



LAKWOOD CITY COUNCIL STUDY SESSION AGENDA

Monday, February 8, 2016

7:00 P.M.

City of Lakewood

City Council Chambers

6000 Main Street SW

Lakewood, WA 98499

Page No.

CALL TO ORDER

ITEMS FOR DISCUSSION:

1. Lakeview Light and Power presentation. – *Mr. Ray Grinberg, General Manager*
- (3) 2. Review of citizens' advisory boards, committees and commission work plans. – (Work Plans)
- (15) 3. Capital Needs update. – (Memorandum)
- (40) 4. Rental housing inspection program progress update. – (Memorandum)
- (46) 5. Information Technology Plan update. – (Memorandum)

REPORTS BY THE CITY MANAGER

City's 20th Anniversary update.

ITEMS TENTATIVELY SCHEDULED FOR THE FEBRUARY 16, 2016 REGULAR CITY COUNCIL MEETING:

1. Proclamation declaring the week of March 14 – 18, 2016 as Classified School Employees Week. – *Ms. Irene Oda, President, Educational Support Personnel of Clover Park*
2. Proclamation declaring February 28, 2016 as City of Lakewood Day in celebration of the City's 20th anniversary.

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

<http://www.cityoflakewood.us>

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

3. Partners for Parks Waughop Lake Trail project presentation. – *Ms. Sally Saunders*
4. Business showcase. – *Greer Steel, Mr. Dave Kapla, General Manager*
5. Approving the citizens' advisory boards, committees and commissions 2016 work plans. – (Motion – Regular Agenda)
6. Authorizing the execution of an amendment to the interlocal agreement with Pierce County relative to the 2016 surface water management billings. – (Motion – Regular Agenda)

COUNCIL COMMENTS

ADJOURNMENT

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

**Arts Commission
2016 Work Program and Meeting Schedule – DRAFT**

Members:

Susan Coulter, Chair
John Munn, Vice-Chair
Tony Lamb
Peggy Leach
Retha Hayward
Kathy Flores

Phillip Raschke
Kurtiss Erickson
Robert Lawrence
Barbara Vest
Jean Witte
Constance Perra

City Council Liaison: Councilmember Marie Barth
City Staff: Recreation Coordinator Dennis Higashiyama

Meeting Date	TOPICS
January 4, 2016	Recruitment, City Hall Art Exhibit, Public Art – Gravelly Lake & Washington, MayFest, Budget
February 1, 2016	Recruitment, City Hall Art Exhibit, Public Art – Gravelly Lake & Washington, MayFest, ArtsFest, SummerFEST AC Stage, Pierce County Reads
March 7, 2016	Recruitment, Public Art – Gravelly Lake & Washington, MayFest, ArtsFest, SummerFEST AC Stage
April 4, 2016	Recruitment, City Hall Art Exhibit, Public Art – Gravelly Lake & Washington RFP distributed, MayFest, ArtsFest, SummerFEST AC Stage
May 2, 2016	Recruitment, Public Art – Gravelly Lake & Washington RFP due, MayFest, SummerFEST AC Stage, Asian Film Festival
June 6, 2016	Recruitment, Public Art – Gravelly Lake & Washington artist selected, SummerFEST AC Stage, Lakewood Reads
July and Aug, 2016	Optional meetings: Asian Film Festival
September 12, 2016	Recruitment, Public Art – Gravelly Lake & Washington
October 3, 2016	Recruitment, City Hall Art Exhibit
November 7, 2016	Recruitment, Public Art – Nomination of Officers
December 5, 2016	Recruitment, Public Art – Budget, New Officers vote

All meetings begin at 4:30 p.m. and are held in 3A of Lakewood City Hall (unless otherwise noted)

Special Events and Dates to Remember		
<u>Event</u>	<u>Date</u>	<u>Location</u>
City Hall Art	Jan	City Hall
City Hall Art	April	City Hall
ArtsFest	late April	Pierce College
Pierce County Reads	late April	Pierce County Library
MayFest	Early May	Lakewood Gardens
RFP Proposals due	May 6	City Hall
RFP Artist notified	June 10	City Hall
City Hall Art	July	City Hall
SummerFEST /AC Stage	July 9	Ft. Steilacoom Park
Lakewood Reads	September	Pierce County Library
City Hall Art	October	City Hall

**Community Services Advisory Board
2016 Work Program and Meeting Schedule - Draft**

CSAB Members:

Edith Owen-Wallace, Chair
Sharon Taylor, Vice-chair
Mumbi Ngari-Turner
Ric Torgerson

Paul Calta
Kathleen Lund
Laurie Maus
Claudia Penney, Youth Council

City Council Liaison: Marie Barth

City Staff: Karmel Shields, Human Services Coordinator
Jeff Gumm, Program Coordinator

Meeting Schedule

January 20, 2016	CDBG: Technical review of applications HS: 2016 Contract Update & 2015 Annual Report CSAB: Review 2016 Annual Work plan
February 17, 2016	CDBG: Review and approval of Draft FY 2016 Annual Action Plan recommended projects HS: Review 2015 HS Annual Report CSAB: Needs Analysis Updates – Food & Stabilization Services
March 14, 2016 – Council Chambers Study Session - 7:00 p.m.	CDBG: Council review Draft FY 2016 Annual Action Plan & CSAB 2016 Work Plan HS: Briefing on 2015 Annual Report
March 16, 2016	HS: Draft 2017/18 Funding Priorities & Request for Proposal (RFP) timeline CSAB: Needs Analysis Updates – Healthy Relationships
April 20, 2016	CDBG: Submittal of FY 2016 Annual Action Plan to HUD May 13, 2016 HS: Finalize funding priorities & RFP timeline CSAB: Needs Analysis Updates – Access to Health & Housing Assistance
May 18, 2016	HS: Develop funding criteria, scoring parameters and RFP application
May 23, 2016 – (TBD) Council Chambers Study Session - 7:00 p.m.	HS: Review HS funding priorities & 2017-18 application process
June 15, 2016	HS: Review draft HS funding application
June 30, 2016	RFP Released & Bidder's workshop July 13
Monday, August 15, 2016	2017/18 HS Funding Application Deadline
August 17, 2016	HS: CSAB members receive applications & score sheets. Prepare for applicant presentations
September 14, 2016	CDBG: Review of FY 2015 CAPER, FY 2016 CDBG/HOME Work Plan, and FY 2016 CDBG/HOME policies and procedures HS: 2017/18 HS funding deliberations
September 21, 2016	CDBG: Adoption of FY 2015 CAPER HS: 2017-18 HS funding deliberations continue
September 26, 2016 - Council Chambers Study Session - 7:00 p.m.	Joint meeting with Council to review of FY 2017 Work Plan & Update on HS funding review process
Thursday, October 6, 2015 - Council Chambers - 6:00 p.m.	CDBG: Public Hearing on housing, human services and community development needs HS: HS funding deliberations continue
October 12, 2016	CDBG: Adopt FY 2016 CDBG & HOME policies,

	funding strategies, and Work Plan. HS: HS funding deliberations continue
October 19, 2016	HS: Finalize 2017/18 Funding Recommendations
November 16, 2016	HS: Prepare for Council Study Session on 2017/18 Human Services Funding Recommendations
November 14, 2016 - Council Chambers Study Session - 7:00 p.m.	Present 2017/18 Human Services Funding Recommendations to Council

All meetings begin at 5:30 p.m. in Conference Room 3A, unless otherwise indicated

**Lakewood's Promise Advisory Board
2015 Work Program and Meeting Schedule - Draft**

Members:

Clayton DeNault, Chair
Ellie Wilson, Vice-Chair
Judi Weldy
Echo Curry
Marcos Vieyra

Debbie LeBeau
Dr. Michele Johnson
Dr. Lonnie Howard
Mary Dodsworth
Deborah Gist

City Council Liaison: Councilmember Mary Moss

City Staff: Parks, Recreation and Community Services Director Mary Dodsworth

Meeting Date	TOPICS
January 14	Newsletter Format
February 11	Open Doors Program Media Interns
March 10	Presentation - School-Based Family Nights
March 21	MOA Signing – 6:30 before Council Meeting.
April 14	Presentation - CHOICE Update – Springbrook Neighborhood
May 12	MakerFEST Update Presentation – The Tillicum Neighborhood
June 9	Summer Activities – Recreation and Summer Learning Presentation – The Lake City Neighborhood
July	No Meeting
August	No Meeting
September 8	Summer Debrief What's New in Lakewood for the Fall
October 13	Prepare for joint meeting with Council
October 24 7:00 p.m.	Joint Meeting with Council – note meeting date and time
November 10	Presentation TBD Council Debrief
December 8	Presentation TBD LPAB Plan for 2016

All meetings begin at 7:30 a.m. in room 1E unless otherwise noted

**Parks and Recreation Advisory Board
2016 Work Program and Meeting Schedule – Draft**

Members:

Jason Gerwen, Chair
Vito Iacobazzi, Vice Chair
Sylvia Allen
J. Alan Billingsley
Susan Dellinger

Anessa McClendon
Heinz Haskins
Damita Gomez, Youth Council

City Council Liaison: Mayor Don Anderson

City Staff: Parks, Recreation and Community Services Director Mary Dodsworth

Meeting Date	TOPICS
January 26, 2016	Elect Chair / Vice Chair Work Program Review Capital Project Update Prairie Restoration Update
February 25, 2016 Note date change – this is a Thursday meeting	Cost Recovery and Fee Analysis Plan Advertising/Sponsorship Policy Development Special Event Presentation
March 22, 2016	Parks Appreciation Day Proclamation (4/18) and Assignments (4/23) Gathering Place Business Plan Review Prepare for Joint meeting with Council next month
April 25, 2016 Note this is a Monday!	Parks Appreciation Day review FSP Property Transfer Update Prepare for Joint meeting with Council
April 25, 2016 – 7:00 pm in Council Chambers	Joint meeting with Council
May 24, 2016	Chambers Creek Property Update Motor Ave Update Communication – how do we tell our story!
June 28, 2016	Waughop Lake Management Plan Update Legacy Plan Review
July 26, 2016	Tobacco Free Park Areas Education Program Report Legacy Plan Review
Aug, 2016	No meeting this month
September 27, 2016 meet at the Sr Center	Senior Activity Center Tour Budget Update
October 25, 2016	Non-Motorized Transportation Update Farmers Market Recap and Future Planning
November 24, 2015	Capital Project Updates

All meetings begin at 5:30 p.m. and are held in 1E of Lakewood City Hall (unless otherwise noted)

Special Events and Dates to Remember

<u>Event</u>	<u>Date</u>	<u>Time</u>	<u>Location</u>
Lakewood 20 th Anniversary	Feb 23	5:30 – 8:00 p.m.	City Hall
Father/Daughter Dance	March 12	6:00-8:00pm	Lakes High School
Parks Appreciation Day	April 23	9:00-Noon	various parks
Fishing Event	May 21	9:00 – Noon	American Lake Park
Farmers Market	June 7-Sept 13	10 a.m. – 3 p.m.	City Hall Plaza
Senior Center Open House	TBD	10:00 am – 1:00 pm	Senior Activity Center
SummerFEST / Triathlon	July 9	hours vary	Ft. Steilacoom Park
Truck & Tractor Day	October 15	Noon – 3 p.m.	Fort Steilacoom Park
Make a Difference Day	October 22	8:00 – Noon	City Hall and various sites
Christmas Tree Lighting	December 2	6-8 p.m.	Lakewood City Hall
Jingle Bell Rock 5K	December 10	9:00 a.m.	Lakewood City Hall

**Youth Council
2016 Work Program and Meeting Schedule - Draft**

Members

Tiana Arzuaga
Cassidy Barnes
Jack Bowen II
Cassandra Daniels
Damita Gomez
Peyton Gomez
Claudia Penney
William Joy
Sina Pritchard

Ayana Rice
Carolina Robles
Justine Sullivan
Margaret Thompson
Nicole VanGuilder
Juan Ventura
Marcos Vieyra
Clare Whalen
Celena Wilson

