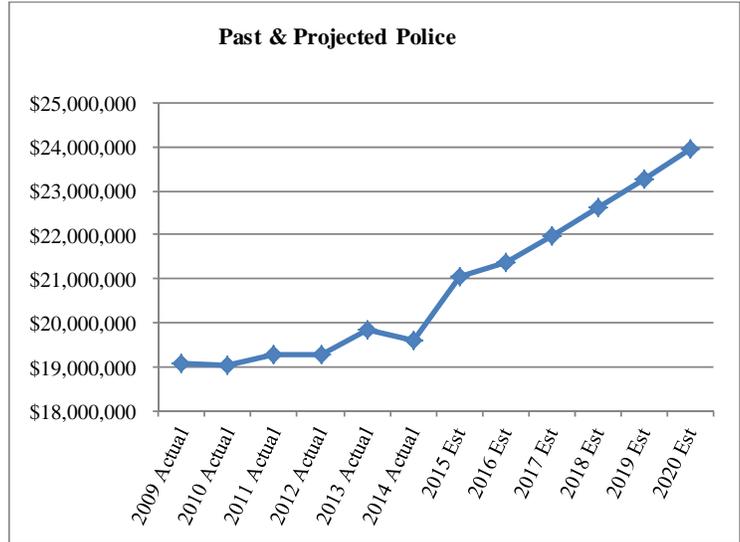
Parks, Recreation & Community Services

| Year | Parks, Rec, & Community Svcs | % of G/S Oper Exp | Chg Over Prior Year | |
|--|------------------------------|-------------------|---------------------|-------|
| | | | \$ | % |
| 2009 Actual | \$ 2,040,225 | 5.8% | \$ (64,318) | -3.1% |
| 2010 Actual | \$ 2,066,238 | 6.1% | \$ 26,013 | 1.3% |
| 2011 Actual | \$ 2,165,104 | 6.1% | \$ 98,866 | 4.8% |
| 2012 Actual | \$ 2,165,776 | 6.4% | \$ 672 | 0.0% |
| 2013 Actual | \$ 1,997,690 | 5.7% | \$ (168,086) | -7.8% |
| 2014 Actual | \$ 2,155,686 | 6.1% | \$ 157,996 | 7.9% |
| 2015 Est | \$ 2,428,260 | 6.9% | \$ 272,574 | 12.6% |
| 2016 Est | \$ 2,483,650 | 6.8% | \$ 55,390 | 2.3% |
| 2017 Est | \$ 2,534,000 | 6.7% | \$ 50,350 | 2.0% |
| 2018 Est | \$ 2,610,000 | 6.7% | \$ 76,000 | 3.0% |
| 2019 Est | \$ 2,688,000 | 6.7% | \$ 78,000 | 3.0% |
| 2020 Est | \$ 2,768,000 | 6.7% | \$ 80,000 | 3.0% |
| Average 6 Year Change (2009 - 2014) | | | | 0.9% |
| Average 6 Year Change (2010 - 2015) | | | | 2.5% |
| Average 6 Year Change (2011 - 2016) | | | | 2.1% |



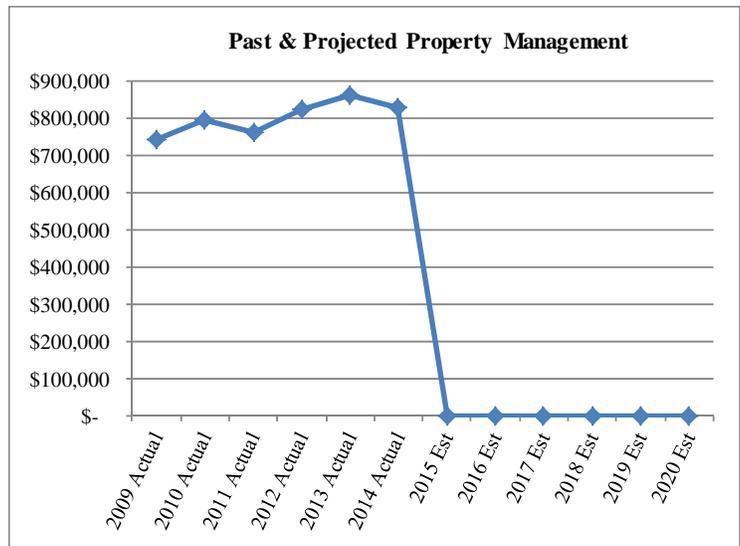
Police

| Year | Police | % of G/S Oper Exp | Chg Over Prior Year | |
|--|---------------|-------------------|---------------------|-------|
| | | | \$ | % |
| 2009 Actual | \$ 19,064,039 | 54.4% | \$ 1,277,724 | 7.2% |
| 2010 Actual | \$ 19,032,395 | 55.8% | \$ (31,644) | -0.2% |
| 2011 Actual | \$ 19,265,013 | 54.7% | \$ 232,618 | 1.2% |
| 2012 Actual | \$ 19,297,759 | 56.7% | \$ 32,746 | 0.2% |
| 2013 Actual | \$ 19,844,706 | 56.2% | \$ 546,946 | 2.8% |
| 2014 Actual | \$ 19,600,949 | 55.4% | \$ (243,757) | -1.2% |
| 2015 Est | \$ 21,031,567 | 59.5% | \$ 1,430,618 | 7.3% |
| 2016 Est | \$ 21,373,122 | 58.8% | \$ 341,555 | 1.6% |
| 2017 Est | \$ 21,992,000 | 58.3% | \$ 618,878 | 2.9% |
| 2018 Est | \$ 22,628,000 | 58.2% | \$ 636,000 | 2.9% |
| 2019 Est | \$ 23,283,000 | 58.1% | \$ 655,000 | 2.9% |
| 2020 Est | \$ 23,957,000 | 58.2% | \$ 674,000 | 2.9% |
| Average 6 Year Change (2009 - 2014) | | | 0.5% | |
| Average 6 Year Change (2010 - 2015) | | | 1.6% | |
| Average 6 Year Change (2011 - 2016) | | | 1.6% | |



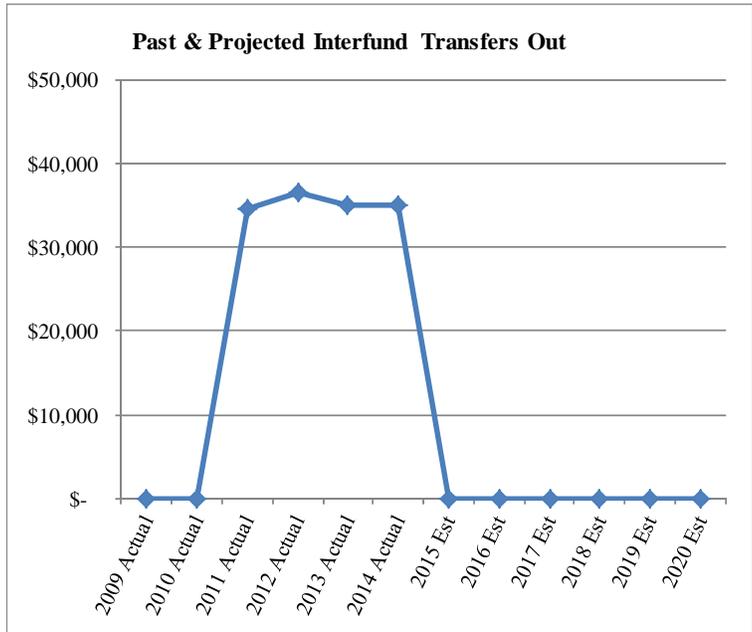
Property Management

| Year | Property Management | % of G/S Oper Exp | Chg Over Prior Year | |
|--|---------------------|-------------------|---------------------|---------|
| | | | \$ | % |
| 2009 Actual | \$ 740,718 | 2.1% | \$ (57,237) | -7.2% |
| 2010 Actual | \$ 791,204 | 2.3% | \$ 50,486 | 6.8% |
| 2011 Actual | \$ 759,895 | 2.2% | \$ (31,309) | -4.0% |
| 2012 Actual | \$ 819,370 | 2.4% | \$ 59,475 | 7.8% |
| 2013 Actual | \$ 861,916 | 2.4% | \$ 42,547 | 5.2% |
| 2014 Actual | \$ 825,723 | 2.3% | \$ (36,193) | -4.2% |
| 2015 Est | \$ - | 0.0% | \$ (825,723) | -100.0% |
| 2016 Est | \$ - | 0.0% | \$ - | n/a |
| 2017 Est | \$ - | 0.0% | \$ - | n/a |
| 2018 Est | \$ - | 0.0% | \$ - | n/a |
| 2019 Est | \$ - | 0.0% | \$ - | n/a |
| 2020 Est | \$ - | 0.0% | \$ - | n/a |
| Average 6 Year Change (2009 - 2014) | | | 1.7% | |
| Average 6 Year Change (2010 - 2015) | | | n/a | |
| Average 6 Year Change (2011 - 2016) | | | n/a | |



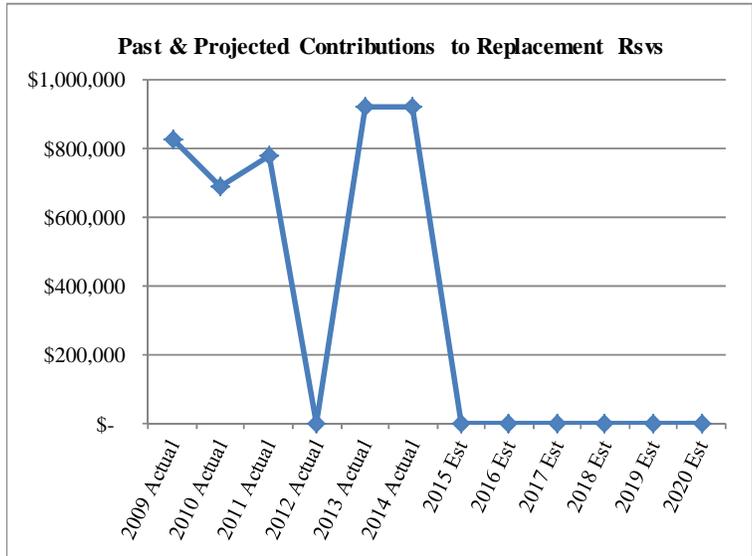
Interfund Transfers Out

| Year | Interfund Transfers Out | % of G/S Oper Exp | Chg Over Prior Year | |
|--|-------------------------|-------------------|---------------------|---------|
| | | | \$ | % |
| 2007 Actual | \$ - | 0.0% | n/a | n/a |
| 2008 Actual | \$ - | 0.0% | \$ - | n/a |
| 2009 Actual | \$ - | 0.0% | \$ - | n/a |
| 2010 Actual | \$ - | 0.0% | \$ - | n/a |
| 2011 Actual | \$ 34,450 | 0.1% | \$ 34,450 | n/a |
| 2012 Actual | \$ 36,440 | 0.1% | \$ 1,990 | 5.8% |
| 2013 Actual | \$ 35,000 | 0.1% | \$ (1,440) | -4.0% |
| 2014 Actual | \$ 35,000 | 0.1% | \$ - | 0.0% |
| 2015 Est | \$ - | 0.0% | \$ (35,000) | -100.0% |
| 2016 Est | \$ - | 0.0% | \$ - | n/a |
| 2017 Est | \$ - | 0.0% | \$ - | n/a |
| 2018 Est | \$ - | 0.0% | \$ - | n/a |
| 2019 Est | \$ - | 0.0% | \$ - | n/a |
| 2020 Est | \$ - | 0.0% | \$ - | n/a |
| Average 6 Year Change (2009 - 2014) | | | | 16.7% |
| Average 6 Year Change (2010 - 2015) | | | | n/a |
| Average 6 Year Change (2011 - 2016) | | | | n/a |



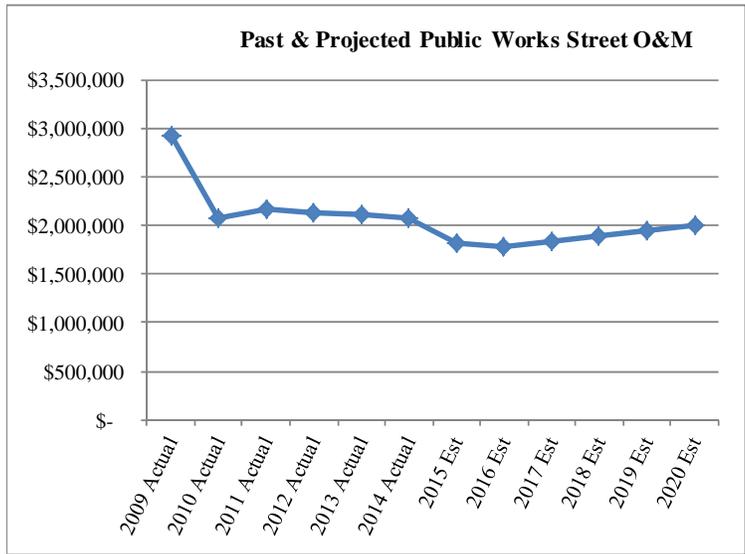
Contribution to Replacement Reserves

| Year | Contributions to Replace Rsvs | % of G/S Oper Exp | Chg Over Prior Year | |
|--|-------------------------------|-------------------|---------------------|---------|
| | | | \$ | % |
| 2009 Actual | \$ 822,819 | 2.3% | \$ (40,973) | -4.7% |
| 2010 Actual | \$ 687,821 | 2.0% | \$ (134,998) | -16.4% |
| 2011 Actual | \$ 777,820 | 2.2% | \$ 89,999 | 13.1% |
| 2012 Actual | \$ - | 0.0% | \$ (777,820) | -100.0% |
| 2013 Actual | \$ 920,300 | 2.6% | \$ 920,300 | n/a |
| 2014 Actual | \$ 920,300 | 2.6% | \$ - | 0.0% |
| 2015 Est | \$ - | 0.0% | \$ (920,300) | -100.0% |
| 2016 Est | \$ - | 0.0% | \$ - | n/a |
| 2017 Est | \$ - | 0.0% | \$ - | n/a |
| 2018 Est | \$ - | 0.0% | \$ - | n/a |
| 2019 Est | \$ - | 0.0% | \$ - | n/a |
| 2020 Est | \$ - | 0.0% | \$ - | n/a |
| Average 6 Year Change (2009 - 2014) | | | | 1.8% |
| Average 6 Year Change (2010 - 2015) | | | | n/a |
| Average 6 Year Change (2011 - 2016) | | | | n/a |



Public Works

| Year | Public Works Street O&M | % of G/S Oper Exp | Chg Over Prior Year | |
|--|-------------------------|-------------------|---------------------|--------|
| | | | \$ | % |
| 2009 Actual | \$ 2,914,841 | 8.3% | \$ 428,077 | 17.2% |
| 2010 Actual | \$ 2,079,639 | 6.1% | \$ (835,202) | -28.7% |
| 2011 Actual | \$ 2,168,166 | 6.2% | \$ 88,527 | 4.3% |
| 2012 Actual | \$ 2,136,773 | 6.3% | \$ (31,393) | -1.4% |
| 2013 Actual | \$ 2,110,188 | 6.0% | \$ (26,585) | -1.2% |
| 2014 Actual | \$ 2,066,337 | 5.8% | \$ (43,851) | -2.1% |
| 2015 Est | \$ 1,819,386 | 5.2% | \$ (246,951) | -12.0% |
| 2016 Est | \$ 1,779,960 | 5.0% | \$ (39,426) | -2.2% |
| 2017 Est | \$ 1,833,000 | 5.0% | \$ 53,040 | 3.0% |
| 2018 Est | \$ 1,888,000 | 5.0% | \$ 55,000 | 3.0% |
| 2019 Est | \$ 1,944,000 | 5.0% | \$ 56,000 | 3.0% |
| 2020 Est | \$ 2,002,000 | 5.0% | \$ 58,000 | 3.0% |
| Average 6 Year Change (2009 - 2014) | | | | -6.8% |
| Average 6 Year Change (2010 - 2015) | | | | -2.4% |
| Average 6 Year Change (2011 - 2016) | | | | -3.6% |



EXECUTIVE SUMMARY

| GENERAL FUND | 2015 YND Est | 2016 YND Est | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|---|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|
| Operating Revenues | \$35,380,274 | \$35,967,872 | \$36,442,200 | \$37,043,200 | \$37,660,100 | \$38,292,800 |
| \$ Change | 1.00% | 1.66% | 1.32% | 1.65% | 1.67% | 1.68% |
| Operating Expenditures | \$34,280,536 | \$34,994,240 | \$36,091,223 | \$37,091,888 | \$38,252,213 | \$39,312,963 |
| % Change | -0.12% | 1.55% | 3.13% | 2.77% | 3.13% | 2.77% |
| Operating Income/(Loss) Before New Operating Exp | \$1,099,738 | \$973,632 | \$350,978 | (\$48,688) | (\$592,113) | (\$1,020,163) |
| % of Operating Expenditures | 3.21% | 2.78% | 0.97% | -0.13% | -1.55% | -2.59% |
| New Items - Operating Expenditures: | | | | | | |
| Independent Salary Commission Decision | 21,175 | 46,200 | 46,200 | 46,200 | 46,200 | 46,200 |
| CM Intern From Finance Position Vacancy | 18,800 | - | - | - | - | - |
| Finance Position Vacancy for CM Intern | (18,800) | - | - | - | - | - |
| Public Defender - Additional Cost | 15,000 | 66,200 | 68,000 | 70,000 | 72,000 | 74,000 |
| Position Realignment (Permit Coord) Offset by Rev | 18,300 | 42,100 | 43,000 | 44,000 | 45,000 | 46,000 |
| Tacoma Pierce County Economic Development Board | - | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Utility Savings - Garbage Savings | - | (25,000) | (50,000) | (52,000) | (54,000) | (56,000) |
| SS911 Dispatch Services - Additional Cost | - | 26,059 | 27,000 | 28,000 | 29,000 | 30,000 |
| Puget Sound Clean Air Assessment - Additional Cost | - | 5,357 | 6,000 | 6,000 | 6,000 | 6,000 |
| WCIA - Risk Assessment Change from Estimate | 10,500 | 187,500 | 187,500 | 187,500 | 187,500 | 187,500 |
| WCIA - Potential Deductibles Prior to Jan. 1, 2014 | 115,000 | 115,000 | - | - | - | - |
| Property Management - Accumulate Reserves | - | - | 100,000 | 100,000 | 100,000 | 100,000 |
| Information Technology - Accumulate Reserves/M&O | - | 22,500 | 325,189 | 531,089 | 511,089 | 568,089 |
| Transfer to Fund 101 - Impact of CIP Projects? | - | - | - | - | - | - |
| CBA Impact ? - AFSCME (Contract Expires 12/31/2016) | - | - | ?? | ?? | ?? | ?? |
| CBA Impact ?- LPIG (Contract Expires 12/31/2015) | - | ?? | ?? | ?? | ?? | ?? |
| CBA Impact ?- LPMG (Contract Expires 12/31/2015) | - | ?? | ?? | ?? | ?? | ?? |
| CBA Impact ?- Teamsters (Contract Expires 12/31/2015) | - | ?? | ?? | ?? | ?? | ?? |
| Subtotal New Items - Operating Expenditures | \$179,975 | \$490,916 | \$757,889 | \$965,789 | \$947,789 | \$1,006,789 |
| Adjusted Operating Expenditures | \$34,460,511 | \$35,485,156 | \$36,849,112 | \$38,057,677 | \$39,200,002 | \$40,319,752 |
| % Change | 0.40% | 2.97% | 3.84% | 3.28% | 3.00% | 2.86% |
| Adjusted Operating Income/(Loss) | \$919,763 | \$482,716 | (\$406,912) | (\$1,014,477) | (\$1,539,902) | (\$2,026,952) |
| % of Adjusted Operating Expenditures | 2.67% | 1.36% | -1.10% | -2.67% | -3.93% | -5.03% |
| Other Finance Sources | \$327,636 | \$426,499 | \$0 | \$0 | \$0 | \$0 |
| Other Financing Uses | \$1,446,223 | \$370,500 | \$798,500 | \$407,500 | \$453,500 | \$445,500 |
| New Items - Other Uses: | | | | | | |
| Risk Management - Public Disclosure - Koenig Case | 206,920 | - | - | - | - | - |
| Risk Management - Pending Case | - | - | - | - | - | - |
| Subarea Plan | - | - | 500,000 | - | - | - |
| Motor Avenue Complete Streets - Additional Funding | 12,000 | - | - | - | - | - |
| Information Technology - Capital Contribution (6-Yr Pla | - | - | 664,000 | 50,000 | 30,000 | - |
| Reduce Transfer to Transportation CIP - Replace w/REE' | - | - | - | - | - | - |
| Replenish Fleet & Equipment Fund (IT Plan) | - | 233,239 | - | - | - | - |
| Subtotal New Items - Other Uses | \$218,920 | \$233,239 | \$1,164,000 | \$50,000 | \$30,000 | \$0 |
| Beginning Balance | \$4,532,693 | \$4,114,949 | \$4,420,425 | \$2,051,014 | \$579,037 | (\$1,444,365) |
| Adjusted Ending Balance | \$4,114,949 | \$4,420,425 | \$2,051,014 | \$579,037 | (\$1,444,365) | (\$3,916,816) |
| Ending Fund Balance as a % of Gen/Street Operating Rev | 11.35% | 12.00% | 5.50% | 1.53% | -3.75% | -10.00% |
| Reserve - Total Target 12% of Gen/Street Operating Rev | \$4,351,305 | \$4,420,425 | \$4,477,296 | \$4,549,416 | \$4,623,444 | \$4,699,368 |
| 2% Contingency Reserves | \$725,217 | \$736,737 | \$746,216 | \$758,236 | \$770,574 | \$783,228 |
| 5% General Fund Reserves | \$1,813,044 | \$1,841,844 | \$1,865,540 | \$1,895,590 | \$1,926,435 | \$1,958,070 |
| 5% Strategic Reserves | \$1,813,044 | \$1,841,844 | \$1,865,540 | \$1,895,590 | \$1,926,435 | \$1,958,070 |
| Unreserved / (12% Adopted Reserves Shortfall): | (\$236,356) | \$0 | (\$2,426,283) | (\$3,970,379) | (\$6,067,809) | (\$8,616,184) |

| | 2013 | 2014 | 2015 | | 2016 | | 2017 | 2018 | 2019 | 2020 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Revised Bdgt | YND Est | Revised Bdgt | YND Est | Projected | Projected | Projected | Projected |
| (001) GENERAL FUND | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Taxes | \$24,731,848 | \$25,056,768 | \$25,202,000 | \$25,215,500 | \$25,596,000 | \$25,541,100 | \$25,879,600 | \$26,316,900 | \$26,765,000 | \$27,224,000 |
| Property Tax | 6,295,819 | 6,468,617 | 6,465,000 | 6,565,600 | 6,562,000 | 6,664,100 | 6,764,100 | 6,865,600 | 6,968,600 | 7,073,100 |
| Local Sales & Use Tax | 8,140,449 | 8,272,877 | 8,282,000 | 8,417,700 | 8,426,000 | 8,586,100 | 8,757,800 | 9,020,500 | 9,291,100 | 9,569,800 |
| Sales/Parks | 458,373 | 481,690 | 472,000 | 490,100 | 481,000 | 499,900 | 509,900 | 525,200 | 541,000 | 557,200 |
| Brokered Natural Gas Use Tax | 30,120 | 79,394 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Criminal Justice Sales Tax | 824,003 | 863,463 | 838,000 | 880,700 | 846,000 | 898,300 | 916,300 | 934,600 | 953,300 | 972,400 |
| Admissions Tax | 641,151 | 654,011 | 650,000 | 667,100 | 660,000 | 680,400 | 694,000 | 707,900 | 722,100 | 736,500 |
| Utility Tax | 5,899,854 | 5,747,855 | 5,987,000 | 5,642,000 | 6,076,000 | 5,642,000 | 5,642,000 | 5,642,000 | 5,642,000 | 5,642,000 |
| Leasehold Tax | 8,027 | 6,457 | 8,000 | 15,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 | 8,000 |
| Gambling Tax | 2,434,051 | 2,482,403 | 2,470,000 | 2,507,300 | 2,507,000 | 2,532,300 | 2,557,500 | 2,583,100 | 2,608,900 | 2,635,000 |
| Franchise Fees | 3,157,630 | 3,382,845 | 3,206,000 | 3,408,000 | 3,254,000 | 3,510,300 | 3,615,600 | 3,724,000 | 3,835,700 | 3,950,700 |
| Cable, Water, Sewer, Solid Waste | 2,342,256 | 2,524,420 | 2,379,000 | 2,549,600 | 2,415,000 | 2,626,100 | 2,704,900 | 2,786,000 | 2,869,600 | 2,955,600 |
| Tacoma Power | 815,374 | 858,425 | 827,000 | 858,400 | 839,000 | 884,200 | 910,700 | 938,000 | 966,100 | 995,100 |
| Development Service Fees | 863,469 | 1,096,893 | 973,450 | 1,218,150 | 982,970 | 1,236,300 | 1,260,800 | 1,298,200 | 1,337,000 | 1,376,900 |
| Building Permits | 379,184 | 443,123 | 423,000 | 550,000 | 430,000 | 558,300 | 569,500 | 586,600 | 604,200 | 622,300 |
| Other Building Permit Fees | 118,595 | 100,147 | 105,000 | 123,400 | 106,000 | 125,200 | 127,700 | 131,400 | 135,300 | 139,300 |
| Plan Review/Plan Check Fees | 317,008 | 466,631 | 375,000 | 470,000 | 375,000 | 477,000 | 486,500 | 501,000 | 516,100 | 531,600 |
| Other Zoning/Development Fees | 48,682 | 86,993 | 70,450 | 74,750 | 71,970 | 75,800 | 77,100 | 79,200 | 81,400 | 83,700 |
| Licenses & Permits | 468,159 | 447,376 | 454,800 | 502,800 | 454,800 | 510,900 | 516,500 | 522,200 | 527,900 | 533,700 |
| Business License | 279,070 | 270,375 | 260,000 | 328,000 | 260,000 | 332,900 | 336,300 | 339,700 | 343,100 | 346,600 |
| Alarm Permits & Fees | 157,742 | 135,883 | 159,000 | 134,000 | 159,000 | 136,000 | 137,400 | 138,800 | 140,200 | 141,600 |
| Animal Licenses | 31,346 | 41,118 | 35,800 | 40,800 | 35,800 | 42,000 | 42,800 | 43,700 | 44,600 | 45,500 |
| State Shared Revenues | 1,044,464 | 1,146,708 | 1,103,600 | 1,126,200 | 1,075,300 | 1,244,000 | 1,249,300 | 1,249,300 | 1,249,300 | 1,249,300 |
| Sales Tax Mitigation | 48,029 | 48,556 | 49,000 | 72,800 | 50,000 | 96,100 | 96,100 | 96,100 | 96,100 | 96,100 |
| Criminal Justice | 131,854 | 147,169 | 135,300 | 144,400 | 136,900 | 150,200 | 150,200 | 150,200 | 150,200 | 150,200 |
| Criminal Justice High Crime | 263,208 | 332,925 | 298,100 | 236,700 | 298,100 | 236,700 | 236,700 | 236,700 | 236,700 | 236,700 |
| Liquor Excise Tax | 77,675 | 99,953 | 111,100 | 161,100 | 80,800 | 258,500 | 267,900 | 267,900 | 267,900 | 267,900 |
| Liquor Board Profits | 523,698 | 518,105 | 510,100 | 511,200 | 509,500 | 502,500 | 498,400 | 498,400 | 498,400 | 498,400 |
| Intergovernmental | 360,563 | 353,747 | 417,224 | 417,224 | 408,373 | 417,272 | 429,100 | 441,300 | 453,900 | 466,900 |
| Police FBI & Other Misc | 36,912 | 37,607 | 21,752 | 21,752 | 12,900 | 21,800 | 21,800 | 21,800 | 21,800 | 21,800 |
| Police-Animal Svcs-Steilacoom | 11,642 | 10,586 | 13,000 | 13,000 | 13,000 | 13,000 | 13,400 | 13,800 | 14,200 | 14,600 |
| Police-Animal Svcs-Dupont | 26,868 | 20,554 | 27,000 | 27,000 | 27,000 | 27,000 | 27,800 | 28,600 | 29,500 | 30,400 |
| Muni Court-University Place Contract | 227,640 | 225,000 | 171,002 | 171,002 | 171,002 | 171,002 | 176,100 | 181,400 | 186,800 | 192,400 |
| Muni Court-Town of Steilacoom Contract | 7,500 | 10,000 | 99,349 | 99,349 | 99,350 | 99,349 | 102,300 | 105,400 | 108,600 | 111,900 |
| Muni Court-City of Dupont | - | - | 85,121 | 85,121 | 85,121 | 85,121 | 87,700 | 90,300 | 93,000 | 95,800 |
| Parks & Recreation | 50,000 | 50,000 | - | - | - | - | - | - | - | - |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| (001) GENERAL FUND-continued | | | | | | | | | | |
| Charges for Services & Fees | 1,045,767 | 1,003,355 | 939,500 | 939,500 | 944,500 | 954,500 | 938,300 | 938,300 | 938,300 | 938,300 |
| Parks & Recreation Fees | 234,548 | 234,414 | 257,500 | 257,500 | 262,500 | 272,500 | 262,500 | 262,500 | 262,500 | 262,500 |
| Court Transport-University Place | 13,915 | 11,220 | - | - | - | - | - | - | - | - |
| Court Transport-Steilacoom | - | 2,805 | - | - | - | - | - | - | - | - |
| Police - Various Contracts | 3,150 | 3,695 | - | - | - | - | - | - | - | - |
| Police - Towing Impound Fees | 77,300 | 49,300 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 | 40,000 |
| Police - Extra Duty | 471,746 | 398,599 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| Police - Western State Hospital Community Policing Program | 239,009 | 288,027 | 231,000 | 231,000 | 231,000 | 231,000 | 231,000 | 231,000 | 231,000 | 231,000 |
| Other | 6,098 | 15,295 | 11,000 | 11,000 | 11,000 | 11,000 | 4,800 | 4,800 | 4,800 | 4,800 |
| Fines & Forfeitures | 2,342,639 | 2,123,056 | 2,224,600 |
| Municipal Court | 1,514,628 | 1,384,894 | 1,444,100 | 1,444,100 | 1,444,100 | 1,444,100 | 1,444,100 | 1,444,100 | 1,444,100 | 1,444,100 |
| Photo Infraction | 793,105 | 704,211 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 |
| Penalties & Interest - Taxes | 34,907 | 33,952 | 30,500 | 30,500 | 30,500 | 30,500 | 30,500 | 30,500 | 30,500 | 30,500 |
| Miscellaneous/Interest/Other | 79,673 | 106,097 | 43,600 | 43,600 | 43,650 | 44,200 | 43,700 | 43,700 | 43,700 | 43,700 |
| Interest Earnings | 2,387 | 7,202 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Miscellaneous/Other | 77,286 | 98,895 | 41,600 | 41,600 | 41,650 | 42,200 | 41,700 | 41,700 | 41,700 | 41,700 |
| Interfund Transfers | 298,060 | 313,060 | 284,700 |
| Transfers In - Fund 101 Street O&M | 28,360 | 28,360 | - | - | - | - | - | - | - | - |
| Transfer In - Fund 401 SWM Operations | 269,700 | 284,700 | 284,700 | 284,700 | 284,700 | 284,700 | 284,700 | 284,700 | 284,700 | 284,700 |
| Subtotal Operating Revenues | \$34,392,273 | \$35,029,905 | \$34,849,474 | \$35,380,274 | \$35,268,893 | \$35,967,872 | \$36,442,200 | \$37,043,200 | \$37,660,100 | \$38,292,800 |
| % Revenue Change over Prior Year | 2.67% | 1.85% | -0.52% | 1.00% | -0.31% | 1.66% | 1.32% | 1.65% | 1.67% | 1.68% |
| EXPENDITURES: | | | | | | | | | | |
| City Council | 85,530 | 94,441 | 89,950 | 111,125 | 90,090 | 136,290 | 139,200 | 142,200 | 145,200 | 148,200 |
| Legislative | 80,745 | 90,811 | 86,500 | 86,500 | 86,640 | 86,640 | 89,000 | 92,000 | 95,000 | 98,000 |
| Independent Salary Commission Decision | - | - | - | 21,175 | - | 46,200 | 46,200 | 46,200 | 46,200 | 46,200 |
| Sister City | 4,784 | 3,631 | 3,450 | 3,450 | 3,450 | 3,450 | 4,000 | 4,000 | 4,000 | 4,000 |
| City Manager | 419,386 | 528,918 | 544,790 | 563,590 | 552,260 | 552,260 | 569,000 | 586,000 | 603,000 | 621,000 |
| Executive | 307,955 | 425,967 | 419,310 | 419,310 | 423,210 | 423,210 | 436,000 | 449,000 | 462,000 | 476,000 |
| CM Intern from Finance Position Vacancy Savings | - | - | - | 18,800 | - | - | - | - | - | - |
| Governmental Relations | 111,431 | 102,950 | 125,480 | 125,480 | 129,050 | 129,050 | 133,000 | 137,000 | 141,000 | 145,000 |
| Municipal Court | 1,721,223 | 1,893,926 | 1,775,640 | 1,790,640 | 1,847,930 | 1,914,130 | 1,972,000 | 2,031,000 | 2,092,000 | 2,154,000 |
| Judicial Services | 1,028,035 | 986,509 | 967,930 | 967,930 | 1,015,050 | 1,015,050 | 1,046,000 | 1,077,000 | 1,109,000 | 1,142,000 |
| Professional Services | 292,830 | 444,802 | 457,500 | 457,500 | 457,500 | 457,500 | 471,000 | 485,000 | 500,000 | 515,000 |
| Public Defender - Additional Cost | - | - | - | 15,000 | - | 66,200 | 68,000 | 70,000 | 72,000 | 74,000 |
| Probation & Detention | 400,358 | 462,615 | 350,210 | 350,210 | 375,380 | 375,380 | 387,000 | 399,000 | 411,000 | 423,000 |
| Administrative Services | 3,322,082 | 3,441,279 | 1,408,210 | 1,380,595 | 1,465,450 | 1,465,450 | 1,509,000 | 1,554,000 | 1,600,000 | 1,648,000 |
| Finance | 1,194,573 | 1,148,980 | 966,460 | 957,645 | 1,009,730 | 1,009,730 | 1,040,000 | 1,071,000 | 1,103,000 | 1,136,000 |
| Finance Position Vacancy Savings for CM Dept Intern | - | - | - | (18,800) | - | - | - | - | - | - |
| Information Technology | 851,501 | 869,656 | - | - | - | - | - | - | - | - |
| Human Resources & Safety | 490,739 | 493,076 | 441,750 | 441,750 | 455,720 | 455,720 | 469,000 | 483,000 | 497,000 | 512,000 |
| Risk Management | 785,270 | 929,567 | - | - | - | - | - | - | - | - |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdg | YND Est | Revised Bdg | YND Est | | | | |
| (001) GENERAL FUND-continued | | | | | | | | | | |
| Legal | 1,249,436 | 1,272,057 | 1,580,960 | 1,580,960 | 1,591,360 | 1,591,360 | 1,701,000 | 1,683,000 | 1,795,000 | 1,779,000 |
| Legal (Civil & Criminal) | 991,955 | 1,057,235 | - | - | - | - | - | - | - | - |
| Civil Legal Services | - | - | 729,280 | 729,280 | 764,280 | 764,280 | 787,000 | 811,000 | 835,000 | 860,000 |
| Criminal Prosecution Services | - | - | 458,060 | 458,060 | 477,620 | 477,620 | 492,000 | 507,000 | 522,000 | 538,000 |
| City Clerk | 124,707 | 133,536 | 249,620 | 249,620 | 259,460 | 259,460 | 267,000 | 275,000 | 283,000 | 291,000 |
| Election | 132,774 | 81,286 | 144,000 | 144,000 | 90,000 | 90,000 | 155,000 | 90,000 | 155,000 | 90,000 |
| Community & Economic Development | 2,219,754 | 2,068,245 | 1,852,835 | 1,871,135 | 1,942,096 | 1,989,196 | 2,048,000 | 2,108,000 | 2,171,000 | 2,235,000 |
| Code Enforcement | 282,706 | 282,065 | - | - | - | - | - | - | - | - |
| Planning | 680,926 | 676,832 | - | - | - | - | - | - | - | - |
| Current Planning | - | - | 564,014 | 564,014 | 590,391 | 590,391 | 608,000 | 626,000 | 645,000 | 664,000 |
| Advance Planning | - | - | 353,272 | 353,272 | 370,258 | 370,258 | 381,000 | 392,000 | 404,000 | 416,000 |
| Building | 848,485 | 817,591 | 808,999 | 808,999 | 850,837 | 850,837 | 876,000 | 902,000 | 929,000 | 957,000 |
| Position Realignment (Permit Coord)-Offset by Dev Svcs Rev | - | - | - | 18,300 | - | 42,100 | 43,000 | 44,000 | 45,000 | 46,000 |
| Tacoma Pierce County Economic Development Board | - | - | - | - | - | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| Economic Development | 407,637 | 291,756 | 126,550 | 126,550 | 130,610 | 130,610 | 135,000 | 139,000 | 143,000 | 147,000 |
| Parks, Recreation & Community Services | 1,997,690 | 2,155,686 | 2,428,260 | 2,428,260 | 2,508,650 | 2,483,650 | 2,534,000 | 2,610,000 | 2,688,000 | 2,768,000 |
| Human Services | 376,008 | 366,512 | 387,820 | 387,820 | 389,350 | 389,350 | 401,000 | 413,000 | 425,000 | 438,000 |
| Administration | 196,770 | 201,177 | 221,380 | 221,380 | 229,150 | 229,150 | 236,000 | 243,000 | 250,000 | 258,000 |
| Recreation | 346,398 | 301,182 | 388,320 | 388,320 | 400,970 | 400,970 | 413,000 | 425,000 | 438,000 | 451,000 |
| Senior Services | 200,651 | 207,557 | 204,690 | 204,690 | 212,760 | 212,760 | 219,000 | 226,000 | 233,000 | 240,000 |
| Parks Facilities | 459,913 | 481,251 | 571,020 | 571,020 | 590,180 | 590,180 | 608,000 | 626,000 | 645,000 | 664,000 |
| Fort Steilacoom Park | 417,950 | 443,644 | 452,300 | 452,300 | 470,760 | 470,760 | 485,000 | 500,000 | 515,000 | 530,000 |
| Utilities Savings - Garbage | - | - | - | - | - | (25,000) | (50,000) | (52,000) | (54,000) | (56,000) |
| Street Landscape Maintenance | - | 154,363 | 202,730 | 202,730 | 215,480 | 215,480 | 222,000 | 229,000 | 236,000 | 243,000 |
| Police | 19,844,706 | 19,600,949 | 21,031,567 | 21,031,567 | 21,341,706 | 21,373,122 | 21,992,000 | 22,628,000 | 23,283,000 | 23,957,000 |
| Command | 1,887,065 | 1,804,138 | 3,420,505 | 3,420,505 | 3,454,135 | 3,454,135 | 3,558,000 | 3,665,000 | 3,775,000 | 3,888,000 |
| Jail Service | 883,655 | 693,896 | 638,060 | 638,060 | 624,240 | 624,240 | 643,000 | 662,000 | 682,000 | 702,000 |
| Dispatch Services/SS911 | 2,440,224 | 2,027,605 | 2,111,410 | 2,111,410 | 2,111,410 | 2,111,410 | 2,175,000 | 2,240,000 | 2,307,000 | 2,376,000 |
| Increase Dispatch Services/SS911 | - | - | - | - | - | 26,059 | 27,000 | 28,000 | 29,000 | 30,000 |
| Investigations | 2,512,500 | 2,491,608 | 3,566,000 | 3,566,000 | 3,620,550 | 3,620,550 | 3,729,000 | 3,841,000 | 3,956,000 | 4,075,000 |
| Patrol | 6,553,810 | 6,722,494 | 6,853,947 | 6,853,947 | 6,997,736 | 6,997,736 | 7,208,000 | 7,424,000 | 7,647,000 | 7,876,000 |
| Special Units | 1,000,039 | 1,223,404 | 110,850 | 110,850 | 110,850 | 110,850 | 114,000 | 117,000 | 121,000 | 125,000 |
| SWAT | 106,189 | 107,997 | 73,710 | 73,710 | 73,710 | 73,710 | 76,000 | 78,000 | 80,000 | 82,000 |
| Crime Prevention | 848,470 | 757,439 | 911,480 | 911,480 | 922,670 | 922,670 | 950,000 | 979,000 | 1,008,000 | 1,038,000 |
| Contracted Services (Extra Duty, offset by Revenue) | 519,277 | 441,460 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| Community Safety Resource Team (CSRT) | 394,263 | 321,782 | 407,430 | 407,430 | 424,050 | 424,050 | 437,000 | 450,000 | 464,000 | 478,000 |
| Increase Puget Sound Clean Air Assessment | - | - | - | - | - | 5,357 | 6,000 | 6,000 | 6,000 | 6,000 |
| Training | 179,494 | 217,496 | 107,425 | 107,425 | 107,425 | 107,425 | 111,000 | 114,000 | 117,000 | 121,000 |
| Traffic Policing | 1,183,591 | 1,259,338 | 1,334,190 | 1,334,190 | 1,353,320 | 1,353,320 | 1,394,000 | 1,436,000 | 1,479,000 | 1,523,000 |
| Property Room | 309,188 | 299,386 | 296,270 | 296,270 | 319,360 | 319,360 | 329,000 | 339,000 | 349,000 | 359,000 |
| Reimbursements | 295,434 | 493,432 | 82,340 | 82,340 | 82,340 | 82,340 | 85,000 | 88,000 | 91,000 | 94,000 |
| Emergency Management | 4,464 | 14,407 | 19,590 | 19,590 | 29,040 | 29,040 | 30,000 | 31,000 | 32,000 | 33,000 |
| Animal Control | 280,929 | 308,667 | 308,360 | 308,360 | 320,870 | 320,870 | 330,000 | 340,000 | 350,000 | 361,000 |
| Road & Street/Camera Enforcement | 446,113 | 416,400 | 390,000 | 390,000 | 390,000 | 390,000 | 390,000 | 390,000 | 390,000 | 390,000 |

