# LAKEWOOD CITY COUNCIL
# STUDY SESSION AGENDA

Monday, June 27, 2016
7:00 P.M.
City of Lakewood
City Council Chambers
6000 Main Street SW
Lakewood, WA 98499

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Page No.

**CALL TO ORDER**

**ITEMS FOR DISCUSSION:**

( 2) 1. Joint Public Safety Advisory Committee meeting.

( 3) 2. Review of the 1st Quarter 2016 Financial Report. – (Memorandum)

(73) 3. Review of the Six Year Property Management Plan. – (Memorandum)

(77) 4. Review of the proposed fee schedule amendments relative to the rental housing safety program. – (Memorandum)

**REPORTS BY THE CITY MANAGER**

**ITEMS TENTATIVELY SCHEDULED FOR THE JULY 5, 2016 REGULAR CITY COUNCIL MEETING:**

1. This is the date set for a public hearing on the proposed rental housing safety program. – (Public Hearings and Appeals – Regular Agenda)

2. Approving an amendment to the agreement with the Lakewood Playhouse relative to tourism promotion. – (Motion – Consent Agenda)

**COUNCIL COMMENTS**

**ADJOURNMENT**

*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.*

# Public Safety Advisory Board
# 2016 Work Program and Meeting Schedule

**Members:**

Alan Hart, Chair
Charles Ames, Vice-Chair
Ken Witkoe
John Fuller
Joseph Boyle
Michael Lacadie
Bob Saul
James Hairston

| Meeting Date | TOPICS |
|---|---|
| January 6, 2016 | Abandoned Homes<br>2016 Work Plan Completion |
| February 3, 2016 | Abandoned Homes<br>Review of joint UP/Lakewood PSAC Meeting<br>Review of Abandoned Homes Recommendation |
| March 2, 2016 | Homelessness /Mental Health Issues/Pertaining to Public Safety<br>Cities Emergency Response Plan<br>Revisit Shopping Cart Ordinance/Letter effectiveness |
| April 6, 2016 | Cities Emergency Response Plan (Cont.)<br>Review Use Of Force Statistics<br>Re-visit Hiring (Diversity) |
| May 4, 2016 | Diversity Hiring (Cont.)<br>Summer Fest |
| June 1, 2016 | Summer Fest<br>Review of Work Plan<br>Work Plan Presentation on June 27th, 2016 |
| July 6, 2016 | SummerFest |
| August 3, 2016 | National Night Out<br>**(No PSAC Meeting This Month.)** |
| September 7, 2016 | Voting of New PSAC Officers<br>Ponders Park Safety |
| October 5, 2016 | Start Year End Review |
| November 2, 2016 | Revisit/Review Action plan for 2017<br>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**

| Event | Date | Time | Location |
|---|---|---|---|
| Summer FEST | July 9 | hours vary | Ft. Steilacoom Park |
| National Night Out | August 2 | hours vary | Our neighborhoods |

| | |
|---|---|
| To: | Mayor and City Councilmembers |
| From: | Tho Kraus, Assistant City Manager/Administrative Services |
| Through: | John J. Caulfield, City Manager |
| Date: | June 27, 2016 |
| Subject: | 2016 Quarterly Financial Report – 1st Quarter |

**Introduction**

The intent of the financial report is to provide an overview of activity in all funds through March 31, 2016, with more in depth discussion focused on the City's main operating funds, the General and Street Operations & Maintenance Funds.

This first quarter report incorporates the 2016 Carry Forward Budget Adjustment that the City Council approved in May 2016.

Additionally, performance measures by department are included at the end of this report. The City continues its efforts in developing performance measures.

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

The funds are combined in this presentation, as these two funds are the City's primary general governmental operating funds. In 2016, the General Fund anticipates providing an annual subsidy of $1.33M, which equates to roughly 62% of the Street O&M Fund operating revenues.

Revenues and other financing sources through first quarter 2016 total of $10.61M, which exceeds expenditures and other financing uses of $9.09M, resulting in an increase in ending fund balance of $1.52M.

Operating revenues through first quarter 2016 total 10.55M, which exceeds operating expenditures of $8.93M and results in an operating income of $1.61M. All major operating revenues are up compared to year-to-date March 2015 except for business licenses, miscellaneous revenues and fines and forfeitures. Departments with expenditures exceeding year-to-date March 2015 is due primarily to personnel cost increases for salaries/wages and related benefits including medical cost increases, and timing of invoice payments. Departments with expenditures below year-to-date March 2015 is due primarily to position vacancy savings and timing of invoice payments.