City Council Liaison: Councilmember Mike Brandstetter

City Staff: Recreation Coordinator Dennis Higashiyama

Meeting Date	TOPICS
January 4, 2016	Youth Action Day – Olympia, MLK Celebration, Lions Club Crab Feed, Youth Empowerment Program (YEP), AWC Scholarship
January 19, 2016 (Tue)	Report to Council, Youth Action Day-Olympia, Lions Club Crab Feed, YEP, AWC Scholarship
February 1, 2016	YEP, AWC Scholarship
February 16, 2016 (Tue)	Report to Council, Daddy/Daughter Dance, YEP, AWC Scholarship
March 7, 2016	Recruitment, YEP, AWC Scholarship
March 21, 2016	Report to Council, Fairy Garden Tea Party, YEP
April 4, 2016	YEP, Regional Teen Service Project
April 18, 2016	Report to Council, YEP
May 2, 2016	Interviews
May 16, 2016	Report to Council
June 6, 2016	Year-end report to Council, Relay for Life
June 20, 2016	Introduction to Youth Empowerment Program
August	Youth Council Retreat
September 6, 2016 (Tue)	Report to Council, Make a Difference Day
September 19, 2016	Make a Difference Day, YEP, Council takeover
October 3, 2016	Make a Difference Day, Truck & Tractor Day, YEP, Council takeover
October 17, 2016	Report to Council, Make a Difference Day, YEP, Council takeover
November 7, 2016	WRPA Teen Leadership Summit, Stuff the Bus, YEP
November 21, 2016	Report to Council, Christmas Tree Lighting, Holiday Fair, YEP

December 5, 2016	Budget, YEP
December 19, 2016	Report to Council, YEP

All meetings begin at 6:00 p.m. and are held in 3A of Lakewood City Hall on the first Monday of the month (unless otherwise noted)

Meetings held on the third Monday of the month begin at 6:00 p.m. and are held in room #18 at the CPSD Student Services Center (unless otherwise noted)

Special Events and Dates to Remember		
<u>Event</u>	<u>Date</u>	<u>Location</u>
Youth Action Day	Jan	Olympia
Lions Club Crab Feed	Late Jan	McGavick Center
Daddy/Daughter Dance	March	Lakes High School
Fairy Garden Tea Party	April	Senior Activity Center
Regional Teen Svc. Project	April	TBD
YC Recruitment opens	March 1	
YC Recruitment closes	May 1	
YC Interviews	Mid-May	City Hall
YC Recognition	June1	City Hall
Relay for Life	June	Harry Lang Stadium
Youth Council Retreat	August	TBD
Truck & Tractor Day	October	Fort Steilacoom Park
Make a Difference Day	October 24	City Hall and various sites
Teen Leadership Summit	November	TBD
Stuff the Bus	November	Clover Park High School
Christmas Tree Lighting	December 4	Lakewood City Hall
Jingle Bell Rock 5K	December 5	Lakewood City Hall

Public Safety Advisory Board 2016 Work Program and Meeting Schedule - Draft

Members:

Alan Hart, Chair

Bryan Thomas, Vice-Chair

Charles Ames

John Fuller

James Hairston

Joseph Boyle

Michael Lacadie

Ken Witkoe

Bob Saul

City Council Liaison: Councilmember Marie Barth

City Staff: Police Chief Mike Zaro

Meeting Date	TOPICS
January 6, 2016	Abandoned Homes 2016 Work Plan Completion
February 3, 2016	Abandoned Homes Review of joint UP/Lakewood PSAC Meeting Review of Abandoned Homes Recommendation Review of LMC Code amendment addressing DV crimes in front of children and misdemeanor DV strangulation.
March 2, 2016	Homelessness /Mental Health Issues/Pertaining to Public Safety Cities Emergency Response Plan Revisit Shopping Cart Ordinance/Letter effectiveness
April 6, 2016	Cities Emergency Response Plan (Cont.) Review Use Of Force Statistics Re-visit Hiring (Diversity)
May 4, 2016	Diversity Hiring (Cont.) Summer Fest
June 1, 2016	Summer Fest Review of Work Plan Work Plan Presentation on June 27 th , 2016
July 6, 2016	SummerFest
August 3, 2016	National Night Out (No PSAC Meeting This Month.)
September 7, 2016	Voting of New PSAC Officers Ponders Park Safety
October 5, 2016	Start Year End Review
November 2, 2016	Revisit/Review Action plan for 2017 Year End Review (cont'd.)
December 7, 2016	Review of Group Home Safety Issue

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

Special Events and Dates to Remember			
<u>Event</u>	<u>Date</u>	<u>Time</u>	<u>Location</u>
Summer FEST	July 9	hours vary	Ft. Steilacoom Park
National Night Out	August 2	hours vary	Our neighborhoods

**Planning Commission
2016 Work Program and Meeting Schedule - Draft**

Members:

Don Daniels, Chair
Robert Estrada, Vice-Chair
Connie Coleman-Lacadie
James Guerrero

Robert Pourpasand
John Paul Wagemann
Christopher Webber

City Council Liaison: Councilmember Paul Bocchi

City Staff: Assistant City Manager for Development Services Dave Bugher
Planning Manager Frank Fiori

2016 Work Plan:

- Motor Avenue design project
- Satellite parking recommendation(s) to the City Council
- Revised Title 18A regulations (organization and structure, sign code, telecommunications, & low impact development regulations)
- 2016 comprehensive plan amendments
- JLUS implementation
- Subarea planning
- Annual housing report

2016 Planning Commission Meeting & Work Schedule	
January	Motor Avenue
February	Motor Avenue
March	Motor Avenue Satellite parking Title 18A
April	Motor Avenue Title 18A
May	Title 18A
June	Title 18A
July	Title 18A 2016 comprehensive plan amendments
August	2016 comprehensive plan amendments
September	2016 comprehensive plan amendments
October	JLUS implementation Initial discussions on subarea planning
November	JLUS implementation Initial discussions on subarea planning
December	Annual housing report

Meeting Schedule:

First & third Wednesdays of every month at 6:30 PM, City Council Chambers

Landmarks and Heritage Advisory Board 2016 Work Plan and Meeting Schedule - Draft

Members:

Stephanie Walsh, Chair
Bill Harrison
Walter Neary
Glen Spieth

Joan Cooley
Beth Campbell
Bob Jones
Dennis Dixon

City Council Liaison: Councilmember John Simpson

City Staff: Planning Manager Frank Fiori

Technical Support: Preservation Consultant Jennifer Schreck (currently under contract)

2016 Work Plan:

- Update the City's website with historical maps and photographs of Lakewood.
- Obtain additional grant funding through the Pierce County Landmarks and Historic Preservation Commission, and the Washington State Certified Local Government Grant program.
- Secure a local landmark designation for the Woodbrook Hunt Club.
- Continue dialogue with Western State Hospital in the implementation of a Cultural Resources Management Plan.
- Design, procure, and place historical plaques on properties designated as Landmarks and Community Landmarks.
- Develop public outreach activities in conjunction with the Lakewood Historical Society, the Arts Commission, the Clover Park School District, Lakewood Gardens, and the Lakewood Student Council.
- Explore the use of the Community Landmark designation for the Colonial Center and the Little Red Schoolhouse. Other potential candidates include: Western State Hospital; Rhodesleigh House; Villa Carman (Madera); the Flett House; Little Church on the Prairie; Thornewood Castle; Mueller-Harkins Hangar; Tacoma Country and Golf Club; and the Alan Liddle House.

The Landmarks and Heritage Advisory Board has provided no specific timelines for the completion of their work plan in 2016 since this Board is often dependent on the follow-through of other public agencies or private property owners. Further, since city resources are limited, many of the board members regularly take on staff-related work assignments.

Meeting Schedule:

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

**Lodging Tax Advisory Committee
2016 Work Plan and Meeting Schedule - Draft**

Members:

Mayor Don Anderson
Rebecca Huber
Jackeline Juy
Mario Lee
Phillip Raschke
Linda K. Smith

Council Liaison:

Not applicable

City Staff: Assistant City Manager/Administrative Services, Tho Kraus

Purpose:

State law requires that cities with a Lodging Tax Fund establish an advisory committee. The committee advises and makes recommendations to the Lakewood City Council on how to best distribute and expend lodging tax revenue. The committee membership has unique appointment requirements. The committee membership shall include at least two members who are representatives of businesses required to collect the lodging tax, and at least two members who are persons involved in activities authorized to be funded by revenue received.

2016 Work Plan:

- Review lodging tax grant applications in advance of day-long presentations.
- Listen to presentations from potential lodging tax grant recipients. Reviews, rates, and makes funding recommendations that are forwarded to the Lakewood Council for their deliberations.
- Meet on an as needed basis to review lodging tax grant applications for the next year and provide funding recommendations to the Lakewood City Council for their consideration and deliberations.
- Present recommendations to the City Council.
- Follow up with further review and recommendations as requested by the City Council.

Meeting Schedule:

The Committee meets during June/July, September, and October.



To: Mayor and City Councilmembers
From: Adam Lincoln, Assistant to the City Manager
Tho Kraus, Assistant City Manager
Heidi Wachter, City Attorney
Don Wickstrom, Director of Public Works
Mary Dodsworth, Director of Parks, Recreation and Community Services
Through: John J. Caulfield, City Manager *John J. Caulfield*
Date: February 8, 2016
Subject: Capital Needs Update

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EXECUTIVE SUMMARY

The City of Lakewood has identified the potential need to fund a number of capital projects including transportation projects, parks projects, a library, and a senior center. A thorough assessment of available resources as well as options to generate any revenue needed is critical to developing an effective capital strategy in these regards. The community outreach process will need to be robust and consistent to ensure support for the ultimate strategy.

This update will highlight how an outreach effort could work based on previously successful models. Kirkland is the exemplar when it comes to community engagement for initiatives requiring voter approval. Their successful process involved both their City Council as well as community organizations and only came together after years of crucial groundwork. The residents believe in the vision of the City of Kirkland and were well informed that a voter-approved option was a last resort for funding these important investments. Finally, once passed, the City of Kirkland has been demonstrating accountability and transparency by publishing regular updates on project status and financing.

Transportation and Park Projects

Currently the City of Lakewood is working to complete nearly \$57.9M in both street and sidewalk/transportation projects (\$55.5M) as well as parks projects (\$2.4M). These projects include large-scale street improvements, LED street lighting, corridor safety improvements, improving sports fields, adding new gateways to City entrances, and rebuilding the Waughop Lake Trail.

Street and Sidewalk/Transportation Projects

There are 60 transportation projects over the six years (2015 – 2020) totaling \$78.5M of which:

- 38 funded projects totaling \$45.1M
- 10 newly funded projects as of mid/late 2015 totaling \$10.4M
- 8 potential unfunded grant eligible projects totaling \$21.2M
- 4 unfunded emerging projects totaling \$1.8M