| | 2013 | 2014 | 2015 | | 2016 | | 2017 | 2018 | 2019 | 2020 |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|
| | Actual | Actual | Revised Bdgt | YND Est | Revised Bdgt | YND Est | Projected | Projected | Projected | Projected |
| (001) GENERAL FUND-continued | | | | | | | | | | |
| Property Management | 861,916 | 825,723 | - | - | - | - | - | - | - | - |
| Facilities Maintenance | 330,341 | 273,676 | - | - | - | - | - | - | - | - |
| City Hall Facility | 105,536 | 96,752 | - | - | - | - | - | - | - | - |
| Law Enforcement Facilities | 277,217 | 296,394 | - | - | - | - | - | - | - | - |
| Parking Facilities/Light Rail | 148,822 | 158,902 | - | - | - | - | - | - | - | - |
| Non-Departmental | 510,760 | 483,741 | 2,624,360 | 2,749,853 | 2,729,738 | 3,054,738 | 3,405,512 | 3,681,077 | 3,732,402 | 3,861,152 |
| Commute Trip Reduction | 3,681 | 7,942 | - | - | - | - | - | - | - | - |
| Fleet Management | 945 | 1,844 | - | - | - | - | - | - | - | - |
| Other (affects many departments) | 185,893 | 147,701 | 131,290 | 131,290 | 131,290 | 131,290 | 135,200 | 139,300 | 143,500 | 147,800 |
| Liquor/Pollution Control | 34,334 | 38,496 | - | - | - | - | - | - | - | - |
| Unallocated Internal Service Charges | - | - | 2,117,404 | 2,117,404 | 2,118,640 | 2,118,640 | 2,182,000 | 2,247,000 | 2,314,000 | 2,383,000 |
| WCIA - Risk Assessment Change from Estimate | - | - | - | 10,500 | - | 187,500 | 187,500 | 187,500 | 187,500 | 187,500 |
| WCIA - Potential Deductibles Prior Years' Claims | - | - | - | 115,000 | - | 115,000 | - | - | - | - |
| Property Management - Accumulate Reserves (Under Review) | - | - | - | - | - | - | 100,000 | 100,000 | 100,000 | 100,000 |
| Info Tech - Accumulate Reserves/M&O | - | - | - | - | - | 22,500 | 325,189 | 531,089 | 511,089 | 568,089 |
| Debt Service Payment | 285,908 | - | - | - | - | - | - | - | - | - |
| Transfer to Fund 105/190 Abatement Program | - | - | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 |
| Transfer to Fund 201 GO Bond Debt Service | - | 287,758 | 340,666 | 340,659 | 444,808 | 444,808 | 440,623 | 441,188 | 441,313 | 439,763 |
| Interfund Transfers | 1,064,780 | 1,036,675 | 947,186 | 952,786 | 908,260 | 924,960 | 979,400 | 1,034,400 | 1,090,400 | 1,148,400 |
| Transfer to Fund 101 Street O&M | 1,029,780 | 1,001,675 | 947,186 | 952,786 | 908,260 | 924,960 | 979,400 | 1,034,400 | 1,090,400 | 1,148,400 |
| Transfer to Fund 101 Street O&M - Impact of CIP Projects | - | - | - | - | - | - | - | - | - | - |
| Transfer to Fund 102 Street Capital | 35,000 | 35,000 | - | - | - | - | - | - | - | - |
| Contributions to Reserve Funds | 920,300 | 920,300 | - | - | - | - | - | - | - | - |
| Contribution to Fund 501 Vehicle & Equip Reserves | 920,300 | 920,300 | - | - | - | - | - | - | - | - |
| Collective Bargaining Agreement - Impact?? | - | - | - | - | - | - | - | - | - | - |
| AFSCME (Current Contract 1/1/2013 through 12/31/2016) | - | - | - | - | - | - | ?? | ?? | ?? | ?? |
| LPIG (Current Contract 1/1/2013 through 12/31/2015) | - | - | - | - | - | ?? | ?? | ?? | ?? | ?? |
| LPMG (Current Contract 2/1/2013 through 12/31/2015) | - | - | - | - | - | ?? | ?? | ?? | ?? | ?? |
| Teamsters (Current Contract 1/1/2013 through 12/31/2015) | - | - | - | - | - | ?? | ?? | ?? | ?? | ?? |
| Subtotal Operating Expenditures | \$34,217,562 | \$34,321,939 | \$34,283,758 | \$34,460,511 | \$34,977,540 | \$35,485,156 | \$36,849,112 | \$38,057,677 | \$39,200,002 | \$40,319,752 |
| % Expenditure Change over Prior Year | 3.84% | 0.31% | -0.11% | 0.40% | 1.50% | 2.97% | 3.84% | 3.28% | 3.00% | 2.86% |
| OPERATING INCOME (LOSS) | \$174,711 | \$707,965 | \$565,716 | \$919,763 | \$291,353 | \$482,716 | (\$406,912) | (\$1,014,477) | (\$1,539,902) | (\$2,026,952) |
| As a % of Operating Expenditures | 0.51% | 2.06% | 1.65% | 2.67% | 0.83% | 1.36% | -1.10% | -2.67% | -3.93% | -5.03% |
| <i>OTHER FINANCING SOURCES:</i> | | | | | | | | | | |
| Grants, Donations/Contrib, 1-Time | 695,838 | 299,991 | 297,458 | 286,834 | 156,499 | 156,499 | - | - | - | - |
| Contributions/Donations | 39,773 | 47,889 | 68,000 | 73,000 | 44,000 | 44,000 | - | - | - | - |
| Misc/Other | 356,873 | - | - | - | - | - | - | - | - | - |
| Grants | 299,192 | 252,102 | 229,458 | 213,834 | 112,499 | 112,499 | - | - | - | - |
| Transfers In | 398,392 | 2,015,015 | 40,802 | 40,802 | 270,000 | 270,000 | - | - | - | - |
| Transfer In - Fund 180 Narcotics Seizure | - | 14,061 | - | - | - | - | - | - | - | - |
| Transfer In - Fund 181 Felony Seizure | - | 85,939 | - | - | - | - | - | - | - | - |
| Transfer In - Fund 190 Grants | - | 840,056 | - | - | - | - | - | - | - | - |
| Transfer In - Fund 251 LID Guaranty | - | - | - | - | 270,000 | 270,000 | - | - | - | - |
| Transfer In - Fund 301 General Governmental CIP | 398,392 | - | - | - | - | - | - | - | - | - |
| Transfer In - Fund 501 Fleet & Equipment | - | 1,074,959 | 40,802 | 40,802 | - | - | - | - | - | - |
| Subtotal Other Financing Sources | \$1,094,230 | \$2,315,006 | \$338,260 | \$327,636 | \$426,499 | \$426,499 | \$0 | \$0 | \$0 | \$0 |

| | 2013 | 2014 | 2015 | | 2016 | | 2017 | 2018 | 2019 | 2020 |
|---|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|----------------------|----------------------|
| | Actual | Actual | Revised Bdgt | YND Est | Revised Bdgt | YND Est | Projected | Projected | Projected | Projected |
| (001) GENERAL FUND-continued | | | | | | | | | | |
| <i>OTHER FINANCING USES:</i> | | | | | | | | | | |
| Capital & Other 1-Time | 1,295,389 | 973,111 | 544,994 | 763,914 | 10,000 | 10,000 | 1,164,000 | 50,000 | 30,000 | - |
| Municipal Court | 34,039 | 51,459 | 50,000 | 50,000 | - | - | - | - | - | - |
| City Council | - | 5,264 | - | - | - | - | - | - | - | - |
| City Manager | 2,301 | 18,000 | 10,000 | 10,000 | - | - | - | - | - | - |
| Administrative Services | 999,976 | 285,692 | 114,322 | 114,322 | - | - | - | - | - | - |
| Non-Departmental | 36,000 | - | - | - | - | - | - | - | - | - |
| Legal/Clerk | 7,663 | 21,209 | 120,271 | 120,271 | 10,000 | 10,000 | - | - | - | - |
| Risk Management - Public Disclosure - Keonig Case | - | - | - | 206,920 | - | - | - | - | - | - |
| Community & Economic Development | 101,673 | 338,966 | 111,075 | 111,075 | - | - | - | - | - | - |
| CED - Subarea Plan | - | - | - | - | - | - | 500,000 | - | - | - |
| Add'l Funding for Motor Avenue Complete Streets Concept | - | - | - | 12,000 | - | - | - | - | - | - |
| Info Tech - Capital Contribution (6-Yr Plan) | - | - | - | - | - | - | 664,000 | 50,000 | 30,000 | - |
| Parks, Recreation & Community Services | 79,034 | 9,725 | - | - | - | - | - | - | - | - |
| Police | 34,703 | 215,412 | 139,326 | 139,326 | - | - | - | - | - | - |
| Public Works/Property Management | - | 27,385 | - | - | - | - | - | - | - | - |
| Interfund Transfers | 8,179 | 97,848 | 901,229 | 901,229 | 360,500 | 593,739 | 798,500 | 407,500 | 453,500 | 445,500 |
| Transfer Out - Fund 101 Street O&M | - | 37,000 | 15,000 | 15,000 | - | - | - | - | - | - |
| Transfer Out - Fund 102 Street Capital | 3,826 | - | - | - | - | - | - | - | - | - |
| Transfer Out - Fund 106 Public Art | 2,000 | - | - | - | - | - | - | - | - | - |
| Transfer Out - Fund 192 OEA Grant | - | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Transfer Out - Fund 195 Police Grants | 2,353 | 10,848 | - | - | - | - | - | - | - | - |
| Transfer Out - Fund 301 General Govt'l/Parks CIP | - | - | 146,729 | 146,729 | - | - | - | - | - | - |
| Transfer Out - Fund 302 Transportation CIP | - | - | 689,500 | 689,500 | 310,500 | 310,500 | 748,500 | 357,500 | 403,500 | 395,500 |
| Reduce Transfer to Fund 302 - Replace with REET | - | - | - | - | - | - | - | - | - | - |
| Transfer Out - Fund 501 Fleet & Equip (IT Plan) | - | - | - | - | - | 233,239 | - | - | - | - |
| Subtotal Other Financing Uses | \$1,303,568 | \$1,070,959 | \$1,446,223 | \$1,665,143 | \$370,500 | \$603,739 | \$1,962,500 | \$457,500 | \$483,500 | \$445,500 |
| Total Revenues and Other Sources | \$35,486,503 | \$37,344,911 | \$35,187,734 | \$35,707,910 | \$35,695,392 | \$36,394,371 | \$36,442,200 | \$37,043,200 | \$37,660,100 | \$38,292,800 |
| Total Expenditures and other Uses | \$35,521,130 | \$35,392,899 | \$35,729,981 | \$36,125,654 | \$35,348,040 | \$36,088,895 | \$38,811,612 | \$38,515,177 | \$39,683,502 | \$40,765,252 |
| Beginning Fund Balance: | \$2,615,308 | \$2,580,681 | \$4,532,693 | \$4,532,693 | \$3,990,446 | \$4,114,949 | \$4,420,425 | \$2,051,014 | \$579,037 | (\$1,444,365) |
| Ending Fund Balance: | \$2,580,681 | \$4,532,693 | \$3,990,446 | \$4,114,949 | \$4,337,798 | \$4,420,425 | \$2,051,014 | \$579,037 | (\$1,444,365) | (\$3,916,816) |
| Ending Fund Balance as a % of Gen/Street Operating Revenues | 7.3% | 12.6% | 11.2% | 11.3% | 12.0% | 12.0% | 5.5% | 1.5% | -3.7% | -10.0% |
| Reserve - Total Target 12% of Gen/Street Operating Revenues | \$4,237,447 | \$4,316,235 | \$4,285,881 | \$4,351,305 | \$4,336,151 | \$4,420,425 | \$4,477,296 | \$4,549,416 | \$4,623,444 | \$4,699,368 |
| 2% Contingency Reserves | \$706,241 | \$719,372 | \$714,313 | \$725,217 | \$722,692 | \$736,737 | \$746,216 | \$758,236 | \$770,574 | \$783,228 |
| 5% General Fund Reserves | \$1,765,603 | \$1,798,431 | \$1,785,784 | \$1,813,044 | \$1,806,730 | \$1,841,844 | \$1,865,540 | \$1,895,590 | \$1,926,435 | \$1,958,070 |
| 5% Strategic Reserves | \$1,765,603 | \$1,798,431 | \$1,785,784 | \$1,813,044 | \$1,806,730 | \$1,841,844 | \$1,865,540 | \$1,895,590 | \$1,926,435 | \$1,958,070 |
| Unreserved / (12% Adopted Reserves Shortfall): | (\$1,656,766) | \$216,459 | (\$295,435) | (\$236,356) | \$1,647 | \$0 | (\$2,426,283) | (\$3,970,379) | (\$6,067,809) | (\$8,616,184) |

| | 2013 | 2014 | 2015 | | 2016 | | 2017 | 2018 | 2019 | 2020 |
|--|-----------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|-----------------------|-----------------------|
| | Actual | Actual | Revised Bdgt | YND Est | Revised Bdgt | YND Est | Projected | Projected | Projected | Projected |
| FUND 101 STREET OPERATIONS & MAINTENANCE | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Permits | 60,733 | 84,653 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 | 28,000 |
| Engineering Review Fees | 300 | 1,303 | 300 | 300 | 300 | 300 | 300 | 300 | 300 | 300 |
| Motor Vehicle Fuel Tax | 858,750 | 852,760 | 837,900 | 852,300 | 837,400 | 840,700 | 840,300 | 840,300 | 840,300 | 840,300 |
| Interest Earnings | 5 | 2 | - | - | - | - | - | - | - | - |
| Subtotal Operating Revenues | \$ 919,788 | \$ 938,717 | \$ 866,200 | \$ 880,600 | \$ 865,700 | \$ 869,000 | \$ 868,600 | \$ 868,600 | \$ 868,600 | \$ 868,600 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Street Lighting | 491,047 | 490,880 | 402,924 | 402,924 | 309,656 | 309,656 | 319,000 | 329,000 | 339,000 | 349,000 |
| Traffic Control Devices | 569,775 | 548,874 | 370,730 | 370,730 | 386,990 | 386,990 | 399,000 | 411,000 | 423,000 | 436,000 |
| Snow & Ice Response | 38,209 | 28,643 | 15,850 | 15,850 | 15,850 | 15,850 | 16,000 | 16,000 | 16,000 | 16,000 |
| Road & Street Preservation | 982,697 | 969,480 | 1,029,882 | 1,029,882 | 1,067,464 | 1,067,464 | 1,099,000 | 1,132,000 | 1,166,000 | 1,201,000 |
| Transfer Out - Fund 001 General Admin Support | 28,360 | 28,360 | - | - | - | - | - | - | - | - |
| Contribution to Fleet & Equipment Reserves | 100 | 100 | - | - | - | - | - | - | - | - |
| Subtotal Operating Expenditures | \$ 2,110,188 | \$ 2,066,337 | \$ 1,819,386 | \$ 1,819,386 | \$ 1,779,960 | \$ 1,779,960 | \$ 1,833,000 | \$ 1,888,000 | \$ 1,944,000 | \$ 2,002,000 |
| OPERATING INCOME (LOSS) | \$ (1,190,400) | \$ (1,127,620) | \$ (953,186) | \$ (938,786) | \$ (914,260) | \$ (910,960) | \$ (964,400) | \$ (1,019,400) | \$ (1,075,400) | \$ (1,133,400) |
| <i>OTHER FINANCING SOURCES:</i> | | | | | | | | | | |
| Donations/Contributions | - | 4,146 | - | - | - | - | - | - | - | - |
| Proceeds from Sale of Assets/Capital Lease | 93,944 | (2,096) | 10,000 | - | 10,000 | - | - | - | - | - |
| Judgments, Settlements/Miscellaneous | 14,341 | 16,205 | 11,000 | 1,000 | 11,000 | 1,000 | - | - | - | - |
| Transfer In From General Fund | 1,029,780 | 1,038,675 | 962,186 | 967,786 | 908,260 | 924,960 | 979,400 | 1,034,400 | 1,090,400 | 1,148,400 |
| Transfer in From Fund 001 General - Impact of CIP Projects | - | - | - | - | - | - | - | - | - | - |
| Transfer In - Fund 102 Street Capital | 56,000 | - | - | - | - | - | - | - | - | - |
| Subtotal Other Financing Sources | \$ 1,194,066 | \$ 1,056,931 | \$ 983,186 | \$ 968,786 | \$ 929,260 | \$ 925,960 | \$ 979,400 | \$ 1,034,400 | \$ 1,090,400 | \$ 1,148,400 |
| <i>OTHER FINANCING USES:</i> | | | | | | | | | | |
| Grants/Other | 76,589 | 12,280 | 15,000 | 15,000 | - | - | - | - | - | - |
| Construction - Traffic Control | - | - | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Subtotal Other Financing Uses | \$ 76,589 | \$ 12,280 | \$ 30,000 | \$ 30,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Total Revenues and Other Sources | \$ 2,113,854 | \$ 1,995,648 | \$ 1,849,386 | \$ 1,849,386 | \$ 1,794,960 | \$ 1,794,960 | \$ 1,848,000 | \$ 1,903,000 | \$ 1,959,000 | \$ 2,017,000 |
| Total Expenditures and other Uses | \$ 2,186,777 | \$ 2,078,617 | \$ 1,849,386 | \$ 1,849,386 | \$ 1,794,960 | \$ 1,794,960 | \$ 1,848,000 | \$ 1,903,000 | \$ 1,959,000 | \$ 2,017,000 |
| Beginning Fund Balance: | \$ 155,892 | \$ 82,969 | \$ (0) | \$ - | \$ (0) | \$ - | \$ - | \$ - | \$ - | \$ - |
| Ending Fund Balance: | \$ 82,969 | \$ (0) | \$ (0) | \$ - | \$ - | \$ - |