| General & Street O&M Funds Combined Summary | 2015 Annual Actual | 2015 YTD Actual | 2016 Annual Budget | 2016 YTD Actual | 2016 YTD Actual vs 2015 YTD Actual Over / (Under) $ Chg | % Chg |
|---|---|---|---|---|---|---|
| REVENUES: | | | | | | |
| Property Tax | $ 6,563,936 | $ 2,856,422 | $ 6,639,000 | $ 2,920,287 | 63,864 | 2.2% |
| Local Sales & Use Tax | 8,707,904 | 2,035,713 | 8,601,900 | 2,168,890 | 133,177 | 6.5% |
| Sales/Parks | 515,202 | 122,511 | 499,900 | 131,130 | 8,619 | 7.0% |
| Brokered Natural Gas Use Tax | 33,661 | 6,551 | 30,000 | 5,377 | (1,174) | -17.9% |
| Criminal Justice Sales Tax | 926,884 | 208,669 | 898,300 | 222,762 | 14,093 | 6.8% |
| Admissions Tax | 656,410 | 148,735 | 680,400 | 150,249 | 1,514 | 1.0% |
| Utility Tax | 5,703,609 | 1,543,913 | 5,644,000 | 1,552,742 | 8,829 | 0.6% |
| Leasehold Tax | 22,800 | 498 | 8,000 | 554 | 56 | 11.2% |
| Gambling Tax | 2,771,934 | 669,247 | 2,532,300 | 675,945 | 6,698 | 1.0% |
| Franchise Fees | 3,520,594 | 833,547 | 3,510,300 | 854,306 | 20,759 | 2.5% |
| Development Service Fees (CED) | 1,002,837 | 247,512 | 1,481,000 | 299,744 | 52,233 | 21.1% |
| Permits & Fees (PW) | 57,992 | 16,601 | 28,300 | 33,848 | 17,247 | 103.9% |
| License & Permits (BL, Alarm, Animal) | 452,242 | 205,804 | 510,900 | 183,085 | (22,719) | -11.0% |
| State Shared Revenues | 1,970,508 | 487,194 | 2,038,600 | 503,027 | 15,833 | 3.2% |
| Intergovernmental | 413,554 | 45,560 | 401,025 | 71,445 | 25,885 | 56.8% |
| Parks & Recreation Fees | 231,151 | 39,522 | 262,500 | 51,373 | 11,851 | 30.0% |
| Police Contracts, including Extra Duty | 706,691 | 141,543 | 716,000 | 172,043 | 30,499 | 21.5% |
| Other Charges for Services | 6,697 | 2,463 | 11,000 | 5,523 | 3,059 | 124.2% |
| Fines & Forfeitures - Municipal Court | 1,282,219 | 400,575 | 1,444,100 | 294,936 | (105,638) | -26.4% |
| Fines & Forfeitures - Camera Enforcement | 699,028 | 186,893 | 750,000 | 157,963 | (28,930) | -15.5% |
| Miscellaneous/Interest/Other | 117,636 | 41,867 | 74,150 | 21,279 | (20,587) | -49.2% |
| Interfund Transfers | 284,700 | 82,425 | 284,700 | 71,175 | (11,250) | -13.6% |
| **Subtotal Operating Revenues** | **$ 36,648,190** | **$ 10,323,766** | **$ 37,046,375** | **$10,547,683** | **$ 223,917** | **2.2%** |
| EXPENDITURES: | | | | | | |
| City Council | 103,021 | 20,045 | 136,290 | 31,908 | 11,863 | 59.2% |
| City Manager | 601,322 | 153,303 | 590,062 | 169,933 | 16,631 | 10.8% |
| Municipal Court | 1,790,330 | 508,089 | 2,060,805 | 469,611 | (38,477) | -7.6% |
| Administrative Services | 1,490,468 | 460,140 | 1,624,149 | 432,047 | (28,092) | -6.1% |
| Legal | 1,634,745 | 404,671 | 1,748,241 | 413,708 | 9,037 | 2.2% |
| Community & Economic Development | 1,876,796 | 436,384 | 2,192,913 | 502,858 | 66,473 | 15.2% |
| Parks, Recreation & Community Services | 2,465,429 | 510,586 | 2,683,236 | 530,304 | 19,719 | 3.9% |
| Police | 21,595,504 | 5,811,514 | 22,497,291 | 5,734,895 | (76,619) | -1.3% |
| Streets Operations & Maintenance | 2,169,439 | 618,054 | 2,148,193 | 555,192 | (62,861) | -10.2% |
| Non-Departmental | 132,402 | 50,231 | 131,290 | 58,276 | 8,045 | 16.0% |
| Interfund Transfers | 375,162 | - | 479,810 | 35,000 | 35,000 | n/a |
| **Subtotal Operating Expenditures** | **$ 34,234,619** | **$ 8,973,016** | **$ 36,292,280** | **$ 8,933,732** | **(39,284)** | **-0.4%** |
| **OPERATING INCOME (LOSS)** | **$ 2,413,571** | **$ 1,350,750** | **$ 754,095** | **$ 1,613,950** | | |
| OTHER FINANCING SOURCES: | | | | | | |
| Grants, Contrib, 1-Time Source | 354,434 | 111,268 | 259,368 | 59,006 | (52,262) | -47.0% |
| Transfers In | 40,802 | - | 270,000 | - | - | n/a |
| **Subtotal Other Financing Sources** | **$ 395,236** | **$ 111,268** | **$ 529,368** | **$ 59,006** | **$ (52,262)** | **-47.0%** |
| OTHER FINANCING USES: | | | | | | |
| Capital & Other 1-Time | 606,411 | 41,046 | 781,994 | 26,522 | (14,524) | -35.4% |
| Interfund Transfers | 886,229 | 55,000 | 598,489 | 128,000 | 73,000 | 132.7% |
| **Subtotal Other Financing Uses** | **$ 1,492,640** | **$ 96,046** | **$ 1,380,483** | **$ 154,522** | **$ 58,476** | **60.9%** |
| | | | | | | |
| **Total Revenues and Other Sources** | **$ 37,043,426** | **$ 10,435,034** | **$ 37,575,743** | **$10,606,689** | **$ 171,655** | **1.6%** |
| **Total Expenditures and other Uses** | **$ 35,727,259** | **$ 9,069,062** | **$ 37,672,763** | **$ 9,088,254** | **$ 19,192** | **0.2%** |
| | | | | | | |
| **Beginning Fund Balance:** | **$ 4,532,693** | **$ 4,532,693** | **$5,848,860** | **$ 5,848,860** | **$ 1,316,167** | **29.0%** |
| **Ending Fund Balance:** | **$ 5,848,860** | **$ 5,898,665** | **$ 5,751,840** | **$ 7,367,294** | **$ 1,468,629** | **24.9%** |
| Ending Fund Balance as a % of Oper Rev | 16.0% | 57.1% | 15.5% | 69.8% | | |
| Reserve - Total Target 12% of Oper Rev: | $ 4,397,783 | $ 4,397,783 | $ 4,445,565 | $ 4,445,565 | | |
| 2% Contingency Reserves | $ 732,964 | $ 732,964 | $740,928 | $740,928 | | |
| 5% General Fund Reserves | $ 1,832,409 | $ 1,832,409 | $1,852,319 | $1,852,319 | | |
| 5% Strategic Reserves | $ 1,832,409 | $ 1,832,409 | $1,852,319 | $1,852,319 | | |
| Undesignated/Reserved for 2017/18 Budget | $ 1,451,078 | $ 1,500,882 | $ 1,306,275 | $ 2,921,729 | | |