Transportation Projects		Total Project Cost Estimate	Estimate Project Timeline					
			2015	2016	2017	2018	2019	2020
Funded Projects:								
Chip Seal:								
1	Chip Seal Program - Local Access Roads Overlay	\$ 2,115,000						
Pavement Overlay:								
2	Bridgeport Way - Pacific Highway to 112th Overlay	\$ 410,000						
3	Steilacoom Blvd - Lakewood Dr to 300 Ft West of South Tacoma Way Overlay	\$ 805,000						
4	Pacific Highway - 108th to SR 512 Overlay	\$ 595,000						
5	100th - Lakeview to South Tacoma Way Overlay	\$ 529,000						
6	Lakewood Drive - 100th to Steilacoom Boulevard Overlay	\$ 997,000						
7	Lakewood Dr - Fleet Creek to North City Limits Overlay	\$ 1,210,000						
8	Main Street - Gravelly Lake Drive to 108th St Overlay	\$ 245,500						
9	59th Ave - Main Street to 100th Overlay	\$ 496,000						
10	59th Ave - 100th St to Bridgeport Way Overlay	\$ 292,700						
11	108th St - Bridgeport to Pacific Highway Overlay	\$ 661,000						
12	108th St - Main St to Bridgeport Way Overlay	\$ 730,000						
13	Custer - Steilacoom to John Dower Overlay	\$ 540,000						
14	88th - Steilacoom to Custer Overlay	\$ 275,000						
15	100th - 59th to Lakeview Overlay	\$ 1,320,000						
Street Improvements:								
16	South Tacoma Way - SR512 to 96th Street Improvements	\$ 4,265,000						
17	South Tacoma Way - Steilacoom to 88th Street Improvements	\$ 1,800,000						
18	112th/111th BP to Kendrick (Design only) Street Improvements	\$ 258,000						
19	Bridgeport Way - JBLM to I-5 Street Improvements	\$ 3,760,434						
20	Roadway Improvements - 40th & 96th Street Improvements	\$ 842,500						
21	Steilacoom Blvd-Puyallup to Phillips (Design only) Street Improvements	\$ 1,011,000						
22	Bridgeport Way - 83rd to 75th Street Improvements	\$ 4,160,000						
Sidewalk Improvements:								
23	Gravelly Lake Drive - 100th to Bridgeport Way Sidewalk Improvements	\$ 1,962,000						
24	San Francisco - Bridgeport Way to Addison Sidewalk Improvements	\$ 187,000						
Sidewalk & Traffic Signal Improvements:								
25	Steilacoom Blvd Safety - Western State Hospital to Lakeview Sidewalk & Traffic Signal	\$ 2,680,000						
Traffic Signal Improvements:								
26	Lakewood Traffic Signal Phase V	\$ 520,000						
27	Traffic Signal Upgrade Phase IV	\$ 757,000						
28	Custer/John Dower Traffic Signal	\$ 81,018						
29	Military & 112th (Traffic Signal & Sidewalk)	\$ 805,000						
LED Streetlight Improvements:								
30	New LED Streetlights	\$ 930,000						
31	LED Street Light Conversion project	\$ 2,037,088						
Traffic Calming Improvements:								
32	Portland Avenue Traffic Calming (Camp Murray Mitigation)	\$ 15,000						
Intersection Improvements:								
33	Madigan Access Improvements	\$ 6,223,039						
34	100th & Lakewood Drive Intersection Improvements	\$ 20,000						
Minor Capital Improvements:								
35	Minor Capital Projects	\$ 370,000						
Safety Improvements:								
36	Neighborhood Traffic Safety Program	\$ 150,000						
37	Safety Projects-Variou	\$ 1,050,000						
38	City-Wide Safety Improvements	\$ 8,500						
Subtotal - Funded Projects		\$ 45,113,779						
Newly Funded Projects as of Mid/Late 2015:								
Street Improvements:								
39	Washington Blvd (GLD to Edgewood) Street Improvements (Design)	\$ 77,000						
40	N Gate Rd/Edgewood (nottingham-Wash) Street Improvements (Design)	\$ 23,000						
Sidewalk Improvements:								
41	Gravelly Lake Dr.(59th-Steilacoom) Sidewalk Improvements	\$ 400,000						
42	Lake City Business District Sidewalks	\$ 2,310,000						
Safety Improvements:								
43	Steilacoom Blvd (Phillips-Weller) Sidewalk & Bike Lanes - Safe Routes to School	\$ 650,000						
44	Phillips Rd (Hudtloff - Steilacoom) Sidewalk & Bike Lanes - Safe Routes to School	\$ 700,000						
45	John Dower (Custer to Steilacoom) Sidewalk & Bike Lanes - Safe Routes to School	\$ 750,000						
46	Point Defiance Rail Bypass Safety Improvements	\$ 2,000,000						
LED Streetlight Improvements:								
47	PSE LED Street Light Conversion project	\$ 335,000						
Non-Motorized Trail Improvements:								
48	Gravelly lake Dr. Non-Motorized Trail (112th-Washington)	\$ 3,140,000						
Subtotal - Newly Funded Projects as of Mid/Late 2015		\$ 10,385,000						
Total - Funded		\$ 55,498,779						

Potential Unfunded, Grant Eligible Projects:							
Pavement Overlay:							
49	Steilacoom Blvd (87th to Weller) Overlay - PSRC Funds	\$ 872,000					
Street Improvements:							
50	S Tacoma Way (88th to 80th St) Street Improvement - PSRC or TIB Funds	\$ 3,350,000					
51	Washington Blvd (GLD to Edgewood) Street Improvements (Construction) - Federal	\$ 6,155,000					
52	N Gate Rd/Edgewood (Nottingham-Wash) Street Improvements (Construction) - Federal	\$ 1,800,000					
53	Lakewood Dr (Steilacoom to 74th St) Street Improvements (Construction) - TIB	\$ 5,380,000					
54	112th/111th (BP to Kendrick) Street Improve. (Construction) - State Enhancement Grant	\$ 1,900,000					
55	Steilacoom Blvd (87 to Phillip Rd) ROW Acquisition - PSRC Funds	\$ 1,000,000					
Traffic Signal Improvements:							
56	Traffic Signal Upgrade Phase VI - PSRC Funds	\$ 750,000					
Subtotal - Potential Unfunded, Grant Eligible Projects		\$ 21,207,000					
Unfunded Emerging Projects:							
Street Improvements:							
57	123rd St SW between Bridgeport Way and 47th Ave SW	\$ 1,000,000					
Safety Improvements:							
58	Fence & ROW Enhancements - 100th St SW between South Tacoma Way & Lakewood Drive	\$ 160,000					
Intersection Improvements:							
59	Traffic Control Device - Interlaaken Dr SW & Washington Blvd SW	TBD					
60	Durango St/Steilacoom Blvd Traffic Signal/LID Option	\$ 650,000					
Subtotal - Unfunded Emerging Projects		\$ 1,810,000					
Grand Total		\$ 78,515,779					

 = work has begun on project
 = work to be done, but have not started project

In addition to the above 60 projects, there were ten City Council prioritized projects that were initially unfunded totaling \$37.8M; however three of these projects are funded or are expected to be funded through the state transportation package and National Defense Authorization Act leaving seven projects totaling \$26.3M unfunded.

The State Transportation Package provides \$4.6M to the following projects:

- Gravelly Lake Non-Motorized Trail (Washington to Nyanza)
- Lake City Business District Sidewalks (American Lake Park to Veterans Drive/Alameda)

The National Defense Authorization Act (subject to approval by Congress) provides \$6.2M to the following project.

- Washington Boulevard Sidewalks (Butte Drive to Gravelly Lake Drive, Edgewood Avenue to Vernon Avenue)

The remaining seven unfunded projects totaling \$26.3M do not meet federal funding requirements and may need to go to the vote of the people for funding.

Attachments B and C provides locations and project prioritization of these projects.

Transportation Projects - UNFUNDED

Funding Sources	2015	2016	2017	2018	2019	2020	Total
Surface Water Mgmt Fund (SWM)	\$ -	\$ 15,000	\$ 15,000	\$ 470,000	\$ -	\$ 230,000	\$ 730,000
Unallocated Funding Sources:							
State Transportation Package (Gravelly Lake Non-Motorized Trail between Washington to Nyanza)	-	135,000	135,000	2,370,000	-	-	2,640,000
State Transportation Package (Lake City Business District Sidewalks)	-	-	-	-	-	2,000,000	2,000,000
National Defense Authorization Act (North Gate Road & Edgewood Ave/Washington Blvd SW) - Subject to approval by Congress.	-	-	800,000	5,355,000	-	-	6,155,000
Subtotal	\$ -	\$ 150,000	\$ 950,000	\$ 8,195,000	\$ -	\$ 2,230,000	\$ 11,525,000
State Transportation Package (Direct Annual Distribution) * \$79K per year in 2015 & 2016, then \$170K per year through 2031 (16 years total). Total \$2,700,000 <i>Earmark for grant match due to the City's success in obtaining grant funds.</i>	-	-	-	-	-	-	-
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Unfunded <i>Total SWM Needs: \$2,361K</i>	-	-	-	420,000	4,015,000	21,815,000	26,250,000
Subtotal	\$ -	\$ -	\$ -	\$ 420,000	\$ 4,015,000	\$ 21,815,000	\$ 26,250,000
Total Funding Sources	\$ -	\$ 150,000	\$ 950,000	\$ 8,615,000	\$ 4,015,000	\$ 24,045,000	\$ 37,775,000

Project Costs	2015	2016	2017	2018	2019	2020	Total
Street & Sidewalk Improvements - New Projects:							
21 Washington Blvd Sidewalks (Butte Drive to Gravelly Lk Dr, Edgewood Ave to Vernon Ave)	-	-	800,000	5,355,000	-	-	6,155,000
22 Lake City Business Dist. Sidewalks (American Lake Park to Veterans Dr. /Alameda) <i>Total project includes \$230K funded by SWM.</i>	-	-	-	-	-	2,230,000	2,230,000
29.1 Gravelly Lake Non-Motorized Trail (Washington to Nyanza) <i>Total project includes \$500K funded by SWM.</i>	-	150,000	150,000	2,840,000	-	-	3,140,000
Subtotal	-	150,000	950,000	8,195,000	-	2,230,000	11,525,000
<i>Projects listed in priority order based on established criteria and presented to the TBD on May 27, 2014:</i>							
27 Hipkins Rd Sidewalks (104th to Steilacoom Blvd) <i>SWM Needs: \$285K</i>	-	-	-	-	385,000	2,970,000	3,355,000
29.2 Gravelly Lake Non-Motorized Trail (Nyanza Drive) <i>SWM Needs: \$500K</i>	-	-	-	-	-	4,030,000	4,030,000
29A Gravelly Lake non-Motorized Trail (GLD - Nyanza to WA) <i>SWM Needs: \$380K</i>	-	-	-	-	-	3,800,000	3,800,000
24 Oakbrook Sidewalks & Street Lighting (Onyx Dr W (97th to 87th); Onyx Dr E (Garnet to Phillips)) <i>SWM Needs: \$240K</i>	-	-	-	420,000	3,300,000	-	3,720,000
26 Phillips Road Sidewalks (Steilacoom to Onyx) <i>SWM Needs: \$280K</i>	-	-	-	-	330,000	2,750,000	3,080,000
28 Mt. Tacoma Drive Sidewalks (Interlaaken to Gravelly Lake Dr) <i>SWM Needs: \$200K</i>	-	-	-	-	-	3,505,000	3,505,000
28A Mt. Tahoma Drive Sidewalks - Project Extension. Short Lane Bridge; Bridge to Mt. Tahoma <i>SWM Needs: \$476K</i>	-	-	-	-	-	4,760,000	4,760,000
Subtotal	-	-	-	420,000	4,015,000	21,815,000	26,250,000
Grand Total - All Transportation Projects	\$ -	\$ 150,000	\$ 950,000	\$ 8,615,000	\$ 4,015,000	\$ 24,045,000	\$ 37,775,000

- Project priority based on the following criteria: traffic volume, population served per 1,000 LF of project, amenities accessed, correctible safety concerns, gap closure or continuation and grant opportunity.

- Projects 27, 29A, 29.2 and 24 all had the same score of 12. Projects 26, 28 and 28A all had the same score of 11.