| | 2013 | 2014 | 2015 | | 2016 | | 2017 | 2018 | 2019 | 2020 |
|--|---------------------|---------------------|---------------------|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Revised Bdgt | YND Est | Revised Bdgt | YND Est | Projected | Projected | Projected | Projected |
| FUND 102 REAL ESTATE EXCISE TAX (Street Capital Fund prior to 2015) | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Real Estate Excise Tax | 1,151,297 | 1,100,298 | 937,000 | 1,200,000 | 937,000 | 1,224,000 | 1,248,000 | 1,273,000 | 1,298,000 | 1,324,000 |
| Solid Waste Recycling Licenses & Permits | 1,600 | 1,300 | - | - | - | - | - | - | - | - |
| Motor Vehicle Fuel Tax | 350,757 | 348,310 | - | - | - | - | - | - | - | - |
| Engineering Services | 9,144 | 475,145 | - | - | - | - | - | - | - | - |
| Mitigation Fees | - | 400,114 | - | - | - | - | - | - | - | - |
| Interest Earnings | 139 | 105 | - | - | - | - | - | - | - | - |
| Grants | 2,891,751 | 3,768,444 | - | - | - | - | - | - | - | - |
| Donations/Contributions | 234,253 | 10,837 | - | - | - | - | - | - | - | - |
| Proceeds from Sale of Assets/Capital Lease | 1,500 | - | - | - | - | - | - | - | - | - |
| Judgments, Settlements/Miscellaneous | 15 | - | - | - | - | - | - | - | - | - |
| Transfer In From 001 General Fund | 38,826 | 35,000 | - | - | - | - | - | - | - | - |
| Transfer In - Fund 401 Surface Water Mgmt | 108,004 | 44,890 | - | - | - | - | - | - | - | - |
| Total Revenue | \$ 4,787,286 | \$ 6,184,443 | \$ 937,000 | \$ 1,200,000 | \$ 937,000 | \$ 1,224,000 | \$ 1,248,000 | \$ 1,273,000 | \$ 1,298,000 | \$ 1,324,000 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Capital Projects | 4,253,248 | 5,419,063 | - | - | - | - | - | - | - | - |
| Transfer Out - Fund 101 Street O&M | 56,000 | - | - | - | - | - | - | - | - | - |
| Transfer Out - Fund 301 Parks CIP | - | - | 72,000 | 85,878 | - | - | - | - | - | - |
| Transfer Out - Fund 302 Transportation Capital | - | - | 1,593,635 | 1,818,635 | 935,500 | 1,160,500 | 900,000 | 900,000 | 1,000,000 | 1,000,000 |
| Transfer Out - Fund 401 Surface Water Mgmt | 300,000 | 487,975 | 389,169 | 389,169 | - | - | - | - | - | - |
| Total Expenditures | \$ 4,609,248 | \$ 5,907,038 | \$ 2,054,804 | \$ 2,293,682 | \$ 935,500 | \$ 1,160,500 | \$ 900,000 | \$ 900,000 | \$ 1,000,000 | \$ 1,000,000 |
| Beginning Fund Balance: | \$ 663,085 | \$ 841,124 | \$ 1,118,529 | \$ 1,118,529 | \$ 725 | \$ 24,847 | \$ 88,347 | \$ 436,347 | \$ 809,347 | \$ 1,107,347 |
| Ending Fund Balance: | 841,124 | 1,118,529 | \$ 725 | 24,847 | 2,225 | 88,347 | 436,347 | 809,347 | 1,107,347 | 1,431,347 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--|----------------|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 103 LAKEWOOD TRANSPORTATION BENEFIT DISTRICT | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| \$20 Vehicle License Fee (net of fee) | - | - | 572,000 | 572,000 | 685,000 | 685,000 | 685,000 | 685,000 | 685,000 | 685,000 |
| Total Revenue | \$ - | \$ - | \$ 572,000 | \$ 572,000 | \$ 685,000 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| WCIA Risk Assessment | - | - | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 | 2,500 |
| Transfer to Fund 302 Transportation Capital | - | - | 569,500 | 569,500 | 682,500 | 682,500 | 682,500 | 682,500 | 682,500 | 682,500 |
| Total Expenditures | \$ - | \$ - | \$ 572,000 | \$ 572,000 | \$ 685,000 |
| Beginning Fund Balance: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Ending Fund Balance: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 104 HOTEL/MOTEL LODGING TAX | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Special Hotel/Motel Lodging Tax (5%) | 383,578 | 399,904 | 357,000 | 482,143 | 357,000 | 428,571 | 437,143 | 446,429 | 455,714 | 464,286 |
| Transient Rental income Tax (2%) | 153,431 | 159,962 | 143,000 | 192,857 | 143,000 | 171,429 | 174,857 | 178,571 | 182,286 | 185,714 |
| Interest Earnings | 1,093 | 1,255 | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 538,102 | \$ 561,121 | \$ 500,000 | \$ 675,000 | \$ 500,000 | \$ 600,000 | \$ 612,000 | \$ 625,000 | \$ 638,000 | \$ 650,000 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Administration | 34,359 | 19,319 | - | - | - | - | - | - | - | - |
| Lodging Tax Programs | 506,186 | 448,620 | 451,850 | 451,850 | 500,000 | 487,564 | 444,707 | 451,564 | 458,993 | 466,421 |
| Total Expenditures | \$ 540,545 | \$ 467,938 | \$ 451,850 | \$ 451,850 | \$ 500,000 | \$ 487,564 | \$ 444,707 | \$ 451,564 | \$ 458,993 | \$ 466,421 |
| Beginning Fund Balance: | \$ 937,817 | \$ 935,374 | \$ 1,028,557 | \$ 1,028,557 | \$ 1,076,707 | \$ 1,251,707 | \$ 1,364,143 | \$ 1,531,436 | \$ 1,704,872 | \$ 1,883,879 |
| Ending Fund Balance: | \$ 935,374 | \$ 1,028,557 | \$ 1,076,707 | \$ 1,251,707 | \$ 1,076,707 | \$ 1,364,143 | \$ 1,531,436 | \$ 1,704,872 | \$ 1,883,879 | \$ 2,067,458 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 105 PROPERTY ABATEMENT | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Abatement Charges | - | 47,549 | 13,700 | 13,700 | - | - | - | - | - | - |
| Interest Earnings | 146 | 123 | - | - | - | - | - | - | - | - |
| Judgments & Settlements | - | 20,002 | - | - | - | - | - | - | - | - |
| Transfer In - Fund 001 General | - | - | 35,000 | 35,000 | 35,000 | 35,000 | - | - | - | - |
| Total Revenues | \$ 146 | \$ 67,674 | \$ 48,700 | \$ 48,700 | \$ 35,000 | \$ 35,000 | \$ - | \$ - | \$ - | \$ - |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Abatement | 16,902 | 44,074 | 175,000 | 175,000 | 135,000 | 135,000 | - | - | - | - |
| Total Expenditures | \$ 16,902 | \$ 44,074 | \$ 175,000 | \$ 175,000 | \$ 135,000 | \$ 135,000 | \$ - | \$ - | \$ - | \$ - |
| Beginning Fund Balance: | \$ 254,927 | \$ 238,171 | \$ 261,771 | \$ 238,171 | \$ 135,471 | \$ 111,871 | \$ 11,871 | \$ 11,871 | \$ 11,871 | \$ 11,871 |
| Ending Fund Balance: | \$ 238,171 | \$ 261,771 | \$ 135,471 | \$ 111,871 | \$ 35,471 | \$ 11,871 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 106 PUBLIC ART | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Interest Earnings | - | 10 | - | - | - | - | - | - | - | - |
| Facilities Rental | 10,000 | 13,500 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Transfer In - Fund 001 General | 2,000 | - | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 12,000 | \$ 13,510 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Arts Commission Programs | - | 123 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 |
| Public Art | - | - | - | - | 31,000 | 31,000 | - | - | - | - |
| Total Expenditures | \$ - | \$ 123 | \$ 2,000 | \$ 2,000 | \$ 33,000 | \$ 33,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |
| Beginning Fund Balance: | \$ - | \$ 12,001 | \$ 25,388 | \$ 25,388 | \$ 33,388 | \$ 33,388 | \$ 10,388 | \$ 18,388 | \$ 26,388 | \$ 34,388 |
| Ending Fund Balance: | \$ 12,000 | \$ 25,388 | \$ 33,388 | \$ 33,388 | \$ 10,388 | \$ 10,388 | \$ 18,388 | \$ 26,388 | \$ 34,388 | \$ 42,388 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 180 NARCOTICS SEIZURE | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Forfeitures | 110,664 | 67,563 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| Grants | 30,745 | 29,168 | 14,563 | 14,563 | - | - | - | - | - | - |
| Interest Earnings | 844 | 686 | - | - | - | - | - | - | - | - |
| Interfund Rent | 3,500 | - | - | - | - | - | - | - | - | - |
| Proceeds From Sale of Land | 514,181 | - | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 659,935 | \$ 97,417 | \$ 124,563 | \$ 124,563 | \$ 110,000 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Investigations | 165,290 | 283,413 | 333,113 | 333,113 | 289,750 | 289,750 | 110,000 | 110,000 | 110,000 | 110,000 |
| Capital Purchases | 124,268 | 94,845 | - | - | - | - | - | - | - | - |
| Transfer Out - Fund 001 General | - | 14,061 | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 289,558 | \$ 392,319 | \$ 333,113 | \$ 333,113 | \$ 289,750 | \$ 289,750 | \$ 110,000 | \$ 110,000 | \$ 110,000 | \$ 110,000 |
| Beginning Fund Balance: | \$ 407,797 | \$ 778,174 | \$ 483,272 | \$ 483,272 | \$ 274,722 | \$ 274,722 | \$ 94,972 | \$ 94,972 | \$ 94,972 | \$ 94,972 |
| Ending Fund Balance: | \$ 778,174 | \$ 483,272 | \$ 274,722 | \$ 274,722 | \$ 94,972 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--------------------------------|-------------------|-------------------|-----------------|-----------------|-----------------|-------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 181 FELONY SEIZURE | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Interest Earnings | 117 | 289 | - | - | - | - | - | - | - | - |
| Forfeitures | 4,250 | - | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 4,367 | \$ 289 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Investigations | 9,166 | 10,968 | - | 5,044 | - | - | - | - | - | - |
| Capital Purchases | 49,108 | - | - | - | - | - | - | - | - | - |
| Transfer to Fund 001 General | - | 85,939 | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 58,274 | \$ 96,907 | \$ - | \$ 5,044 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Beginning Fund Balance: | \$ 155,569 | \$ 101,662 | \$ 5,044 | \$ 5,044 | \$ 5,044 | \$ - | \$ - | \$ - | \$ - | \$ - |
| Ending Fund Balance: | \$ 101,662 | \$ 5,044 | \$ 5,044 | \$ - | \$ 5,044 | \$ - | \$ - | \$ - | \$ - | \$ - |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 182 FEDERAL SEIZURE | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Forfeitures | 6,260 | 68,945 | - | 50,000 | - | - | - | - | - | - |
| Interest Earnings | 24 | 34 | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 6,284 | \$ 68,979 | \$ - | \$ 50,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Crime Prevention | 11,915 | 37,432 | 10,000 | 50,000 | 10,000 | 10,000 | - | - | - | - |
| Total Expenditures | \$ 11,915 | \$ 37,432 | \$ 10,000 | \$ 50,000 | \$ 10,000 | \$ 10,000 | \$ - | \$ - | \$ - | \$ - |
| Beginning Fund Balance: | \$ 45,871 | \$ 40,240 | \$ 71,787 | \$ 71,787 | \$ 61,787 | \$ 71,787 | \$ 61,787 | \$ 61,787 | \$ 61,787 | \$ 61,787 |
| Ending Fund Balance: | \$ 40,240 | \$ 71,787 | \$ 61,787 | \$ 71,787 | \$ 51,787 | \$ 61,787 | \$ 61,787 | \$ 61,787 | \$ 61,787 | \$ 61,787 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--|-------------------|---------------------|------------------------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 190 CDBG/GRANTS | | | <i>Review YND Est & Update</i> | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Grants | 841,130 | 1,074,353 | 2,174,297 | 2,174,297 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Interest Earnings | 565 | 1,404 | - | - | - | - | - | - | - | - |
| Miscellaneous/Contributions | 120 | 12,058 | 10,000 | 10,000 | - | - | - | - | - | - |
| Total Revenues | \$ 841,815 | \$ 1,087,814 | \$ 2,184,297 | \$ 2,184,297 | \$ 500,000 | \$ 500,000 | \$ 535,000 | \$ 535,000 | \$ 535,000 | \$ 535,000 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Grants & Contributions | 850,269 | 1,066,645 | 1,594,829 | 1,453,641 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Transfer Out - Fund 001 General | - | 840,056 | - | - | - | - | - | - | - | - |
| Abatement Program | - | - | - | - | - | - | 35,000 | 35,000 | 35,000 | 35,000 |
| Transfer Out - Fund 102 Street Capital | - | - | - | - | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Transfer Out - Fund 302 Transportation | - | - | 600,312 | 741,500 | - | - | - | - | - | - |
| Total Expenditures | \$ 850,269 | \$ 1,906,701 | \$ 2,195,141 | \$ 2,195,141 | \$ 500,000 | \$ 500,000 | \$ 535,000 | \$ 535,000 | \$ 535,000 | \$ 535,000 |
| Beginning Fund Balance: | \$ 849,722 | \$ 841,268 | \$ 22,381 | \$ 22,381 | \$ 11,537 |
| Ending Fund Balance: | \$ 841,268 | \$ 22,381 | \$ 11,537 | \$ 11,537 | \$ 11,537 | \$ 11,537 | \$ 11,537 | \$ 11,537 | \$ 11,537 | \$ 11,537 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--|-------------------|-------------------|-------------------|-------------------|------------------|------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 191 NEIGHBORHOOD STABILIZATION PROGRAM | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Grant-NSP 1 | 34,679 | 154,043 | - | - | - | - | - | - | - | - |
| Grant-NSP 3 | 165,095 | 96,032 | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 199,774 | \$ 250,075 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Grant-NSP 1 | 34,679 | 154,111 | 80,000 | 80,000 | - | - | - | - | - | - |
| Grant-NSP 3 | 163,526 | 96,032 | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 198,205 | \$ 250,142 | \$ 80,000 | \$ 80,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Beginning Fund Balance: | \$ 169,776 | \$ 171,345 | \$ 171,277 | \$ 171,277 | \$ 91,276 | \$ 91,277 | \$ 91,277 | \$ 91,277 | \$ 91,277 | \$ 91,277 |
| Ending Fund Balance: | \$ 171,345 | \$ 171,277 | \$ 91,277 | \$ 91,277 | \$ 91,276 | \$ 91,277 | \$ 91,277 | \$ 91,277 | \$ 91,277 | \$ 91,277 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 192 OFFICE OF ECONOMIC ADJUSTMENT/SSMCP | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Grants | 189,961 | 281,466 | - | - | - | - | - | - | - | - |
| Partner Participation | 30,000 | 133,250 | 339,596 | 339,596 | 129,500 | 129,500 | 129,500 | 129,500 | 129,500 | 129,500 |
| Transfer In From Fund 001 General | - | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Total Revenues | \$ 219,961 | \$ 464,716 | \$ 389,596 | \$ 389,596 | \$ 179,500 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| OEA/SSMCP | 223,826 | 408,649 | 400,209 | 400,209 | 179,500 | 179,500 | 179,500 | 179,500 | 179,500 | 179,500 |
| Total Expenditures | \$ 223,826 | \$ 408,649 | \$ 400,209 | \$ 400,209 | \$ 179,500 |
| Beginning Fund Balance: | \$ 32,517 | \$ 28,652 | \$ 84,719 | \$ 84,719 | \$ 74,106 |
| Ending Fund Balance: | \$ 28,652 | \$ 84,719 | \$ 74,106 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|--------------|-------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 195 PUBLIC SAFETY GRANTS | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Grants | 384,752 | 175,919 | 177,067 | 177,067 | - | - | - | - | - | - |
| Transfer In - Fund 001 General | 2,353 | 10,848 | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 387,105 | \$ 186,767 | \$ 177,067 | \$ 177,067 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Grants | 389,399 | 186,551 | 177,283 | 177,283 | - | - | - | - | - | - |
| Total Expenditures | \$ 389,399 | \$ 186,551 | \$ 177,283 | \$ 177,283 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Beginning Fund Balance: | \$ 2,294 | \$ - | \$ 216 | \$ 216 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Ending Fund Balance: | \$ - | \$ 216 | \$ 0 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--|----------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 201 GENERAL OBLIGATION BOND DEBT SERVICE | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Transfer-In From Fund 001 General | - | 287,758 | 340,659 | 340,659 | 444,808 | 444,808 | 440,623 | 441,188 | 441,313 | 439,763 |
| Total Revenues | \$ - | \$ 287,758 | \$ 340,659 | \$ 340,659 | \$ 444,808 | \$ 444,808 | \$ 440,623 | \$ 441,188 | \$ 441,313 | \$ 439,763 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Principal & Interest - 59th Street | - | 77,000 | 77,000 | 77,000 | 77,000 | 77,000 | 77,000 | 77,000 | 77,000 | 77,000 |
| Principal & Interest - Police Station | - | 210,758 | 212,183 | 212,183 | 213,158 | 213,158 | 208,598 | 209,038 | 209,288 | 208,113 |
| Principal & Interest - LOCAL LED Streetlight | - | - | 51,476 | 51,476 | 154,650 | 154,650 | 155,025 | 155,150 | 155,025 | 154,650 |
| Total Expenditures | \$ - | \$ 287,758 | \$ 340,659 | \$ 340,659 | \$ 444,808 | \$ 444,808 | \$ 440,623 | \$ 441,188 | \$ 441,313 | \$ 439,763 |
| Beginning Fund Balance: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Ending Fund Balance: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

| | 2013 | 2014 | 2015 | | 2016 | | 2017 | 2018 | 2019 | 2020 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | Actual | Actual | Revised Bdgt | YND Est | Revised Bdgt | YND Est | Projected | Projected | Projected | Projected |
| FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Interest | 34 | 41 | - | - | - | - | - | - | - | - |
| Assessments | 294,341 | 284,860 | 279,330 | 279,330 | 270,263 | 270,263 | 274,649 | 267,416 | 258,071 | 248,629 |
| Total Revenues | \$ 294,375 | \$ 284,901 | \$ 279,330 | \$ 279,330 | \$ 270,263 | \$ 270,263 | \$ 274,649 | \$ 267,416 | \$ 258,071 | \$ 248,629 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Principal & Interest-Combined LID 1101/1103 | 213,296 | 201,846 | 206,000 | 206,000 | 199,251 | 270,263 | 205,994 | 199,251 | 192,431 | 185,534 |
| Principal & Interest - LID 1108 | 84,925 | 82,153 | 73,330 | 73,330 | 71,012 | - | 68,655 | 68,165 | 65,640 | 63,095 |
| Total Expenditures | \$ 298,221 | \$ 283,999 | \$ 279,330 | \$ 279,330 | \$ 270,263 | \$ 270,263 | \$ 274,649 | \$ 267,416 | \$ 258,071 | \$ 248,629 |
| Beginning Fund Balance: | \$ 3,995 | \$ 149 | \$ 1,051 |
| Ending Fund Balance: | \$ 149 | \$ 1,051 |

| | 2013 | 2014 | 2015 | | 2016 | | 2017 | 2018 | 2019 | 2020 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| | Actual | Actual | Revised Bdgt | YND Est | Revised Bdgt | YND Est | Projected | Projected | Projected | Projected |
| FUND 204 SEWER PROJECT DEBT SERVICE | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Sewer Charges | 616,257 | 586,192 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 | 600,000 |
| Interest Earnings | 4,293 | 4,620 | - | - | - | - | - | - | - | - |
| Sanitary Side Sewer Connection Home Loan Repayment | 19,234 | 10,228 | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 639,784 | \$ 601,039 | \$ 600,000 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| PWTFL Debt Service (PW-04-691-PRE-132) | 33,281 | 32,984 | 32,690 | 32,690 | 32,390 | 32,984 | 32,092 | 31,795 | 31,498 | 31,201 |
| PWTFL Debt Service (PW-06-962-022) | 315,096 | 313,623 | 312,150 | 312,150 | 310,679 | 313,623 | 309,206 | 307,734 | 306,261 | 304,789 |
| PWTFL Debt Service (PW-08-951-025) | 112,348 | 111,828 | 111,310 | 111,310 | 110,788 | 111,828 | 110,268 | 109,748 | 109,227 | 108,707 |
| PWTFL Debt Service (PW-12-851-025) | - | - | - | - | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 |
| Transfer To Fund 311 Sewer Capital | - | - | 270,000 | 270,000 | - | - | - | - | - | - |
| Total Expenditures | \$ 460,725 | \$ 458,435 | \$ 726,150 | \$ 726,150 | \$ 497,857 | \$ 502,435 | \$ 495,566 | \$ 493,277 | \$ 490,987 | \$ 488,697 |
| Beginning Fund Balance: | \$ 329,190 | \$ 508,250 | \$ 650,854 | \$ 650,854 | \$ 524,704 | \$ 524,704 | \$ 622,269 | \$ 726,703 | \$ 833,426 | \$ 942,439 |
| Ending Fund Balance: | \$ 508,250 | \$ 650,854 | \$ 524,704 | \$ 524,704 | \$ 626,847 | \$ 622,269 | \$ 726,703 | \$ 833,426 | \$ 942,439 | \$ 1,053,742 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Interest Earnings | 1,075 | (60) | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 1,075 | \$ (60) | \$ - |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Transfer Out - Fund 001 General | - | - | - | - | 270,000 | 270,000 | - | - | - | - |
| Total Expenditures | \$ - | \$ - | \$ - | \$ - | \$ 270,000 | \$ 270,000 | \$ - | \$ - | \$ - | \$ - |
| Beginning Fund Balance: | \$ 390,783 | \$ 391,858 | \$ 391,798 | \$ 391,798 | \$ 391,798 | \$ 391,798 | \$ 121,858 | \$ 121,858 | \$ 121,858 | \$ 121,858 |
| Ending Fund Balance: | \$ 391,858 | \$ 391,798 | \$ 391,798 | \$ 391,798 | \$ 121,798 | \$ 121,798 | \$ 121,858 | \$ 121,858 | \$ 121,858 | \$ 121,858 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--|-------------------|------------------|---------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 301 PARKS CAPITAL (General Gov't CIP Fund prior to 2015) | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Grants | - | - | 468,950 | 415,000 | - | 1,304,950 | - | - | - | - |
| Interest Earnings | 276 | 1 | - | - | - | - | - | - | - | - |
| Contributions/Donations | - | - | 67,500 | 10,000 | 375,000 | 104,000 | - | - | - | - |
| USGA Fees | - | 10,000 | 30,000 | 30,000 | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - | - | - | - |
| Proceeds from Sale of Land | - | - | 300,000 | 21,450 | - | 278,550 | - | - | - | - |
| Transfer In From Fund 001 General | - | - | 146,729 | 146,729 | - | - | - | - | - | - |
| Transfer In From Fund 102 REET | - | - | 72,000 | 85,878 | - | - | - | - | - | - |
| Transfer In From Fund 104 Hotel/Motel Lodging Tax | - | - | 10,000 | 10,000 | - | - | - | - | - | - |
| Transfer In From Fund 180 Narcotics Seizure | - | - | - | - | - | - | - | - | - | - |
| Transfer In From Fund 401 Surface Water Mgmt | - | - | - | 35,000 | - | 56,324 | - | - | - | - |
| Total Revenues | \$ 276 | \$ 10,001 | \$ 1,095,179 | \$ 754,057 | \$ 375,000 | \$ 1,743,824 | \$ - | \$ - | \$ - | \$ - |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Capital | - | - | 298,729 | 622,607 | 1,181,450 | 1,772,000 | - | - | - | - |
| Transfer to Fund 001 General Fund | 398,392 | - | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 398,392 | \$ - | \$ 298,729 | \$ 622,607 | \$ 1,181,450 | \$ 1,772,000 | \$ - | \$ - | \$ - | \$ - |
| Beginning Fund Balance: | \$ 398,392 | \$ 276 | \$ 10,277 | \$ 10,277 | \$ 806,727 | \$ 141,727 | \$ 113,551 | \$ 113,551 | \$ 113,551 | \$ 113,551 |
| Ending Fund Balance: | \$ 276 | \$ 10,277 | \$ 806,727 | \$ 141,727 | \$ 277 | \$ 113,551 | \$ 113,551 | \$ 113,551 | \$ 113,551 | \$ 113,551 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|---|----------------|----------------|----------------------|----------------------|---------------------|----------------------|---------------------|---------------------|---------------------|---------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 302 TRANSPORATION CAPITAL PROJECT | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Motor Vehicle Excise Tax | - | - | 340,000 | 340,000 | 340,000 | 340,000 | 340,000 | 340,000 | 340,000 | 340,000 |
| Grants | - | - | 23,637,462 | 8,535,750 | - | 14,373,899 | 3,309,850 | 2,320,000 | 455,000 | 580,000 |
| Contributions from Utilities/Developers/Partners | - | - | 1,638,264 | 705,809 | - | 1,011,000 | 200,000 | 20,000 | 6,000 | - |
| Miscellaneous/Interest Earnings/Utility Rebate | - | - | 217,640 | 217,640 | - | - | - | - | - | - |
| Donations/Contibutions/Mitigation Fees | - | - | - | 1,712 | - | - | - | - | - | - |
| LOCAL Financing | - | - | 1,654,448 | 1,654,448 | - | - | - | - | - | - |
| Proceeds from Sale of Asset/Street Vacation | - | - | - | 155,000 | - | - | - | - | - | - |
| Transfer In - Fund 001 General | - | - | 689,500 | 689,500 | 310,500 | 310,500 | 748,500 | 357,500 | 403,500 | 395,500 |
| Transfer In - Fund 102 REET | - | - | 1,593,635 | 1,818,635 | 935,500 | 1,160,500 | 900,000 | 900,000 | 1,000,000 | 1,000,000 |
| Transfer In - Fund 103 TBD | - | - | 569,500 | 569,500 | 682,500 | 682,500 | 682,500 | 682,500 | 682,500 | 682,500 |
| Transfer In - Fund 190 CDBG | - | - | 600,312 | 158,812 | - | 685,000 | 175,000 | 661,000 | - | 239,000 |
| Transfer In - Fund 401 SWM | - | - | 2,161,329 | 930,117 | - | 1,416,329 | 262,650 | 150,000 | - | - |
| Total Revenues | \$ - | \$ - | \$ 33,102,090 | \$ 15,776,923 | \$ 2,268,500 | \$ 19,979,728 | \$ 6,618,500 | \$ 5,431,000 | \$ 2,887,000 | \$ 3,237,000 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Capital Projects - From "Funded" List | - | - | 32,730,961 | 14,829,654 | 2,284,000 | 20,729,624 | 6,613,500 | 5,426,000 | 2,882,000 | 3,232,000 |
| Total Expenditures | \$ - | \$ - | \$ 32,730,961 | \$ 14,829,654 | \$ 2,284,000 | \$ 20,729,624 | \$ 6,613,500 | \$ 5,426,000 | \$ 2,882,000 | \$ 3,232,000 |
| Beginning Fund Balance: | \$ - | \$ - | \$ - | \$ - | \$ 371,129 | \$ 947,269 | \$ 197,373 | \$ 202,373 | \$ 207,373 | \$ 212,373 |
| Ending Fund Balance: | \$ - | \$ - | \$ 371,129 | \$ 947,269 | \$ 355,629 | \$ 197,373 | \$ 202,373 | \$ 207,373 | \$ 212,373 | \$ 217,373 |
| Reserved for Paths & Trails (MVET Requirement) | \$ - | \$ - | \$ 10,045 | \$ 10,045 | \$ 15,045 | \$ 15,045 | \$ 20,045 | \$ 25,045 | \$ 29,045 | \$ 34,045 |
| Reserved for Mitigation Projects (Mitigation Requirement) | \$ - | \$ - | \$ 311,084 | \$ 305,736 | \$ 311,084 | \$ 179,746 | \$ 179,746 | \$ 179,746 | \$ 179,746 | \$ 179,746 |
| Unreserved | \$ - | \$ - | \$ 50,000 | \$ 631,488 | \$ 29,500 | \$ 2,582 | \$ 2,582 | \$ 2,582 | \$ 3,582 | \$ 3,582 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--|-------------------|-------------------|---------------------|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 311 SEWER CAPITAL PROJECT | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Grants | - | - | 750,000 | 750,000 | - | - | - | - | - | - |
| Interest Earnings | 153 | 304 | - | - | - | - | - | - | - | - |
| Public Works Trust Fund Loan | - | - | 500,000 | 500,000 | - | - | - | - | - | - |
| Transfer In From Fund 204 Sewer Project Debt | - | - | 270,000 | 270,000 | - | - | - | - | - | - |
| Total Revenues | \$ 153 | \$ 304 | \$ 1,520,000 | \$ 1,520,000 | \$ - |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Capital | 63,947 | 20,443 | 1,520,000 | 1,520,000 | - | - | - | - | - | - |
| Total Expenditures | \$ 63,947 | \$ 20,443 | \$ 1,520,000 | \$ 1,520,000 | \$ - |
| Beginning Fund Balance: | \$ 190,002 | \$ 126,208 | \$ 106,070 | \$ 106,070 | \$ 106,070 | \$ 106,070 | \$ 106,070 | \$ 106,070 | \$ 106,070 | \$ 106,070 |
| Ending Fund Balance: | \$ 126,208 | \$ 106,070 | \$ 106,070 | \$ 106,070 | \$ 106,070 | \$ 106,070 | \$ 106,070 | \$ 106,070 | \$ 106,070 | \$ 106,070 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|---|-------------------|-------------------|-------------------|-------------------|---------------------|-------------------|---------------------|---------------------|---------------------|---------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 312 SANITARY SEWER CONNECTION CAPITAL | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Sewer Availability Charge | 378,932 | 194,839 | 297,000 | 297,000 | 302,000 | - | 302,000 | 302,000 | 302,000 | 302,000 |
| Interest Earnings | 489 | 725 | - | - | - | - | - | - | - | - |
| Proceeds From Lien | 4,196 | 746 | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 383,617 | \$ 196,310 | \$ 297,000 | \$ 297,000 | \$ 302,000 | \$ - | \$ 302,000 | \$ 302,000 | \$ 302,000 | \$ 302,000 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Capital | 44,795 | 32,218 | - | - | - | 1,391 | - | - | - | - |
| Total Expenditures | \$ 44,795 | \$ 32,218 | \$ - | \$ - | \$ - | \$ 1,391 | \$ - | \$ - | \$ - | \$ - |
| Beginning Fund Balance: | \$ 180,989 | \$ 519,811 | \$ 683,903 | \$ 683,903 | \$ 980,903 | \$ 980,903 | \$ 979,512 | \$ 1,281,512 | \$ 1,583,512 | \$ 1,885,512 |
| Ending Fund Balance: | \$ 519,811 | \$ 683,903 | \$ 980,903 | \$ 980,903 | \$ 1,282,903 | \$ 979,512 | \$ 1,281,512 | \$ 1,583,512 | \$ 1,885,512 | \$ 2,187,512 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | | Revised Bdg | YND Est | Revised Bdg | YND Est | | | | |
| FUND 401 SURFACE WATER MANAGEMENT | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| Charges for Services & Fees | 2,720,766 | 2,723,885 | 2,702,500 | 2,725,000 | 2,702,500 | 2,725,000 | 2,725,000 | 2,725,000 | 2,725,000 | 2,725,000 |
| Interest Earnings | 24,555 | 11,807 | - | 3,500 | - | - | - | - | - | - |
| Subtotal Operating Revenues | \$ 2,745,321 | \$ 2,735,692 | \$ 2,702,500 | \$ 2,728,500 | \$ 2,702,500 | \$ 2,725,000 |
| % Revenue Change over Prior Year | -0.43% | -0.35% | -1.21% | -0.26% | -0.95% | -0.13% | 0.00% | 0.00% | 0.00% | 0.00% |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Geographical Information Services | 26,562 | 23,706 | - | - | - | - | - | - | - | - |
| Storm Drainage | 1,774,893 | 1,898,274 | 2,179,840 | 2,179,840 | 2,258,145 | 2,258,145 | 2,343,000 | 2,413,000 | 2,485,000 | 2,560,000 |
| Transfer to Fund 001 General Admin Support | 269,700 | 284,700 | 284,700 | 284,700 | 284,700 | 284,700 | 284,700 | 284,700 | 284,700 | 284,700 |
| Contribution to Fleet & Equipment Reserves | 17,750 | 17,750 | 56,120 | 56,120 | 56,120 | 56,120 | 56,120 | 56,120 | 56,120 | 56,120 |
| Subtotal Operating Expenditures | \$ 2,088,905 | \$ 2,224,430 | \$ 2,520,660 | \$ 2,520,660 | \$ 2,598,965 | \$ 2,598,965 | \$ 2,683,820 | \$ 2,753,820 | \$ 2,825,820 | \$ 2,900,820 |
| % Expenditure Change over Prior Year | 0.19% | 6.49% | 13.32% | 13.32% | 3.11% | 3.11% | 3.26% | 2.61% | 2.61% | 2.65% |
| OPERATING INCOME (LOSS) | \$ 656,416 | \$ 511,262 | \$ 181,840 | \$ 207,840 | \$ 103,535 | \$ 126,035 | \$ 41,180 | \$ (28,820) | \$ (100,820) | \$ (175,820) |
| As a % of Operating Expenditures | 31.42% | 22.98% | 7.21% | 8.25% | 3.98% | 4.85% | 1.53% | -1.05% | -3.57% | -6.06% |
| <i>OTHER FINANCING SOURCES:</i> | | | | | | | | | | |
| Grants | 913,296 | 276,528 | 229,876 | 371,776 | - | 142,037 | - | - | - | - |
| Judgments, Settlements/Miscellaneous | 320 | 9,437 | - | - | - | - | - | - | - | - |
| Transfer In From Fund 102/302 Street Capital | 300,000 | 487,975 | 389,169 | 389,169 | - | - | - | - | - | - |
| Transfer In From Fund 190 Grant | - | 31,237 | - | - | - | - | - | - | - | - |
| Subtotal Other Financing Sources | \$ 1,213,617 | \$ 805,177 | \$ 619,045 | \$ 760,945 | \$ - | \$ 142,037 | \$ - | \$ - | \$ - | \$ - |
| <i>OTHER FINANCING USES:</i> | | | | | | | | | | |
| Capital/Other | 2,293,616 | 608,276 | 1,221,588 | 1,330,988 | 523,000 | 960,037 | - | - | - | - |
| Capital-SWM Pipe Repair | - | - | - | - | - | - | 250,000 | 250,000 | 250,000 | 250,000 |
| Capital-SWM Outfall Retrofit | - | - | - | - | - | - | 250,000 | 250,000 | 250,000 | 250,000 |
| Transfer To Fund 102 Street Capital/REET | 108,004 | 44,890 | - | - | - | - | - | - | - | - |
| Transfer to Fund 301 Parks CIP | - | - | - | 35,000 | - | 56,324 | - | - | - | - |
| Transfer to Fund 302 Transportation Capital | - | - | 2,161,329 | 930,117 | - | 1,416,329 | 262,650 | 150,000 | - | - |
| Subtotal Other Financing Uses | \$ 2,401,620 | \$ 653,166 | \$ 3,382,917 | \$ 2,296,105 | \$ 523,000 | \$ 2,432,690 | \$ 762,650 | \$ 650,000 | \$ 500,000 | \$ 500,000 |
| Total Revenues and Other Sources | \$ 3,958,937 | \$ 3,540,869 | \$ 3,321,545 | \$ 3,489,445 | \$ 2,702,500 | \$ 2,867,037 | \$ 2,725,000 | \$ 2,725,000 | \$ 2,725,000 | \$ 2,725,000 |
| Total Expenditures and other Uses | \$ 4,490,525 | \$ 2,877,596 | \$ 5,903,577 | \$ 4,816,765 | \$ 3,121,965 | \$ 5,031,655 | \$ 3,446,470 | \$ 3,403,820 | \$ 3,325,820 | \$ 3,400,820 |
| Beginning Fund Balance: | \$ 6,736,556 | \$ 6,204,969 | \$ 6,868,242 | \$ 6,868,242 | \$ 4,286,210 | \$ 6,204,969 | \$ 4,040,351 | \$ 3,318,881 | \$ 2,640,061 | \$ 2,039,241 |
| Ending Fund Balance: | \$ 6,204,969 | \$ 6,868,242 | \$ 4,286,210 | \$ 5,540,922 | \$ 3,866,745 | \$ 4,040,351 | \$ 3,318,881 | \$ 2,640,061 | \$ 2,039,241 | \$ 1,363,421 |
| Ending Fund Balance as a % of Operating Exp | 297.0% | 308.8% | 170.0% | 219.8% | 148.8% | 155.5% | 123.7% | 95.9% | 72.2% | 47.0% |
| 17% Operating Reserves | \$ 355,114 | \$ 378,153 | \$ 428,512 | \$ 428,512 | \$ 441,824 | \$ 441,824 | \$ 456,249 | \$ 468,149 | \$ 480,389 | \$ 493,139 |
| Unreserved / (17% Target Reserves Shortfall): | \$ 5,849,855 | \$ 6,490,089 | \$ 3,857,698 | \$ 5,112,410 | \$ 3,424,921 | \$ 3,598,527 | \$ 2,862,632 | \$ 2,171,912 | \$ 1,558,852 | \$ 870,282 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 501 FLEET & EQUIPMENT | | | | | | | | | | |
| <i>OPERATING REVENUES:</i> | | | | | | | | | | |
| M&O Revenue | - | - | 904,220 | 904,220 | 904,220 | 904,220 | 931,000 | 959,000 | 988,000 | 1,017,000 |
| Interest Earnings | 15,576 | 8,573 | - | - | - | - | - | - | - | - |
| Insurance Recovery | 76,781 | 88,294 | - | - | - | - | - | - | - | - |
| Total Revenues | \$ 92,356 | \$ 96,868 | \$ 904,220 | \$ 904,220 | \$ 904,220 | \$ 904,220 | \$ 931,000 | \$ 959,000 | \$ 988,000 | \$ 1,017,000 |
| <i>OPERATING EXPENDITURES:</i> | | | | | | | | | | |
| Gasoline | - | - | 523,400 | 523,400 | 523,400 | 523,400 | 539,000 | 555,000 | 572,000 | 589,000 |
| Other Supplies | - | - | 3,990 | 3,990 | 3,990 | 3,990 | 4,000 | 4,000 | 4,000 | 4,000 |
| Repairs & Maintenance | - | - | 376,830 | 376,830 | 376,830 | 376,830 | 388,000 | 400,000 | 412,000 | 424,000 |
| Other Services & Charges | 28 | - | - | - | - | - | - | - | - | - |
| Total Expenditures | \$ 28 | \$ - | \$ 904,220 | \$ 904,220 | \$ 904,220 | \$ 904,220 | \$ 931,000 | \$ 959,000 | \$ 988,000 | \$ 1,017,000 |
| Operating Revenue Over/(Under) Expenditures | \$ 92,329 | \$ 96,868 | \$ - |
| <i>OTHER FINANCING SOURCES:</i> | | | | | | | | | | |
| Replacement Reserves Collections | 938,150 | 938,150 | 1,069,020 | 1,069,020 | 1,069,020 | 1,069,020 | 1,069,000 | 1,069,000 | 1,069,000 | 1,069,000 |
| Proceeds From Sale of Assets | 17,213 | 64,135 | 53,875 | 53,875 | 14,000 | 14,000 | - | - | - | - |
| Total Other Financing Sources | \$ 955,363 | \$ 1,002,285 | \$ 1,122,895 | \$ 1,122,895 | \$ 1,083,020 | \$ 1,083,020 | \$ 1,069,000 | \$ 1,069,000 | \$ 1,069,000 | \$ 1,069,000 |
| <i>OTHER FINANCING USES:</i> | | | | | | | | | | |
| Fleet & Equipment New & Replacement | 672,917 | 990,727 | 1,207,900 | 1,207,900 | 220,000 | 220,000 | 425,000 | 448,000 | 1,184,000 | 446,000 |
| Transfer to Fund 001 General | - | 1,074,959 | 40,802 | 40,802 | - | - | - | - | - | - |
| Transfer to Fund 401 Surface Water Management | - | 31,237 | - | - | - | - | - | - | - | - |
| Total Other Financing Uses | \$ 672,917 | \$ 2,096,923 | \$ 1,248,702 | \$ 1,248,702 | \$ 220,000 | \$ 220,000 | \$ 425,000 | \$ 448,000 | \$ 1,184,000 | \$ 446,000 |
| Total Revenues | \$ 1,047,720 | \$ 1,099,153 | \$ 2,027,115 | \$ 2,096,923 | \$ 1,987,240 | \$ 2,152,922 | \$ 2,000,000 | \$ 2,028,000 | \$ 2,057,000 | \$ 2,086,000 |
| Total Expenditures | \$ 672,945 | \$ 2,096,923 | \$ 2,152,922 | \$ 2,152,922 | \$ 1,124,220 | \$ 1,124,220 | \$ 1,356,000 | \$ 1,407,000 | \$ 2,172,000 | \$ 1,463,000 |
| Beginning Fund Balance: | \$ 4,718,971 | \$ 5,093,746 | \$ 4,095,975 | \$ 4,095,975 | \$ 3,970,168 | \$ 4,039,977 | \$ 5,068,679 | \$ 5,712,679 | \$ 6,333,679 | \$ 6,218,679 |
| Ending Fund Balance: | \$ 5,093,746 | \$ 4,095,975 | \$ 3,970,168 | \$ 4,039,977 | \$ 4,833,188 | \$ 5,068,679 | \$ 5,712,679 | \$ 6,333,679 | \$ 6,218,679 | \$ 6,841,679 |