Operating Revenue Variance Analysis

2016 year-to-date operating operating revenues of $10.55M accounts for 28.5% of the annual budget and is over 2015 year-to-date actuals by $224K or 2.2%.

| | | | | | 2016 YTD Actual vs 2015 YTD Actual | |
|---|---|---|---|---|---|---|
| **General & Street O&M Funds** | **2015** | | **2016** | | **Over / (Under)** | |
| **Combined Summary** | **Annual Actual** | **YTD Actual** | **Annual Budget** | **YTD Actual** | **$ Chg** | **% Chg** |
| REVENUES: | | | | | | |
| Local Sales & Use Tax | $ 8,707,904 | $ 2,035,713 | $ 8,601,900 | $ 2,168,890 | 133,177 | 6.5% |
| Property Tax | 6,563,936 | 2,856,422 | 6,639,000 | 2,920,287 | 63,865 | 2.2% |
| Development Service Fees (CED) | 1,002,837 | 247,512 | 1,481,000 | 299,744 | 52,232 | 21.1% |
| Police Contracts, including Extra Duty | 706,691 | 141,743 | 716,000 | 172,043 | 30,300 | 21.4% |
| Intergovernmental | 413,554 | 45,560 | 401,025 | 71,445 | 25,885 | 56.8% |
| Franchise Fees | 3,520,594 | 833,547 | 3,510,300 | 854,306 | 20,759 | 2.5% |
| Permits & Fees (PW) | 57,992 | 16,601 | 28,300 | 33,848 | 17,247 | 103.9% |
| State Shared Revenues | 1,970,508 | 487,194 | 2,038,600 | 503,027 | 15,833 | 3.2% |
| Criminal Justice Sales Tax | 926,884 | 208,669 | 898,300 | 222,762 | 14,093 | 6.8% |
| Parks & Recreation Fees | 231,151 | 39,522 | 262,500 | 51,373 | 11,851 | 30.0% |
| Utility Tax | 5,703,609 | 1,543,913 | 5,644,000 | 1,552,742 | 8,829 | 0.6% |
| Sales/Parks | 515,202 | 122,511 | 499,900 | 131,130 | 8,619 | 7.0% |
| Gambling Tax | 2,771,934 | 669,247 | 2,532,300 | 675,945 | 6,698 | 1.0% |
| Other Charges for Services | 6,697 | 2,463 | 11,000 | 5,523 | 3,060 | 124.2% |
| Admissions Tax | 656,410 | 148,735 | 680,400 | 150,249 | 1,514 | 1.0% |
| Leasehold Tax | 22,800 | 498 | 8,000 | 554 | 56 | 11.2% |
| Brokered Natural Gas Use Tax | 33,661 | 6,551 | 30,000 | 5,377 | (1,174) | -17.9% |
| Interfund Transfers | 284,700 | 82,425 | 284,700 | 71,175 | (11,250) | -13.6% |
| Miscellaneous/Interest/Other | 117,636 | 41,867 | 74,150 | 21,279 | (20,588) | -49.2% |
| License & Permits (BL, Alarm, Animal) | 452,242 | 205,804 | 510,900 | 183,085 | (22,719) | -11.0% |
| Fines & Forfeitures - Camera Enforcement | 699,028 | 186,893 | 750,000 | 157,963 | (28,930) | -15.5% |
| Fines & Forfeitures - Municipal Court | 1,282,219 | 400,575 | 1,444,100 | 294,936 | (105,639) | -26.4% |
| **Subtotal Operating Revenues** | **$ 36,648,190** | **$10,323,966** | **$ 37,046,375** | **$10,547,683** | **$223,717** | **2.2%** |

Property Tax: The increase is due to the 1% authorized increase as well as timing of collections. By year-end, the increase is expected to be closer to 1.5%.

Local Sales & Use Tax: The increase is due to increases in services (restaurants and repairs & maintenance), construction, manufacturing, rental and leasing services offset by decreases in retail trade (motor vehicle parts and dealers and miscellaneous store retailers) and wholesale trade.

CED Development Service Fees: The increase is due to building permits, which is up $40K or 44%; plan review/plan check fees, which is up $5K or 4%; and zoning/development fees which is up $7K or 38%.