Parks Projects

There are 36 parks projects over the six years (2015 – 2020) totaling \$13.5M of which:

- 14 funded projects totaling \$2.4M
- 18 unfunded grant eligible projects totaling \$10.7M (Pursuant in the adopted Legacy Plan)
- 4 unfunded emerging projects totaling \$310K

Parks Projects		Total Project Cost Estimate	Estimate Project Timeline					
			2015	2016	2017	2018	2019	2020
Funded Projects:								
Fort Steilacoom Park:								
1	Waughop Lake Trail	\$ 500,000						
2	Fort Steilacoom Park Barn Removal	\$ 100,000						
3	Fort Steilacoom Park Sportsfield Improvements	\$ 500,000						
Springbrook Park:								
4	Phase II - Expansion (Acquisition of adjacent 1.2 acres of land to allow future access to property across Clover Creek and site development which includes demolition, picnic shelter, community garden, off leash dog park, open space areas, all abilities playground, ADA and off street parking, picnic areas and pathways)	\$ 267,000						
5	Phase III - Pedestrian Bridge (Connect lower Springbrook to nearby Springbrook Park)	\$ 310,000						
6	Phase IV - Acquisition (Acquire adjacent 1.3 acres of land to add to current 4.7 acre Springbrook Park and secure 430 linear feet of shoreline along Clover Creek)	\$ 320,000						
Gateways*:								
7	South Bridgeport Gateway	\$ 112,607						
8	North Gateway Retrofit	\$ 10,000						
9	Springbrook Bridgeport Gateway (Bridgeport Way - JBLM to I-5 Street Project) 2016 REET Funded	\$ 50,000						
10	Pacific Highway / 100th (South Tacoma Way - SR512 to 96th Street Project) 2016 REET Funded	\$ 50,000						
11	Gravelly Lake Drive/Nyanza LTAC Funded	\$ 50,000						
12	Chambers Creek Trail Improvements	\$ 25,000						
Harry Todd Park:								
13	Playground Replacement/Curb/Fall Material	\$ 110,000						
14	Update ADA Plan & Waterfront Access (Bulkhead, Docks), including Permit Development	\$ 40,000						
Subtotal - Funded Projects		\$ 2,444,607						

Parks Projects		Total Project Cost Estimate	Estimate Project Timeline					
			2015	2016	2017	2018	2019	2020
Unfunded, Grant Eligible Projects:								
Gateways (LTAC):								
15	Lakewood Drive & 74th	\$ 50,000						
16	84th and Tacoma Mall Blvd	\$ 50,000						
17	Old Military Road & Natalie Lane	\$ 50,000						
18	Farwest & Steilacoom Boulevard	\$ 50,000						
19	South Tacoma Way near B&I	\$ 100,000						
Fort Steilacoom Park:								
20	Roadway & Utility Improv (State)	\$ 1,500,000						
21	Ballfield Lighting (LTAC, YAF)	\$ 1,200,000						
22	All abilities playground (RCO)	\$ 150,000						
23	Barn Restoration (LTAC, DHAP)	\$ 1,500,000						
24	Gathering Places Stage (LTAC, Donations)	\$ 750,000						
25	Chambers Creek Trail Development (RCO)	\$ 300,000						
26	Edgewater Dock (RCO, ALEA)	\$ 75,000						
27	Wards Lake Master Plan Improvements (RCO)	\$ 500,000						
American Lake Improvements								
28	Fishing Pier on American Lake (RCO, ALEA)	\$ 1,000,000						
29	Camp Murray Boat Launch (ALEA, RCO)	\$ 300,000						
30	Harry Todd Park Improvements (RCO, WDFW ALEA)	\$ 950,000						
31	American Lake Park ADA improvements (RCO, LTAC)	\$ 185,000						
32	Senior Center Renovation / Relocation (LTAC, Donations)	\$ 2,000,000						
Subtotal - Unfunded, Grant Eligible projects		\$ 10,710,000						
Unfunded Emerging Projects:								
Fort Steilacoom Park:								
33	Parking Improvements Adjacent to Angle Lane	\$ 100,000						
34	Fence Along Elwood Drive SW	\$ 30,000						
35	Surfacing for all city playgrounds	\$100,000						
36	Oakbrook Park Improvements	\$80,000						
Subtotal - Unfunded Emerging Projects		\$ 310,000						
Subtotal - Potential Projects		\$ 13,464,607						

 = work has begun on project
 = work to be done, but have not started project

Attachment D provides a location of these unfunded projects.

Financing Options

There are several methods for funding these capital investments. Some are councilmanic (does not require voter approval) and some require voter approval. The table below provides a summary of the various options. Attachment A provides additional information as it relates to the impact to the average homeowner.

Potential Funding Options	Bond		
	Bond Amount	Life	Annual Debt Service
Councilmanic (Non-Voted):			
State Transportation Package	\$7,400,000	15	\$682,000
*Additional \$20 Vehicle Licensing Fee			
*Revenues of \$570K in 2017 then \$683K/year			
Simple Majority (50% + 1):			
Property Tax Levy Lid Lift	\$8,700,000	9 Yr Max	\$1,170,000
Super Majority (60% + Validation):			
Excess Property Tax			
*Capital Bond	\$10,000,000	20	\$736,000
Excess Property Tax			
*Capital Bond	\$20,000,000	20	\$1,472,000
Excess Property Tax			
*Capital Bond	\$25,000,000	20	1,840,000
Excess Property Tax			
*Capital Bond	\$30,000,000	20	2,207,000

Lakewood Library and Senior Activity Center

The Lakewood Library, located at 6300 Wildaire, was built in 1963. In 1974 The Tenzler Foundation funded an addition, bringing the new library to 32,592 square feet (SF). While some remodeling has occurred since then, the library is out of date and in need of a complete rebuild or replacement to meet current standards and the needs of the population. The Pierce County Library System is currently developing a new Capital Facilities plan (CFP) for 2015-2019. The plan identifies several options and recommends a new 42,500 SF library in a new location within the Lakewood Central Business District (CBD), at an estimated cost of \$39M. Alternative options include replacing the existing building with a new structure plus underground parking. The City of Lakewood is currently looking at options to partner on a new library in the Lakewood CBD.

The City of Lakewood currently rents space from Pierce County for the Senior Center. In anticipation of expiration of the lease in 2015, the City explored options for moving the Senior Center but could not find a viable alternative and decided to extend to lease for a year. The building that houses the center was built in the 1970's, is tired and does not meet all of the needs for the increasing senior population. The Senior Center is 5,000 SF and consists of an activity gym, computer classroom, social room with a library, art room, exercise room, and kitchen. The City would like to purchase property for a new center, or possibly co-locate with the new Lakewood Library.

Financing options for a Lakewood Library are as follows:

- 1) A Pierce County Library System voter-approved bond – requires 60% approval to pass.
- 2) Create an agreement between the City and the Pierce County Library System in which the City issues bonds and the Pierce County Library System becomes the owner of a new Library and reimburses the City for debt service. However, a revenue stream to pay for the debt service would need to be identified.
- 3) Form a Public Private Partnership (PPP) between the Pierce County Library System and a private developer. The PPP would create a lease agreement for the Pierce County Library System in an amount that allows the Pierce County Library System to pay down the debt over a 30 year period. However, a revenue stream to pay for the lease payment would need to be identified.

CAPITAL NEEDS UPDATE

Purpose

To establish a process and a timeline for future community outreach, the group has been looking at examples of best practices. Examples include work by the City of Kirkland and Metro Parks Tacoma. The City of Kirkland has done an in-depth analysis demonstrating why they were successful, which will help Lakewood create a potential strategy for effective community engagement. The following will describe the lessons learned from other successful projects and make recommendations for a potential strategy for Lakewood.

This update will outline the following:

- 1) A process and a timeline for future community outreach, with examples of best practices. Examples include work by the City of Kirkland and Metro Parks Tacoma. The City of Kirkland has done an in-depth analysis demonstrating why they were successful, which will help Lakewood create a potential strategy for effective community engagement.
- 2) An update on the status of current Public Works and Parks and Recreation projects.
- 3) Revisit the list of unfunded Public Works and Parks and Recreation projects, to include a potential Library project as well as a Senior Center project.
- 4) Review the financing options that are available to fund these projects.

Keys to Success

Successful connection with the community is the result of several factors. Reaching the necessary level of coordinated engagement takes a minimum of 18 months to implement and should be coordinated with an election cycle in order to ensure that all potential options considered by the community are viable. The keys to success include:

- 1) Organizational Vision and Survey: Have a clear vision for the entity as a whole that includes specific goals and objectives so that it is clear how any particular project or program can help achieve the vision. This in turn helps support funding needs for any particular component of the vision. The City of Lakewood's Vision Statement is provided in Attachment E.

Survey: The Community Satisfaction Survey will help provide a benchmark for resident's opinions of City issues. The City will then need to conduct a secondary statistically valid survey to explore funding options for specific streets and parks projects.

Kirkland's survey provides information that focuses project selection on street projects where 90% are street maintenance and 10% are pedestrian safety related. Partnerships are helpful to garner support for any potential ballot measure. For example, the emphasis on pedestrian safety resulted in support from the school district.

- 2) Funding Options: Select an approach that allows for the potential to include at least two issues for consideration (one for streets and one for parks). Funding options can be found on Attachment A.

- 3) Project Selection: Carefully select projects that not only fit the overall vision for the City but also align with community priorities and are geographically diverse.
- 4) Community Involvement:
 - a. Community-lead efforts are successful in championing parks projects. Metro Parks hired a public affairs agency to assist with this process. A draft request for proposal for a public affairs firm is provided in Attachment G.
 - b. Public Works Projects do not have the same instant community appeal. City Council-championed efforts are critical in educating neighborhood groups and involving the business community. City Council members each personally reached out to the public with a consistent message in Kirkland.
- 5) Effective and Consistent Communication:
 - a. The effort will fail without a clear and consistent message. This means at all levels of the organization, from elected officials through city personnel. One message. One voice.
 - b. Multimedia: Videos, handouts, presentations, etc...each carrying the same clear and consistent message and attractive to readers.
- 6) Accountability:
 - a. Ensure the public that there will be regular status reports showing the money is being accounted for and spent as advertised. This begins with demonstrating current fiscal accountability.

Recommended Process

The City of Kirkland passed two levy lid lifts (Streets passed at 55% and Parks passed at 58%) on the 2012 ballot but the process to build the momentum necessary to accomplish this task took nearly two years on top of time spent with developing an organizational vision, implementing performance measures and building relationships with citizens. One measure funded park projects and the other funded road projects. The measures needed to pass with a 50% +1 outcome. The road to success was challenging but is a potential model for others to try and follow. For the City of Lakewood to attempt such an effort there is a need to closely mirror the above mentioned keys to success. The following will discuss how Lakewood might also achieve a favorable outcome should an opportunity or need arise to seek such voter approval.

Step 1) Align work plans with the Vision: This step will help establish buy-in from residents with regard to how they would like to see projects funded in the City. The Vision has clear goals and objectives to be met and from there it is necessary to demonstrate the support needed to achieve this vision. Another key to gaining the support from the residents is to show that there will be accountability as to how and when the funding is spent. Regular updates that are clear and easy to understand will help to show that the responsibility is being taken very seriously by the City.

Work plans must demonstrate how departments will support the work to identify and select projects and educate the public about the importance of those projects. A high level of awareness from all levels of the City is essential. The message that comes from all levels of the organization once there is an outreach component must be strong and consistent.

Step 2) Identify projects and select a funding stream: Determine resident interest level via a statistically valid survey. Projects should be located throughout the community and be priorities for residents. A committee of citizens should be convened to focus on parks projects. A committee of park advocates will be better suited to provide input on park projects rather than street projects. Street projects are already

prioritized using specific criteria. The committee of park advocates needs to be formed and giving advice on parks projects between 12 and 18 months prior to any possible ballot measure.

The funding stream should allow for flexibility and contain options with a high likelihood of success: Based on survey results and levels of potential support, determine what the appropriate option will be. The level of public support should be part of the conversation when determining the ideal funding option(s).

Step 3) Select an appropriate public affairs and survey research agency: Metro Parks Tacoma found that they were successful in part because they were able to conduct a great deal of research and analysis about their potential projects before a citizens grass roots campaign effort began. The assistance of a well-qualified public affairs agency lends a great deal of expertise in several areas where the City is not experienced. The agency will be able to help with information gathering, review potential projects, selecting a firm to survey residents, and creating recommendations for potential strategies. A great deal of effort will be put into communicating with and educating residents. The size of this effort will likely spread a single communications person too thin to focus on day to day operations and the efforts of creating educational materials for public outreach. The selection of an agency should take place roughly 18 months prior to a possible ballot measure.

Step 4) Communications: The communications team should be an interdepartmental group along with the assistance and guidance of the public affairs agency. This group will be integral for creating and promoting educational pieces in a variety of formats: presentations, handouts, videos, etc... This group should be made up of content experts as well as the City's existing communications team. The communications group must work from a detailed plan and provide accurate and timely pieces throughout their existence. There should be regular and consistent outputs from this team. Materials should include high-quality photos and/or videos to help tell the City's story.