| | 2013 | 2014 | 2015 | | 2016 | | 2017 | 2018 | 2019 | 2020 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Revised Bdgt | YND Est | Revised Bdgt | YND Est | Projected | Projected | Projected | Projected |
| FUND 502 PROPERTY MANAGEMENT (City Hall Services Fund prior to 2015) | | | | | | | | | | |
| <i>OPERATING REVENUES:</i> | | | | | | | | | | |
| M&O Revenue | - | - | 742,080 | 742,080 | 749,800 | 749,800 | 773,000 | 797,000 | 821,000 | 846,000 |
| Interest Earnings | 722 | 703 | - | - | - | - | - | - | - | - |
| Total Operating Revenues | \$ 722 | \$ 703 | \$ 742,080 | \$ 742,080 | \$ 749,800 | \$ 749,800 | \$ 773,000 | \$ 797,000 | \$ 821,000 | \$ 846,000 |
| <i>OPERATING EXPENDITURES:</i> | | | | | | | | | | |
| City Hall Facility | - | - | 338,070 | 338,070 | 342,500 | 342,500 | 353,000 | 364,000 | 375,000 | 386,000 |
| Police Station | - | - | 226,020 | 226,020 | 228,770 | 228,770 | 236,000 | 243,000 | 250,000 | 258,000 |
| Parking Facilities/Light Rail | - | - | 177,990 | 177,990 | 178,530 | 178,530 | 184,000 | 190,000 | 196,000 | 202,000 |
| Total Operating Expenditures | \$ - | \$ - | \$ 742,080 | \$ 742,080 | \$ 749,800 | \$ 749,800 | \$ 773,000 | \$ 797,000 | \$ 821,000 | \$ 846,000 |
| Operating Revenue Over/(Under) Expenditures | \$ 722 | \$ 703 | \$ - | \$ - | \$ - |
| <i>OTHER FINANCING SOURCES:</i> | | | | | | | | | | |
| Replacement Reserve Collections | - | - | - | - | - | - | 100,000 | 100,000 | 100,000 | 100,000 |
| Total Other Financing Sources | \$ - | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| <i>OTHER FINANCING USES:</i> | | | | | | | | | | |
| City Hall/Total: | - | 7,389 | 167,000 | 217,000 | - | - | 20,000 | 125,000 | 50,000 | - |
| Space Planning/Reconfiguration | - | 7,389 | - | 50,000 | - | - | - | - | - | - |
| HVAC & Security System | - | - | 72,000 | 72,000 | - | - | - | - | - | - |
| Slurry Seal & Restripe | - | - | 45,000 | 45,000 | - | - | - | - | - | - |
| HVAC for Computer Room | - | - | 20,000 | 20,000 | - | - | - | - | - | - |
| Server Room Sprinkler System | - | - | 30,000 | 30,000 | - | - | - | - | - | - |
| Boiler Replacement | - | - | - | - | - | - | 20,000 | - | - | - |
| Public Area Carpet Replacement | - | - | - | - | - | - | - | - | 50,000 | - |
| Exterior Beam Painting | - | - | - | - | - | - | - | 75,000 | - | - |
| Chiller/Fan Replacement | - | - | - | - | - | - | - | 50,000 | - | - |
| Police Station/Total: | - | - | - | - | - | - | 5,000 | - | 135,000 | 30,000 |
| Capital-Restripe Parking Lot | - | - | - | - | - | - | 5,000 | - | - | - |
| Capital-Parking Lot Gate Rebuild | - | - | - | - | - | - | - | - | - | 30,000 |
| Capital-Shooting Range Equipment | - | - | - | - | - | - | - | - | 135,000 | - |
| Sounder Station/Total: | - | - | - | - | - | - | - | 25,000 | - | - |
| Capital-Restripe Parking Lot | - | - | - | - | - | - | - | 25,000 | - | - |
| Parks O&M Facility/Total: | - | - | - | - | 50,000 | 50,000 | 32,000 | - | - | - |
| Capital-HVAC System Replacement | - | - | - | - | - | - | 12,000 | - | - | - |
| Capital-Pave Shop Parking Lot | - | - | - | - | 50,000 | 50,000 | - | - | - | - |
| Capital-LED Lighting | - | - | - | - | - | - | 10,000 | - | - | - |
| Capital-Fuel Storage Shed | - | - | - | - | - | - | 10,000 | - | - | - |
| Public Works O&M Facility/Total: | - | - | - | - | - | - | 30,000 | - | - | - |
| HVAC Replacement | - | - | - | - | - | - | 30,000 | - | - | - |
| General Capital Replacement/Maintenance | - | - | 5,780 | 5,780 | - | - | 100,000 | 100,000 | 100,000 | 100,000 |
| Capital Projects - Police Station Gate | - | - | 5,780 | 5,780 | - | - | - | - | - | - |
| Total Other Financing Uses | \$ - | \$ 7,389 | \$ 172,780 | \$ 222,780 | \$ 50,000 | \$ 50,000 | \$ 187,000 | \$ 225,000 | \$ 285,000 | \$ 130,000 |
| Total Revenues | \$ 722 | \$ 703 | \$ 742,080 | \$ 742,080 | \$ 749,800 | \$ 749,800 | \$ 873,000 | \$ 897,000 | \$ 921,000 | \$ 946,000 |
| Total Expenditures | \$ - | \$ 7,389 | \$ 914,860 | \$ 964,860 | \$ 799,800 | \$ 799,800 | \$ 960,000 | \$ 1,022,000 | \$ 1,106,000 | \$ 976,000 |
| Beginning Fund Balance: | \$ 452,120 | \$ 452,842 | \$ 446,156 | \$ 446,156 | \$ 273,376 | \$ 223,376 | \$ 173,376 | \$ 86,376 | \$ (38,624) | \$ (223,624) |
| Ending Fund Balance: | \$ 452,842 | \$ 446,156 | \$ 273,376 | \$ 223,376 | \$ 223,376 | \$ 173,376 | \$ 86,376 | \$ (38,624) | \$ (223,624) | \$ (253,624) |

| | 2013 | 2014 | 2015 | | 2016 | | 2017 | 2018 | 2019 | 2020 |
|--|-------------|-------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Actual | Actual | Revised Bdg | YND Est | Revised Bdg | YND Est | Projected | Projected | Projected | Projected |
| FUND 503 INFORMATION TECHNOLOGY | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| M&O Revenue | - | - | 1,098,536 | 1,124,086 | 1,082,636 | 1,143,325 | 1,168,789 | 1,322,989 | 1,326,989 | 1,412,989 |
| Total Operating Revenues | \$ - | \$ - | \$ 1,098,536 | \$ 1,124,086 | \$ 1,082,636 | \$ 1,143,325 | \$ 1,168,789 | \$ 1,322,989 | \$ 1,326,989 | \$ 1,412,989 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Personnel | - | - | 471,390 | 471,390 | 495,410 | 495,410 | 510,000 | 525,000 | 541,000 | 557,000 |
| Supplies | - | - | 74,950 | 74,950 | 74,950 | 74,950 | 77,000 | 79,000 | 81,000 | 83,000 |
| Services & Charges | - | - | 552,196 | 552,196 | 512,276 | 512,276 | 508,600 | 524,000 | 540,000 | 556,000 |
| Add'l M&O Exp from Updated 6-Year Plan | - | - | - | 25,550 | - | 60,689 | 73,189 | 194,989 | 164,989 | 216,989 |
| Total Operating Expenditures | \$ - | \$ - | \$ 1,098,536 | \$ 1,124,086 | \$ 1,082,636 | \$ 1,143,325 | \$ 1,168,789 | \$ 1,322,989 | \$ 1,326,989 | \$ 1,412,989 |
| Operating Revenue Over/(Under) Expenditures | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| <i>OTHER FINANCING SOURCES:</i> | | | | | | | | | | |
| Replacement Reserve Collection | - | - | - | - | - | 22,500 | 129,500 | 213,600 | 223,600 | 228,600 |
| Capital Contribution/1-Time M&O | - | - | 234,322 | 308,822 | 10,000 | 80,000 | 664,000 | 50,000 | 30,000 | - |
| Total Other Financing Sources | \$ - | \$ - | \$ 234,322 | \$ 308,822 | \$ 10,000 | \$ 102,500 | \$ 793,500 | \$ 263,600 | \$ 253,600 | \$ 228,600 |
| <i>OTHER FINANCING USES:</i> | | | | | | | | | | |
| Video Arraignment | - | - | 50,000 | 50,000 | - | - | - | - | - | - |
| Document Management System - Electronic Records | - | - | 90,000 | - | 10,000 | - | 200,000 | - | - | - |
| Broadcast/Streaming Council Meetings | - | - | 10,000 | 10,000 | - | - | - | - | - | - |
| Agenda Management | - | - | - | - | - | - | 8,000 | - | - | - |
| Mobile Application/CRM Integration & Code Enforcement | - | - | - | 10,000 | - | - | - | - | - | - |
| Redesign Permit Process/Eden Web Extensions | - | - | - | 4,000 | - | - | - | - | - | - |
| BlueBeam Software | - | - | - | 3,500 | - | - | - | - | - | - |
| Enterprise Task Management & Remote Work Order System | - | - | - | 75,000 | - | - | - | - | - | - |
| VMWare Virtual Desktop (VDI) | - | - | - | 17,000 | - | - | - | - | - | - |
| Fiber Optic Connection - Fort Steilacoom Park O&M Facility | - | - | 30,000 | 56,000 | - | - | - | - | - | - |
| Wireless Access Points (Wi-Fi) | - | - | - | 15,000 | - | - | 10,000 | - | - | - |
| Disaster Recovery & Business Continuity Plan | - | - | 10,000 | 10,000 | - | 10,000 | 10,000 | - | - | - |
| Video Surveillance | - | - | - | - | - | 50,000 | - | - | - | - |
| Redundant Voice & Data Circuits - Police Station (Co-Location) | - | - | - | - | - | 10,000 | - | - | - | - |
| Informational Videos | - | - | - | 14,000 | - | - | - | - | - | - |
| Enterprise Network Monitoring Tools | - | - | - | - | - | 10,000 | - | - | - | - |
| Website Update/Redesign | - | - | 10,000 | 10,000 | - | - | 15,000 | - | - | - |
| Disaster Recovery Co-Location Implementation (Police Station) | - | - | - | - | - | - | 30,000 | - | - | - |
| Server/Hardware Upgrades | - | - | - | - | - | - | 30,000 | - | 30,000 | - |
| Network - Switches & Routers | - | - | - | - | - | - | 160,000 | - | - | - |
| Firewall & Intrusion Detection | - | - | - | - | - | - | - | 50,000 | - | - |
| Vulnerability & Penetration Testing | - | - | - | - | - | - | 35,000 | - | - | - |
| City Council Chambers Technology | - | - | - | - | - | - | 116,000 | - | - | - |
| Municipal Court Workflow Solution | - | - | - | - | - | - | 50,000 | - | - | - |
| Final Phone System Invoice | - | - | 19,322 | 19,322 | - | - | - | - | - | - |
| Replace Large Format Printer | - | - | 15,000 | 15,000 | - | - | - | - | - | - |
| Total Other Financing Uses | \$ - | \$ - | \$ 234,322 | \$ 308,822 | \$ 10,000 | \$ 80,000 | \$ 664,000 | \$ 50,000 | \$ 30,000 | \$ - |
| Total Revenues | \$ - | \$ - | \$ 1,332,858 | \$ 1,432,908 | \$ 1,092,636 | \$ 1,245,825 | \$ 1,962,289 | \$ 1,586,589 | \$ 1,580,589 | \$ 1,641,589 |
| Total Expenditures | \$ - | \$ - | \$ 1,332,858 | \$ 1,432,908 | \$ 1,092,636 | \$ 1,223,325 | \$ 1,832,789 | \$ 1,372,989 | \$ 1,356,989 | \$ 1,412,989 |
| Beginning Fund Balance: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 22,500 | \$ 152,000 | \$ 365,600 | \$ 589,200 |
| Ending Fund Balance: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 22,500 | \$ 152,000 | \$ 365,600 | \$ 589,200 | \$ 817,800 |

| | 2013 Actual | 2014 Actual | 2015 | | 2016 | | 2017 Projected | 2018 Projected | 2019 Projected | 2020 Projected |
|---|----------------|----------------|-------------------|---------------------|-------------------|---------------------|-------------------|-------------------|-------------------|-------------------|
| | | | Revised Bdgt | YND Est | Revised Bdgt | YND Est | | | | |
| FUND 504 RISK MANAGEMENT | | | | | | | | | | |
| <i>REVENUES:</i> | | | | | | | | | | |
| M&O Revenue | - | - | 938,750 | 938,750 | 778,980 | 778,980 | 967,500 | 968,500 | 969,500 | 970,500 |
| M&O Revenue | - | - | - | 332,420 | - | 302,500 | - | - | - | - |
| AWC Retro Refund | - | - | 20,239 | 20,239 | - | - | - | - | - | - |
| Insurance Recoveries - 3rd Party | - | - | - | 50,000 | - | - | - | - | - | - |
| Total Revenues | \$ - | \$ - | \$ 958,989 | \$ 1,341,409 | \$ 778,980 | \$ 1,081,480 | \$ 967,500 | \$ 968,500 | \$ 969,500 | \$ 970,500 |
| <i>EXPENDITURES:</i> | | | | | | | | | | |
| Safety Program | - | - | 4,980 | 4,980 | 4,980 | 4,980 | 5,000 | 5,000 | 5,000 | 5,000 |
| AWC Retro Program | - | - | 44,239 | 44,239 | 24,000 | 24,000 | 25,000 | 26,000 | 27,000 | 28,000 |
| WCIA Assessment | - | - | 824,770 | 824,770 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 | 750,000 |
| WCIA - Assessment Increase | - | - | - | 10,500 | - | 187,500 | 187,500 | 187,500 | 187,500 | 187,500 |
| WCIA - Potential Deductibles Prior Years' Claims | - | - | - | 115,000 | - | 115,000 | - | - | - | - |
| Claims/Judgments & Settlements | - | - | 85,000 | 85,000 | - | - | - | - | - | - |
| Claims/Judgments & Settlements-Public Disclosure-Koenig Case | - | - | - | 206,920 | - | - | - | - | - | - |
| Claims Expense - 3rd Party | - | - | - | 50,000 | - | - | - | - | - | - |
| Total Expenditures | \$ - | \$ - | \$ 958,989 | \$ 1,341,409 | \$ 778,980 | \$ 1,081,480 | \$ 967,500 | \$ 968,500 | \$ 969,500 | \$ 970,500 |
| Beginning Fund Balance: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Ending Fund Balance: | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

**6-Year Capital Improvement Plan
Park Projects**

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|---|---------------------|---------------------|--------------------|---------------------|-------------|-------------|-------------|-------------|---------------------|
| Sale of Lakeland Property/USGA Fees/Verizon | \$ 340,000 | \$ 56,450 | \$ - | \$ 278,826 | \$ - | \$ - | \$ - | \$ - | \$ 335,276 |
| Grants - Secured | 193,950 | 425,000 | - | 604,950 | - | - | - | - | 1,029,950 |
| Grants - Anticipated | 275,000 | - | - | 700,000 | - | - | - | - | 700,000 |
| Contributions - Received | 10,000 | 10,000 | - | - | - | - | - | - | 10,000 |
| Contributions - Anticipated | 57,500 | 5,000 | 375,000 | 104,000 | - | - | - | - | 109,000 |
| Transfer In From REET | 72,000 | 85,878 | - | - | - | - | - | - | 85,878 |
| Transfer In From General Fund | 146,729 | 146,729 | - | - | - | - | - | - | 146,729 |
| Transfer In From SWM Fund | - | 35,000 | - | 56,324 | - | - | - | - | 91,324 |
| Unfunded | - | - | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 1,095,179 | \$ 764,057 | \$ 375,000 | \$ 1,744,100 | \$ - | \$ - | \$ - | \$ - | \$ 2,508,157 |

* Total = 2015 YND Est + 2016 YND Est + 2017 through 2020

| Project Costs | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|---|--------------------|---------------------|---------------------|---------------------|-------------|-------------|-------------|-------------|---------------------|
| Waughop Lake Trail | 50,000 | 50,000 | 450,000 | 450,000 | - | - | - | - | 500,000 |
| Fort Steilacoom Park Barn Removal | 100,000 | 100,000 | - | - | - | - | - | - | 100,000 |
| Springbrook Park Acquisition | - | 320,000 | - | - | - | - | - | - | 320,000 |
| Springbrook Park Expansion | \$ 40,000 | \$ 30,000 | \$ 212,900 | \$ 237,000 | \$ - | \$ - | \$ - | \$ - | \$ 267,000 |
| Springbrook Bridge | - | - | - | 310,000 | - | - | - | - | 310,000 |
| Gateways | 108,729 | 122,607 | - | 100,000 | - | - | - | - | 222,607 |
| Chambers Creek Trail Improvements | - | - | 25,000 | 25,000 | - | - | - | - | 25,000 |
| Fort Steilacoom Park Sportsfield Improvements | - | - | - | 500,000 | - | - | - | - | 500,000 |
| Harry Todd Park Improvements | - | - | 193,550 | 150,000 | - | - | - | - | 150,000 |
| Town Green, Community Stage, Gathering Places | - | - | 300,000 | - | - | - | - | - | - |
| Total Project Costs | \$ 298,729 | \$ 622,607 | \$ 1,181,450 | \$ 1,772,000 | \$ - | \$ - | \$ - | \$ - | \$ 2,394,607 |

| Impact on Operating Funds | 2015 | | 2016 | | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|-------------|-----------------|-------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 40,000 |
| Expenditure Increase/(Decrease) | - | - | 6,000 | - | 11,500 | 13,000 | 11,500 | 13,000 | 55,000 |
| Net M&O Impact | \$ - | \$ - | \$ 6,000 | \$ - | \$ 1,500 | \$ 3,000 | \$ 1,500 | \$ 3,000 | \$ 15,000 |

**6-Year Capital Improvement Plan
Park Projects**

Project Number:
Project Name: Waughop Lake Trail

Project Account: 301.0002.11

Planning Area: 5

Project Description & Justification:

The renovation of the trail around Waughop Lake at Fort Steilacoom Park. Approximately 950,000 people visit the park each year for active and passive recreation opportunities. Visitors from every demographic category walk, run or bike on the paved path around the lake. The lake trail, that was an actual road until it was closed in the 70's, is a link to cross country courses, 5 K races and walk-a-thon events. Families visit and picnic near the lake and others use the lake for model boat racing and fishing. Improving the lake trail and surrounding area is the highest priority development project in the City's 20 year strategic plan and improving the lake trail is the number one project in our six-year Capital Improvement Plan. Improvements would include creating a mile long asphalt perimeter path around the lake, drainage, benches, picnic shelter and other site amenities, interpretive signage, ADA parking and habitat enhancements (remove dead and invasive vegetation, add grass and native vegetation). It supports goals # 1, 4, 5 and 6 in our Legacy Plan

Operational Impact:

The improvements should not greatly impact current operations since this is a repair and maintenance project. Adding picnic shelters and other site amenities will impact current operations.

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|-------------------------------------|-------------------|------------------|------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Sale of Lakeland Property/USGA Fees | \$ 100,000 | \$ 35,000 | \$ - | \$ 15,000 | \$ - | \$ - | \$ - | \$ - | \$ 50,000 |
| Grants - Secured | - | - | - | 250,000 | - | - | - | - | 250,000 |
| Grants - Anticipated | 275,000 | - | - | 100,000 | - | - | - | - | 100,000 |
| Mitigation Fees - Received | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Anticipated | - | - | - | - | - | - | - | - | - |
| Contributions - Received | - | - | - | - | - | - | - | - | - |
| Contributions - Anticipated | 50,000 | - | 75,000 | 100,000 | - | - | - | - | 100,000 |
| Transfer In From General Fund | - | - | - | - | - | - | - | - | - |
| Transfer In From SWM Fund | - | - | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 425,000 | \$ 35,000 | \$ 75,000 | \$ 465,000 | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |

* Total = 2015 YND Est + 2016 YND Est + 2017 through 2020

| Project Costs | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|--|------------------|------------------|-------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Property Acquisition | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| A & E / permitting Consultant Services | 50,000 | 50,000 | 25,000 | 25,000 | - | - | - | - | 75,000 |
| Construction | - | - | 425,000 | 425,000 | - | - | - | - | 425,000 |
| Inspection | - | - | - | - | - | - | - | - | - |
| Project Management | - | - | - | - | - | - | - | - | - |
| Permitting | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Total Project Costs | \$ 50,000 | \$ 50,000 | \$ 450,000 | \$ 450,000 | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total * |
|---------------------------------|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 5,000 |
| Net M&O Impact | \$ - | \$ 1,000 | \$ 5,000 |

**6-Year Capital Improvement Plan
Park Projects**

Project Number: Fort Steilacoom Park Barn Removal
Project Name:

Project Account: 301.xxxx.11

Project Description & Justification:

Fort Steilacoom Park, a 350 acre site, is owned by the State of Washington and leased by the City of Lakewood for public education and recreation purposes. In February, 2014, following a snow storm and during an overnight windstorm, an empty barn at the park collapsed. City appropriated funds to test and remove the construction debris. Testing showed high levels of lead (over four times the allowable amount) so the material is now considered to be hazardous waste.

Operational Impact:

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|-------------------------------------|-------------------|-------------------|-------------|--------------|-------------|-------------|-------------|-------------|-------------------|
| Sale of Lakeland Property/USGA Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants - Secured | - | - | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Received | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Anticipated | - | - | - | - | - | - | - | - | - |
| Contributions - Received | - | - | - | - | - | - | - | - | - |
| Contributions - Anticipated | - | - | - | - | - | - | - | - | - |
| Transfer In From REET | 72,000 | 72,000 | - | - | - | - | - | - | 72,000 |
| Transfer In From General Fund | 28,000 | 28,000 | - | - | - | - | - | - | 28,000 |
| Transfer In From SWM Fund | - | - | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 100,000 |

* Total = 2015 YND Est + 2016 YND Est + 2017 through 2020

| Project Costs | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|----------------------------|-------------------|-------------------|-------------|--------------|-------------|-------------|-------------|-------------|-------------------|
| Property Acquisition | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Consultant Services | 10,000 | 10,000 | - | - | - | - | - | - | 10,000 |
| Construction | 90,000 | 90,000 | - | - | - | - | - | - | 90,000 |
| Inspection | - | - | - | - | - | - | - | - | - |
| Project Management | - | - | - | - | - | - | - | - | - |
| Equipment Acquisition | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Total Project Costs | \$ 100,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 100,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total * |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Park Projects**

Project Number: Springbrook Park Acquisition
Project Name:

Project Account: 301.xxxx.11

Project Description & Justification:

Project will acquire 1.3 acres of land in the Springbrook neighborhood of Lakewood. This site is adjacent to Springbrook Park, a 4.7 acre city park. This purchase would create a 6 acre neighborhood park for the Springbrook area and secure 430 linear feet of shoreline along Clover Creek. Pierce County Conservation Future funds and SWM funds will be used.

Operational Impact:

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|-------------------------------------|-------------|-------------------|-------------|--------------|-------------|-------------|-------------|-------------|-------------------|
| Sale of Lakeland Property/USGA Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants - Secured | - | 285,000 | - | - | - | - | - | - | 285,000 |
| Grants - Anticipated | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Received | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Anticipated | - | - | - | - | - | - | - | - | - |
| Contributions - Received | - | - | - | - | - | - | - | - | - |
| Contributions - Anticipated | - | - | - | - | - | - | - | - | - |
| Transfer In From General Fund | - | - | - | - | - | - | - | - | - |
| Transfer In From SWM Fund | - | 35,000 | - | - | - | - | - | - | 35,000 |
| Unfunded | - | - | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ 320,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 320,000 |

* Total = 2015 YND Est + 2016 YND Est + 2017 through 2020

| Project Costs | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|----------------------------|-------------|-------------------|-------------|--------------|-------------|-------------|-------------|-------------|-------------------|
| Property Acquisition | \$ - | \$ 320,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 320,000 |
| Consultant Services | - | - | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - | - | - |
| Inspection | - | - | - | - | - | - | - | - | - |
| Project Management | - | - | - | - | - | - | - | - | - |
| Equipment Acquisition | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Total Project Costs | \$ - | \$ 320,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 320,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total * |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Park Projects**

Project Number:
Project Name: Springbrook Park

Project Account: 301.0001.11

Project Description & Justification:

This development project which includes purchase of 1.2 acres of land which is adjacent to Springbrook Park. This land is the missing link between two City properties and will allow future access to the property across Clover Creek. The land is fenced off from the park site and has a house and detached garage which will be removed. Site improvements would include removal of old structures and fencing and we would add pathways around the property and connect to park trails, interpretive signage, new all abilities play equipment, family picnic area, site amenities, a community garden and open space areas. Springbrook is one of the most economically challenged areas and is primarily rental property with high transiency. Community engagement and involvement are the necessary first steps for the residents to feel ownership of their neighborhood and to improve conditions in Springbrook. It supports goals # 1, 2 5 and 6 in our Legacy Plan. The City will receive credit for the \$135,000 purchase and \$30,000 of the project costs (demo) was included in 2015 budget

Operational Impact:

After improvements are made, it will take more time to maintain this site and support a community garden. Hopefully vandalism in this area will decrease.

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|---------------------------------------|-------------------|-------------------|-------------|------------------|-------------|-------------|-------------|-------------|-------------------|
| Sale of Lakeland Prop/USGA Fees/Other | \$ 21,450 | \$ 21,450 | \$ - | \$ 276 | \$ - | \$ - | \$ - | \$ - | \$ 21,726 |
| Grants - Secured | 193,950 | 130,000 | - | 63,950 | - | - | - | - | 193,950 |
| Grants - Anticipated | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Received | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Anticipated | - | - | - | - | - | - | - | - | - |
| Contributions - Received | - | - | - | - | - | - | - | - | - |
| Contributions - Anticipated | 7,500 | 5,000 | - | 4,000 | - | - | - | - | 9,000 |
| Transfer In From REET | - | - | - | - | - | - | - | - | - |
| Transfer In From General Fund | 30,000 | 30,000 | - | - | - | - | - | - | 30,000 |
| Transfer In From SWM Fund | - | - | - | 12,324 | - | - | - | - | 12,324 |
| Unfunded | - | - | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 252,900 | \$ 186,450 | \$ - | \$ 80,550 | \$ - | \$ - | \$ - | \$ - | \$ 267,000 |

* Total = 2015 YND Est + 2016 YND Est + 2017 through 2020

| Project Costs | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|----------------------------|------------------|------------------|-------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Property Acquisition | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Consultant Services | 10,000 | 10,000 | - | - | - | - | - | - | 10,000 |
| Construction | 30,000 | 20,000 | 202,900 | 227,000 | - | - | - | - | 247,000 |
| Inspection | - | - | - | - | - | - | - | - | - |
| Project Management | - | - | 10,000 | 10,000 | - | - | - | - | 10,000 |
| Equipment Acquisition | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Total Project Costs | \$ 40,000 | \$ 30,000 | \$ 212,900 | \$ 237,000 | \$ - | \$ - | \$ - | \$ - | \$ 267,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total * |
|---------------------------------|-------------|-----------------|------------------|------------------|------------------|------------------|------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | 5,000 | 10,500 | 10,500 | 10,500 | 10,500 | 47,000 |
| Net M&O Impact | \$ - | \$ 5,000 | \$ 10,500 | \$ 10,500 | \$ 10,500 | \$ 10,500 | \$ 47,000 |

**6-Year Capital Improvement Plan
Park Projects**

Project Number: Springbrook Bridge
Project Name:

Project Account: 301.xxxx.11

Project Description & Justification:

This project will build a pedestrian bridge from the lower Springbrook neighborhood to nearby Springbrook Park to connect two isolated neighborhood areas in Lakewood. The lower Springbrook neighborhood area is separated by Clover Creek to the south, Bridgeport Way to the west, JBLM to the east and I-5 and Pacific Highway to the north, and does not currently have access to Springbrook Park. The pedestrian bridge would allow residents from the lower Springbrook neighborhood to easily access Springbrook Park and benefit from the recreation and human services provided at this site.

tion every two years.