Police Contracts, including Extra Duty: The increase is due primarily to extra duty contracts, which is up $31K or 47%. The revenue increase is offset by a corresponding increase in extra duty expenditures.

Intergovernmental: The increase is due primarily to receiving $23K more in municipal court contract revenue (timing of receipts) and $3K in revenues from South Sound 911 for background investigation services provide by the City's Police Department.

Franchise Fees: The increase is primarily due to increases in cable, sewer and solid waste offset by a decrease in Tacoma Power.

PW Permits & Fees: The increase is due primarily to right-of-way permits, which is up $11K or 92% and site development permits, which is up $5K or 220%.

State Shared Revenues: The increase is due primarily to liquor excise tax, which is up $41K or 113%, offset by a decrease in criminal justice, which is down $28K or 25%.

Criminal Justice Sales Tax: The increase is due to an increase in sales tax collections countywide.

Parks & Recreation Fees: The increase is due primarily to Fort Steilacoom Park, which is up $5K or 147%; Senior Center, which is up $2K or 9%; and recreation programs, which is up $5K or 66%.

Utility Tax: The increase is due electricity which is up $35K or 8% and cable which is up $16K or 6% offset by decreases in gas which is down $8K and telephone/cellular which is down $36K or 9%.

Parks Sales Tax: The increase is due to an increase in sales tax collections countywide.

Gambling Tax: The increase is due to card rooms which is up $11K or 2% offset by a decrease in punchboards and pull tabs which is down $4K or 11%.

Interfund Transfers: The decrease is due to the timing of SWM's $15K annual contribution to landscaping services performed by the General Fund.

Miscellaneous/Interest/Other: The decrease is due to L&I Stay-at-Work reimbursements that were recorded as miscellaneous revenues but were subsequently moved to the Risk Management Fund.

License & Permits (Business License, Alarm, Animal): The decrease is due primarily to business licenses which are down $28K or 18%, offset by increases in animal licenses which is up $6K or 28%,

Fines & Forfeitures – Camera Enforcement: The decrease is due primarily to the school zone cameras which were down due to moving the Steilacoom Boulevard camera down about a block last year which affected the number of tickets issued.

Fines & Forfeitures – Municipal Court: The decrease is due primarily to civil infraction penalties which is down $75K or 31% (traffic infraction penalties down $73K or 33%) and detention & correction services which is down $24K or 26% (electronic home monitoring down $4K or 42%, DUI reimbursement down $2K or 25% and adult probation service charge down $14K or 24%). The City's traffic unit had several officers out for various injuries and overall, civil infraction penalty filings and revenues are down statewide.

Operating Expenditure Variance Analysis

2016 year-to-date operating expenditures of $8.90M accounts for 24.6% of the annual budget and is under 2015 year-to-date actuals by $39K or 0.4%.

| | | | | | 2016 YTD Actual vs 2015 YTD Actual | |
|---|---|---|---|---|---|---|
| **General & Street O&M Funds** | **2015** | | **2016** | | **Over / (Under)** | |
| **Combined Summary** | **Annual Actual** | **YTD Actual** | **Annual Budget** | **YTD Actual** | **$ Chg** | **% Chg** |
| EXPENDITURES: | | | | | | |
| Police | 21,595,504 | 5,811,514 | 22,497,291 | 5,734,895 | (76,619) | -1.3% |
| Streets Operations & Maintenance | 2,169,439 | 618,054 | 2,148,193 | 555,192 | (62,863) | -10.2% |
| Municipal Court | 1,790,330 | 508,089 | 2,060,805 | 469,611 | (38,477) | -7.6% |
| Administrative Services | 1,490,468 | 460,140 | 1,624,149 | 432,047 | (28,092) | -6.1% |
| Non-Departmental | 132,402 | 50,231 | 131,290 | 58,276 | 8,045 | 16.0% |
| Legal | 1,634,745 | 404,671 | 1,748,241 | 413,708 | 9,037 | 2.2% |
| City Council | 103,021 | 20,045 | 136,290 | 31,908 | 11,863 | 59.2% |
| City Manager | 601,322 | 153,303 | 590,062 | 169,933 | 16,631 | 10.8% |
| Parks, Recreation & Community Services | 2,465,429 | 510,586 | 2,683,236 | 530,304 | 19,719 | 3.9% |
| Interfund Transfers | 375,162 | - | 479,810 | 35,000 | 35,000 | n/a |
| Community & Economic Development | 1,876,796 | 436,384 | 2,192,913 | 502,858 | 66,473 | 15.2% |
| **Subtotal Operating Expenditures** | **$ 34,234,619** | **$ 8,973,017** | **$ 36,292,280** | **$ 8,933,732** | **(39,284)** | **-0.4%** |

Police: The decrease is due to personnel costs, which is down $19K or 0.5% due to position vacancies; internal service charge which is down $113K or 10% due to timing of allocations; offset by an increase in operating supplies which is up $61K or 237%.

Street Operations and Maintenance: The decrease is due primarily to personnel costs, which is down $16K or 7% due to position vacancies and internal service charge, which is down $61K or 21% due to timing of allocations.

Municipal Court: The decrease is due primarily to personnel costs, which is down $31K or 11% because of position vacancies and timing of internal service charges, which is down $43K or 32%; offset by an increase in public defender of $33K or 48% due to timing of payments.

Administrative Services: The decrease is due primarily to timing of allocation of internal service funds, which is down by $65K or 44% and operating supplies, which decreased by $5K or $68K; offset by increases in personnel cost increases for salaries/wages and related benefits including medical benefit costs increases, which increased $44K or 15%.