Step 5) Educate residents: Kirkland's parks tend to have citizen support in place to carry the message. This is not a realistic approach for streets. Street projects were championed by the Kirkland City Council. For the Bond, Kirkland relied almost exclusively on a councilmember to lead the way. Once projects are identified, it will be important to work closely with businesses and neighborhood groups to show why there is a need for projects and how increased investments will lead to a positive impact on the community. The City Council should select one or two members who can effectively present the education component to key community groups and within the business community. This component is especially important because the Councilmembers will be most effective at educating residents. Outreach to the business community must be a specific element of the strategy. City personnel will need to be the content experts and assist with the creation of materials that will be presented. Content experts will need to participate with the public affairs agency and any other communications personnel to help with consistent and easily understood materials. The goal of the education process should be to meet with as many groups throughout the community and focus on community leaders who can be persuasive within their own circles of influence. Public messaging needs to be consistent. This effort should start no later than 12 months out from a possible ballot measure.

The City Council must focus on the street and sidewalk projects. The education will help to garner better understanding for the importance of those projects. Parks projects typically garner more public support than public works projects and a citizen-lead group can take a lead role in supporting park projects.

Other Lessons Learned

- There is a benefit from using an independent third party for surveys as certain surveyors are especially good at getting information from residents who only use cell phones.

- The City Council needs to go beyond 100% support for the efforts. They will also need to actively champion the projects and shepherd information to the community.
- Kirkland's survey provided information that focused project selection on street projects where 90% are street maintenance and 10% are pedestrian safety projects. The emphasis on safety also helped add support from the school district.
- Partnerships will be helpful to garner support for any possible ballot measure. Kirkland projects include:
 - Street resurfacing (arterials and collector streets)
 - Slurry seals
 - Fix potholes
 - Add bike lanes on roads where resurfacing is taking place
 - Flashing beacons at crosswalks in several locations (safe school routes)
 - Add sidewalks
 - Add crosswalks
 - Add ADA ramps
 - Install traffic control devices in neighborhoods
- Street projects were championed by the City Council members and selected by the City engineering team.
- Parks projects were selected and championed by a community-led organization.
- Annual accountability reports to the residents have been well received and help to tell the story of how money is being spent according to the timeline and messaging that was promised to the residents of Kirkland.
- High-quality photos and videos were key elements in the ability to tell the story and provide the best information to the residents of Kirkland.
- Success was only achieved because there was buy in from the city hall personnel, city council, and the groups in the community that were fully supporting and dedicated to achieving the same goals.
- Timing is important because other taxing authorities may seek to impact resident property tax rates.
- Kirkland was unable to achieve 60% in either measure, which is the current threshold for a capital bond.

Options & Recommendation:

The four options for the unfunded capital needs are:

1. Reaffirm project priorities and pursue funding for the transportation projects – 7 projects/\$26.3M
2. Reaffirm project priorities and pursue funding for the parks projects – 18 projects/\$10.7M
3. Continue communication with the Pierce County Library System to include pursuing funding for the Library and Senior Activity Center
4. Reaffirm project priorities and pursue funding for a combination of options 1 through 3

Projects financed via voter-approved methods should be completed in two to three years to meet voter expectation. Projects exceeding the three year completion time frame may leave voters concerned with the timeliness of the benefit received from the increase in taxes paid. Given the substantial number of projects in the current work plan, it will be challenging to take on additional transportation and parks projects in the near to medium term. The City has a number of projects that are either funded or are grant eligible that will add to the existing work plan. As the City gets closer to completing these projects (2018), the City should at that time reassess transportation and parks capital needs, to include voter-approved financing options. However, the City will also continue to pursue State and Federal funding as opportunities arise, as applicable.

The City and the Library District have discussed during the past year and agree that there is a need for a new library in Lakewood. The discussions also include identifying funding streams (will require voter approval) and assisting in finding a suitable location for the project, which would include the capacity for housing a senior activity center.

The recommendation is option 3 as the City's primary focus - work in partnership with the Pierce County Library System to fund a new Lakewood Library that has the capacity for a Lakewood Senior Activity Center. This option is the most viable and most likely to yield a positive outcome in the near term.

Next Steps:

- Obtain City Council approval of listed options (recommended option 3)
- Identify financing strategies

Attachments

- Attachment A: Funding Options
- Attachment B: Map of Unfunded Transportation Projects
(Total of 10 projects, of which 3 are funded by State Transportation Package and National Defense Authorization Act)
- Attachment C: Project Prioritization for Unfunded Transportation Projects
- Attachment D: Map of Unfunded Park Projects
- Attachment E: City of Lakewood Vision Statement
- Attachment F: MRSC Ballot Measure Information
- Attachment G: Draft RFP for Public Affairs Consultant

Attachment A: Funding Options

POTENTIAL FINANCING OPTIONS	Bond			2016 Property Tax Levy Rate (Preliminary)			2016 Property Tax Paid by Average Home Owner			2016 Net Impact to Average Home Owner		
	Bond Amount	Life	Annual Debt Svc	Base Rate	Rate Increase	Adjusted Rate	Base City Tax	Impact	Adjusted Tax Paid	28% Income Tax Deduction	Net Impact Annual	Net Impact Monthly
Councilmanic (Non-Voted):												
State Transportation Package - Additional \$20 Vehicle License Fee - Revenues of \$570K in 2017 then \$683K/year.	\$7,400,000	15	\$682,000	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Voter-Approved:												
Simple Majority (50% + 1):												
Property Tax Levy Lid Lift	\$8,700,000	Max 9 Years	\$1,170,000	\$1.355	\$0.245	\$1.600	\$297.17	\$53.75	\$350.92	(\$15.05)	\$38.70	\$3.22
Super Majority (60% + Validation):												
Excess Property Tax Levy - Capital Bond	\$10,000,000	20	\$736,000	\$1.355	\$0.154	\$1.509	\$297.17	\$33.78	\$330.95	(\$9.46)	\$24.32	\$2.03
Excess Property Tax Levy - Capital Bond	\$20,000,000	20	\$1,472,000	\$1.355	\$0.308	\$1.663	\$297.17	\$67.57	\$364.74	(\$18.92)	\$48.65	\$4.05
Excess Property Tax Levy - Capital Bond	\$25,000,000	20	\$1,840,000	\$1.355	\$0.385	\$1.740	\$297.17	\$84.46	\$381.63	(\$23.65)	\$60.81	\$5.07
Excess Property Tax Levy - Capital Bond	\$30,000,000	20	\$2,207,000	\$1.355	\$0.462	\$1.817	\$297.17	\$101.35	\$398.52	(\$28.38)	\$72.97	\$6.08

Notes:

- Assumes Interest of 4% and 2.5% of Bond Amount for Debt Issuance Cost
- Estimated Average Home Value of \$219,376 for 2016 Property Tax Collection
- Property tax levy rate for property tax levy lid lift is limited to \$1.60; therefore the additional levy rate is limited to \$0.245 which is estimated to generate \$8.7M.

**Attachment B: Map of Unfunded Transportation Projects
(Total of 10 projects, of which 3 are funded by State Transportation Package and National Defense Authorization Act)**

City of Lakewood			
Street and Sidewalk Improvements			
#	Project Name and Location	Score	Cost (2015 dollars)
21	Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Drive)	13	\$4,905,000
21A	Washington Blvd Sidewalks (Edgewood Ave to Vernon Ave)	13	\$1,250,000
27	Hipkins Road Sidewalks (104th to Steilacoom Blvd)	12	\$3,355,000
29.1	Gravelly Lake Non-Motorized Trail (Washington to Nyanza (north))	12	\$3,140,000
29A	Gravelly Lake Non-Motorized Trail (Gravelly Lake Drive - Nyanza South to Washington)	12	\$3,800,000
29.2	Gravelly Lake Non-Motorized Trail (Nyanza)	12	\$4,030,000
24	Oakbrook Sidewalks and Street Lighting (Onyx Dr West (97th to 87th); Onyx Dr East (Garnet to Phillips))	12	\$3,720,000
26	Phillips Road Sidewalks (Steilacoom to Onyx)	11	\$3,080,000
28	Mt. Tacoma Drive Sidewalks (Interlaaken to Gravelly Lake Drive)	11	\$3,505,000
28A	Interlaaken Sidewalks (Short Lane to Bridge; Bridge to Mt. Tacoma)	11	\$4,760,000
22	Lake City Business District Sidewalks - American Lake Park to Veterans Dr. /Alameda	10	\$2,230,000
		Total	\$26,250,000
	Anticipated Grant		
	Secured Grant		



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Map Date: January 28, 2016 :projects\eng\TBD\001-4.mxd

Attachment C: Project Prioritization for Unfunded Transportation Projects

Project Prioritization								
Street & Sidewalk Improvements (New Projects)								
#	Project Name	Prioritization Score	Traffic Volume (ADT)	Population Served per 1,000 LF of Project*	Amenities Accessed*	Correctible Safety Concerns	Gap Closure or Continuation	Grant Opportunity
		3 2 1	> 15,000 <15,000 to 5,000 < 5,000	over 2,500 1,000 to 2,500 less than 1,000	4 or more 2 to 3 1 or fewer	Top 20 accident location in last 3 years or ped/bike accident within last 10 years Shoulder width 4 feet or less or top 50 accident location in last 3 years Shoulder width greater than 4 feet. Few reported accidents.	Gap Closure Continuation Start of New Corridor	High Medium Low
21	Washington Blvd Sidewalks (Vernon Ave to Gravelly Lake Dr)	13	16,000-21,000	1,006	Park, school, bus route	Top 20 Accident Location	Continuation	Low
21A	Washington Blvd Sidewalks (Edgewood to Vernon Ave)	13	16,000-21,000	1,006	Park, school, bus route	Top 20 Accident Location	Continuation	Low
27	Hjpkins Road Sidewalks (104th to Steilacoom Blvd)	12	8,000	1,197	Park, school, commercial, bus route	Wide shoulders.	Gap Closure	Low
29	Gravelly Lake Drive Non-Motorized Trail (Nyanza; and Gravelly Lake Drive - Washington to Nyanza)	12	10,000-14,500	430	School, bus route, commercial, civic	Narrow shoulders.	Continuation	Medium
29A	Gravelly Lake Drive Non-Motorized Trail (Nyanza South to Washington Blvd)	12	10,000-14,500	430	School, bus route, commercial, civic	Narrow shoulders.	Continuation	Medium
24	Oakbrook Sidewalks & Street Lighting (Onyx Dr West (97th to 87th); Onyx Dr East (Garnet to Phillips))	12	2,000 - 6,000	1,286	Park, school, commercial, bus route	Narrow shoulders.	Continuation	Low
26	Phillips Road Sidewalks (Steilacoom to Onyx)	11	8,000	1,259	Park, school, commercial, bus route	Wide shoulders.	Continuation	Low
28	Mt. Tacoma Sidewalks (Interlaaken to Gravelly Lake Dr)	11	3,500 - 4,500	1,390	School, commercial, bus route, cultural, transit ctr.	Narrow shoulders.	Continuation	Low
28A	Interlaaken Sidewalks (Short Lane to Bridge; Bridge to Mt. Tacoma)	11	3,500 - 4,500	1,390	School, commercial, bus route, cultural, transit ctr.	Narrow shoulders.	Continuation	Low
22	Lake City Business District Sidewalks (American lake Park to Veterans Dr / Alameda)	10	6,000	1,980	Park, commercial, bus route	Narrow shoulders.	New Corridor	Low

*within 1/2 mile

Amenities = schools, parks, commercial centers, library/civic, transit center, transit route, cultural

Attachment D: Map of Unfunded Park Projects



Attachment E: City of Lakewood Vision Statement

Our VISION for Lakewood is a thriving, urban, South Puget Sound City, possessing the core values of family, community, education, and economic prosperity. We will advance these values by recognizing our past, taking action in the present, and pursuing a dynamic future.

The City Council's VISION for Lakewood at its 30 Year Anniversary is a community:

- Inspired by its own sense of history and progress;
- Known for its safe and attractive neighborhoods, vibrant downtown, active arts and cultural communities;
- Sustained by robust economic growth and job creation;
- Recognized for the excellence of its public and private schools, and its community and technical colleges;
- Characterized by the beauty of its lakes, parks and natural environment;
- Acknowledged for excellence in the delivery of municipal services;
- Leveraging and embracing of our diversity; and,
- Supportive of Joint Base Lewis McChord (JBLM), Camp Murray, service members and their families.