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|-------------------------------------|-------------|--------------|-------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Sale of Lakeland Property/USGA Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants - Secured | - | - | - | 291,000 | - | - | - | - | 291,000 |
| Grants - Anticipated | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Received | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Anticipated | - | - | - | - | - | - | - | - | - |
| Contributions - Received | - | - | - | - | - | - | - | - | - |
| Contributions - Anticipated | - | - | - | - | - | - | - | - | - |
| Transfer In From General Fund | - | - | - | - | - | - | - | - | - |
| Transfer In From SWM Fund | - | - | - | 19,000 | - | - | - | - | 19,000 |
| Unfunded | - | - | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 310,000 | \$ - | \$ - | \$ - | \$ - | \$ 310,000 |

* Total = 2015 YND Est + 2016 YND Est + 2017 through 2020

| Project Costs | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|----------------------------|-------------|--------------|-------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Property Acquisition | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Consultant Services | - | - | - | 19,000 | - | - | - | - | 19,000 |
| Construction | - | - | - | 291,000 | - | - | - | - | 291,000 |
| Inspection | - | - | - | - | - | - | - | - | - |
| Project Management | - | - | - | - | - | - | - | - | - |
| Equipment Acquisition | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Total Project Costs | \$ - | \$ - | \$ - | \$ 310,000 | \$ - | \$ - | \$ - | \$ - | \$ 310,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total * |
|---------------------------------|-------------|-------------|-------------|-----------------|-------------|-----------------|-----------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | 1,500 | - | 1,500 | 3,000 |
| Net M&O Impact | \$ - | \$ - | \$ - | \$ 1,500 | \$ - | \$ 1,500 | \$ 3,000 |

**6-Year Capital Improvement Plan
Park Projects**

Project Number: Gateways
Project Name:

Project Account: 301.xxxx.11

Project Description & Justification:

We are proposing to continue the work started in 2015 to improve Lakewood Gateways. We plan to improve two or more gateway areas each year. First Impressions matter! There are 14 different ways to access and enter the Lakewood community and each of the access points (gateways) are different and leave a different impact and impression with those who pass by to visit, shop, or play. Second (1/10) to form an impression. We may have 3-7 seconds to capture that first impression. Based on the current conditions, Lakewood visitors may be developing a negative impression of our community when they pass by certain areas. A 17 member community planning team developed a gateway vision and preliminary design to be used in various ways at our 14 gateway areas.

Operational Impact: To be determined

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|-------------------------------------|-------------------|-------------------|-------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Sale of Lakeland Property/USGA Fees | \$ - | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants - Secured | 10,000 | 10,000 | - | - | - | - | - | - | 10,000 |
| Grants - Anticipated | - | - | - | 100,000 | - | - | - | - | 100,000 |
| Mitigation Fees - Received | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Anticipated | - | - | - | - | - | - | - | - | - |
| Contributions - Received | 10,000 | 10,000 | - | - | - | - | - | - | 10,000 |
| Contributions - Anticipated | - | - | - | - | - | - | - | - | - |
| Transfer In From REET | - | 13,878 | - | - | - | - | - | - | 13,878 |
| Transfer In From General Fund | 88,729 | 88,729 | - | - | - | - | - | - | 88,729 |
| Transfer In From SWM Fund | - | - | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 108,729 | \$ 122,607 | \$ - | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 222,607 |

* Total = 2015 YND Est + 2016 YND Est + 2017 through 2020

| Project Costs | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|----------------------------|-------------------|-------------------|-------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Property Acquisition | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Consultant Services | - | - | - | - | - | - | - | - | - |
| Construction | 108,729 | 122,607 | - | 100,000 | - | - | - | - | 222,607 |
| Inspection | - | - | - | - | - | - | - | - | - |
| Project Management | - | - | - | - | - | - | - | - | - |
| Equipment Acquisition | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Total Project Costs | \$ 108,729 | \$ 122,607 | \$ - | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 222,607 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total * |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | | | | | \$ - |
| Expenditure Increase/(Decrease) | - | - | | | | | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Park Projects**

Project Number: Chambers Creek Trail Planning
Project Name:

Project Account: 301.0005.11

Project Description & Justification:

The Cities of Lakewood and University Place along with Pierce County have been working together on a Chambers Creek Trail project. The land is owned by the Pierce County but the trail(s) are located in University Place and Lakewood. This project would complete the planning needed to allow the project to be eligible for grant funding. Each agency is being asked to contribute \$25,000 towards design and engineering. Future project support could provide matching funds towards a grant and SWM funds could be used to fund future development.

Operational Impact:

Staff and Advisory Boards would contribute to the planning and public involvement process.

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|-------------------------------------|------------------|--------------|-------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Sale of Lakeland Property/USGA Fees | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants - Secured | - | - | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Received | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Anticipated | - | - | - | - | - | - | - | - | - |
| Contributions - Received | - | - | - | - | - | - | - | - | - |
| Contributions - Anticipated | - | - | - | - | - | - | - | - | - |
| Transfer In From General Fund | - | - | - | - | - | - | - | - | - |
| Transfer In From SWM Fund | - | - | - | 25,000 | - | - | - | - | 25,000 |
| Unfunded | - | - | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 25,000 | \$ - | \$ - | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ 25,000 |

* Total = 2015 YND Est + 2016 YND Est + 2017 through 2020

| Project Costs | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|----------------------------|-------------|--------------|------------------|------------------|-------------|-------------|-------------|-------------|------------------|
| Property Acquisition | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Consultant Services | - | - | 25,000 | 25,000 | - | - | - | - | 25,000 |
| Construction | - | - | - | - | - | - | - | - | - |
| Inspection | - | - | - | - | - | - | - | - | - |
| Project Management | - | - | - | - | - | - | - | - | - |
| Equipment Acquisition | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Total Project Costs | \$ - | \$ - | \$ 25,000 | \$ 25,000 | \$ - | \$ - | \$ - | \$ - | \$ 25,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total * |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Park Projects**

Project Number: Fort Steilacoom Park sport field improvements
Project Name:

Project Account: 301.xxxx.11

Project Description & Justification:

This is a capital development project to update youth sport fields at Fort Steilacoom Park to make them more desirable for youth and adult sports leagues and tournaments. Improvements will include: upgrading dugouts, expanding irrigation, new scoreboards, outfield fencing, portable mounds storage building, park entry sign, picnic shelters and a new soccer field. We will use this for match for the State YAF grant (pending).

Operational Impact: To be determined

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|-------------------------------------|-------------|--------------|-------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Sale of Lakeland Property/USGA Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants - Secured | - | - | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | 500,000 | - | - | - | - | 500,000 |
| Mitigation Fees - Received | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Anticipated | - | - | - | - | - | - | - | - | - |
| Contributions - Received | - | - | - | - | - | - | - | - | - |
| Contributions - Anticipated | - | - | - | - | - | - | - | - | - |
| Transfer In From General Fund | - | - | - | - | - | - | - | - | - |
| Transfer In From SWM Fund | - | - | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |

* Total = 2015 YND Est + 2016 YND Est + 2017 through 2020

| Project Costs | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|----------------------------|-------------|--------------|-------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Property Acquisition | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Consultant Services | - | - | - | 30,000 | - | - | - | - | 30,000 |
| Construction | - | - | - | 470,000 | - | - | - | - | 470,000 |
| Inspection | - | - | - | - | - | - | - | - | - |
| Project Management | - | - | - | - | - | - | - | - | - |
| Equipment Acquisition | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Total Project Costs | \$ - | \$ - | \$ - | \$ 500,000 | \$ - | \$ - | \$ - | \$ - | \$ 500,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total * |
|---------------------------------|-------------|-------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 40,000 |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - | \$ - | \$ (10,000) | \$ (10,000) | \$ (10,000) | \$ (10,000) | \$ (40,000) |

**6-Year Capital Improvement Plan
Park Projects**

| | |
|--|-------------------------|
| Project Number: | Harry Todd Improvements |
| Project Name: | |
| Project Account: | 301.0003.11 |
| Planning Area: | 10 |
| Project Description & Justification: | |
| <p>The Tillicum Neighborhood is both economically and geographically challenged. Harry Todd Park is the only public open space in this neighborhood area. The waterfront area is not ADA accessible. The docks are in a state of disrepair and sections have been removed for safety. The playground is over 14 years old and needs to be replaced. A border should be installed around the structure and new fall material installed for protection. The playground is adjacent to the restrooms and a picnic shelter. This project was identified as a high priority project in the Legacy Plan and in the 6 year CIP. Repairing the waterfront, improving ADA access, replacing the playground and creating an area for year round fishing meets goals # 5 and 6 in our Legacy Plan . Funds could also be used for future grants to offset the cost of the program.</p> | |
| Operational Impact: | |
| No impact to current operations | |

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|-------------------------------------|-------------------|--------------|-------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Sale of Lakeland Property/USGA Fees | \$ 193,550 | \$ - | \$ - | \$ 263,550 | \$ - | \$ - | \$ - | \$ - | \$ 263,550 |
| Grants - Secured | - | - | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Received | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Anticipated | - | - | - | - | - | - | - | - | - |
| Contributions - Received | - | - | - | - | - | - | - | - | - |
| Contributions - Anticipated | - | - | - | - | - | - | - | - | - |
| Transfer In From General Fund | - | - | - | - | - | - | - | - | - |
| Transfer In From SWM Fund | - | - | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 193,550 | \$ - | \$ - | \$ 263,550 | \$ - | \$ - | \$ - | \$ - | \$ 263,550 |

* Total = 2015 YND Est + 2016 YND Est + 2017 through 2020

| Project Costs | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|----------------------------|-------------|--------------|-------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Property Acquisition | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Consultant Services | - | - | 25,000 | 25,000 | - | - | - | - | 25,000 |
| Construction | - | - | 168,550 | 125,000 | - | - | - | - | 125,000 |
| Inspection | - | - | - | - | - | - | - | - | - |
| Project Management | - | - | - | - | - | - | - | - | - |
| Equipment Acquisition | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Total Project Costs | \$ - | \$ - | \$ 193,550 | \$ 150,000 | \$ - | \$ - | \$ - | \$ - | \$ 150,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total * |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Park Projects**

Project Number: Town green, community stage, gathering space(s)
Project Name:

Project Account: 301.0004.11

Project Description & Justification:

The City has looked for gathering spaces throughout the city. Staff researched doing a Town Green / plaza at the Town Center. A local service club is interested in working with the City on a community stage project in Fort Steilacoom Park. After community review a venue for community activities and events along with private rentals is being considered. Additional work regarding development cost estimates, funding options and O & M impacts will occur.

Operational Impact:

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|-------------------------------------|-------------|--------------|-------------------|--------------|-------------|-------------|-------------|-------------|-------------|
| Sale of Lakeland Property/USGA Fees | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants - Secured | - | - | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Received | - | - | - | - | - | - | - | - | - |
| Mitigation Fees - Anticipated | - | - | - | - | - | - | - | - | - |
| Contributions - Received | - | - | - | - | - | - | - | - | - |
| Contributions - Anticipated | - | - | 300,000 | - | - | - | - | - | - |
| Transfer In From General Fund | - | - | - | - | - | - | - | - | - |
| Transfer In From SWM Fund | - | - | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

* Total = 2015 YND Est + 2016 YND Est + 2017 through 2020

| Project Costs | 2015 Budget | 2015 YND Est | 2016 Budget | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|----------------------------|-------------|--------------|-------------------|--------------|-------------|-------------|-------------|-------------|-------------|
| Property Acquisition | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Consultant Services | - | - | 25,000 | - | - | - | - | - | - |
| Construction | - | - | 275,000 | - | - | - | - | - | - |
| Inspection | - | - | - | - | - | - | - | - | - |
| Project Management | - | - | - | - | - | - | - | - | - |
| Equipment Acquisition | - | - | - | - | - | - | - | - | - |
| Contingency | - | - | - | - | - | - | - | - | - |
| Total Project Costs | \$ - | \$ - | \$ 300,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total * |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | - | - | - | - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**2015/2016 Capital Projects
Surface Water Management & Sewer**

SURFACE WATER MANAGEMENT PROJECTS

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|---------------------|-------------------|-------------|-------------|-------------|-------------|---------------------|
| Surface Water Mgmt Fund (SWM) | \$ 959,212 | \$ 818,000 | \$ - | \$ - | \$ - | \$ - | \$ 1,777,212 |
| Grants - Secured | 371,776 | 142,037 | - | - | - | - | 513,813 |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 1,330,988 | \$ 960,037 | \$ - | \$ - | \$ - | \$ - | \$ 2,291,025 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|-----------------------------------|---------------------|-------------------|-------------|-------------|-------------|-------------|---------------------|
| Outfall Water Quality Retrofits | 191,738 | - | - | - | - | - | 191,738 |
| Lower Clover Creek Fish Passage | 113,638 | - | - | - | - | - | 113,638 |
| Waughop Lake Management Plan | 114,764 | - | - | - | - | - | 114,764 |
| Permanent O&M Facility | 526,948 | - | - | - | - | - | 526,948 |
| Stormwater Source Control Study | 141,900 | 142,037 | - | - | - | - | 283,937 |
| 2016 Water Quality Vaults Project | 15,000 | 295,000 | - | - | - | - | 310,000 |
| SWM Pipe Repair | 12,000 | 238,000 | - | - | - | - | 250,000 |
| SWM Outfall Retrofit | 15,000 | 285,000 | - | - | - | - | 300,000 |
| Storm Drain Pipe Repair | 200,000 | - | - | - | - | - | 200,000 |
| Total Project Costs | \$ 1,330,988 | \$ 960,037 | \$ - | \$ - | \$ - | \$ - | \$ 2,291,025 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|------------------|-----------------|------------------|-----------------|------------------|------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | 10,000 | 7,150 | 14,800 | 7,450 | 15,100 | 54,500 |
| Net M&O Impact | \$ - | \$ 10,000 | \$ 7,150 | \$ 14,800 | \$ 7,450 | \$ 15,100 | \$ 54,500 |

SEWER CAPITAL PROJECT

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|---------------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Fund 204 Revenue | 270,000 | - | - | - | - | - | 270,000 |
| PWTF Loan-secured | 500,000 | - | - | - | - | - | 500,000 |
| Grants - Anticipated | 750,000 | - | - | - | - | - | 750,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 1,520,000 | \$ - | \$ 1,520,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|------------------------------------|-------------------|-------------------|-------------|-------------|-------------|-------------|---------------------|
| Woodbrook Sanitary Sewer Ext Ph IV | 777,500 | 742,500 | - | - | - | - | 1,520,000 |
| Total Project Costs | \$ 777,500 | \$ 742,500 | \$ - | \$ - | \$ - | \$ - | \$ 1,520,000 |

| Impact on Operating Funds * | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|------------------------------------|-------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 200,000 |
| Expenditure Increase/(Decrease) | - | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 | 220,000 |
| Net M&O Impact | \$ - | \$ 44,000 | \$ (6,000) | \$ (6,000) | \$ (6,000) | \$ (6,000) | \$ 20,000 |

**2015/2016 Capital Projects
Surface Water Management**

Project Account #: 401.0001
Project Name: Outfall Water Quality Retrofits

Eden Account #: 401.0001.41

Project Description & Justification:

This project will retrofit several stormwater outfalls that currently discharge untreated stormwater into various creeks and lakes in Lakewood. Depending on the location, the project will install water quality treatment structures upstream of outfalls; or remove outfalls; or reduce the amount of runoff reaching outfalls; or combinations of the above.

Operational Impact:

The impact will be the new vaults will need inspected annually and cleaned as needed. Some of the vaults are new. Others are replacing existing catch basins. There will be an overall increase in operational costs as estimated below since there are additional structures and larger replacement structures that will need inspection and cleaning.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Surface Water Mgmt Fund (SWM) | \$ 47,935 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 47,935 |
| Grants - Secured | 143,803 | - | - | - | - | - | 143,803 |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 191,738 | \$ - | \$ 191,738 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|-----------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Design & Construction Mgmt. | 8,500 | - | - | - | - | - | 8,500 |
| Construction | 183,238 | - | - | - | - | - | 183,238 |
| Total Project Costs | \$ 191,738 | \$ - | \$ 191,738 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | 5,000 | 1,500 | 5,000 | 1,500 | 5,000 | 18,000 |
| Net M&O Impact | \$ - | \$ 5,000 | \$ 1,500 | \$ 5,000 | \$ 1,500 | \$ 5,000 | \$ 18,000 |

**2015/2016 Capital Projects
Surface Water Management**

Project Account #: 401.0002
Project Name: Lower Clover Creek Fish Passage Project

Eden Account #: 401.0002.41

Project Description & Justification:

Currently a number of fish are unable to get beyond a small water fall in Clover Creek located approximately 700 ft. upstream of Steilacoom Lake. This project will bridge over the small falls and thus improve fish passage upstream of the falls. The project will fill in downstream of the falls with a variety of rock sizes.

Operational Impact:

There are no anticipated operational impacts with this project.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Surface Water Mgmt Fund (SWM) | \$ 113,638 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 113,638 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 113,638 | \$ - | \$ 113,638 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|-----------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Design & Construction Mgmt. | 8,000 | - | - | - | - | - | 8,000 |
| Construction | 105,638 | - | - | - | - | - | 105,638 |
| Total Project Costs | \$ 113,638 | \$ - | \$ 113,638 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**2015/2016 Capital Projects
Surface Water Management**

Project Account #: 401.0003
Project Name: Waughop Lake Management Plan

Eden Account #: 401.0003.41

Project Description & Justification:

The purpose of the project is to prepare a lake management plan for Waughop Lake. The lake has excess nutrients in the water and sediment, which results in frequent toxic algae blooms. A lake management plan will help determine what efforts are needed to improve water quality and restore the lake to a more usable condition.

Operational Impact:

There are no anticipated operational impacts with this project.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Surface Water Mgmt Fund (SWM) | \$ 28,691 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 28,691 |
| Grants - Secured | 86,073 | - | - | - | - | - | 86,073 |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 114,764 | \$ - | \$ 114,764 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Project Administration | 1,500 | - | - | - | - | - | 1,500 |
| Lake Management Plan | 113,264 | - | - | - | - | - | 113,264 |
| Total Project Costs | \$ 114,764 | \$ - | \$ 114,764 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**2015/2016 Capital Projects
Surface Water Management**

Project Account #: 401.0004
Project Name: Permanent O&M Facility (Shop)

Eden Account #: 401.0004.41

Project Description & Justification:

This project will construct a 4,977 sq. ft. prefabricated metal building at 9420 Front St. S in Lakewood. The building will be used as a shop for the Operations and Maintenance division of the City. The shop will have 4 indoor bays, an outdoor covered wash bay, storage areas, a restroom, and heating and ventilation.

Operational Impact:

There will be financial impacts to operate the new building (sewer, power, and water costs) as well as future costs for repairs, improvements, etc. No cost is shown below until funding sources are identified.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Surface Water Mgmt Fund (SWM) | \$ 526,948 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 526,948 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 526,948 | \$ - | \$ 526,948 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|-----------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Design & Construction Mgmt. | 90,000 | - | - | - | - | - | 90,000 |
| Construction | 436,948 | - | - | - | - | - | 436,948 |
| Total Project Costs | \$ 526,948 | \$ - | \$ 526,948 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**2015/2016 Capital Projects
Surface Water Management**

Project Account #: 401.0005
Project Name: Stormwater Source Control Study

Eden Account #: 401.0005.41

Project Description & Justification:

The purpose of this project is to implement a regional business inspection stormwater source control effectiveness study as part of the Department of Ecology's Regional Stormwater Monitoring Program.

Operational Impact:

There are no anticipated operational impacts with this project.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Surface Water Mgmt Fund (SWM) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Grants - Secured | 141,900 | 142,037 | - | - | - | - | 283,937 |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 141,900 | \$ 142,037 | \$ - | \$ - | \$ - | \$ - | \$ 283,937 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Project Administration | 7,900 | 8,017 | - | - | - | - | 15,917 |
| Lake Management Plan | 134,000 | 134,020 | - | - | - | - | 268,020 |
| Total Project Costs | \$ 141,900 | \$ 142,037 | \$ - | \$ - | \$ - | \$ - | \$ 283,937 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**2015/2016 Capital Projects
Surface Water Management**

Project Account #: 401.0006
Project Name: 2016 Water Quality Vaults Project

Eden Account #: 401.0006.41

Project Description & Justification:

This project will retrofit existing stormwater conveyance systems that currently discharge untreated stormwater into Flett Creek, Ponce de Leon Creek and Seeley Lake. The project will install water quality treatment structures into existing stormwater conveyance systems upstream of existing outfalls. The treatment structures are designed to remove oil and sediment from the stormwater thus improving water quality before discharging to the creeks and lake.

Operational Impact:

The impact will be the new vault will need inspected annually and cleaned as needed.
There will be an overall increase in operational costs as estimated below since the new structure will need inspected and cleaned.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Surface Water Mgmt Fund (SWM) | \$ 15,000 | \$ 295,000 | \$ - | \$ - | \$ - | \$ - | \$ 310,000 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 15,000 | \$ 295,000 | \$ - | \$ - | \$ - | \$ - | \$ 310,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|-----------------------------|------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Design & Construction Mgmt. | 15,000 | 25,000 | - | - | - | - | 40,000 |
| Construction | - | 270,000 | - | - | - | - | 270,000 |
| Total Project Costs | \$ 15,000 | \$ 295,000 | \$ - | \$ - | \$ - | \$ - | \$ 310,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | 5,000 | 5,150 | 5,300 | 5,450 | 5,600 | 26,500 |
| Net M&O Impact | \$ - | \$ 5,000 | \$ 5,150 | \$ 5,300 | \$ 5,450 | \$ 5,600 | \$ 26,500 |

**2015/2016 Capital Projects
Surface Water Management**

Project Account #: 401.0007
Project Name: 2016 Stormwater Pipe Repair Project

Eden Account #: 401.0007.41

Project Description & Justification:

This project will repair or replace broken or damaged stormwater pipe at several locations throughout the city. The pipe segments in need of repair have been identified by video inspection.

Operational Impact:

The impact would result in less chance of road surface failure and needed repairs due to sinkholes caused by the broken pipe segments. The project would also result in less chance of claims due to sinkholes.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Surface Water Mgmt Fund (SWM) | \$ 12,000 | \$ 238,000 | \$ - | \$ - | \$ - | \$ - | \$ 250,000 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 12,000 | \$ 238,000 | \$ - | \$ - | \$ - | \$ - | \$ 250,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|-----------------------------|------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Design & Construction Mgmt. | 12,000 | 13,000 | - | - | - | - | 25,000 |
| Construction | - | 225,000 | - | - | - | - | 225,000 |
| Total Project Costs | \$ 12,000 | \$ 238,000 | \$ - | \$ - | \$ - | \$ - | \$ 250,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**2015/2016 Capital Projects
Surface Water Management**

Project Account #: 401.0008
Project Name: 2016 Stormwater Outfall Retrofit Project

Eden Account #: 401.0008.41

Project Description & Justification:

This project will install water quality vaults near the ends of pipes that discharge stormwater to Lakewood area water bodies. The vaults are designed to remove pollutants before they enter creeks or lakes. 9 stormwater pipes that discharge into Lake Louise, Carp Lake, and Flett Creek will be retrofitted.

Operational Impact:

The impact would result in 9 small vaults to be inspected annually and cleaned as needed.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Surface Water Mgmt Fund (SWM) | \$ 15,000 | \$ 285,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 15,000 | \$ 285,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|-----------------------------|------------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Design & Construction Mgmt. | 15,000 | 15,000 | - | - | - | - | 30,000 |
| Construction | - | 270,000 | - | - | - | - | 270,000 |
| Total Project Costs | \$ 15,000 | \$ 285,000 | \$ - | \$ - | \$ - | \$ - | \$ 300,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|-------------|---------------|-----------------|---------------|-----------------|------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | 500 | 4,500 | 500 | 4,500 | 10,000 |
| Net M&O Impact | \$ - | \$ - | \$ 500 | \$ 4,500 | \$ 500 | \$ 4,500 | \$ 10,000 |

**2015/2016 Capital Projects
Surface Water Management**

Project Account #: 401.0009
Project Name: Storm Drain Pipe Repair Project

Eden Account #: 401.0009.41

Project Description & Justification:

This project will replace approximately 660 feet of deteriorated storm drain pipes located under Bridgeport Way and Steilacoom Blvd. The work is being done prior to these roads are overlaid with new pavement this summer.

Operational Impact:

Replacing the deteriorated pipes now will enhance the longevity of the new pavement by eliminating the chance that a pipe could fail and lead to a sink hole in the road.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Surface Water Mgmt Fund (SWM) | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 200,000 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 200,000 | \$ - | \$ 200,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|-----------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Design & Construction Mgmt. | 5,000 | - | - | - | - | - | 5,000 |
| Construction | 195,000 | - | - | - | - | - | 195,000 |
| Total Project Costs | \$ 200,000 | \$ - | \$ 200,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**2015/2016 Capital Projects
Sewer**

Project Account #: 311.0001
Project Name: Woodbrook Sanitary Sewer Extension Phase II

Eden Account #: 311.0001.21

Project Description & Justification:

The project would extend the existing sanitary sewer system which presently lies within 146th St and stops 300 ft short of Woodbrook Dr. The Project will extend the sewer line to Woodbrook Dr and then on Woodbrook Dr from 146th St to 150th St and then on 150th St westerly 800 feet from the Woodbrook Intersection. In addition the project will extend sidesewer stubs to all properties fronting on the new sewer line. Lastly as with the prior city sewer construction work within the Woodbrook area the streets and the storm drainage along the route will be totally reconstructed. Upon completion of this sewer project the industrial zoned properties (120 acres) within the Woodbrook area will have sanitary sewer service available them at their street frontage.

Operational Impact:

Once the sanitary sewer lines are constructed the system will be turned over the Pierce county for operation and maintenance. Prior to properties connection up to the sewer system they will be subject to the City's sewer availability charges.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------------|-------------------|-------------|-------------|-------------|-------------|---------------------|
| Fund 204 Revenue | \$ 270,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 270,000 |
| PWTF Loan-secured | 250,000 | 250,000 | - | - | - | - | 500,000 |
| Grants - Anticipated | 257,500 | 492,500 | - | - | - | - | 750,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 777,500 | \$ 742,500 | \$ - | \$ - | \$ - | \$ - | \$ 1,520,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------------|-------------|-------------|-------------|-------------|---------------------|
| Engineering | 35,000 | - | - | - | - | - | 35,000 |
| Construction | 662,500 | 662,500 | - | - | - | - | 1,325,000 |
| Construction Engineering | 80,000 | 80,000 | - | - | - | - | 160,000 |
| Total Project Costs | \$ 777,500 | \$ 742,500 | \$ - | \$ - | \$ - | \$ - | \$ 1,520,000 |

| Impact on Operating Funds * | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|------------------------------------|-------------|------------------|-------------------|-------------------|-------------------|-------------------|------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 200,000 |
| Expenditure Increase/(Decrease) | - | 44,000 | 44,000 | 44,000 | 44,000 | 44,000 | 220,000 |
| Net M&O Impact | \$ - | \$ 44,000 | \$ (6,000) | \$ (6,000) | \$ (6,000) | \$ (6,000) | \$ 20,000 |

* Revenue increase is Fund 312 sewer availability fee and the expenditure increase is Fund 2014 loan repayment.