Non-Departmental: The increase is due primarily to timing of payments of postage.

Legal: The increase is due primarily to personnel cost increases for salaries/wages and related benefits including medical benefit costs increases, which increased $7K or 2% and increases in professional services, which increased by $4K or 12%.

City Council: The increase is due to an increase in salary and related payroll taxes because of the independent salary Commission decision in July 2015.

City Manager: The increase is due primarily to personnel cost increases for salaries/wages and related benefits including medical benefit costs increases, which increased $6K or 5%; and timing of payment for the Connections Magazine of $12K.

Parks, Recreation & Community Services: The increase is due primarily to the timing of property tax payments (for surface water management fees).

Interfund Transfers: The increase is due to timing of $35K transfer from the General Fund to the Property Abatement Fund.

Community & Economic Development: The increase is due primarily to personnel cost increases for salaries/wages including medical benefit costs increases (and staffing levels), which increased $30K or 10% and professional services, which increased by $33K or 608%

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

The following table and charts provide a comparison of operating revenues, operating expenditures and the resulting operating income/loss for the years 2011 through 2015 budget and actual.

2011 Actual: Operating expenditures of $35.21M is above operating revenues of $35.21M, resulting in an operating loss of $1.91M and the use of General Fund ending fund balance to cover operational expenditures.

2012 Actual: Operating expenditures of $34.06M is below operating revenues of $34.44M, resulting in an operating income of $388K. The operating income is partially due to not transferring $778K to the Fund 501 Fleet & Equipment Replacement Reserve for the General Fund's contribution towards replacement reserves.

2013 Actual: Operating expenditures of $35.27M is below operating revenues of $35.28M, resulting in an operating income of $14K. The increase in operating expenditures in 2013 compared to 2012 is due to transferring $920K to Fund 501 Vehicle & Equipment Replacement in 2013 compared to $0 in 2012.

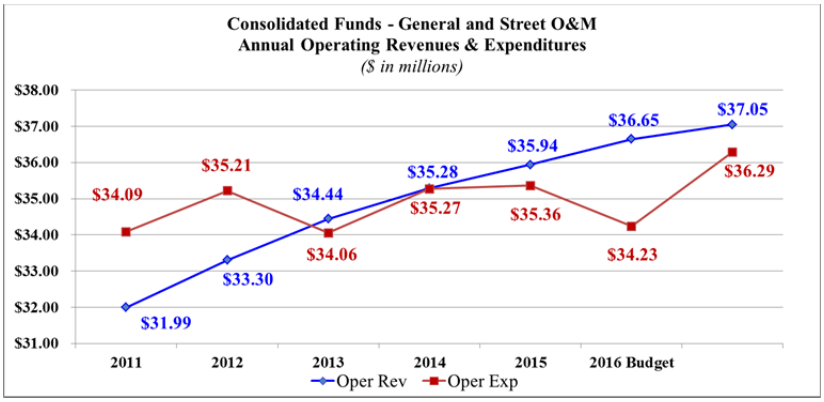
2014 Actual: Operating expenditures of $35.36M is below operating revenue of $35.94M, resulting in an operating income of $582K due to increased revenues and expenditure savings.

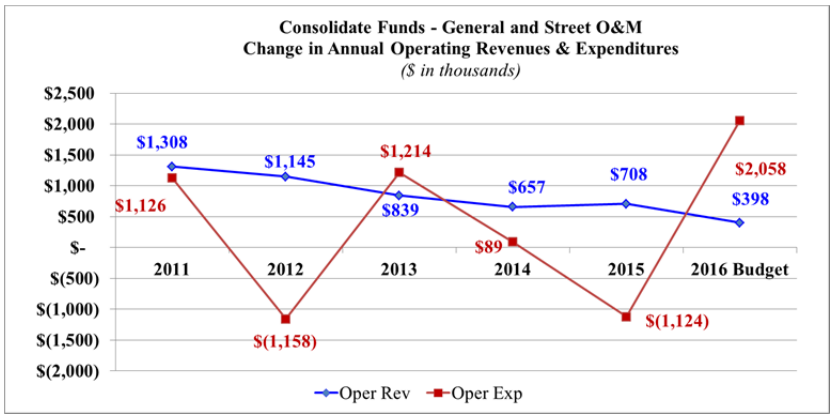
2015 Actual: Operating expenditures of $34.24M is below operating revenues of $36.65M, resulting in an operating income of $2.41M.

2016 Budget: Operating expenditures of $36.29M is expected to be below operating revenues of 37.05M, resulting in an operating income of $754K.

| Consolidates General & Street O&M Funds | 2011 Annual Actual | 2012 Annual Actual * | 2013 Annual Actual | 2014 Annual Actual | 2015 Annual Actual | 2016 Annual Budget |
|---|---|---|---|---|---|---|
| Operating Revenue | $ 33,299,000 | $ 34,444,000 | $ 35,284,000 | $ 35,940,000 | $ 36,648,000 | $ 37,046,000 |
| Operating Expenditures | $ 35,214,000 | $ 34,056,000 | $ 35,270,000 | $ 35,358,000 | $ 34,235,000 | $ 36,292,000 |
| **Operating Income / (Loss)** | **($1,915,000)** | **$388,000** | **$14,000** | **$582,000** | **$2,413,000** | **$ 754,000** |

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



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

In support of the City's financial integrity, the City Council adopted on September 15, 2014, a set of financial policies including fund balance reserves totaling 12% of General/Street O&M Funds operating revenues. In 2016, this 12% equates to $4.45M. The goal date for meeting this target is no later than 2016 and is met with the 2015/2016 Adopted Biennial Budget and continues to be met with the recently approved 2016 Carry Forward Budget Adjustment.