- Lakewood City Council, Adopted Oct. 19, 2015

Attachment F: MRSC Ballot Measure Information

2013, 2014, and 2015 Measures:

Successful Measures

- Sammamish: annexation (86%)
- Shoreline Fire Dept: \$9.5m bonds (80%)
- Spokane: Streets (78%)
- Issaquah: Parks facility and pool (77%)
- Shoreline Fire: benefit charges (75%)
- Spokane: Park improvement (69%)
- Skykomish Fire: \$690k bonds (67%)
- King County: \$0.07 emergency radio lid lift (65%)
- Vashon-Maury Island Park District: \$0.50 regular property tax (61%)

Failed Measures

- South King Fire & Rescue: \$53.7m bonds (58%)
- DuPont Fire/EMS: (51%) (2008)
- Covington TBD: 0.2% sales tax (48%)
- Redmond: \$0.28 lid lift for transportation/public safety (47%)
- Redmond: \$0.07 lid lift for parks (46%)
- University Place: Utility Tax (46%)

Statewide:

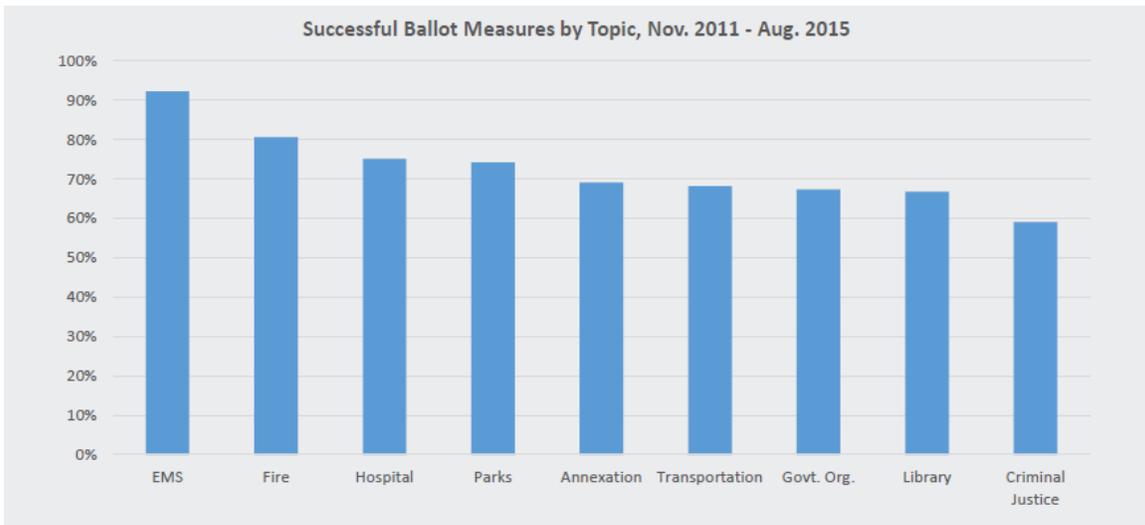
Why do ballot measures succeed/fail?

- Mood of voters
- Community outreach
- Media coverage
- Local political battles
- Explanatory language
- Organized campaigns
- Turnout
- General voter sentiment
- 60% threshold for bonds & many levies

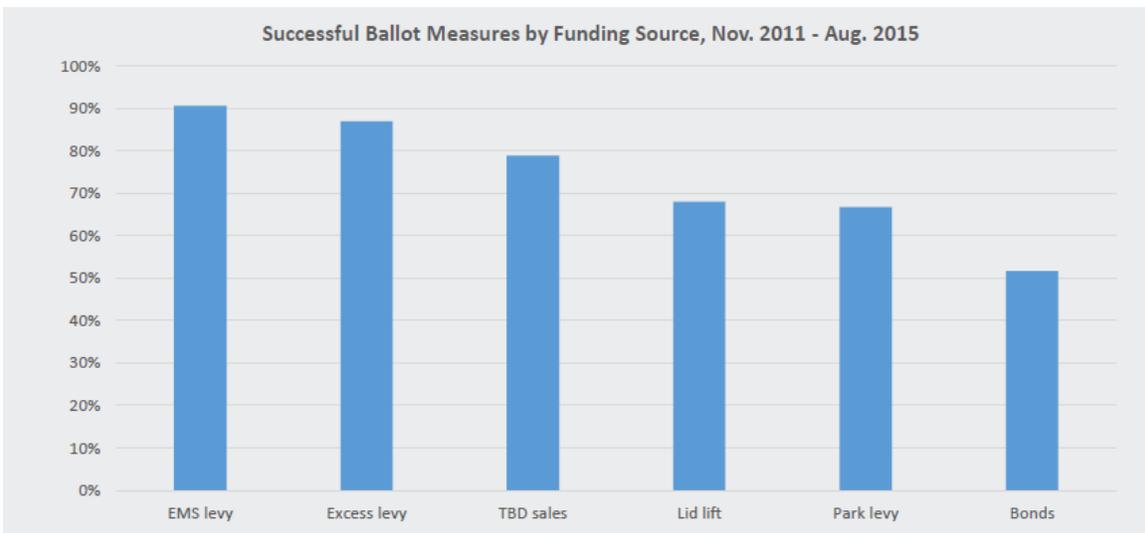
Keys to success

- Clearly written to address specific identified needs
- Developed through community engagement process
- Put forward by a trusted agent
- Unspecific or overly broad ballot measures are less likely to succeed
- Some topics are more successful than others
- Timing can play a role

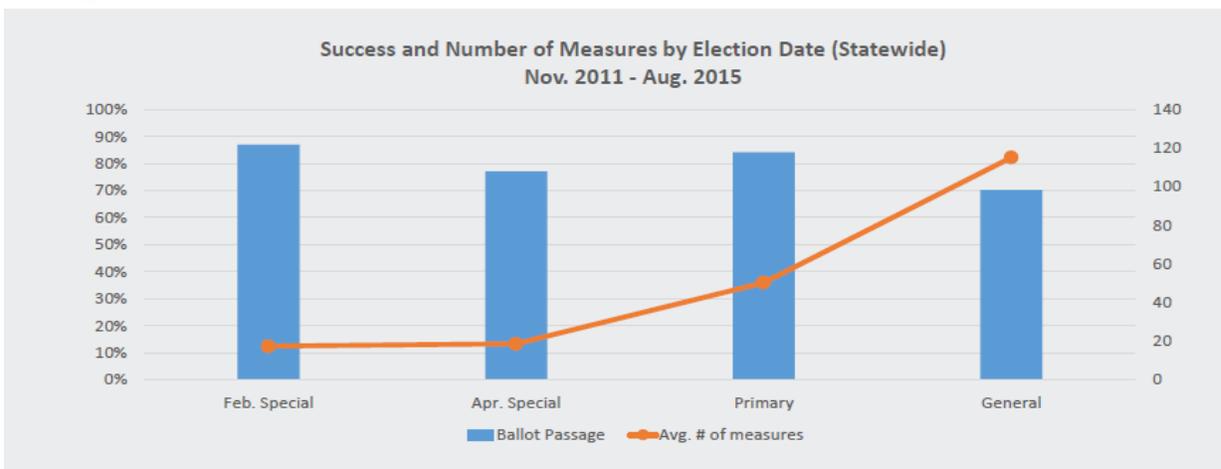
Success by topic:



Success by funding source:



Timing:



Attachment G: Draft RFP for Public Affairs Consultant



Request for Proposal- **Public Affairs**

PROPOSAL INFORMATION

Proposal Name: Public Affairs

Date Issued:

Contact Person: Heidi Ann Wachter

E-Mail Address: hwachter@cityoflakewood.us

Telephone Number: 253-983-7704

Proposals Accepted Until:

SUBMIT PROPOSALS TO:

City of Lakewood

6000 Main Street SW

Lakewood, WA 98499

We anticipate selection of a firm by March 1, 2016. Services are to begin no later than May 1, 2016 and end by November 1, 2016.

The City of Lakewood seeks a seasoned public affairs consultant who can help the City gather public information, coordinate a community engagement process and analyze findings in order to consider the public's interest and priorities for any future capital improvements or new infrastructure for the City.

PROJECT SCOPE:

The selected consultant will actively facilitate three phases and produce the following deliverables:

Phase I: Facts & information gathering (May-July)

- **Review Potential Capital Projects:** Contractor will interview City Councilmembers, City Manager, Public Works Director and Parks, Recreation and Community Services Director to understand any common themes or priority capital projects; review the revised capital asset inventory/capital improvement plan (CIP); and assess findings from any recent community surveys/ instruments in order to take the communities priorities into consideration.
- **Combine and Group Projects:** Contractor shall work with the City to understand costs for capital improvements and/or costs for potential new development; investigate common priorities for each grouping that resonates with the community.
- **Identify a Survey Firm:** Contractor shall assist City and develop draft language for a *Request for Proposal (RFP)* to solicit a survey firm to provide City with a scientific

survey to take a pulse of residents to evaluate perceived need for capital and infrastructure improvements in the City.

Additionally, contractor will coordinate with City staff and survey firm to develop a community survey instrument that scientifically reviews citizens' satisfaction and perceptions of the City as well as gauges their priorities relative to future capital needs.

Phase II: Situational analysis and strategic research (August-September)

- o **Develop Instrument:** Contractor shall work with selected survey firm to develop and confirm language to test viable project options—what's clear v. what's confusing, illuminate public's initial understanding of the situation and the perceived needs; ensure the instrument and process is completed by the beginning of October.
- o **Identify Other Community Priorities:** Contractor shall discover how and where parks and recreation fits among other community priorities; research when other agencies plan to go out to the community for a ballot measure.
- o **Examine City Communication Vehicles:** Contractor shall assist the City and review routine and customary district communications vehicles and plan for communicating facts and information regarding capital facilities to the public.
- o **Meet with Elected Officials and City:** Contractor shall meet with key City Councilmembers and advisory board members to update parties on status of phase II at their appropriate meetings.

Phase III: Decision-making and recommendation (October-November)

- o **Recommendation:** Based on the findings of the scientific survey and other staff and board research, Contractor shall provide the City with strategic counsel regarding specific projects and funding options.
- o **Meet with Elected Officials and City:** Contractor shall meet with key City Councilmembers and advisory board members to update parties on status and make a recommendation.

PROPOSAL PACKAGES

Letters of Interest and complete proposal packages must be received no later than February 1, 2016 and addressed to:

City of Lakewood
Attn: Heidi Ann Wachter
6000 Main Street SW
Lakewood, WA 98499

Proposal Name: **Public Affairs**

This is a Request for Proposal. Your submittal should not exceed 10 pages in length. Included in your submittal should be the following:

Submit a 1) letter of interest with firm's background and past experience with similar projects; 2) specify who from the firm will perform the work; 3) describe your overall approach to this project; 4) provide an amount of time needed to deliver results for each phase; and 5) produce an hourly rate for the project.

Please provide us with **5 copies** of the above information for use by members of our consultant selection committee. Following an evaluation of the RFP's received, the firm(s) considered to have submitted the best proposal(s) may be requested to participate in an interview and final consultant selection process. No further action beyond submission of the above information is required at this time.

Consultant will be selected based on the following criteria:

- Price and the number of total hours needed to complete each phase of the project
- A successful track record for working on similar project for other governmental agencies
- The firm/individual's connection and ties to Lakewood and any previous experience with the City
- Ability to meet the aggressive timeline as stated

QUESTIONS: Questions regarding this **Request for Proposal** may be directed to Heidi Ann Wachter at 253.983.7704.