**6-Year Capital Improvement Plan
Transportation Projects - FUNDED
Years 2015 - 2020**

| Funding Sources | 2015 Budget | 2015 YND Est | 2016 | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|-------------------------------------|----------------------|----------------------|---------------------|----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ 340,000 | \$ 340,000 | \$ 340,000 | \$ 340,000 | \$ 340,000 | \$ 340,000 | \$ 340,000 | \$ 340,000 | \$ 2,040,000 |
| Real Estate Excise Tax (REET) | 1,393,635 | 1,618,635 | 735,500 | 960,500 | 700,000 | 700,000 | 800,000 | 800,000 | 5,579,135 |
| Surface Water Mgmt Fund (SWM) | 2,161,329 | 930,117 | - | 1,416,329 | 262,650 | 150,000 | - | - | 2,759,096 |
| Grants - Secured | 19,445,291 | 7,785,750 | - | 14,168,899 | 1,439,850 | - | - | - | 23,394,499 |
| Grants - Anticipated | 4,192,171 | 750,000 | - | 205,000 | 1,870,000 | 2,320,000 | 455,000 | 580,000 | 6,180,000 |
| Dev Contrib/Mitig/Street Vac/Rebate | 1,855,904 | 1,080,162 | - | 1,011,000 | 200,000 | 20,000 | 6,000 | - | 2,317,162 |
| LOCAL Financing | 1,654,448 | 1,654,448 | - | - | - | - | - | - | 1,654,448 |
| Gen Govt - General Fund | 689,500 | 689,500 | 310,500 | 310,500 | 748,500 | 357,500 | 403,500 | 395,500 | 2,905,000 |
| Gen Govt - Additional REET | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,200,000 |
| Gen Govt - CDBG Fund | 600,312 | 158,812 | - | 685,000 | 175,000 | 661,000 | - | 239,000 | 1,918,812 |
| Vehicle Licensing Fee (VLF) | 569,500 | 569,500 | 682,500 | 682,500 | 682,500 | 682,500 | 682,500 | 682,500 | 3,982,000 |
| Total Funding Sources | \$ 33,102,090 | \$ 15,776,924 | \$ 2,268,500 | \$ 19,979,728 | \$ 6,618,500 | \$ 5,431,000 | \$ 2,887,000 | \$ 3,237,000 | \$ 53,930,152 |

* Total includes 2015 YND Est + 2016 YND Est + 2017 thru 2020

| Project Costs | 2015 | 2015 YND Est | 2016 | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total* |
|--|----------------------|----------------------|---------------------|----------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| Pavement Preservation - Current Projects: | \$ 1,500,000 | \$ 1,615,000 | \$ 315,000 | \$ 335,000 | \$ 330,000 | \$ 1,454,000 | \$ 360,000 | \$ 360,000 | \$ 4,454,000 |
| 1 Bridgeport Way - Pac Hwy to 112th St | 400,000 | 410,000 | - | - | - | - | - | - | 410,000 |
| 2 Steilacoom Blvd - Lakewood Dr. to W. of South Tacoma Way | 800,000 | 805,000 | - | - | - | - | - | - | 805,000 |
| 3 Pacific Highway - 108th to SR512 | - | - | - | - | - | 595,000 | - | - | 595,000 |
| 4 100th - Lakeview to So. Tacoma Way | - | - | - | - | - | 529,000 | - | - | 529,000 |
| xx Chip Seal Program - Local Access Roads | 300,000 | 400,000 | 315,000 | 335,000 | 330,000 | 330,000 | 360,000 | 360,000 | 2,115,000 |
| Pavement Preservation - New Projects | \$ 1,275,000 | \$ 585,200 | \$ 945,000 | \$ 1,680,000 | \$ 1,210,000 | \$ 1,157,000 | \$ 815,000 | \$ 1,320,000 | \$ 6,767,200 |
| 5 Lakewood Dr-100th to Steilacoom Blvd | - | 27,000 | 945,000 | 970,000 | - | - | - | - | 997,000 |
| 6 Lakewood Dr-Flett Creek to N. City Limits | - | - | - | - | 1,210,000 | - | - | - | 1,210,000 |
| 7 Main Street - GLD to 108th Street | 300,000 | 245,500 | - | - | - | - | - | - | 245,500 |
| 8 59th - Main Street to 100th | - | - | - | - | - | 496,000 | - | - | 496,000 |
| 9 59th - 100th to Bridgeport | 250,000 | 292,700 | - | - | - | - | - | - | 292,700 |
| 10 108th - Bridgeport to Pac Hwy | - | - | - | - | - | 661,000 | - | - | 661,000 |
| 11 108th - Main Street to Bridgeport | 725,000 | 20,000 | - | 710,000 | - | - | - | - | 730,000 |
| 12 Custer - Steilacoom to John Dower | - | - | - | - | - | - | 540,000 | - | 540,000 |
| 13 88th - Steilacoom to Custer | - | - | - | - | - | - | 275,000 | - | 275,000 |
| 14 100th - 59th to Lakeview | - | - | - | - | - | - | - | 1,320,000 | 1,320,000 |
| Street & Sidewalk - Current Projects: | \$ 10,855,351 | \$ 3,355,000 | \$ 300,000 | \$ 8,933,039 | \$ - | \$ - | \$ - | \$ - | \$ 12,288,039 |
| 17 South Tacoma Way (SR512 to 96th) <i>Total project does not include \$460K for design & ROW in 2013/14.</i> | 4,200,000 | 385,000 | 200,000 | 3,880,000 | - | - | - | - | 4,265,000 |
| 19 Madigan Access Project | 5,135,351 | 2,800,000 | - | 3,423,039 | - | - | - | - | 6,223,039 |
| 20 So. Tac Way - Steilacoom to 88th <i>Total project does not include \$100K for design in 2013/2014.</i> | 1,520,000 | 170,000 | 100,000 | 1,630,000 | - | - | - | - | 1,800,000 |
| Street & Sidewalk - Grant Opportunity: | \$ 7,549,470 | \$ 490,434 | \$ - | \$ 5,790,000 | \$ 3,817,500 | \$ 1,870,000 | \$ 540,000 | \$ 780,000 | \$ 13,287,934 |
| 31 112/11th - Bridgeport to Kendrick | 258,001 | 35,000 | - | 60,000 | 1,980,000 | - | - | - | 2,075,000 |
| 32 Bridgeport Way - JBLM to I-5 | 3,750,000 | 90,434 | - | 3,670,000 | - | - | - | - | 3,760,434 |
| 33 Gravelly Lake Drive - 100th to BPW Roadway Improvements-40th & 96th | 1,893,969 | 310,000 | - | 1,920,000 | - | - | - | - | 2,230,000 |
| xx Safety Projects - Various | 842,500 | 15,000 | - | 50,000 | 777,500 | - | - | - | 842,500 |
| xx Safety Projects - Military & 112th | - | - | - | - | - | 330,000 | 360,000 | 360,000 | 1,050,000 |
| xx Safe Routes to Schools, Pedestrian & | 805,000 | 40,000 | - | 90,000 | 675,000 | - | - | - | 805,000 |
| xx Safe Routes to Schools, Pedestrian & | - | - | - | - | 385,000 | 1,540,000 | 180,000 | 420,000 | 2,525,000 |
| Subtotal | \$ 21,179,821 | \$ 6,045,634 | \$ 1,560,000 | \$ 16,738,039 | \$ 5,357,500 | \$ 4,481,000 | \$ 1,715,000 | \$ 2,460,000 | \$ 36,797,173 |
| Other Pavement Preservation Current Projects: | | | | | | | | | |
| New LED Streetlights | 120,000 | 75,000 | 185,000 | 185,000 | 160,000 | 165,000 | 170,000 | 175,000 | 930,000 |
| Signal Projects | - | - | - | - | 330,000 | - | 360,000 | - | 690,000 |
| Minor Capital Projects | 50,000 | 85,000 | 50,000 | 85,000 | 50,000 | 50,000 | 50,000 | 50,000 | 370,000 |
| Neighborhood Traffic Safety Program | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 150,000 |
| Personnel (~4 FTEs), Engineer, Prof Svcs | 450,000 | 491,000 | 464,000 | 474,000 | 478,000 | 492,000 | 507,000 | 522,000 | 2,964,000 |
| New Projects Added: | | | | | | | | | |
| Steilacoom Blvd Safety-WSH to Lakeview | 2,351,667 | 150,000 | - | 2,530,000 | - | - | - | - | 2,680,000 |
| Lakewood Traffic Signal Phase V | 520,000 | 257,415 | - | 262,585 | - | - | - | - | 520,000 |
| Steilacoom Blvd. Farwest to Phillips | 942,000 | 100,000 | - | 430,000 | 213,000 | 213,000 | 55,000 | - | 1,011,000 |
| Projects from Carry Forward Budget Adj: | | | | | | | | | |
| 100th & Lakewood Drive | 20,000 | 20,000 | - | - | - | - | - | - | 20,000 |
| LED Streetlight Retrofits | 2,372,088 | 2,372,088 | - | - | - | - | - | - | 2,372,088 |
| Traffic Signal Upgrade Phase IV | 703,000 | 757,000 | - | - | - | - | - | - | 757,000 |
| San Francisco-BPW to Addison (CDBG) | 158,812 | 187,000 | - | - | - | - | - | - | 187,000 |
| Custer/John Dower | 95,636 | 81,018 | - | - | - | - | - | - | 81,018 |
| Portland Ave Traffic Calming (Camp Murray Mitigation) | - | 15,000 | - | - | - | - | - | - | 15,000 |
| Bridgeport Way - 83rd to 75th | 3,734,747 | 4,160,000 | - | - | - | - | - | - | 4,160,000 |
| City-Wide Safety Improvements | 8,190 | 8,500 | - | - | - | - | - | - | 8,500 |
| Total Uses | \$ 32,730,961 | \$ 14,829,655 | \$ 2,284,000 | \$ 20,729,624 | \$ 6,613,500 | \$ 5,426,000 | \$ 2,882,000 | \$ 3,232,000 | \$ 53,712,779 |

* Total includes 2015 YND Est + 2016 YND Est + 2017 thru 2020

| | 2015 Budget | 2015 YND Est | 2016 | 2016 YND Est | 2017 | 2018 | 2019 | 2020 | Total * |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Beginning Fund Balance | \$ - | \$ - | \$ 371,129 | \$ 947,269 | \$ 197,373 | \$ 202,373 | \$ 207,373 | \$ 212,373 | \$ - |
| Ending Fund Balance | \$ 371,129 | \$ 947,269 | \$ 355,629 | \$ 197,373 | \$ 202,373 | \$ 207,373 | \$ 212,373 | \$ 217,373 | \$ 217,373 |
| Composition of Ending Fund Balance: | | | | | | | | | |
| Reserved for Paths & Trails (MVET Requirement) | \$ 10,045 | \$ 10,045 | \$ 15,045 | \$ 15,045 | \$ 20,045 | \$ 25,045 | \$ 29,045 | \$ 34,045 | \$ 34,045 |
| Reserved for Mitigation Funded Projects | \$ 311,084 | \$ 305,736 | \$ 311,084 | \$ 179,746 | \$ 179,746 | \$ 179,746 | \$ 179,746 | \$ 179,746 | \$ 179,746 |
| Unreserved | \$ 50,000 | \$ 631,488 | \$ 29,500 | \$ 2,582 | \$ 2,582 | \$ 2,582 | \$ 3,582 | \$ 3,582 | \$ 3,582 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|--|--|---|
| Project Number: | 1 | | 6-Yr TIP <u> X </u> |
| Project Name: | Bridgeport Way - Pac Hwy to 112th Street | | CTAC <u> </u> |
| | | | Council Ad Hoc <u> </u> |
| | | | NMTP <u> </u> |
| Eden Account: | 302.0016.21 | | |
| | | | Pavement Preservation <u> </u> |
| | | | Street & Sidewalk Improvement <u> </u> |
| Project Description & Justification: | | | |
| Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | | |
| Max. 86.5% grant funded. | | | |
| Operational Impact: | | | |
| None. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 200,000 |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | 200,000 | - | - | - | - | - | 200,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 400,000 | \$ - | \$ 400,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Design | 15,000 | - | - | - | - | - | 15,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | 385,000 | - | - | - | - | - | 385,000 |
| Total Project Costs | \$ 400,000 | \$ - | \$ 400,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|---|--|---|
| Project Number: | 2 | | 6-Yr TIP <u> X </u> |
| Project Name: | Steilacoom Boulevard - Lakewood Drive to 300th ft. West of South Tacoma Way | | CTAC <u> </u> |
| | | | Council Ad Hoc <u> </u> |
| | | | NMTP <u> </u> |
| Eden Account: | 302.0018.21 | | |
| | | | Pavement Preservation <u> </u> |
| | | | Street & Sidewalk Improvement <u> </u> |
| Project Description & Justification: | | | |
| Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | | |
| Max. 86.5% grant funded. | | | |
| Operational Impact: | | | |
| None. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 100,000 |
| Real Estate Excise Tax (REET) | 95,000 | - | - | - | - | - | 95,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | 550,000 | - | - | - | - | - | 550,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | 40,000 | - | - | - | - | - | 40,000 |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | 15,000 | - | - | - | - | - | 15,000 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 800,000 | \$ - | \$ 800,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Design | 25,000 | - | - | - | - | - | 25,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | 775,000 | - | - | - | - | - | 775,000 |
| Total Project Costs | \$ 800,000 | \$ - | \$ 800,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|------------------------------|--|-------------------------------------|
| Project Number: | 3 | | 6-Yr TIP _____ |
| Project Name: | Pacific Hwy - 108th to SR512 | | CTAC _____ |
| | | | Council Ad Hoc _____ |
| | | | NMTP _____ |
| Eden Account: | 302.xxxx.21 | | |
| | | | Pavement Preservation _____ |
| | | | Street & Sidewalk Improvement _____ |
| Project Description & Justification: | | | |
| Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | | |
| Max. 86.5% grant funded. | | | |
| Operational Impact: | | | |
| None. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | 48,000 | - | - | 48,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | 430,000 | - | - | 430,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | 117,000 | - | - | 117,000 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 595,000 | \$ - | \$ - | \$ 595,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| Design | - | - | - | 28,000 | - | - | 28,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | - | 567,000 | - | - | 567,000 |
| Total Project Costs | \$ - | \$ - | \$ - | \$ 595,000 | \$ - | \$ - | \$ 595,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|--------------------------------------|--|-------------------------------------|
| Project Number: | 4 | | 6-Yr TIP _____ |
| Project Name: | 100th - Lakeview to South Tacoma Way | | CTAC _____ |
| | | | Council Ad Hoc _____ |
| | | | NMTP _____ |
| Eden Account: | 302.xxxx.21 | | |
| | | | Pavement Preservation _____ |
| | | | Street & Sidewalk Improvement _____ |
| Project Description & Justification: | | | |
| Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | | |
| Max. 86.5% grant funded. | | | |
| Operational Impact: | | | |
| None. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | 160,000 | - | - | 160,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | 320,000 | - | - | 320,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | 49,000 | - | - | 49,000 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 529,000 | \$ - | \$ - | \$ 529,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| Design | - | - | - | 28,000 | - | - | 28,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | - | 501,000 | - | - | 501,000 |
| Total Project Costs | \$ - | \$ - | \$ - | \$ 529,000 | \$ - | \$ - | \$ 529,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|--|-------------------------------|---|
| Project Number: xx | | 6-Yr TIP | X |
| Project Name: Chip Seal Program - Local Access Roads | | CTAC | X |
| | | Council Ad Hoc | |
| | | NMTP | X |
| Eden Account: 302.0005.21 | | | |
| | | Pavement Preservation | |
| | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | |
| Chip Seal Program. Complete up to 8-10 lane miles annually. May included pulverize and inlay of failed roadway sections. HMA pavement repair. | | | |
| Operational Impact: | | | |
| No impact. Rehabilitation of existng infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ 35,000 | \$ 335,000 | \$ 295,000 | \$ 295,000 | \$ 295,000 | \$ 295,000 | \$ 1,550,000 |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | 260,500 | - | 35,000 | 5,000 | 5,000 | 65,000 | 370,500 |
| Package 1 - Gen Govt - REET | - | - | - | 30,000 | 60,000 | - | 90,000 |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | 4,500 | - | - | - | - | - | 4,500 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 300,000 | \$ 335,000 | \$ 330,000 | \$ 330,000 | \$ 360,000 | \$ 360,000 | \$ 2,015,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Design | - | - | - | - | - | - | - |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | 300,000 | 315,000 | 330,000 | 330,000 | 360,000 | 360,000 | 1,995,000 |
| Total Project Costs | \$ 300,000 | \$ 315,000 | \$ 330,000 | \$ 330,000 | \$ 360,000 | \$ 360,000 | \$ 1,995,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|--|--|-------------------------------|---|
| Project Number: 5 | | 6-Yr TIP | X |
| Project Name: Lakewood Drive - 100th to Steilacoom Blvd | | CTAC | |
| | | Council Ad Hoc | |
| | | NMTP | |
| Eden Account: 302.0017.21 | | | |
| | | Pavement Preservation | |
| | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | |
| Reconstruction / Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | | |
| Operational Impact: | | | |
| None. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | 200,000 | - | - | - | - | 200,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | 27,500 | - | - | - | - | 27,500 |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | 682,500 | - | - | - | - | 682,500 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ 910,000 | \$ - | \$ - | \$ - | \$ - | \$ 910,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------------|-------------|-------------|-------------|-------------|-------------------|
| Design | - | 26,000 | - | - | - | - | 26,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | 919,000 | - | - | - | - | 919,000 |
| Total Project Costs | \$ - | \$ 945,000 | \$ - | \$ - | \$ - | \$ - | \$ 945,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|--|--|-------------------------------|---|
| Project Number: 6 | | 6-Yr TIP | X |
| Project Name: Lakewood Drive - Flett Creek to North City Limits | | CTAC | X |
| | | Council Ad Hoc | |
| | | NMTP | X |
| Eden Account: 302.xxxx.21 | | | |
| | | Pavement Preservation | |
| | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | |
| Reconstruction / Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | | |
| Operational Impact: | | | |
| None. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|---------------------|-------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | 327,500 | - | - | - | 327,500 |
| Package 1 - Gen Govt - REET | - | - | 200,000 | - | - | - | 200,000 |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | 682,500 | - | - | - | 682,500 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ 1,210,000 | \$ - | \$ - | \$ - | \$ 1,210,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|---------------------|-------------|-------------|-------------|---------------------|
| Design | - | - | 27,500 | - | - | - | 27,500 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | 1,182,500 | - | - | - | 1,182,500 |
| Total Project Costs | \$ - | \$ - | \$ 1,210,000 | \$ - | \$ - | \$ - | \$ 1,210,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|-----------------------------------|--|---|
| Project Number: | 7 | | 6-Yr TIP <u> X </u> |
| Project Name: | Main Street - GLD to 108th Street | | CTAC <u> </u> |
| | | | Council Ad Hoc <u> </u> |
| | | | NMTP <u> </u> |
| Eden Account: | 302.0019.21 | | |
| | | | Pavement Preservation <u> </u> |
| | | | Street & Sidewalk Improvement <u> </u> |
| Project Description & Justification: | | | |
| Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | | |
| Operational Impact: | | | |
| None. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | 300,000 | - | - | - | - | - | 300,000 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 300,000 | \$ - | \$ 300,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Design | 25,000 | - | - | - | - | - | 25,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | 275,000 | - | - | - | - | - | 275,000 |
| Total Project Costs | \$ 300,000 | \$ - | \$ 300,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|-----------------------------|----------|-------------------------------|
| Project Number: | 8 | 6-Yr TIP | X |
| Project Name: | 59th - Main Street to 100th | | CTAC |
| | | | Council Ad Hoc |
| | | | NMTP |
| Eden Account: | 302.xxxx.21 | | |
| | | | Pavement Preservation |
| | | | Street & Sidewalk Improvement |
| Project Description & Justification: | | | |
| Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | | |
| Operational Impact: | | | |
| None. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | 496,000 | - | - | 496,000 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 496,000 | \$ - | \$ - | \$ 496,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| Design | - | - | - | 28,000 | - | - | 28,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | - | 468,000 | - | - | 468,000 |
| Total Project Costs | \$ - | \$ - | \$ - | \$ 496,000 | \$ - | \$ - | \$ 496,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|--|--|-------------------------------|---|
| Project Number: 9 | | 6-Yr TIP | X |
| Project Name: 59th - 100th to Bridgeport | | CTAC | |
| | | Council Ad Hoc | |
| | | NMTP | |
| Eden Account: 302.0020.21 | | | |
| | | Pavement Preservation | |
| | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | |
| Reconstruction Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | | |
| Operational Impact: | | | |
| None. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | 250,000 | - | - | - | - | - | 250,000 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 250,000 | \$ - | \$ 250,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Design | 25,000 | - | - | - | - | - | 25,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | 225,000 | - | - | - | - | - | 225,000 |
| Total Project Costs | \$ 250,000 | \$ - | \$ 250,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|-------------------------------|--|-------------------------------------|
| Project Number: | 10 | | 6-Yr TIP _____ |
| Project Name: | 108th - Bridgeport to Pac Hwy | | CTAC _____ |
| | | | Council Ad Hoc _____ |
| | | | NMTP _____ |
| Eden Account: | 302.xxxx.21 | | |
| | | | Pavement Preservation _____ |
| | | | Street & Sidewalk Improvement _____ |
| Project Description & Justification: | | | |
| Reconstruction / Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | | |
| This project (\$661,000) would be funded via a 108 CDBG loan paid back via the CDBG \$300,000 annual commitment over the years 2018, 2019 and 2020. | | | |
| Operational Impact: | | | |
| None. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | 661,000 | - | - | 661,000 |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 661,000 | \$ - | \$ - | \$ 661,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------|-------------------|-------------|-------------|-------------------|
| Design | - | - | - | 28,000 | - | - | 28,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | - | 633,000 | - | - | 633,000 |
| Total Project Costs | \$ - | \$ - | \$ - | \$ 661,000 | \$ - | \$ - | \$ 661,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|---------------------------------------|--|-------------------------------------|
| Project Number: | 11 | | 6-Yr TIP _____ |
| Project Name: | 108th - Main Street to Bridgeport Way | | CTAC _____ |
| | | | Council Ad Hoc _____ |
| | | | NMTP _____ |
| Eden Account: | 302.0021.21 | | |
| | | | Pavement Preservation _____ |
| | | | Street & Sidewalk Improvement _____ |
| Project Description & Justification: | | | |
| Reconstruction Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | | |
| This project (\$675,000) would be funded via a 108 CDBG loan paid back via the CDBG \$300,000 annual commitment over the years 2015, 2016 and 2017. | | | |
| Operational Impact: | | | |
| None. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | 283,500 | - | - | - | - | - | 283,500 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | 441,500 | - | - | - | - | - | 441,500 |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 725,000 | \$ - | \$ 725,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Design | 25,000 | - | - | - | - | - | 25,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | 700,000 | - | - | - | - | - | 700,000 |
| Total Project Costs | \$ 725,000 | \$ - | \$ 725,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | |
|---|--|-------------------------------------|
| Project Number: 12 | | 6-Yr TIP _____ |
| Project Name: Custer - Steilacoom to John Dower | | CTAC _____ |
| | | Council Ad Hoc _____ |
| | | NMTP _____ |
| Eden Account: 302.xxxx.21 | | |
| | | Pavement Preservation _____ |
| | | Street & Sidewalk Improvement _____ |
| Project Description & Justification: | | |
| Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | |
| Operational Impact: | | |
| None. Replacement of existing infrastructure. | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------|-------------|-------------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | 540,000 | - | 540,000 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ - | \$ 540,000 | \$ - | \$ 540,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------|-------------|-------------------|-------------|-------------------|
| Design | - | - | - | - | 30,000 | - | 30,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | - | - | 510,000 | - | 510,000 |
| Total Project Costs | \$ - | \$ - | \$ - | \$ - | \$ 540,000 | \$ - | \$ 540,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | |
|--|--|-------------------------------------|
| Project Number: 13 | | 6-Yr TIP _____ |
| Project Name: 88th -Steilacoom to Custer | | CTAC _____ |
| | | Council Ad Hoc _____ |
| | | NMTP _____ |
| Eden Account: 302.xxxx.21 | | |
| | | Pavement Preservation _____ |
| | | Street & Sidewalk Improvement _____ |
| Project Description & Justification: Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | |
| Operational Impact: None. Replacement of existing infrastructure. | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------|-------------|-------------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | 132,500 | - | 132,500 |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | 142,500 | - | 142,500 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ - | \$ 275,000 | \$ - | \$ 275,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------|-------------|-------------------|-------------|-------------------|
| Design | - | - | - | - | 27,500 | - | 27,500 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | - | - | 247,500 | - | 247,500 |
| Total Project Costs | \$ - | \$ - | \$ - | \$ - | \$ 275,000 | \$ - | \$ 275,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | |
|---|--|-------------------------------------|
| Project Number: 14 | | 6-Yr TIP _____ |
| Project Name: 100th - 59th to Lakeview | | CTAC _____ |
| | | Council Ad Hoc _____ |
| | | NMTP _____ |
| Eden Account: 302.xxxx.21 | | |
| | | Pavement Preservation _____ |
| | | Street & Sidewalk Improvement _____ |
| Project Description & Justification: | | |
| Overlay Project. Existing curb ramps upgraded to current ADA standards as required with all overlay projects. | | |
| Operational Impact: | | |
| None. Replacement of existing infrastructure. | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------|-------------|-------------|---------------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | 205,000 | 205,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | 232,500 | 232,500 |
| Package 1 - Gen Govt - REET | - | - | - | - | - | 200,000 | 200,000 |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | 682,500 | 682,500 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ 1,320,000 | \$ 1,320,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------|-------------|-------------|---------------------|---------------------|
| Design | - | - | - | - | - | 30,000 | 30,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | 1,290,000 | 1,290,000 |
| Total Project Costs | \$ - | \$ 1,320,000 | \$ 1,320,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | |
|---|-------------------------------|---|
| Project Number: 17 | 6-Yr TIP | X |
| Project Name: South Tacoma Way (SR512 to 96th) | CTAC | X |
| | Council Ad Hoc | |
| | NMTP | X |
| Eden Account: 302.0009.21 | | |
| | Pavement Preservation | |
| | Street & Sidewalk Improvement | |
| Project Description & Justification: | | |
| Curb, gutter, sidewalks, bicycle lane, street lighting, signal upgrades, overlay, and associated storm drainage. | | |
| TIB = 80% grant; FED / STP grant = 86.5% grant. | | |
| Operational Impact: | | |
| Addition of LED street lights along project limits will increase annual energy and maintenance cost to approximately \$600 / year. Remaining is existing infrastructure being replaced that has no operational impacts. | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|---------------------|-------------------|-------------|-------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | 15,909 | 200,000 | - | - | - | - | 215,909 |
| Surface Water Mgmt Fund (SWM) | 375,000 | - | - | - | - | - | 375,000 |
| Grants - Secured | 2,790,060 | - | - | - | - | - | 2,790,060 |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer)/Dev Contrib | 1,019,031 | - | - | - | - | - | 1,019,031 |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 4,200,000 | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ 4,400,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|---------------------|-------------------|-------------|-------------|-------------|-------------|---------------------|
| Design | - | - | - | - | - | - | - |
| Right-of-Way | 200,000 | - | - | - | - | - | 200,000 |
| Construction | 4,000,000 | 200,000 | - | - | - | - | 4,200,000 |
| Total Project Costs | \$ 4,200,000 | \$ 200,000 | \$ - | \$ - | \$ - | \$ - | \$ 4,400,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | 600 | 600 | 600 | 600 | 600 | 600 | 3,600 |
| Net M&O Impact | \$ 600 | \$ 3,600 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|--|------------------------|--|---|
| Project Number: | 19 | | 6-Yr TIP |
| Project Name: | Madigan Access Project | | CTAC <u> X </u> |
| | | | Council Ad Hoc <u> X </u> |
| | | | NMTP <u> X </u> |
| Eden Account: | 302.0010.21 | | |
| | | | Pavement Preservation <u> </u> |
| | | | Street & Sidewalk Improvement <u> </u> |
| Project Description & Justification: | | | |
| Union Avenue - Berkeley to W. Thorne Lane. Union Avenue - W. Thorne Lane to Spruce (as funding allows). Berkley Street - I-5 to Union. Curb, gutter, sidewalks, continuous 2-way left turn lane, street lighting, overlay and associated storm drainage. RR crossing upgrade. Replace ramp terminal signals and Union/Berkeley Signal. Interconnect signals. Bridge and ramp widening. | | | |
| Operational Impact: | | | |
| Addition of LED street lights along project limits will be offset by lights becoming "city-owed" vs. "PSE leased". Remaining is existing infrastructure being replaced that has no operational impacts. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|---------------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | 5,135,351 | - | - | - | - | - | 5,135,351 |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer)/Dev Contrib | 118,050 | - | - | - | - | - | 118,050 |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 5,253,401 | \$ - | \$ 5,253,401 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|---------------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Design | - | - | - | - | - | - | - |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | 5,135,351 | - | - | - | - | - | 5,135,351 |
| Total Project Costs | \$ 5,135,351 | \$ - | \$ 5,135,351 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|--|--|-------------------------------|---|
| Project Number: 20 | | 6-Yr TIP | X |
| Project Name: South Tacoma Way - Steilacoom to 88th | | CTAC | |
| | | Council Ad Hoc | |
| | | NMTP | |
| Eden Account: 302.0014.21 | | | |
| | | Pavement Preservation | |
| | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | |
| Road widening, curb gutter, sidewalks (both sides), access management, associated storm drainage, signal replacmenet, HMA Overlay. | | | |
| TIB Grant: 80% | | | |
| Operational Impact: | | | |
| No impacts - replacement of existing infrastructure | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|---------------------|-------------------|-------------|-------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | 80,727 | 100,000 | - | - | - | - | 180,727 |
| Surface Water Mgmt Fund (SWM) | 100,000 | - | - | - | - | - | 100,000 |
| Grants - Secured | 1,194,273 | - | - | - | - | - | 1,194,273 |
| Grants - Anticipated | 80,000 | - | - | - | - | - | 80,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | 65,000 | - | - | - | - | - | 65,000 |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 1,520,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 1,620,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|---------------------|-------------------|-------------|-------------|-------------|-------------|---------------------|
| Design | 260,000 | - | - | - | - | - | 260,000 |
| Right-of-Way | 100,000 | - | - | - | - | - | 100,000 |
| Construction | 1,160,000 | 100,000 | - | - | - | - | 1,260,000 |
| Total Project Costs | \$ 1,520,000 | \$ 100,000 | \$ - | \$ - | \$ - | \$ - | \$ 1,620,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | |
|---|-------------------------------|---|
| Project Number: 31 | 6-Yr TIP | x |
| Project Name: 112th / 111th - Bridgeport to Kendrick | CTAC | |
| | Council Ad Hoc | |
| Eden Account: 302.0015.21 | NMTP | x |
| | Pavement Preservation | |
| | Street & Sidewalk Improvement | |
| Project Description & Justification: | | |
| Provide curb, gutter, sidewalk, street lighting, pavement overlay, and associated drainage along both sides. Project currently funded through design and right-of-way via grant (86.5% maximum) and Sound Transit contribution. Anticipate securing grant in future for construction. | | |
| Operational Impact: | | |
| Additional street lighting added. Adding 6 additional lights at \$3/month = \$220/year. Adding curb where none exists, therefore street sweeping needed. \$30 / curb mile x 1/2 curb mile x 1/month = \$180 / year. | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------|---------------------|-------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | 110,000 | - | - | - | 110,000 |
| Surface Water Mgmt Fund (SWM) | - | - | 250,000 | - | - | - | 250,000 |
| Grants - Secured | 154,561 | - | - | - | - | - | 154,561 |
| Grants - Anticipated | - | - | 1,440,000 | - | - | - | 1,440,000 |
| Private Utilities (Water/Sewer) | 100,000 | - | 180,000 | - | - | - | 280,000 |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | 3,440 | - | - | - | - | - | 3,440 |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 258,001 | \$ - | \$ 1,980,000 | \$ - | \$ - | \$ - | \$ 2,238,001 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------|---------------------|-------------|-------------|-------------|---------------------|
| Design | 158,001 | - | - | - | - | - | 158,001 |
| Right-of-Way | 100,000 | - | - | - | - | - | 100,000 |
| Construction | - | - | 1,980,000 | - | - | - | 1,980,000 |
| Total Project Costs | \$ 258,001 | \$ - | \$ 1,980,000 | \$ - | \$ - | \$ - | \$ 2,238,001 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|---------------|---------------|---------------|-----------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | 400 | 400 | 400 | 1,200 |
| Net M&O Impact | \$ - | \$ - | \$ - | \$ 400 | \$ 400 | \$ 400 | \$ 1,200 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | |
|---|-------------------------------|---|
| Project Number: 32 | 6-Yr TIP | x |
| Project Name: Bridgeport Way - JBLM to I-5 | CTAC | |
| | Council Ad Hoc | |
| | NMTP | x |
| Eden Account: 302.0013.21 | | |
| | Pavement Preservation | |
| | Street & Sidewalk Improvement | |
| Project Description & Justification: | | |
| Curb, gutter, sidewalks, bike lanes, street lighting, pavement reconstruction. | | |
| Private developer contribution of \$185,000 anticipated for construction. | | |
| Currently have secured grant for design (in progress in 2014...final in 2015). New grant award for construction. | | |
| Max 86.5% grant match. | | |
| Operational Impact: | | |
| Additional street lighting added. Adding 15 additional lights at \$3/month = \$540/year. | | |
| Adding curb where none exists, therefore street sweeping needed. \$30 / curb mile x 1 curb mile x 1/month = \$360 / year. | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|---------------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | 486,329 | - | - | - | - | - | 486,329 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | 3,078,671 | - | - | - | - | - | 3,078,671 |
| Private Developer | 185,000 | - | - | - | - | - | 185,000 |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 3,750,000 | \$ - | \$ 3,750,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|---------------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Design | 250,000 | - | - | - | - | - | 250,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | 3,500,000 | - | - | - | - | - | 3,500,000 |
| Total Project Costs | \$ 3,750,000 | \$ - | \$ 3,750,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|-------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | 900 | 900 | 900 | 900 | 900 | 4,500 |
| Net M&O Impact | \$ - | \$ 900 | \$ 4,500 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|---|-------------------------------|---|
| Project Number: | 33 | 6-Yr TIP | x |
| Project Name: | Gravelly Lake Drive - 100th to Bridgeport Way | CTAC | |
| | | Council Ad Hoc | |
| | | NMTP | |
| Eden Account: | 302.0008.21 | | |
| | | Pavement Preservation | |
| | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | |
| Provide curb, gutter, sidewalks, street lighting, associated storm drainage. Replace signal at Mt. Tacoma to provide for ADA ramps. | | | |
| Project is currently under design and right of way acquisition (2014) with secured grant. New grant award for construction funding. | | | |
| Max 86.5% grant. | | | |
| Operational Impact: | | | |
| Additional street lights. 10 additional lights at \$3/month = \$360 per year. Existing curb and existing street sweeping. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|---------------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | 26,445 | | - | - | - | - | 26,445 |
| Surface Water Mgmt Fund (SWM) | 250,000 | | - | - | - | - | 250,000 |
| Grants - Secured | 1,561,464 | | - | - | - | - | 1,561,464 |
| Grants - Anticipated | - | | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | | - | - | - | - | - |
| GO Bond Proceeds | - | | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | 56,060 | - | - | - | - | - | 56,060 |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 1,893,969 | \$ - | \$ 1,893,969 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|---------------------|-------------|-------------|-------------|-------------|-------------|---------------------|
| Design | 200,000 | - | - | - | - | - | 200,000 |
| Right-of-Way | 150,000 | - | - | - | - | - | 150,000 |
| Construction | 1,543,969 | - | - | - | - | - | 1,543,969 |
| Total Project Costs | \$ 1,893,969 | \$ - | \$ 1,893,969 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|---------------|---------------|---------------|---------------|-----------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | 360 | 360 | 360 | 360 | 1,440 |
| Net M&O Impact | \$ - | \$ - | \$ 360 | \$ 360 | \$ 360 | \$ 360 | \$ 1,440 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|--|-------------------------------|---|
| Project Number: | 25 | 6-Yr TIP | X |
| Project Name: | Roadway Safety Improvements on 40th and 96th | CTAC | X |
| | | Council Ad Hoc | |
| | | NMTP | X |
| Eden Account: | 302.0026.21 | | |
| | | Pavement Preservation | |
| | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | |
| Curb, gutter, sidewalks, street lighting, guard rail, pavement rehabilitation. | | | |
| Operational Impact: | | | |
| Some additional LED street lights may be needed to upgrade street lighting. Additional O&M / energy costs. Assume 6 more lights at \$300 / year. Other improvements are replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|------------|------|------------|------|------|------|--------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | 19,150 | - | - | - | - | - | 19,150 |
| Surface Water Mgmt Fund (SWM) | - | - | 11,150 | - | - | - | 11,150 |
| Grants - Secured | 823,350 | - | 766,350 | - | - | - | 1,589,700 |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 842,500 | \$ - | \$ 777,500 | \$ - | \$ - | \$ - | \$ 1,620,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------|------------|------|------------|------|------|------|--------------|
| Design | 100,000 | - | 35,000 | - | - | - | 135,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | 742,500 | - | 742,500 | - | - | - | 1,485,000 |
| Total Project Costs | \$ 842,500 | \$ - | \$ 777,500 | \$ - | \$ - | \$ - | \$ 1,620,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|------|------|--------|--------|--------|--------|----------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | 300 | 300 | 300 | 300 | 1,200 |
| Net M&O Impact | \$ - | \$ - | \$ 300 | \$ 300 | \$ 300 | \$ 300 | \$ 1,200 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | | |
|--|---------------------------|--|-------------------------------|---|
| Project Number: | xx | | 6-Yr TIP | x |
| Project Name: | Safety Projects - Various | | CTAC | |
| | | | Council Ad Hoc | |
| | | | NMTP | |
| Eden Account: | 302.xxxx.21 | | | |
| | | | Pavement Preservation | |
| | | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | | |
| Intersection and corridor improvements to help meet State Target Zero goals of zero serious/fatal accidents. | | | | |
| Grants secured through State/Federal City safety improvement program (86.5% max grant). | | | | |
| Operational Impact: | | | | |
| Would need to be evaluated on a case by case basis. If adding a signal to where none existed, approximate impact of \$250/month energy plus \$2,000/year annual maintenance. | | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------|-------------------|-------------------|-------------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | 300,000 | 300,000 | 300,000 | 900,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | 30,000 | 60,000 | 60,000 | 150,000 |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ 330,000 | \$ 360,000 | \$ 360,000 | \$ 1,050,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------|-------------------|-------------------|-------------------|---------------------|
| Design | - | - | - | - | - | 240,000 | 240,000 |
| Right-of-Way | - | - | - | - | - | 120,000 | 120,000 |
| Construction | - | - | - | 330,000 | 360,000 | - | 690,000 |
| Total Project Costs | \$ - | \$ - | \$ - | \$ 330,000 | \$ 360,000 | \$ 360,000 | \$ 1,050,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | | |
|--|------------------------------------|--|-------------------------------|---|
| Project Number: | xx | | 6-Yr TIP | x |
| Project Name: | Safety Projects - Military & 112th | | CTAC | |
| | | | Council Ad Hoc | |
| | | | NMTP | |
| Eden Account: | 302.0025.21 | | | |
| | | | Pavement Preservation | |
| | | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | | |
| Intersection and corridor improvements to help meet State Target Zero goals of zero serious/fatal accidents. | | | | |
| Grants secured through State/Federal City safety improvement program (86.5% max grant). | | | | |
| 2015-2017 Safety Project funding moved to specific Safety Projects | | | | |
| Operational Impact: | | | | |
| Would need to be evaluated on a case by case basis. If adding a signal to where none existed, approximate impact of \$250/month energy plus \$2,000/year annual maintenance. | | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------|-------------------|-------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | 1,500 | - | - | - | - | - | 1,500 |
| Surface Water Mgmt Fund (SWM) | - | - | 1,500 | - | - | - | 1,500 |
| Grants - Secured | 788,500 | - | 673,500 | - | - | - | 1,462,000 |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | 15,000 | - | - | - | - | - | 15,000 |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 805,000 | \$ - | \$ 675,000 | \$ - | \$ - | \$ - | \$ 1,480,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------|-------------------|-------------|-------------|-------------|---------------------|
| Design | 100,000 | - | 20,000 | - | - | - | 120,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | 705,000 | - | 655,000 | - | - | - | 1,360,000 |
| Total Project Costs | \$ 805,000 | \$ - | \$ 675,000 | \$ - | \$ - | \$ - | \$ 1,480,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | |
|--|-------------------------------|---|
| Project Number: xx | 6-Yr TIP | x |
| Project Name: Safe Routes to Schools / Bike / Ped - Various | CTAC | |
| | Council Ad Hoc | |
| Eden Account: 302.0027.21 | NMTP | x |
| | Pavement Preservation | |
| | Street & Sidewalk Improvement | |

Project Description & Justification:
 Provide / improve sidewalk and bicycle facilities related to "Safe Routes to Schools" and "Pedestrian / Bicycle Safety" (and other) grant programs. Approximately 80% grant.