- *2% General Fund Contingency Reserves:* The purpose of this reserve is to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations which could not have been reasonably anticipated at the time the original budget was prepared. A 2% reserve fund based on the General/Street O&M Funds operating revenues equates to $740K.

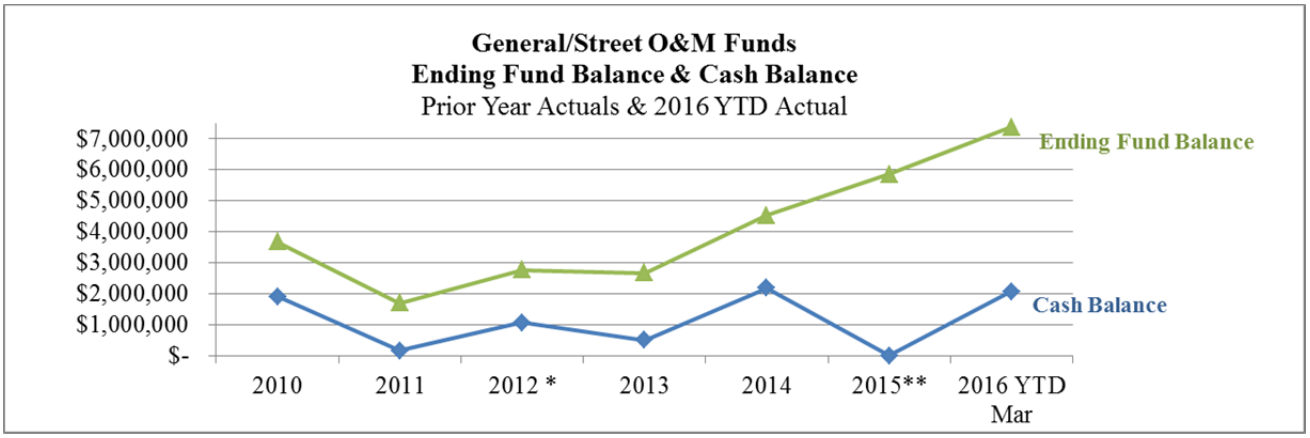
- *5% General Fund Ending Fund Balance Reserves:* The purpose of this reserve is to provide financial stability, cash flow for operations and the assurance that the City will be able to respond to revenue shortfalls with fiscal strength. A 5% reserve fund based on the General/Street O&M Funds operating revenues equates to $1.85M.

- *5% Strategic Reserves:* The purpose of this reserve is to provide some fiscal means for the City to respond to potential adversities such as public emergencies, natural disasters or similarly major unanticipated events. A 5% reserve fund based on the General/Street O&M Funds operating revenues equates to $1.85M.

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

| Year | Total Ending Fund Balance | Cash |
|---|---|---|
| 2010 | 3,667,466 | 1,906,000 |
| 2011 | 1,695,324 | 173,142 |
| 2012 * | 2,771,200 | 1,072,852 |
| 2013 | 2,663,648 | 505,801 |
| 2014 | 4,532,741 | 2,183,083 |
| 2015** | 5,848,860 | 2,043,548 |
| 2016 YTD Mar | 7,367,294 | 2,069,394 |

** Higher cash balance in 2012 due to not transferring $778K to Fund 501 Fleet reserves.*
*** Lower cash balance due to providing $1.8M in short-term/temporary interfund loans.*