- **REJECTION OF PROPOSALS:** The City of Lakewood reserves the right to reject any and all proposals and to waive irregularities and informalities in the submittal and evaluation process. This Request for Proposal does not obligate the City of Lakewood to pay any costs incurred by respondents in the preparation and submission of a proposal. Furthermore, the Request for Proposals does not obligate the City of Lakewood to accept or contract for any expressed or implied services.
- **CONTRACT AWARD:** The City of Lakewood reserves the right to make an award without further discussion of the proposal submitted. Therefore, the proposal should be initially submitted on the most favorable terms the firm can offer. The City of Lakewood shall not be bound or in any way obligated until both parties have executed a vendor contract. The firm selected will be expected to enter into a contract with the City of Lakewood.
- **PAYMENT:** All invoices shall be paid within 30 days of receipt of a proper invoice after approval of the firm's completed tasks/deliverables to the date of the invoice or monthly report, as appropriate.
- **EQUAL OPPORTUNITY EMPLOYMENT:** The successful firm must comply with the City of Lakewood equal opportunity requirements. The City of Lakewood is committed to a program of equal employment opportunity regardless of race, color, creed, sex, age, nationality or disability.
- **INSURANCE REQUIREMENTS:** The Firm shall maintain insurance that is sufficient to protect the Firm's business against all applicable risks.
- **BUSINESS REGISTRATION AND TAXATION:** The firm awarded the Contract will be subject to City of Lakewood Business Registration and Business Taxation.
- **NON-ENDORSEMENT:** As a result of the selection of a vendor to supply products and/or services to the City of Lakewood, Firm agrees to make no reference to the City of Lakewood in any literature, promotional material, brochures, sales presentation or the like without the express written consent of the City.
- **NON-COLLUSION:** Submittal and signature of this Proposal swears that the Proposal is genuine and not a sham or collusive, and not made in the interest of any person not named, and that the Firm has not induced or solicited others to submit a sham offer, or to refrain from proposing.
- **COMPLIANCE WITH LAWS AND REGULATIONS:** In addition to nondiscrimination and affirmative action compliance requirements previously listed, the Firm awarded the Contract shall comply with federal, state and local laws, statutes and ordinances relative to the execution of the work. This requirement includes, but is not limited to, protection of public and employee safety and health; environmental protection; waste reduction and recycling; the protection of natural resources; permits; fees; taxes; and similar subjects.
- **PUBLIC RECORDS:** Under Washington state law, the documents (including but not limited to written, printed, graphic, electronic, photographic or voice mail materials and/or transcriptions, recordings or reproductions thereof) submitted in response to this RFP (the "documents") become a public record upon submission to the City of Lakewood, subject to mandatory disclosure upon request by any person, unless the documents are exempted from public disclosure by a specific provision of law. If the City of Lakewood receives a request for inspection or copying of any such documents it will promptly notify the person submitting the documents to the City of Lakewood (by U.S. mail and by fax if the person has provided a fax number) and upon the written request of such person, received by the City of Lakewood within five (5) days of the mailing of such notice, will postpone disclosure of the documents for a reasonable period of time as permitted by law to enable such person to seek a court order prohibiting or conditioning the release of the documents. The City of Lakewood assumes no contractual obligation to enforce any exemption.



To: Mayor and City Councilmembers
From: Heidi Ann Wachter, City Attorney
Through: John J. Caulfield, City Manager *John J. Caulfield*
Date: February 8, 2016
Subject: Rental Housing Inspection Program Progress Update

This is in response to City Council questions regarding the City’s work to ensure a standard of safe and decent living conditions for everyone who lives in rental housing in the City. On July 27, 2015 the Council received an overview of transition from a rental housing inspection program that no longer meets legal requirements to a legally compliant program which serves the City’s need to maintain a standard of quality in rental housing in the City.

Draft legislation falling within legal parameters was presented to Council at the retreat held on February 21, 2015. At that time direction from Council was clear that no consideration will be given to legislation without a better understanding of the community perspective. The Council expressed concern with the following:

1. The cost of a robust and legally compliant rental housing inspection program;
2. Public Outreach;
3. Potential legal challenges such as lawsuits against the City.

During the summer of 2015 internal stakeholders met to discuss the current state of rental housing in the City, along with potential strategies for addressing substandard rental housing. In August the City repealed those portions of the City Code which are at odds with state law. Shortly thereafter the City convened meetings with external stakeholders to elicit feedback on current conditions and processes. An overview of the external stakeholder meetings, best practices, strategies and additional considerations took place at the December 14, 2015 Study Session.

The question posed by the City Council is with regard to tools already available and what “gap”, if any, proposed changes in rental inspection address. This memorandum will review practices already in use and outline potential areas to be addressed through rental housing inspection.

Background

Approximately 55% of Lakewood's housing is rental, ranging from single family homes through multi-family apartment complexes. This compares with adjacent communities as follows¹:

University Place: 42%

Tacoma: 44%

Steilacoom: 38%

The quality of rental housing varies and the City benefits from a standard of safe habitability. Toward this end, the City has, and uses, the following tools to enforce a livable standard. It should be noted that these rely on external observation and/or tenant reporting.

- **Property Maintenance as outlined in City Code**

The City currently issues infractions to property owners for a variety of property maintenance violations. The fines on these citations are typically \$500 and heard in Municipal Court. Compliance following citations is mixed; some property owners comply while others do not. For those that comply the fines are frequently reduced. Historically, unpaid fines are referred to collections. We have been evaluating whether to begin in-house collection on the larger accounts to afford the City a larger degree of flexibility in achieving compliance.

- **Business license Requirements**

Under chapter 5.02 LMC, Lakewood can take action against an apartment complex as a business. Grounds justifying revocation of a business license include causing, maintaining, permitting, or allowing a public nuisance to exist. "Public nuisance", in addition to its common meaning, includes but is not limited to a business generating the need for significant police and/or other government services. Relocation is allowed for those businesses which maintain, permit, allow or fail to prevent unlawful activity on the business premises. Similarly, the business code permits the City (subject to an appeal to the Hearing Examiner) to impose conditions upon a license.

This tool has been generally reserved for those apartment complexes which contain large-scale problems. For unit-specific problems the investment of resources on a single complex is both time and cost prohibitive.

- **Property Abatements**

Under chapter 35.80 RCW, the city can abate nuisance properties, rental or otherwise. If the property is a nuisance, we can direct abatement, either repairing or demolishing the property, and then recover the costs. Like the business license process this is best suited for complex-wide issues rather than for specific units. In 2015 alone, the City abated 17 properties.

- **Administrative Search Warrants**

Some property violations are susceptible to criminal charges. Notable examples include failure to obtain garbage service and violations of most of the international codes which

¹ Source: American Community Survey 2013

Lakewood has adopted by reference (i.e., the International Building Code). These violations usually carry a maximum penalty of 90 days in jail, and/or a \$1000 fine together with restitution.

By naming these violations as criminal, the City maintains the ability to obtain search warrants upon a determination of probable cause that there is a violation. However, if charged, the criminal process frequently takes months to achieve a resolution. If the defendant is indigent, counsel will be appointed at public expense.

- **Unit Certifications at Tenant's Request**

Taken collectively, these tools enable the City to address most concerns visible from the outside or raised by tenants.

Discussion

Essentially, the City's tools for addressing rental housing standards rest on external visibility of tenant housing.

1. Enforcement by external visibility correlates with resource investment.
2. Enforcement by external visibility precludes enforcement of a broad range of conditions which are substandard.
3. Tenant reporting is driven as much by the nature of the tenant as the actual living conditions.

Deterioration in rental housing conditions typically begins long before it is visible externally and without a reliable objective method for ensuring a standard for rental housing the City encourages substandard rental housing. It has been generally acknowledged that there are both irresponsible owners and undesirable tenants. The relationship between the two is a cycle of deterioration. Owners who invest insufficient resources in rental maintenance over time have less appealing rental properties. Less appealing rental properties cannot command higher rents, which results in fewer resources for the owner to invest in rental maintenance. As maintenance is deferred the quality of the rental deteriorates, in turn losing appeal to better tenants. At the far end of the cycle are rental properties with poor habitability at low rent. In Lakewood there is some correlation between older, lower rent properties and crime.

Ultimately, without a tenant report or a routine inspection the City must wait until conditions reach a critical point, which typically occurs some years after conditions have deteriorated beyond any appeal for ideal tenants. Simply put, lack of accountability in rental housing encourages owners to defer maintenance because there is no consequence for doing so and this in turn attracts tenants who are more likely to tolerate substandard living conditions (the worst of both worlds).

That being said, Council expresses the valid concern about placing an unintended burden on owners who understand the value of property maintenance. The City has an interest in encouraging responsible rental ownership.

The question is whether any action from the City is needed to promote/reward “good owner behavior” and/or “good tenant” behavior. The following table summarizes what other cities are doing with rental housing inspection programs:

	Frequency	Cost	Who inspects	Number of units
Statute (RCW 59.18.125)	Once every three years		Qualified inspector	<u>Default</u> LL may choose 100% of units; if pass need only COI. ² <u>Local Gov't may select sampling:</u> 20<, then 4 units 21+ then no more than 20% (50 max) <u>If unit fails:</u> City may request 100% inspected
Tacoma	Variable. Applies only if a complaint is received and the property does not meet established health & safety. Once triggered, three years.	Per website: AGI: \$12K< \$90/year AGI \$12K<, \$25/year <hr/> Per Code: 1 st Provisional: \$250 2 nd Provisional: \$500 3 rd Provisional \$1K	Threshold determination, city inspector. Thereafter, qualified inspector.	Follows state law.
Seattle	Once every 10 years (10% random sampling)	\$175/property & first unit + \$2/additional unit	Qualified inspector, but must register with the City, attend training program, and pay registration fee. But, if complaint received regarding inspected unit, City inspector.	Inspections random, but all properties selected at least once/10 years (10%/year) Properties with 2+ notices of violation from November 2010-2012 will be selected in in first cycle. Single family home: 1x/10 year cycle 2-20 units: 2 units 20+ 15%

² COI: Certificate of Inspection

Pasco	Once every 2 years	\$30 for 1 st unit + \$3/additional unit	Follows state law, but city inspector included with registration charge.	Code is silent
Mountlake Terrace	3 years 90 days	Varies on task: Initial license: \$ 40 + \$1.50/unit Cert. of Compliance: \$15 Initial inspection: no charge 1 st re-inspect: \$90 2 nd re-inspect: \$125 3 rd re-inspect: \$200 Annual renewal: \$60 RHI examination administered by City: \$210 Note: these fees are through 2014 and are the most current on the City's website.	Follows state law, but inspectors must register with city, pay fee and pass examination.	Follows state law, except for samplings: 10< units, no more than 2 10+, no more than 20%, up to a max. of 30 units.
Bellingham	3 years	Annual 1-10 units: \$10/unit 21+ \$8/unit Inspection costs: TBD, but if city inspector, likely fee \$100/unit; if private, "administrative fee" to city considered with proposal of \$41/unit.	Follows state law, but inspectors must be approved by city.	Follows state law, but if violations found, may be subject to inspection annually.

3

Options

1. Continue enforcement of a standard based on visible violations.
 - a) Continue Code Enforcement and Abatement programs as budgeted. This will not alleviate current conditions related to substandard rental housing.
 - b) Enhance Code Enforcement and/or Abatement programs. This requires additional resources and allows substandard rental conditions to continue to the point of requiring Code Enforcement or Abatement.
2. Enforce a standard based on violations which accrue before they are externally visible.
 - a) Educate tenants to report substandard living conditions. This may improve reporting but will be inconsistent.
 - b) Implement a rental housing inspection program designed to reward responsible ownership and incentivize proactive maintenance.

³ It should be noted that the City previously had a rental housing inspection program. This program has been repealed due to recent Court rulings regarding similar programs in other cities.

Recommendation

Pursue implementation of a Rental Housing Inspection program designed to reward responsible ownership and incentivize proactive maintenance.

Next Steps

1. Review the City of Pasco's Rental Housing Inspection program. Evaluate whether an amended version which incorporates rewards for responsible ownership can be effective for improving rental housing standards in the City.
2. If a Rental Housing Inspection program is adopted, the following is the anticipated timeline for implementation.

Date:	Action:
June 20, 2016	City Council adopts an Ordinance
August 1, 2016	City sends informational notice to a database of potential rental property owners announcing the program and providing resources.
September 1, 2016	A second notice is sent to the database of potential rental property owners notifying registration information and effective dates.
October 1, 2016	Rental registration period opens. Rental property owners will be able to register online, by mail or in person at City Hall.
November 1, 2016	Rental registration period closes. All eligible rental properties must be registered by this date.
December –April 2017	The City gather information and updates the database: property owners who did not register; property owners who provided incomplete or inaccurate information; or whose initial notification was returned due to incorrect mailing address or change in ownership.
May 2017	Initiate safety inspections.