This is a place holder for potential grant award. Will need to be updated to reflect actual grant scope and budget.

The 2020 project is proposed to be funded by \$64,000 of CDBG funds, which comes from a portion of the remaining balance of 2020 CDBG Funds after allocation of \$661,000 to Project 10 108th - Bridgeport to Pacific Highway.

Operational Impact:

Would need to be evaluated on a case by case basis. Additional O&M costs include: street lighting, signs, pavement markings, signals, and street sweeping.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------------|---------------------|-------------------|-------------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | 70,000 | 42,000 | 30,000 | 70,000 | 212,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | 150,000 | - | - | 150,000 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | 280,000 | 1,120,000 | 120,000 | 280,000 | 1,800,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | 35,000 | 228,000 | 30,000 | 6,000 | 299,000 |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | 64,000 | 64,000 |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ 385,000 | \$ 1,540,000 | \$ 180,000 | \$ 420,000 | \$ 2,525,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------------|---------------------|-------------------|-------------------|---------------------|
| Design | - | - | 55,000 | - | 180,000 | 60,000 | 295,000 |
| Right-of-Way | - | - | 330,000 | - | - | 360,000 | 690,000 |
| Construction | - | - | - | 1,540,000 | - | - | 1,540,000 |
| Total Project Costs | \$ - | \$ - | \$ 385,000 | \$ 1,540,000 | \$ 180,000 | \$ 420,000 | \$ 2,525,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|---------------------|--|-------------------------------|
| Project Number: | n/a | | 6-Yr TIP |
| Project Name: | New LED Streetlight | | CTAC |
| | | | Council Ad Hoc |
| | | | NMTP |
| Eden Account: | 302.0002.21 | | |
| | | | Pavement Preservation |
| | | | Street & Sidewalk Improvement |
| Project Description & Justification: | | | |
| Provide street lights in areas where there are none. Cost to provide stand alone streetlights up to \$15,000 per pole. Cost to install street light on existing utility pole up to \$3,000 per pole. | | | |
| The 2017 project is proposed to be funded by \$175,000 of CDBG funds, which comes from a portion of the remaining balance of 2020 CDBG Funds after allocation of \$661,000 to Project 10 108th - Bridgeport to Pacific Highway. | | | |
| Operational Impact: | | | |
| Each new streetlight will cost up to \$6.00 per month in utility costs. Assuming average of 18 per year = \$1,300 additional per year. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ 12,000 | \$ - | \$ - | \$ - | \$ 12,000 |
| Real Estate Excise Tax (REET) | 45,000 | 30,000 | - | - | - | - | 75,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | | | | | | | - |
| Package 1 - Gen Govt - General Fund | 75,000 | 155,000 | 148,000 | - | 170,000 | - | 548,000 |
| Package 1 - Gen Govt - REET | - | - | - | 144,500 | - | - | 144,500 |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | 175,000 | 175,000 |
| Package 1 - \$20 VLF | - | - | - | 20,500 | - | - | 20,500 |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 120,000 | \$ 185,000 | \$ 160,000 | \$ 165,000 | \$ 170,000 | \$ 175,000 | \$ 975,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| PLUG | 120,000 | 185,000 | 160,000 | 165,000 | 170,000 | 175,000 | 975,000 |
| | - | - | - | - | - | - | - |
| | - | - | - | - | - | - | - |
| Total Project Costs | \$ 120,000 | \$ 185,000 | \$ 160,000 | \$ 165,000 | \$ 170,000 | \$ 175,000 | \$ 975,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | 1,300 | 2,600 | 3,900 | 5,200 | 6,500 | 7,800 | 27,300 |
| Net M&O Impact | \$ 1,300 | \$ 2,600 | \$ 3,900 | \$ 5,200 | \$ 6,500 | \$ 7,800 | \$ 27,300 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|-----------------|--|-------------------------------------|
| Project Number: | n/a | | 6-Yr TIP _____ |
| Project Name: | Signal Projects | | CTAC _____ |
| | | | Council Ad Hoc _____ |
| | | | NMTP _____ |
| Eden Account: | 302.xxxx.21 | | |
| | | | Pavement Preservation _____ |
| | | | Street & Sidewalk Improvement _____ |
| Project Description & Justification: | | | |
| Traffic signal replacement program to replace existing aging traffic signals (30+ years useful life) that are not replaced in conjunction with other capital improvement projects. Replace a traffic signal every 2 to 3 years. | | | |
| The 2017 signal project is proposed to be funded by \$225,000 of CDBG funds, which comes from the balance of 2017 CDBG Funds after allocation of \$675,000 to Project 11 108th - Main Street to Bridgeport. | | | |
| Operational Impact: | | | |
| No operational impact since this is replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | 300,000 | - | 300,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | | | | | | | |
| Package 1 - Gen Govt - General Fund | - | - | 155,000 | - | 60,000 | - | 215,000 |
| Package 1 - Gen Govt - REET | | | | | | | |
| Package 1 - Gen Govt - CDBG Fund | - | - | 175,000 | - | - | - | 175,000 |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ - | \$ 330,000 | \$ - | \$ 360,000 | \$ - | \$ 690,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|
| PLUG | - | - | 330,000 | - | 360,000 | - | 690,000 |
| | - | - | - | - | - | - | - |
| | - | - | - | - | - | - | - |
| Total Project Costs | \$ - | \$ - | \$ 330,000 | \$ - | \$ 360,000 | \$ - | \$ 690,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|--|---------------|--|-------------------------------------|
| Project Number: | n/a | | 6-Yr TIP _____ |
| Project Name: | Minor Capital | | CTAC _____ |
| | | | Council Ad Hoc _____ |
| | | | NMTP _____ |
| Eden Account: | 302.0004.21 | | |
| | | | Pavement Preservation _____ |
| | | | Street & Sidewalk Improvement _____ |
| Project Description & Justification: | | | |
| City-wide projects to provide infrastructure preservation or upgrades including: city-wide HMA patching contract (up to \$100,000 per year); traffic signal upgrades including replacement of loop detection with video detection (up to \$50,000 per year). | | | |
| Operational Impact: | | | |
| There is no operational impact since this work is upgrade / replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | 20,000 | - | 50,000 | - | - | 50,000 | 120,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | | | | | | | - |
| Package 1 - Gen Govt - General Fund | 30,000 | 50,000 | - | 49,500 | 42,500 | - | 172,000 |
| Package 1 - Gen Govt - REET | - | - | - | 500 | 7,500 | - | 8,000 |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 50,000 | \$ 300,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| PLUG | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 300,000 |
| | - | - | - | - | - | - | - |
| | - | - | - | - | - | - | - |
| Total Project Costs | \$ 50,000 | \$ 300,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | |
|--|-------------------------------------|
| Project Number: n/a | 6-Yr TIP _____ |
| Project Name: Neighborhood Traffic Safety | CTAC _____ |
| | Council Ad Hoc _____ |
| | NMTP _____ |
| Eden Account: 302.0003.21 | |
| | Pavement Preservation _____ |
| | Street & Sidewalk Improvement _____ |

Project Description & Justification:
 Minor capital improvements to improve safety in neighborhoods by decreasing cut-through traffic and speeding in neighborhoods. Improvements may include: signage; pavement markings; radar feedback signs; and speed humps and related traffic studies, public outreach, and engineering.

Operational Impact:
 Addition of capital infrastructure will require additional on-going maintenance that is consistent with other work performed in the city. For example: Radar feedback sign will cost approximately \$120 / year to provide power and approximately \$300 every 3 years to replace burned out bulbs.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | 10,000 | - | 20,000 | - | 20,000 | 25,000 | 75,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | 15,000 | 25,000 | 5,000 | - | 5,000 | - | 50,000 |
| Package 1 - Gen Govt - REET | - | - | - | 25,000 | - | - | 25,000 |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 25,000 | \$ 150,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| PLUG | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 150,000 |
| | - | - | - | - | - | - | - |
| | - | - | - | - | - | - | - |
| Total Project Costs | \$ 25,000 | \$ 150,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | 500 | 500 | 500 | 500 | 500 | 500 | 3,000 |
| Net M&O Impact | \$ 500 | \$ 3,000 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|--|--|--|-------------------------------|
| Project Number: | n/a | | 6-Yr TIP |
| Project Name: | Personnel, Engineering and Professional Services | | CTAC |
| | | | Council Ad Hoc |
| | | | NMTP |
| Eden Account: | 302.0001.21 | | |
| | | | Pavement Preservation |
| | | | Street & Sidewalk Improvement |
| Project Description & Justification: | | | |
| <p>Street capital program management of an annual \$5.0 to \$12.0 Million Program including: Comprehensive Planning (6-Year TIP, Non-Motorized Plan, Area Studies); Grant applications; Transportation Funding support; and associated supporting functions including: professional development, operational equipment and supplies.</p> <p>City-wide projects to support planning and engineering of capital improvements including professional services for: traffic engineering studies, professional land-surveyor research and exhibits, comprehensive planning. (\$50,000 per year)</p> | | | |
| Operational Impact: | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ 28,000 | \$ 40,000 | \$ 40,000 | \$ 40,000 | \$ 148,000 |
| Real Estate Excise Tax (REET) | 205,500 | 205,500 | 450,000 | 450,000 | 450,000 | 450,000 | 2,211,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | | - | | | | | - |
| Package 1 - Gen Govt - General Fund | 44,500 | 53,000 | - | 2,000 | 17,000 | 32,000 | 148,500 |
| Package 1 - Gen Govt - REET | 200,000 | 200,000 | - | - | - | - | 400,000 |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 450,000 | \$ 458,500 | \$ 478,000 | \$ 492,000 | \$ 507,000 | \$ 522,000 | \$ 2,907,500 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|
| Personnel, Engineering, Professional Svcs | 450,000 | 464,000 | 478,000 | 492,000 | 507,000 | 522,000 | 2,913,000 |
| | - | - | - | - | - | - | - |
| | - | - | - | - | - | - | - |
| Total Project Costs | \$ 450,000 | \$ 464,000 | \$ 478,000 | \$ 492,000 | \$ 507,000 | \$ 522,000 | \$ 2,913,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | |
|---|---|
| Project Account #: xx | 6-Yr TIP <u> X </u> |
| Project Name: Steilacoom Blvd Safety Improvements - WSH to Lakeview | CTAC <u> </u> |
| | Council Ad Hoc <u> </u> |
| | NMTP <u> X </u> |
| Eden Account #: 302.0012.21 | |
| | Pavement Preservation <u> </u> |
| | Street & Sidewalk Improvement <u> </u> |
| Project Description & Justification: | |
| Curb, gutter, sidewalks, sharrow, and associated storm drainage on both sides; HMA overlay; street lighting. Signal replacements at: WSH, Ardmore, and Lakeview. Intersection modifications at: 87th; Gravelly Lake Drive; John Dower. | |
| HSIP (Fed) Grant at 100% Part of larger grant for "Steilacoom Boulevard Safety Improvements - WSH - to Lakeview" One large grant for all work noted. May try to phase. Combined grant from smaller projects in previous budget. | |
| Operational Impact: | |
| Addition of LED street lights along project limits will increase annual energy and maintenance cost to approximately \$300 / year. Remaining is existing infrastructure being replaced that has no operational impacts. | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|------------------|----------|-------------|-------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | 50,000 | - | - | - | - | - | 50,000 |
| Grants - Secured | 2,301,667 | - | - | - | - | - | 2,301,667 |
| Grants - Anticipated | - | - | - | - | - | - | - |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | 2,351,667 | - | \$ - | \$ - | \$ - | \$ - | \$ 2,351,667 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|------------------|----------|----------|----------|-------------|-------------|---------------------|
| Design | 250,000 | - | - | - | - | - | 250,000 |
| Right-of-Way | 150,000 | - | - | - | - | - | 150,000 |
| Construction | 1,951,667 | - | - | - | - | - | 1,951,667 |
| Total Project Costs | 2,351,667 | - | - | - | \$ - | \$ - | \$ 2,351,667 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|-----------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | 300 | 300 | 300 | 300 | 300 | 300 | 1,800 |
| Net M&O Impact | \$ 300 | \$ 1,800 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | |
|---|-------------------------------|---|
| Project Account #: xx | 6-Yr TIP | x |
| Project Name: Lakewood Traffic Signal Upgrades - ITS - Ph. 5 | CTAC | |
| | Council Ad Hoc | |
| | NMTP | |
| Eden Account #: 302.0022.21 | | |
| | Pavement Preservation | |
| | Street & Sidewalk Improvement | |

Project Description & Justification:
Traffic signal fiber optic interconnect on Steilacoom Boulevard, South Tacoma Way, and the north end of Bridgeport Way. CCTV surveillance cameras to tie into city's TMC. 85% grant.

Operational Impact:
New CCTV equipment will require ongoing operation and maintenance support that can be accomplished with traffic signal technician and traffic engineering staff. Estimate average 2 hours per year per each camera. Estimate addition of 10 cameras. Electricity through existing traffic signal meters. Estimate additional \$50 / year per camera.

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | 100,000 | - | - | - | - | - | 95,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | 420,000 | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | - | - | 420,000 |
| Private | - | - | - | - | - | - | 5,000 |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 520,000 | \$ - | \$ 520,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------|-------------|-------------|-------------|-------------|-------------------|
| Design | 20,000 | - | - | - | - | - | 20,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | 500,000 | - | - | - | - | - | 500,000 |
| Total Project Costs | \$ 520,000 | \$ - | \$ 520,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 | 1,700 | 10,200 |
| Net M&O Impact | \$ 1,700 | \$ 10,200 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | |
|---|---|
| Project Account #: xx | 6-Yr TIP <u> x </u> |
| Project Name: Steilacoom Boulevard - Farwest to Phillips | CTAC <u> </u> |
| | Council Ad Hoc <u> </u> |
| | NMTP <u> </u> |
| Eden Account #: 302.0024.21 | |
| | Pavement Preservation <u> </u> |
| | Street & Sidewalk Improvement <u> </u> |
| Project Description & Justification: | |
| Curb, gutter, sidewalks, street lighting, pavement overlay, associated storm drainage. | |
| Grant awarded as joint project with Town of Steilacoom - Total Project limits = Steilacoom Blvd - Puyallup Avenue to Phillips Drive. DESIGN Only grant. | |
| Operational Impact: | |
| DESIGN only project. No operational impacts. | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------------|-------------|-------------------|-------------------|------------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | 133,000 | - | - | - | - | - | 133,000 |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | 630,000 | - | - | - | - | - | 630,000 |
| Grants - Anticipated | - | - | 150,000 | 150,000 | 35,000 | - | 335,000 |
| Private & Partner Agency | 94,000 | - | 20,000 | 20,000 | 6,000 | - | 140,000 |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | 85,000 | - | 43,000 | 43,000 | 14,000 | - | 185,000 |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ 942,000 | \$ - | \$ 213,000 | \$ 213,000 | \$ 55,000 | \$ - | \$ 1,423,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------------|-------------|-------------------|-------------------|------------------|-------------|---------------------|
| Design | 942,000 | - | 213,000 | 213,000 | 55,000 | - | 1,423,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | - | - | - | - | - |
| Total Project Costs | \$ 942,000 | \$ - | \$ 213,000 | \$ 213,000 | \$ 55,000 | \$ - | \$ 1,423,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects - GRANT APPLICATION PROJECTS
Years 2015 - 2020**

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------------|-------------|-------------------|---------------------|---------------------|---------------------|-------------|----------------------|
| Surface Water Mgmt Fund (1) | - | 40,000 | 75,000 | 830,000 | 97,000 | - | 1,042,000 |
| Grants - Anticipated | - | 289,000 | 1,745,000 | 6,257,100 | 2,540,000 | - | 10,831,100 |
| Private Utilities / Private Developer | - | - | 9,240 | 15,400 | 15,400 | - | 40,040 |
| Local Match Provided by Other Project | - | 42,000 | 244,000 | 813,900 | - | - | 1,099,900 |
| Unfunded (2) | - | 74,000 | 441,760 | 504,600 | 302,600 | - | 1,322,960 |
| Total Funding Sources | \$ - | \$ 445,000 | \$ 2,515,000 | \$ 8,421,000 | \$ 2,955,000 | \$ - | \$ 14,336,000 |

(1) REET revenue totaling \$1.4M currently available to finance this unfunded need.

(2) SWM revenue totaling \$870K currently available to finance a portion of this SWM match.

| Priority | Project Cost | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|--|---|-------------|-------------------|---------------------|---------------------|---------------------|-------------|----------------------|
| 1 | South Tacoma Way - 88th to North City Limits (TIB Grant) | - | 150,000 | 250,000 | 2,941,000 | - | - | 3,341,000 |
| 2 | Lakewood Traffic Signal Upgrades - Phase 6 (PSRC Grant) | - | 20,000 | 20,000 | 320,000 | 440,000 | - | 800,000 |
| 3 | Steilacoom Blvd - Farwest to Phillips - ROW Phase (TIB Grant) | - | - | 300,000 | 500,000 | 500,000 | - | 1,300,000 |
| 4 | Gravelly Lake Drive - 59th to Steilacoom (TIB Grant) | - | 45,000 | 355,000 | - | - | - | 400,000 |
| 5 | Steilacoom Blvd - 87th to Weller Overlay (PSRC Grant) | - | 30,000 | 1,070,000 | - | - | - | 1,100,000 |
| 6 | Lakewood Dr - Flett Creek to North City Limits (PSRC Grant) | - | 200,000 | 520,000 | 4,660,000 | - | - | 5,380,000 |
| 7 | Steilacoom Blvd - 87th to 83rd Sidewalks (PSRC Grant) | - | - | - | - | 2,015,000 | - | 2,015,000 |
| Grand Total - All Transportation Projects | | \$ - | \$ 445,000 | \$ 2,515,000 | \$ 8,421,000 | \$ 2,955,000 | \$ - | \$ 14,336,000 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | |
|--|-------------------------------|---|
| Project Number: xx | 6-Yr TIP | X |
| Project Name: Lakewood Dr - Flett Creek to North City Limits | CTAC | |
| | Council Ad Hoc | |
| | NMTP | X |
| Eden Account: 302.xxxx.21 | | |
| | Pavement Preservation | X |
| | Street & Sidewalk Improvement | X |
| Project Description & Justification: | | |
| PROPOSED PROJECT to add to the 6-Year CIP. | | |
| Will be submitted to TIB as a grant application August 2015. | | |
| Matching funds from 302.00xx (Lakewood Drive - Flett to 74th North City Limits Pavement Rehab TBD Project) | | |
| Curb gutter, sidewalks, shared bike lane, street lighting, pavement rehabilitation, storm drainage conveyance and treatment. | | |
| Total Present Value Costs = \$5,380,100 | | |
| * Difference of \$1,099,900 between total sources of \$4,280,100 and total uses of \$5,380,000 is local match funding is from Lakewood Drive Flett Creed to North City Limits in 2017. | | |
| Operational Impact: | | |
| Some additional LED street lights may be needed to upgrade street lighting. Additional O&M / energy costs. Assume 30 more lights at \$2160 / year. | | |
| New traffic signal at 75th. Energy cost @ \$750 per year. O&M @ \$1200 per year. | | |
| Other improvements are replacement of existing infrastructure. | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------------|-------------------|---------------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | 20,000 | 20,000 | 560,000 | - | - | 600,000 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | 138,000 | 356,000 | 3,186,100 | - | - | 3,680,100 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Local Match * | - | 42,000 | 244,000 | 813,900 | - | - | 1,099,900 |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | - | - | - |
| Total Funding Sources | \$ - | \$ 200,000 | \$ 620,000 | \$ 4,560,000 | \$ - | \$ - | \$ 5,380,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------------|-------------------|---------------------|-------------|-------------|---------------------|
| Design | - | 200,000 | 200,000 | - | - | - | 400,000 |
| Right-of-Way | - | - | 320,000 | - | - | - | 320,000 |
| Construction | - | - | - | 4,660,000 | - | - | 4,660,000 |
| Total Project Costs | \$ - | \$ 200,000 | \$ 520,000 | \$ 4,660,000 | \$ - | \$ - | \$ 5,380,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-----------------|-----------------|-----------------|------------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | 4,110 | 4,110 | 4,110 | 12,330 |
| Net M&O Impact | \$ - | \$ - | \$ - | \$ 4,110 | \$ 4,110 | \$ 4,110 | \$ 12,330 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|---|--|-------------------------------|-------|
| Project Number: | xx | 6-Yr TIP | X |
| Project Name: | Steilacoom Blvd - 87th to Weller Overlay | CTAC | _____ |
| | | Council Ad Hoc | _____ |
| | | NMTP | _____ |
| Eden Account: | 302.xxxx.21 | | |
| | | Pavement Preservation | X |
| | | Street & Sidewalk Improvement | _____ |
| Project Description & Justification: | | | |
| PROPOSED PROJECT to add to the 6-Year CIP. | | | |
| Will be submitted to TCC (Federal Funding) as a grant application April 2016. | | | |
| Pavement Rehabilitation / Overlay Project. | | | |
| Operational Impact: | | | |
| Non. Replacement of existing infrastructure. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|------------------|---------------------|-------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | 750,000 | - | - | - | 750,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | | | | | | | |
| Local Match * | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | | | | | | | |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | 30,000 | 320,000 | - | - | - | 350,000 |
| Total Funding Sources | \$ - | \$ 30,000 | \$ 1,070,000 | \$ - | \$ - | \$ - | \$ 1,100,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|------------------|---------------------|-------------|-------------|-------------|---------------------|
| Design | - | 30,000 | - | - | - | - | 30,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | 1,070,000 | - | - | - | 1,070,000 |
| Total Project Costs | \$ - | \$ 30,000 | \$ 1,070,000 | \$ - | \$ - | \$ - | \$ 1,100,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|--|--|-------------------------------|-------|
| Project Number: | xx | 6-Yr TIP | X |
| Project Name: | Gravelly Lake Drive - 59th to Steilacoon | CTAC | _____ |
| | | Council Ad Hoc | _____ |
| | | NMTP | X |
| Eden Account: | 302.xxxx.21 | | |
| | | Pavement Preservation | _____ |
| | | Street & Sidewalk Improvement | X |
| Project Description & Justification: | | | |
| PROPOSED PROJECT to add to the 6-Year CIP. | | | |
| Will be submitted to TIB as a grant application August 2015. | | | |
| Curb, gutter, sidewalk, bike land (future - to be added with road diet - need overlay/chip seal for restriping). | | | |
| Operational Impact: | | | |
| Upgrade of existing. No new expenses. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|------|-----------|------------|------|------|------|------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | 5,000 | 40,000 | - | - | - | 45,000 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | 36,000 | 284,000 | - | - | - | 320,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Local Match * | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | 4,000 | 31,000 | - | - | - | 35,000 |
| Total Funding Sources | \$ - | \$ 45,000 | \$ 355,000 | \$ - | \$ - | \$ - | \$ 400,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------|------|-----------|------------|------|------|------|------------|
| Design | - | 45,000 | - | - | - | - | 45,000 |
| Right-of-Way | - | - | 355,000 | - | - | - | 355,000 |
| Construction | - | - | - | - | - | - | - |
| Total Project Costs | \$ - | \$ 45,000 | \$ 355,000 | \$ - | \$ - | \$ - | \$ 400,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|------|------|------|------|------|------|-------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|--|---|-------------------------------|---|
| Project Number: | xx | 6-Yr TIP | X |
| Project Name: | Lakewood Traffic Signal Upgrads - ITS - Phase 6 | CTAC | |
| | | Council Ad Hoc | |
| | | NMTP | |
| Eden Account: | 302.xxxx.21 | | |
| | | Pavement Preservation | |
| | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | |
| Traffic signal fiber optic interconnect on Custer, Lakewood Drive, Gravelly Lake Drive, Bridgeport Way. Transit Signal Priority. CCTB surveillance cameras to tie into City's TMC. | | | |
| Operational Impact: | | | |
| New CCTV equipment will require ongoing operation and maintenance support that can be accomplished with traffic signal technician and traffic engineering staff. Estimate average 2 hours per year per each camera. Estimate addition of 10 cameras. Electricity through existing traffic signal meters. Estimate additional \$50 / year per camera. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|------|-----------|-----------|------------|------------|------|------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | 15,000 | 15,000 | 230,000 | 340,000 | - | 600,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | | | | | | | |
| Local Match * | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | | | | | | | |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | 5,000 | 5,000 | 90,000 | 100,000 | - | 200,000 |
| Total Funding Sources | \$ - | \$ 20,000 | \$ 20,000 | \$ 320,000 | \$ 440,000 | \$ - | \$ 800,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------|------|-----------|-----------|------------|------------|------|------------|
| Design | - | 20,000 | 20,000 | 20,000 | - | - | 60,000 |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | - | 300,000 | 440,000 | - | 740,000 |
| Total Project Costs | \$ - | \$ 20,000 | \$ 20,000 | \$ 320,000 | \$ 440,000 | \$ - | \$ 800,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|------|------|------|------|----------|----------|----------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | 1,500 | 1,500 | 3,000 |
| Net M&O Impact | \$ - | \$ - | \$ - | \$ - | \$ 1,500 | \$ 1,500 | \$ 3,000 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | |
|--|---|-------------------------------|---|
| Project Number: | xx | 6-Yr TIP | X |
| Project Name: | Steilacoom Blvd - Farwest to Phillips - ROW Phase | CTAC | |
| | | Council Ad Hoc | |
| | | NMTP | |
| Eden Account: | 302.0024.21 | | |
| | | Pavement Preservation | |
| | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | |
| Curb, gutter, sidewalks, street lighting, pavement overlay, associated storm drainage. | | | |
| Grant awarded as joint project with Town of Steilacoom - Total Project limits = Steilacoom Blvd - Puyallup Avenue to Phillips Drive. | | | |
| RIGHT-OF-WAY ACQUISITION Only grant. | | | |
| Lakewood estimated \$1.1 Million Right-of-way; Steilacoom \$200,000 (est) | | | |
| Operational Impact: | | | |
| Right-of-Way acquisition only project. No operational impacts. | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------------|-------------------|-------------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | - | - | - |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | 240,000 | 400,000 | 400,000 | - | 1,040,000 |
| Private Utilities (Water/Sewer) | - | - | 9,240 | 15,400 | 15,400 | - | 40,040 |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Local Match * | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | 50,760 | 84,600 | 84,600 | - | 219,960 |
| Total Funding Sources | \$ - | \$ - | \$ 300,000 | \$ 500,000 | \$ 500,000 | \$ - | \$ 1,300,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------------|-------------------|-------------------|-------------|---------------------|
| Design | - | - | - | - | - | - | - |
| Right-of-Way | - | - | 300,000 | 500,000 | 500,000 | - | 1,300,000 |
| Construction | - | - | - | - | - | - | - |
| Total Project Costs | \$ - | \$ - | \$ 300,000 | \$ 500,000 | \$ 500,000 | \$ - | \$ 1,300,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | - | - | - |
| Net M&O Impact | \$ - |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | | | |
|--|--|--|-------------------------------|---|
| Project Number: | 30 | | 6-Yr TIP | X |
| Project Name: | South Tacoma Way Improvements (88th to North City Limits) | | CTAC | X |
| | | | Council Ad Hoc | |
| Eden Account: | 302.xxxx.21 | | NMTP | X |
| | | | Pavement Preservation | |
| | | | Street & Sidewalk Improvement | |
| Project Description & Justification: | | | | |
| Curb, gutter, sidewalks, street lighting, pavement overlay, associated storm drainage. | | | | |
| Operational Impact: | | | | |
| New street lights - additional for current lighting standards. 16 new lights @ \$6 per month per light = approximately \$1,200/year. | | | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------------|-------------------|---------------------|-------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | 15,000 | 15,000 | 270,000 | - | - | 300,000 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | 100,000 | 100,000 | 2,441,000 | - | - | 2,641,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Local Match * | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | 35,000 | 35,000 | 330,000 | - | - | 400,000 |
| Total Funding Sources | \$ - | \$ 150,000 | \$ 150,000 | \$ 3,041,000 | \$ - | \$ - | \$ 3,341,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------------|-------------------|---------------------|-------------|-------------|---------------------|
| Design | - | 150,000 | 150,000 | - | - | - | 300,000 |
| Right-of-Way | - | - | 100,000 | - | - | - | 100,000 |
| Construction | - | - | - | 2,941,000 | - | - | 2,941,000 |
| Total Project Costs | \$ - | \$ 150,000 | \$ 250,000 | \$ 2,941,000 | \$ - | \$ - | \$ 3,341,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-----------------|-----------------|-----------------|-----------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | 1,200 | 1,200 | 1,200 | 3,600 |
| Net M&O Impact | \$ - | \$ - | \$ - | \$ 1,200 | \$ 1,200 | \$ 1,200 | \$ 3,600 |

**6-Year Capital Improvement Plan
Transportation Projects**

| | | |
|---|-------------------------------|---|
| Project Number: 23 | 6-Yr TIP | X |
| Project Name: Steilacoom Blvd 87th to 83rd Sidewalks (87th to 83rd) | CTAC | X |
| | Council Ad Hoc | |
| Eden Account: 302.xxxx.21 | NMTP | X |
| | Pavement Preservation | |
| | Street & Sidewalk Improvement | |
| Project Description & Justification: | | |
| Curb, gutter, sidewalks, sharrow, street lighting, signal upgrades, overlay, and associated storm drainage | | |
| This project for right-of-way and construction only. Design being completed under separate project. | | |
| Propose to apply for PRSC Federal Grant in 2018 following successful PSRC grant for design and separate project for right-of-way. | | |
| Operational Impact: | | |
| Some additional LED street lights may be needed to upgrade street lighting. Additional O&M / energy costs. Assume 6 more lights at \$300 / year. Other improvements are replacement of existing infrastructure. | | |

| Funding Sources | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---|-------------|-------------|-------------|-------------|---------------------|-------------|---------------------|
| Motor Vehicle Fuel Tax (MVET) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Real Estate Excise Tax (REET) | - | - | - | - | - | - | - |
| Surface Water Mgmt Fund (SWM) | - | - | - | - | 97,000 | - | 97,000 |
| Grants - Secured | - | - | - | - | - | - | - |
| Grants - Anticipated | - | - | - | - | 1,800,000 | - | 1,800,000 |
| Private Utilities (Water/Sewer) | - | - | - | - | - | - | - |
| GO Bond Proceeds | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - General Fund | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - REET | - | - | - | - | - | - | - |
| Package 1 - Gen Govt - CDBG Fund | - | - | - | - | - | - | - |
| Package 1 - \$20 VLF | - | - | - | - | - | - | - |
| Package 2 - Property Tax Excess Bond Levy | - | - | - | - | - | - | - |
| Unfunded | - | - | - | - | 118,000 | - | 118,000 |
| Total Funding Sources | \$ - | \$ - | \$ - | \$ - | \$ 2,015,000 | \$ - | \$ 2,015,000 |

| Project Costs | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|----------------------------|-------------|-------------|-------------|-------------|---------------------|-------------|---------------------|
| Design | | | - | - | - | - | - |
| Right-of-Way | - | - | - | - | - | - | - |
| Construction | - | - | - | - | 2,015,000 | - | 2,015,000 |
| Total Project Costs | \$ - | \$ - | \$ - | \$ - | \$ 2,015,000 | \$ - | \$ 2,015,000 |

| Impact on Operating Funds | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | Total |
|---------------------------------|-------------|-------------|-------------|-------------|---------------|---------------|---------------|
| Revenue Increase/(Decrease) | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditure Increase/(Decrease) | - | - | - | - | 300 | 300 | 600 |
| Net M&O Impact | \$ - | \$ - | \$ - | \$ - | \$ 300 | \$ 300 | \$ 600 |



To: Mayor and City Councilmembers

From: Heidi Ann Wachter, City Attorney and Mary Dodsworth, Parks, Recreation & Community Services Director

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

Date: September 14, 2015

Subject: Review of Springbrook Park Property Acquisition Expansion

This is to brief the City Council on the status of property acquisition for a piece of property for the expansion of Springbrook Park and outline next steps. The property is at 4713 127th Street SW (tax parcel #0219123015) and the seller is Columbia Bank. To date, the City has entered into a Purchase & Sale Agreement and is in the feasibility period.