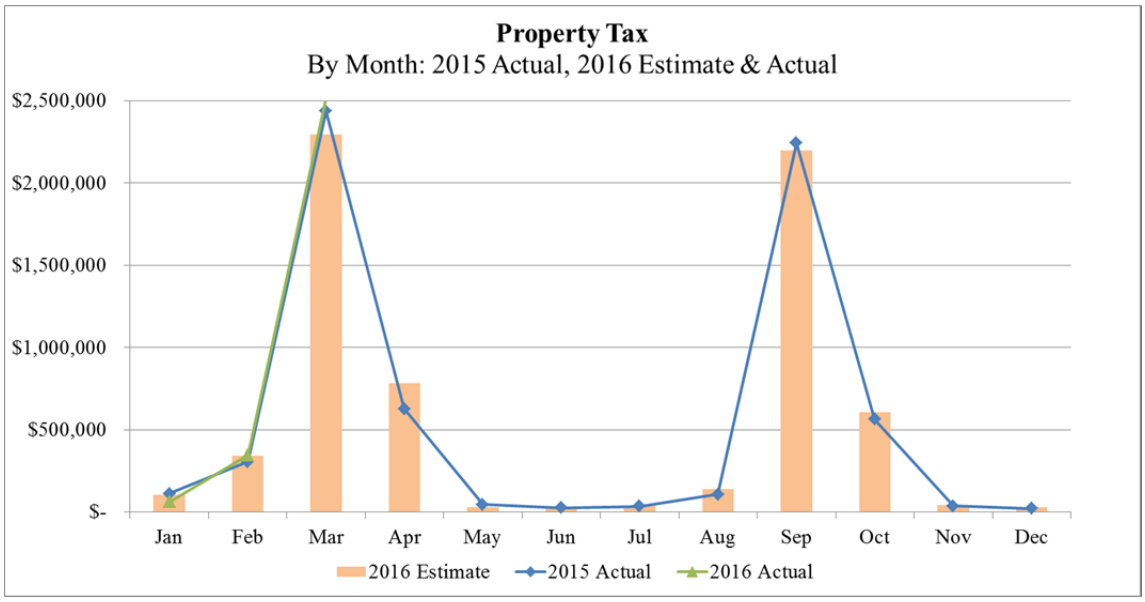
## Property Tax

A property tax rate is placed on each piece of property within the City and is used for general governmental purpose. The rate is expressed in "dollars per $1,000 assessed value (AV), and is a function of the property tax levy permitted by law and adopted by the City Council. In the City of Lakewood, as in other Washington cities, the maximum regular levy cannot exceed $3.60, which includes the maximum regular levy of $3.375 plus an additional $0.225 per $1,000 AV to provide for the Firemen's Pension Fund. Property tax is assessed on land, buildings, and residential homes, and on inventory and improvements to commercial property.

| Levy Rate Per $1,000 Assessed Value | | | |
|---|---|---|---|
| **Taxing District** | **2014** | **2015** | **2016** |
| *City of Lakewood* | *1.43* | *1.38* | *1.34* |
| Emergency Medical Services | 0.50 | 0.50 | 0.50 |
| Flood Control | 0.10 | 0.10 | 0.10 |
| Pierce County | 1.56 | 1.48 | 1.43 |
| Port of Tacoma | 0.18 | 0.18 | 0.18 |
| Rural Library | 0.50 | 0.50 | 0.50 |
| School District | 5.98 | 5.77 | 5.71 |
| Washington State | 2.53 | 2.39 | 2.23 |
| West Pierce Fire District | 3.26 | 3.17 | 3.08 |
| **Total Levy Rate** | **16.04** | **15.47** | **15.08** |

**Property Tax**
*Year-to-date March*

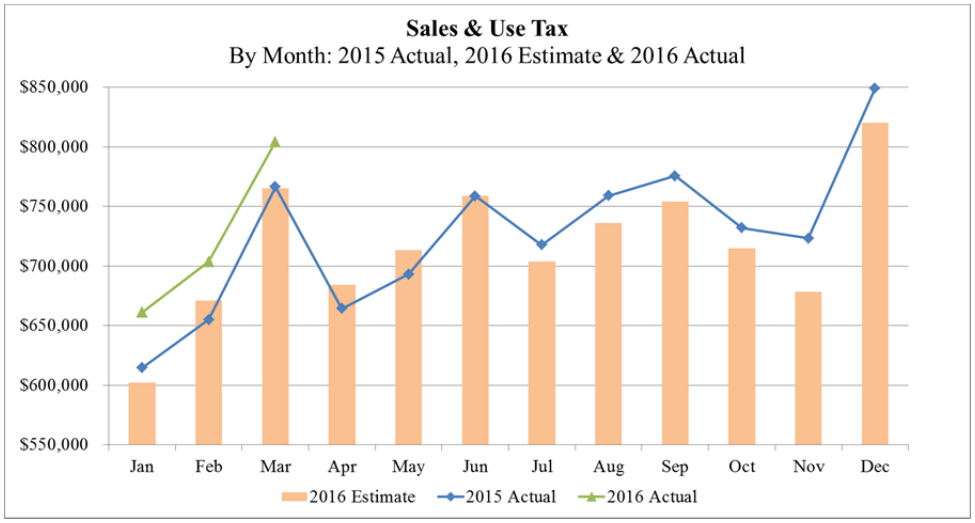
| | | | 2016 | | Over / (Under) | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | 2016 Actual vs 2015 Actual | | 2016 Actual vs Budget | |
| **Month** | **2014 Actual** | **2015 Actual** | **Budget** | **Actual** | **$** | **%** | **$** | **%** |
| Jan | $ 92,779 | $ 112,501 | $ 104,785 | $ 61,272 | $ (51,229) | -45.5% | $ (43,513) | -41.5% |
| Feb | 403,847 | 305,599 | 342,755 | 345,389 | 39,790 | 13.0% | 2,634 | 0.8% |
| Mar | 2,183,114 | 2,438,323 | 2,293,882 | 2,513,626 | 75,303 | 3.1% | 219,744 | 9.6% |
| Apr | 742,622 | 627,210 | 781,802 | | - | - | - | - |
| May | 29,967 | 46,224 | 28,928 | | - | - | - | - |
| Jun | 37,206 | 25,193 | 34,062 | | - | - | - | - |
| Jul | 41,335 | 34,382 | 38,848 | | - | - | - | - |
| Aug | 122,038 | 108,696 | 141,072 | | - | - | - | - |
| Sep | 2,212,244 | 2,243,079 | 2,198,209 | | - | - | - | - |
| Oct | 516,222 | 564,021 | 605,546 | | - | - | - | - |
| Nov | 59,737 | 36,922 | 41,531 | | - | - | - | - |
| Dec | 27,506 | 21,786 | 27,580 | | - | - | - | - |
| **Total YTD** | **$2,679,740** | **$2,856,423** | **$2,741,422** | **$2,920,287** | **$ 63,865** | **2.2%** | **$178,865** | **6.5%** |
| **Total Annual** | **$6,468,618** | **$6,563,936** | **$6,639,000** | | | | | |
| AV (in billions) | $4.49 | $4.75 | $4.94 | | | | | |
| Average Change (2011 - 2015): | | 1.5% | | | | | | |



## Sales & Use Tax

The City imposes a sales and use tax of 1% to fund general government programs. Of this total, 15% is provided to Pierce County per state law. The City imposes both the basic 0.5% and the optional 0.5% sales and use tax. This tax is imposed on personal and business purchases of tangible property. The retail sales tax is also assessed on some services such as repairs and construction. The City receives 1% of the 9.4% sales tax rate. Of the 1%, the City receives 0.84% (Pierce County receives 15% of the 1% and the State receives 1% of the 1% leaving 0.84% to the City).