To: Mayor and City Councilmembers

From: Kenneth White, Information Technology Manager

Through: John J. Caulfield, City Manager *John J. Caulfield*
Tho Kraus, Assistant City Manager/Administrative Services

Date: Feb 8, 2016

Subject: Information Technology Project Updates

Background

Over \$870,000 has been invested in technology infrastructure since the approval of the Information Technology 6-Year plan by the City Council in 2014. Subsequently in the 2015/2016 adopted budget an additional \$150,000 & \$15,000 carry forward budget was approved. In addition, the City Council authorized transfer of \$233,000 from the Fleet & Equipment fund to provide a source for the proposed 2015/2016 information technology related priority services & programs. Over the six year period, 2015 through 2020, the City's information technology needs based on the current, updated 6-year plan is just under \$2.67 million of which \$2.2 million is not funded and will be addressed as part of the 2017/2018 biennial budget process.

Completed Projects – 2014

- **Helpdesk System – Budgeted \$0 Actual \$0**
In late 2014 the Information Technology division implemented the City's first enterprise level HelpDesk solution which provides advanced functionality and easy-to-use interfaces to assist Technology team members deliver world-class customer service to end users with reduced costs and complexity. The system was installed on existing hardware requiring no additional expenses for the City as the software comes at no cost.
- **Workstation Refresh (Desktop & Laptops) - Budgeted \$327,000 Actual \$306,131**
The project included replacement of all Panasonic rugged laptops and numerous workstations & laptops along with upgrading the operating system on all desktops and laptops from Windows XP to Windows 7. The project also included upgrading all installations of Microsoft Office to Office 2010.
- **Scanners for electronic records management – Budgeted \$4,000 Actual \$4,503**
Additional scanners were installed to provide the ability to electronically scan and convert paper documents to digital formats. The project provided initial hardware systems which would be required for future document management solutions.

Completed Projects – 2015

- **Phone System Replacement – Budgeted \$240,000 Actual \$193,218**
In March of 2015 the Information Technology division completed the phone system replacement project. This entailed replacement of the NEC phone system with a new Shoretel system providing the city with a robust and reliable communication system for many years to come. This system came in on time and under budget.
- **Blue Beam Software – Budgeted \$3,500 Actual \$2,431**
Provides a robust best-in-class PDF creation, markup, editing and collaboration solution for both Community and Economic Development and Public Works departments while also allowing third party collaboration with contractors, engineers and inspectors. This project came in on time and on budget.
- **Website Update and Redesign – Budgeted \$10,000 Actual \$2,520**
Phase I redesign was completed in April of 2015. The new website was rolled out live May 2015. Phase II which included the Mylakewood311 system was completed and went live end of December, 2015.
- **Video Arraignment – Budgeted \$50,000 Actual \$41,328**
The Information Technology division working in partnership with the Municipal Court selected and implemented the Lifesize video conferencing system for video arraignment. This system provides a superb, yet simple video collaboration solution that supports all of the needs of the Municipal Court both on-the-fly and through scheduled hearings.
- **Enterprise Data Storage Systems – Budgeted \$89,274 Actual \$95,687**
Utilizing savings resulting from numerous projects the Information Technology division replaced the aging storage systems which were in place providing additional capacity, ability to scale up storage and optimization of the new cloud infrastructure solution. The previous systems are now scheduled to be deployed at the City's secondary data center located at the Police Station which will reduce future storage expenditures significantly at the co-location. This project was funded through savings accumulated from other projects in the amounts of \$46,782 Phone System Replacement, \$15,000 Paging System, \$20,869 Workstation Refresh, \$2,727 non-renewal of Symantec Backup Exec software with the remainder of \$10,309 coming from savings in departmental staffing.
- **Cloud Infrastructure – Virtual Servers – Budgeted \$5,400 Actual \$5,313**
The cloud infrastructure solution by VMWare brought streamlined cloud solutions and operations providing an enterprise-class virtual cloud system with powerful server virtualization, safe automated management and enhanced growth capabilities for the City. This project also eliminated multiple existing solutions which reduced both initial startup costs and ongoing expenses in the amount of \$4108.19 per year within the data center. The virtual solution eliminated the need continue to replace physical servers reducing future replacement costs.
- **Cloud Infrastructure – Virtual Desktop – Budgeted \$17,000 Actual \$16,851**
The cloud infrastructure virtual desktop project was completed at the end of the third quarter in 2015. This solution provided real time remote access for inspectors, police and administrative users throughout the City. The system has eliminated hours of work each day for Public Works & Community Development inspectors allowing them to enter data in real time in the field versus having to come back to City Hall numerous times a day. Currently there are 18 assigned virtual desktops in use within the organization. We expect the number of approved users to continue to grow as new systems come on board and the need for remote access expands.
- **Remote Support Capability – Budgeted \$0 Actual \$2,400**
Provides IT Management and helpdesk support through advanced remote control solutions which allow the Information Technology division to manipulate, control and provide remote support. These remote

capabilities provide real time response while also eliminating additional travel time by allowing the HelpDesk team to connect to systems remotely.

- **Multi-Function Copiers – Budgeted \$105,054 Actual \$105,054**
The copier & printer replacement project was completed in December, 2015 which consisted of removal & replacement of the existing Ricoh copiers with new Sharp equipment, replacement of select printers and implementation of an account management solution to manage all print devices throughout the City. The new system provides a robust enterprise solution tying directly into the City's future document management solution. In addition to copy, print & scanning features the system supports authentication using existing City badges to track total print jobs and costs associated providing feature rich reports on expenditures and overall costs. Color printing, two sided single pass scanning capability, wireless mobile device printing and integration with third party solutions and apps are just some of the enhanced features available. Information Technology division continues to monitor and adjust the system as necessary to bring additional features and enhanced reporting.
- **My Lakewood 311 – Budgeted \$10,000 Actual \$11,377**
Information Technology division began the implementation of the new 311 project in October, 2015 with an estimated soft rollout date of Dec 15, 2015 with a go live date of Dec 31, 2015. During the implementation the Information Technology division worked with all affected departments to ensure a successful launch of the 311 Mobile Application for the City of Lakewood. The new MyLakewood311 application provides a central source for the collection, resolution and reporting of tickets providing departments the ability to tracking requests coming in from the public. The system also provides a best-in-class mobile application which can be installed on mobile devices to provide a rich full featured solution for end users. The MyLakewood311 system went live, December 31st, 2015 with a successful launch.
- **Redesign of the City's Permit Process/Eden Web Extensions – Budgeted \$4,000 Actual \$6,699**
The online permitting solution continues to grow and expand providing additional resources for businesses within the City. Currently residents and businesses are able to use the online system to perform inquiries on existing permits, estimate fees, schedule inspections, parcel inquiries, apply for permits and recently the ability to perform business license renewals has been added. The Community and Economic Development department continue to add new features and options throughout the year.

Completed Projects – 2016

- **Facilities Service Desk – Budgeted \$0 Actual \$0**
Building off the successful launch of the City's Information Technology helpdesk system an identical solution has recently been implemented which now provides a robust facilities service desk at no cost to the City. Users can now utilize the new system to request service for facilities items in the same manner as they do for technology helpdesk requests. This system streamlines the workflow for the department while providing enhanced reports, automated assignment of tasks, tracking of tickets, service level agreements and more.

Status – Projects in process – 2015

- **Messaging (Email) System Refresh – Budgeted \$35,000 Actual \$21,232**
The new Exchange 2013 mail server has been installed and is currently in operation although the project is not yet complete. Due to the complexity of both the mail server and the archival system the project has taken longer than initially planned. Connections to mobile devices, workstations and the archival system require additional configuration changes to ensure both existing and future data are collected and available on demand. Expected completion is latter part of the 1st quarter of 2016.
- **Fiber Optic Connection – Budgeted \$56,000 – Estimated \$49,000**

The project initially started in November of 2015. In an effort to keep costs low the Information Technology division partnered with the Parks & Recreation department to utilize City employees to perform most of the work such as trenching, concrete work, electrical and hardware installation reducing overall costs associated with the project. In addition, a partnership between Information Technology and Public Works to combine the fiber connections at Ft. Steilacoom Park and fiber being installed for the traffic light signal & camera project was created. The initial estimated completion of the installation was scheduled for the end of December, 2015. Expected completion is scheduled for the latter part of 1st quarter, 2016.

- **Wireless Access Points (Wi-Fi) – Budgeted \$15,000 Estimated \$15,000**

Phase I of the Wi-Fi project was scheduled to be completed late 2015. The project is dependent on the completion of the fiber project at Ft. Steilacoom Park. Expected completion is now scheduled for the latter part of the 1st quarter, 2016.

- **Informational Videos – Budgeted \$14,000 Estimated \$14,000**

Economic growth in the City of Lakewood is driven by a partnership between the City of Lakewood and the business community and is supported by a dynamic business environment with a focus on innovation. The creation of a series of videos that would focus on the City's budget, economic development, public safety and public works is crucial to the success of the city. These series of videos will show that the city is at the forefront of economic development providing marketing efforts aimed at specific business targets, as well as supporting the recruitment of skilled workers to the City of Lakewood. These videos accentuate the local assets and comparative advantages afforded to companies in target business sectors and also provide a video overview of City Departments and resources available. This is an ongoing project with the initial videos expected to be completed end of the 1st quarter, 2016.

Status - Projects in process – 2016

- **Cell Phone Archival of Text Messages – Budgeted \$15,719 Actual \$10,500**

After reviewing multiple options surrounding the ability to archive cell phone text messages, the Information Technology division settled on two companies to provide archival solutions for the city, SMARSH and Mobile Guard. SMARSH will be used to archive all Android based phones while MobileGuard will be used for all Apple iPhones. Additional costs are expected when adding the Apple devices although the project will come in on budget. Expected completion is scheduled for the latter part of the 1st quarter, 2016.

- **Enterprise Network Monitoring Tools – Budgeted \$10,000 Estimated \$10,000**

The Information Technology division is currently in process of reviewing and evaluating multiple solutions which will provide real time monitoring of the City's network infrastructure to include servers, communications, systems and associated applications. The project is scheduled to be completed end of March 2016.

- **Disaster Recovery & Business Continuity Plan – Budgeted \$10,000 Estimated \$10,000**

The disaster recovery & business continuity plan is scheduled for 2016. This project has not yet been started.

- **Video Surveillance & Security Cameras – Budgeted \$50,000 Estimated \$50,000**

Information Technology Division team members are currently working with multiple divisions to replace, enhance and upgrade current video surveillance systems located throughout the City. The project is currently in process with the initial focus on replacement of the video surveillance system used by police for undercover investigations. Phase II will include systems and cameras installed at the Police Station and City Hall. Expected completion date is the latter part of the 3rd quarter of 2016.

- **Redundant Voice and Data Circuits – Budgeted \$10,000 Estimated \$10,000**

To ensure complete redundancy of the Cities voice & data networks the Information Technology division will be installing additional circuits to be located at the police station which is the City's designated

Emergency Operations Center and the backup co-location for data services. Currently, in the event of a disaster at City Hall network and voice Services would not be available due to the loss of connectivity between the two locations and external resources. Redundant voice & data circuits will ensure connectivity to all systems during an outage at either location.

- **Task Management System – Budgeted \$75,000 Estimated \$65,000**

With the successful integration of the MyLakewood311 application, the Information Technology Division has been working with numerous departments reviewing several solutions which tie directly to the MyLakewood311 application. Key benefits of the solution include the ability to track, rate and manage assets, monitor service requests from inception to completion, schedule preventative maintenance and extend life of assets using the materials management tools provided and more. Areas such as stormwater systems, facilities, streets and traffic control devices and fleet equipment are included. The proposed system will provide a robust solution manage workflow and daily activities and ties directly into the MyLakewood311 solution. This project is scheduled to begin late February 2016.

Next Steps

Since the update of the six year Information Technology plan in June 2015 a number have projects have been submitted and reviewed within the IT governance committee. These projects are in various stages from initial proposal, information gathering and review. The Information Technology plan continues to be an evolving document as needs within the City change and will be updated mid-year 2016. We will continue to provide updates to the City Council.