Meanwhile, the City has obtained a grant from the Pierce County Conservation Futures Fund. This fund was created to preserve open space in Pierce County. Based on specific criteria (threat of loss and financial distress) the City was eligible to receive funding from the opportunity account. This account is to help exceptional properties that are in a situation where current circumstances would preclude it from being considered in the next regular application and award cycle. The County does not do waivers of retroactivity like the state does for open space acquisition. We scored high enough in the main funding cycle to make us eligible for the opportunity fund. The County expects us to facilitate the property closing before the end of 2015.

The sale is on schedule to close by the end of the year. The environmental review is complete and termination of tenancies is a condition of the purchase and sale agreement. Other conditions are under negotiation.

Next steps are as follows:

- City Council must formally accept the grant and authorize the purchase, which is scheduled for the September 21, 2015 regular meeting. Both appraisals support the purchase price of \$300,000.00 which \$275,000 is from CF Funds and \$30,000 from City funds (SWM).
- Pierce County will review the purchase and sale agreement, the appraisal from Columbia Bank, and the City's appraisal review. The appraisal from Columbia Bank will be provided upon the expiration of the feasibility period.

- The property must be brought into the agreed upon condition (tenants have been relocated and any conditions related to the environmental review or otherwise agreed upon). Actual clean-up does not have to be complete for the sale to close, binding agreement as to clean-up is sufficient.
- County expectations – to be on the deed or conditions of purchase (per County Code 2.97.080)
 - ✓ Covenants and property restrictions, which run with the land, in perpetuity, to assure the preservation and use of the land for public use.
 - ✓ Submittal of a habitat restoration plan (city will prepare) and commitment to clean up area in the next 10 years.
 - ✓ Allow Pierce County Stream Team access to property for water quality testing.
 - ✓ Consideration of LID techniques for future development of the area.
- We will purchase the property and Pierce County will send the funding to escrow, no later than the end of the year.



To: Mayor and City Councilmembers

From: Heidi Ann Wachter, City Attorney and Mary Dodsworth, Parks, Recreation & Community Services Director

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

Date: September 14, 2015

Subject: Lakewood's Promise Program Update

Attachments: Lakewood's Promise Partner MOA
Lakewood's Promise Advisory Board Code Update

Attached is an advance copy of materials regarding program updates to Lakewood Promise to be considered at the September 21, 2015 Regular City Council Meeting. As you may recall, this matter was previously presented to Council at the June 8, 2015 Study Session. When it was brought back at the June 15, 2015 Regular meeting the Council postponed action to the September 21, 2015 Regular Meeting. Since that time Council has requested further consideration prior to taking action.

Included with these materials is the proposed agenda bill, proposed Ordinance amending the Code and the proposed Memorandum of Agreement which are on the agenda for the September 21, 2015 Regular Meeting. A brief review of what has been changed will be presented as part of the City Manager's report at the September 14, 2015 Study Session.

REQUEST FOR COUNCIL ACTION

| | | |
|----------------------------------|---|--|
| DATE ACTION IS REQUESTED: | TITLE: Lakewood Promise Program Update | TYPE OF ACTION: |
| September 21, 2015 | | <input checked="" type="checkbox"/> ORDINANCE NO.- |
| | ATTACHMENTS: | <input type="checkbox"/> RESOLUTION NO. |
| REVIEW: | Lakewood Promise MOA | <input type="checkbox"/> MOTION NO. |
| June 8, 2015 | Ordinance | <input type="checkbox"/> OTHER |

SUBMITTED BY: Heidi Ann Wachter, City Attorney and Mary Dodsworth, Parks, Recreation and Community Services Director

RECOMMENDATION: It is recommended that the City Council update the Lakewood Promise program with updated Municipal Code language and a Memorandum of Agreement. The objective is provide through the Code a legislative framework and authority that creates Lakewood’s Promise and ensure stakeholder commitment through a Memorandum of Agreement (MOA).

DISCUSSION: In 2012 the City modified the structure of the Lakewood’s Promise program. A three year interlocal agreement (ILA) was developed to provide oversight and support and to outline the responsibilities of the various partners to ensure that the five promises were available to Lakewood youth. At this time the City also created by ordinance an eleven person Lakewood’s Promise Advisory Board. The ILA expired in May, 2015 and the Advisory Board recommended updating the document and creating a MOA to be more inclusive and to define, encourage and allow local partners to collaborate and participate in the Lakewood Promise work program. The MOA outlines the purpose of Lakewood’s Promise and the responsibility of being a partner, which are to:

- Enhance awareness of, and interest in, Lakewood's Promise which may be in cooperation with any appropriate private, civic or public agency of the City, county, state or of the federal government;
- Provide agency resources (such as staffing, supplies, equipment, facilities, marketing, volunteers)to support Lakewood Promise programs and projects;
- Recommend ways and means of obtaining funds for the promotion of Lakewood's Promise programs and projects within the City;
- Represent the community and the City to address Lakewood's Promise related issues;
- Serve as a catalyst to encourage collaboration among Lakewood’s businesses, organizations and agencies;
- Serve as a clearing house for community youth programs and events.

A copy of the proposed MOA and proposed Ordinance amending the Code is attached.

ALTERNATIVE(S): City Council could choose to not sign the MOA or recommend additions/changes to the document.

FISCAL IMPACT: No fiscal impact on changes to the MOA.

| | |
|---|--------------------------------------|
| <p>Mary Dodsworth Prepared by</p> | <p>_____ City Manager Review</p> |
| <p>Mary Dodsworth Department Director</p> | |

~~LAKWOOD'S PROMISE ADVISORY BOARD~~
AND COMMUNITY PARTNERS PROGRAM AGREEMENT
MEMORANDUM OF AGREEMENT
~~BETWEEN THE CITY OF LAKEWOOD, PIERCE COLLEGE, CLOVER PARK SCHOOL~~
~~DISTRICT, AND CLOVER PARK TECHNICAL COLLEGE~~
2012

THIS AGREEMENT is entered into by and between the City of Lakewood, Washington, a code city duly organized and existing pursuant to laws of the State of Washington, hereinafter referred to as the "City"; and the following agencies (hereinafter referred to collectively as "Agencies": Pierce College, Clover Park School District, ~~and~~ Clover Park Technical College, Boys and Girls Club of South Puget Sound, YMCA of Pierce and Kitsap Counties, Saint Clare Hospital, Communities in Schools of Lakewood, Pierce County Library, JBLM and others within their respective authority as authorized by the Interlocal Cooperation Act, Chapter 39.34 RCW. All entities in this Agreement are referred to collectively as the "Parties."

WHEREAS, the City is a ~~five~~six-time winner of the prestigious 100 Best Communities Serving Young People award by America's Promise – The Alliance for Youth; and

WHEREAS, the Parties agree that all children, regardless of their circumstances of their birth, should have the opportunity to make the most of their full potential; and

WHEREAS, the challenges of today, especially those that confront our children, require a special commitment of us all, and

WHEREAS, the Lakewood's Promise program seeks to provide youth access to the "Five Promises" (~~addressed in "Exhibit A"~~) that support the fundamental resources that young people need for success in life; and

WHEREAS, the Parties agree that working collaboratively as defined in this Agreement will continue to promote Lakewood youth access to the Five Promises; ~~and~~therefore,

~~WHEREAS, the City desires to have the Agencies perform such services pursuant to certain terms and conditions, now, therefore;~~

~~IN~~ CONSIDERATION OF the mutual benefits and conditions hereinafter contained, the Parties hereto agree as follows:

1. Purpose. The purpose of this Agreement is to create ~~an~~ three-year interagency agreement to formalize our collective intent to support the efforts of Lakewood's Promise pursuant to this Agreement. The mission of Lakewood's Promise (LP) is to provide the opportunity for the youth of Lakewood to have access to the "Five Promises" through the coordinated efforts of community service providers. The Five Promises are to provide:

- Marketable skills through effective education

- Ongoing relationships with caring adults
- Safe places with structured activities during non-school hours
- Healthy start and future
- Opportunities to give back through community service

~~Examples of how LP Lakewood's Promise may chose to support the Five Promises, provided for illustrative purposes only, are attached hereto as Exhibit A and incorporated herein by this reference.~~

2. Responsibilities: Each Party's responsibilities under this Agreement shall be as follows:

- Enhance awareness of, and interest in, Lakewood's Promise which may be in cooperation with any appropriate private, civic or public agency of the City, county, state or of the federal government, and
- Provide agency resources (staffing, supplies, equipment, facilities, marketing, volunteers, etc) to support Lakewood Promise programs and projects, and
- Recommend ways and means of obtaining private, local, county, state or federal funds for the promotion of Lakewood's Promise programs and projects within the City, and
- Represent the community and the City to address Lakewood's Promise related issues.
- Serve as a catalyst to encourage collaboration among Lakewood's businesses, organizations and agencies and
- Serve as a clearing house for community youth programs and events.

~~LP seeks to serve as a catalyst to encourage collaboration among Lakewood's businesses, organizations and agencies and to serve as a clearing house for community youth programs and events.~~

3. Program Coordinator. The Parties agree that the position of Program Coordinator shall be established. ~~The Program Coordinator shall be an employee of Pierce College.~~ This position shall be funded in accordance with the Parties' Responsibilities and annual agency appropriations as needed, set forth herein. -The LP Coordinator will work directly with Parties City staff for guidance and support and develop an annual work program and performance measurements. - The LP Coordinator will manage day-to-day activities of LP and support the City's LP Board.

2.

~~3.~~ 4. Organizational Structure and Administration. The Lakewood's Promise organizational structure and administration shall be as specified in LMC Chapter 2.38, Lakewood's Promise Advisory Board. Advisory Board.

~~Established. A LP Advisory Board with up to 11 members is established by City Code and will provide oversight and feedback to the City Council on the efforts of the LP Community Partnership. The LP Board will operate as a City of Lakewood Advisory board, and be restructured for consistency with other City boards and commissions. The City Council will recruit and approve appoint Board members based on agency affiliation and LP work program and community need. Lakewood residency will be preferred for members but not required. Four (4) members representing the original partner agencies—Clover Park School District, Pierce College, Clover Park Technical College, and City of Lakewood shall be on the Lakewood's~~

~~Promise Advisory Board. One (1) member shall be a representative of the Youth Council. The Board may also include representatives from the partner agencies including, along with St Clare hospital, YMCA, Boys and Girls Club, Pierce County Library, the business community, faith community, military, youth service providers or other individuals that support the Five Promises.~~

~~A. Responsibilities. The LP Board shall be responsible for advising the council regarding the undertaking that is Lakewood's Promise.~~

~~4. Responsibilities. Each Party's responsibilities under this Agreement shall be as follows:~~

~~A. City of Lakewood: fund a portion of the Program Coordinator's salary (up to \$26,000 in 2012 (which is approximately .5 FTE costs for services provided pursuant to this Agreement), be the fiscal agent for donations and funding, provide technology and marketing support, provide guidance and support to the Program Coordinator and provide input on the Program Coordinators performance review, and provide support staff to implement LP's mission, programs and services.~~

~~B. Pierce College: fund balance of Program Coordinator's costs including employee benefits, provide access to Computer Clubhouse equipment, programs and technology for LP's efforts, supervise the Program Coordinator and provide input on performance review, provide support staff as needed for reporting Outcome Based Education and other grant/donation related requirements and/or to implement LP's mission, programs and services.~~

~~C. Clover Park School District: provide office and program space as needed, provide marketing support, provide access to staff, schools and programs as needed to implement LP's mission, program and services.~~

~~D. Clover Park Technical College: provide access to technology and support use of equipment and space for LP's efforts, access to Americorp, service learning programs, student mentors and staff to support LP's mission, programs and services.~~

5. Compliance with all Laws. In performing such responsibilities, the Parties shall at all times comply with all Federal, State, and local statutes, ordinances and rules applicable to the performance of such services and the handling of any funds used in connection therewith. An Agency that is a Party to this Agreement shall request, in writing, prior approval from the other Parties should that Agency desire to amend its responsibilities under this agreement. The amended responsibilities must be approved in writing by all Parties.

6. Identified Community Support. In order to recognize the participation and involvement of the parties in the support of this Agreement, and to ensure that those people who benefit from the activities and services of the Agencies are aware of the parties' involvement, when possible, include the words "~~funded in part by the City of Lakewood, Clover Park School District, Clover Park Technical College and Pierce College~~ Lakewood Promise agencies" ~~or include the names or logos of involved LP agency~~ —" on flyers, pamphlets, brochures, advertisements, annual reports or other printed information prepared by or used in advertising or promoting the activities and services of the parties.

~~7. Compensation and Methods of Payment for Program Coordinator. The City shall pay Pierce College for services rendered as set forth in "Exhibit A." The total amount to be paid shall not exceed \$26,000.00 annually. Compensation shall be paid by the City following receipt of an invoice(s). All invoices for work ending each calendar year must be submitted by January 15 of the following year.~~

78. Duration of Agreement. This Agreement shall be in full force and effect ~~for a period of three (3) years~~ commencing on the date of the last signature required to fully execute the Agreement (if the Agreement is signed on different dates); unless sooner terminated pursuant to this Agreement. The Lakewood Promise Advisory Board will review and make recommendations for updates if needed every two years in accordance with the City's biennial budget process.

89. Independent Contractor. The parties agree that the Agencies are independent Contractors with respect to the services provided pursuant to this Agreement. Nothing in this Agreement shall be considered to create the relationship of employer and employee between the Parties. Neither the Agencies nor any employees of the Agencies shall be entitled to any benefits accorded City employees by virtue of the services provided under this Agreement. The City shall not be responsible for withholding or otherwise deducting federal income tax or social security payments or contributing to the State Industrial Insurance Program, or otherwise assuming the duties of an employer with respect to the Agencies, or any other employee of the Agencies.

9.10. Indemnification and Defense. The parties to this agreement shall defend, indemnify and hold the parties, its officers, officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors or omissions of the Agencies, their agents, servants, officers, employees, or volunteers, in performance of this Agreement, except for injuries and damages caused by the sole negligence of the party. In the event that a party shall elect to defend itself against any claim or suit arising from such injury, death or damage, the parties shall, in addition to indemnifying and holding the parties harmless from any liability, indemnify the party for any and all expense incurred by the party in defending such claim or suit, including attorney's fees. Should a court of competent jurisdiction determine that this Agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the Agencies and the City, its officers, officials, employees, and volunteers, the Agencies' liability hereunder shall be only to the extent of the Agencies' negligence. It is further specifically and expressly understood that the indemnification provided herein constitutes the Agencies' waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties. The provisions of this section shall survive the expiration or termination of this Agreement.

~~11. Insurance.~~

~~A. The Agency shall procure and maintain in full force throughout the duration of the Contract commercial comprehensive general liability insurance with a minimum coverage of \$1,000,000.00 per occurrence combined single limit and \$2,000,000.00 in the aggregate for personal injury and property damage and non-owned automobile. The said policy shall name the City as an additional named insured on the insurance policies, and A COPY OF THE ENDORSEMENT NAMING THE CITY AS AN ADDITIONAL INSURED SHALL BE ATTACHED TO THE CERTIFICATE OF INSURANCE.~~

~~B. In addition to the insurance provided for in Paragraph A above, the Agency shall maintain or insure that its professional employees or contractors maintain professional liability~~

~~insurance in the event that services delivered pursuant to this Contract, either directly or indirectly, involve providing professional services. Such professional liability insurance shall be maintained in an amount not less than \$500,000.00 combined single limit per claim and in the aggregate. For the purposes of this paragraph "professional service" shall mean services provided by a physician, licensed psychologist, or other licensed professional.~~

~~C. Certificates of coverage as required by Paragraph A and B above shall be delivered to the City within fifteen (15) days of execution of this contract. Further, it is the responsibility of the Agency to ensure a valid certificate of insurance is in effect at all times throughout the course of this contract. Requests for reimbursement under this contract may be withheld until such time as a valid certificate of insurance is provided to the City.~~

~~11. 12. Interlocal Cooperation Act Provisions. No special budget or funds are anticipated nor shall any be created. It is not intended that a separate legal entity be established to conduct this cooperative undertaking; nor is there any acquisition, holding or disposal of real or personal property other than as specifically provided within the terms of this Agreement.~~

~~123. Record Keeping and Reporting.~~

~~A. The Agencies shall maintain their own accounts and records, including personnel, property, financial and programmatic records which sufficiently and properly reflect all direct and indirect costs of any nature expended and the services performed in the performance of this Agreement, and other such records as may be deemed necessary to the City to ensure proper accounting for all funds contributed by the City for the performance of this Agreement and compliance with this Agreement. The Agencies shall notify the City within ten (10) days of any change in program personnel.~~

~~B. These records shall be maintained for a period of seven (7) years after termination hereof or for the time period set forth in accordance with all applicable Washington State records retention laws, whichever is longer. If permission to destroy records is granted by the office of the archivist in accordance with Chapter 40.14 RCW, records that do not legally require retention may be destroyed prior to the seven (7) year time period.~~

~~C. The program staff shall provide monthly activity reports to the City containing program goals and outputs.~~

~~134. Audits and Inspections. The records and documents for each Agency with respect to all matters covered by this Agreement shall be subject at all times to inspection, review or audit during the performance of this Agreement.~~

~~145. Termination. All parties may suspend or terminate this Agreement in whole or in part for convenience, upon thirty (30) days written notice to the parties. If funding is eliminated or limited for any reason, the parties shall have the right to terminate this Agreement immediately. In addition, this Agreement may be terminated by the parties if a party no longer provides services identified in Exhibit A.~~

~~156. Discrimination Prohibited. The Agencies shall not discriminate against any employee, applicant for employment, or any person seeking the services of the Agencies to be provided under this Agreement on the basis of race, color, religion, creed, sex, age, national origin, marital status or presence of any sensory, mental or physical handicap.~~

167. Assignment and Subagreement. The Agencies shall not assign or enter into subagreements for any portion of the services contained or contemplated by this Agreement without prior written consent of the parties.

178. Entire Agreement. This Agreement contains the entire agreement between the Parties hereto and no other agreements, oral or otherwise, regarding the subject matter of this Agreement shall be deemed to exist or bind any of the Parties hereto. The Parties may request changes in the Agreement. Proposed changes which are mutually agreed upon shall be incorporated by written amendments to this Agreement.

189. Notices. Notices required by terms of this Agreement shall be sent to the other Parties in writing.

1920. Applicable Law, Venue, Attorney's Fees. This Agreement shall be governed by and construed in accordance with the laws of the State of Washington. In the event any suit, arbitration, or other proceeding is instituted to enforce any term of this Agreement, the Parties specifically understand and agree that venue shall be properly laid in Pierce County, Washington. The prevailing Party in any such action shall be entitled to its attorney's fees and costs of suit.

IN WITNESS WHEREOF THE PARTIES HERETO EXECUTED THIS AGREEMENT ARE REPRESENTATIVES OF THE PARTNER AGENICS AS OF THE DATE AND YEAR FIRST ABOVE WRITTEN.

CITY OF LAKEWOOD

PIERCE COLLEGE

(date)
Andrew E. Neiditz
John J Caulfield
City Manager

(date)
Dr. Michele Johnson, Chancellor

YMCA of PIERCE AND KITSAP
COUNTIES

CLOVER PARK TECHNICAL COLLEGE

(date)
Clayton DeNault, Executive Director

(date)
John Walstrum
Dr. Lonnie Howard, President

SAINT CLARE HOSPITAL

CLOVER PARK SCHOOL DISTRICT

(date)
Kathy Bressler, President

(date)
Debbie LeBeau, Superintendent

COMMUNITIES IN SCHOOLS OF
LAKEWOOD

BOYS AND GIRLS CLUB OF SOUTH
PUGET SOUND

(date)

Dave O’Keeffe, Executive Director

(date)

Elvin Bucu, Executive Director

PIERCE COUNTY LIBRARY

ANOTHER GREAT AGENCY

(date)

(date)

Attest:

Approved as to Form:

(date)

(date)

Alice M. Bush, MMC, City Clerk

Heidi Ann Wachter, City Attorney

Attest:

(date)

Alice M. Bush, MMC, City Clerk

CLOVER PARK SCHOOL DISTRICT

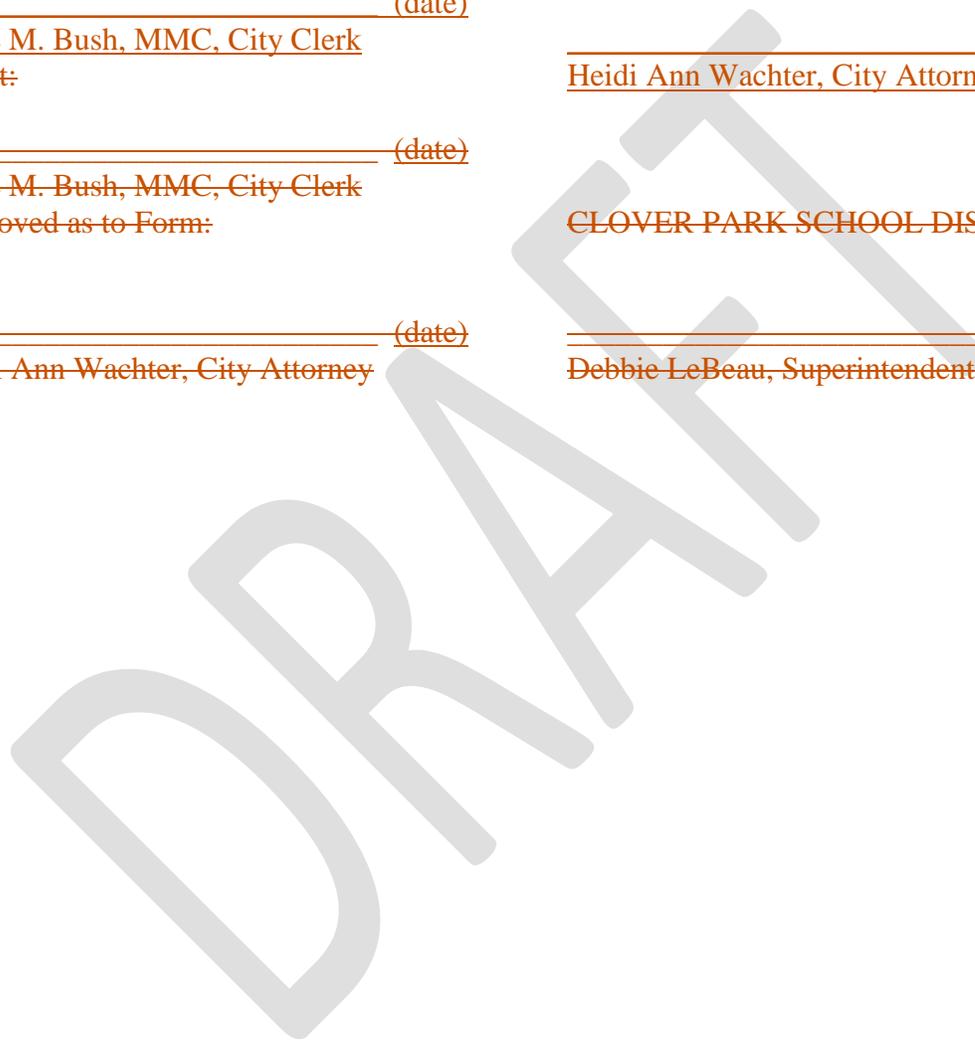
Approved as to Form:

(date)

(date)

Heidi Ann Wachter, City Attorney

Debbie LeBeau, Superintendent



ORDINANCE NO.

AN ORDINANCE of the City Council of the City of Lakewood, Washington amending Chapter 2.38 of the Lakewood Municipal Code relative to the Lakewood's Promise Advisory Board.

WHEREAS, the City of Lakewood has an established Lakewood's Promise Advisory Board; and,

WHEREAS, since incorporation the City of Lakewood, Washington, the City has advocated youth involvement wherever possible; and,

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

Section 1. Section 2.38.020 entitled "Membership" of the Lakewood Municipal Code is hereby amended, as follows:

There shall be up to eleven (11) members of the Lakewood's Promise Advisory Board who shall be appointed by the Mayor and confirmed by the City Council, and who shall serve at the pleasure of the City Council. The members shall be residents of the City, or by the nature of their work with youth, determined an asset to the Board. Four (4) members ~~representing the partner agencies~~ of the Board shall be comprised of representatives of the Clover Park School District, Pierce College, Clover Park Technical College, and City of Lakewood. Official representatives may shall be on the Lakewood's Promise Advisory Board, one of whom may assign a delegate or proxy to attend meetings and act on their behalf. One (1) Board member shall be a representative from the Youth Council. The remaining six (6) positions may be filled as deemed appropriate and necessary to the work of the Board.

Section 2. Section 2.38.040 entitled "Terms and Vacancies" of the Lakewood Municipal Code is hereby amended, as follows:

Subject to the provisions of 2.38.020 of this Ordinance and the pleasure of the City Council, members of the Lakewood's Promise Advisory Board, ~~with the exception of partner agencies,~~ shall serve for a term of three (3) years or until appointment of a successor member, whichever is later, unless otherwise replaced, except that the representatives of the Clover Park School District, Pierce College, Clover Park Technical College, and City of Lakewood shall not be subject to term limits and that the Youth Council member shall serve a term of one (1) year. ~~It is provided, however, that for the initial appointment, three (3) members shall be initially appointed for three (3) year terms, or until appointment of a successor member, whichever is later, unless~~

~~otherwise replaced; three (3) members shall be initially appointed for two (2) year terms, or until appointment of a successor member, whichever is later, unless otherwise replaced.~~ In case of any vacancies on the commission, vacancies shall be filled consistent with the procedures set forth in 2.38.020 of this Ordinance, for the unexpired terms for which such vacancies are filled.

Section 3. Section 2.38.050 entitled “Officers-Meetings” of the Lakewood Municipal Code is hereby amended, as follows:

- A. At its first meeting of each year, the Lakewood's Promise Advisory Board members shall elect a chairperson and a vice chairperson from among the members of the Lakewood's Promise Advisory Board. The Lakewood's Promise Advisory Board shall meet as needed to perform the duties of the Lakewood's Promise Advisory Board and to fulfill the role of being an advisory body to the City Council.
- B. It shall be the duty of the chairperson to preside over all meetings of the Lakewood's Promise Advisory Board. The vice chairperson shall preside at all meetings where the chairperson is absent. Minutes shall be kept and meeting agendas prepared in coordination between members of the Board and staff members. A majority of the members of the Board shall constitute a quorum for the transaction of business, and a majority vote of those present shall be necessary to carry any recommended action.
- C. ~~The City Manager or designee shall provide staff support for the Lakewood's Promise Advisory Board and shall constitute a non-voting ex-officio member of the Lakewood's Promise Advisory Board.~~

Section 4. Section 2.38.060 entitled “Role of the Advisory Board” of the Lakewood Municipal Code is hereby amended, as follows:

The Lakewood's Promise Advisory Board is created to assist the City Council in the following areas:

- A. The Lakewood's Promise Advisory Board shall advise the Mayor, the City Council and city staff regarding the availability and delivery of the five promises within the City.
- B. The Lakewood's Promise Advisory Board shall look for ways to develop ongoing relationships among Lakewood citizens and businesses to better deliver Promise activities to youth. To do this, the Lakewood’s Promise Advisory Board will recommend individuals to serve on task forces pertaining to each of the Five Promises.
- C. The Lakewood's Promise Advisory Board shall advise the City Council in connection with Lakewood's Promise issues as may be referred to the Lakewood's Promise Advisory Board by the City Council which may include, but is not limited to, the following:

1. Facilitate cooperation and coordination with ~~City staff~~the City, citizens' groups and other entities, agencies and organizations on Lakewood's Promise issues;
2. Recommend to the City Council strategies to enhance awareness of, and interest in, Lakewood's Promise which may be in cooperation with any appropriate private, civic or public agency of the City, county, state or of the federal government;
3. Recommend ways and means of obtaining private, local, county, state or federal funds for the promotion of Lakewood's Promise programs and projects within the City, and
4. Represent the community and the City of Lakewood as requested by the City Council to address Lakewood's Promise related issues.

Section 5. Severability. If any portion of this Ordinance or its application to any person or circumstance is held invalid, the remainder of the Ordinance or the application of the provision to other persons or circumstances shall not be affected.

Section 6. Effective Date. That this Ordinance shall be in full force and effect five (5) days after publication of the Ordinance Summary.

ADOPTED by the City Council this _____ day of September, 2015.

CITY OF LAKEWOOD

Don Anderson, Mayor

Attest:

Alice M. Bush, MMC, City Clerk

Approved as to Form:

Heidi Ann Wachter, City Attorney