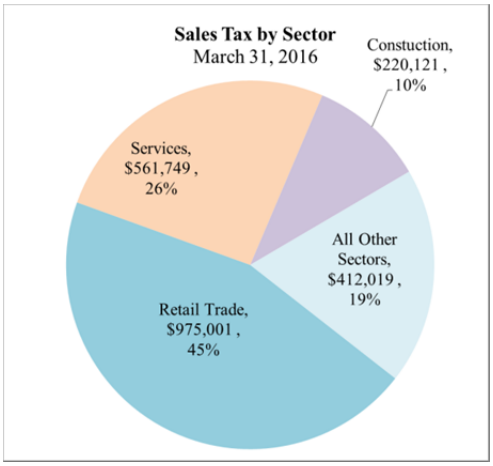
| Sales Tax<br>*Year-to-Date March* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2016 | | Over / (Under) | | | |
| | | | | | 2016 Actual vs 2015 Actual | | 2016 Actual vs Budget | |
| **Month** | **2014 Actual** | **2015 Actual** | **Budget** | **Actual** | **$** | **%** | **$** | **%** |
| Jan | $ 599,289 | $ 614,566 | $ 602,261 | $ 661,136 | $ 46,570 | 7.6% | $ 58,875 | 9.8% |
| Feb | 660,758 | 654,875 | 671,149 | 703,570 | 48,695 | 7.4% | 32,422 | 4.8% |
| Mar | 715,740 | 766,272 | 765,359 | 804,184 | 37,912 | 4.9% | 38,825 | 5.1% |
| Apr | 646,843 | 664,313 | 684,198 | - | - | - | - | - |
| May | 710,434 | 693,085 | 713,090 | - | - | - | - | - |
| Jun | 720,391 | 758,519 | 759,021 | - | - | - | - | - |
| Jul | 657,370 | 717,600 | 703,652 | - | - | - | - | - |
| Aug | 718,471 | 758,879 | 736,202 | - | - | - | - | - |
| Sep | 763,993 | 775,685 | 753,991 | - | - | - | - | - |
| Oct | 684,774 | 731,898 | 714,790 | - | - | - | - | - |
| Nov | 619,521 | 723,183 | 678,294 | - | - | - | - | - |
| Dec | 775,293 | 849,030 | 819,893 | - | - | - | - | - |
| **Total YTD** | **$ 1,975,787** | **$2,035,713** | **$2,038,768** | **$ 2,168,890** | **$ 133,177** | **6.5%** | **$ 130,122** | **6.4%** |
| **Annual Total** | **$ 8,272,877** | **$8,707,904** | **$8,601,900** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |
| Annual Sales (in millions) | $984.87 | $1,036.66 | $1,024.04 | n/a | | | | |
| Average Change (2011 - 2015): | | 3.4% | | | | | | |




| Top 10 Taxpayers (Grouped by Sector) | | | | |
|---|---|---|---|---|
| | Actual YTD March | | Over / (Under) Change from 2014 | |
| **Sector** | **2015** | **2016** | **$** | **%** |
| Motor Vehicle and Parts Dealer | 101,622 | 93,096 | (8,526) | -8.4% |
| Building Material and Garden | 45,732 | 44,242 | (1,490) | -3.3% |
| Food and Beverage Stores | 22,654 | 18,579 | (4,076) | -18.0% |
| Clothing and Accessories | 19,432 | 19,002 | (430) | -2.2% |
| General Merchandise Stores | 160,906 | 151,289 | (9,616) | -6.0% |
| Telecommunications | 21,380 | 21,178 | (203) | -0.9% |
| Rental and Leasing Services | 33,262 | 27,432 | (5,830) | -17.5% |
| Food Services, Drinking Places | 19,715 | 19,390 | (325) | -1.6% |
| **Total** | **$ 424,704** | **$ 394,209** | **$ (30,495)** | **-7.2%** |

Retail trade, the largest economic sector, accounts for 45% of collections, followed by services and construction, which account for 26% and 10%, respectively. All other sectors, including wholesale trade, information, finance, insurance and real estate, manufacturing, government, transportation and utilities, and other accounts for the remaining 19%.

| Sales & Use Tax by Sector | | | | |
|---|---|---|---|---|
| | Year-To-Date March | | Over / (Under) Change from 2015 | |
| Sector | 2015 | 2016 | $ | % |
| Retail Trade | $ 1,003,687 | $ 975,001 | $ (28,686) | -2.9% |
| Services | 497,218 | 561,749 | 64,531 | 13.0% |
| Construction | 164,642 | 220,121 | 55,479 | 33.7% |
| Wholesale Trade | 103,394 | 88,544 | (14,850) | -14.4% |
| Information | 125,118 | 126,862 | 1,744 | 1.4% |
| Finance, Insurance, Real Estate | 78,796 | 94,598 | 15,802 | 20.1% |
| Manufacturing | 25,272 | 60,394 | 35,122 | 139.0% |
| Government | 17,015 | 20,664 | 3,649 | 21.4% |
| Other | 20,571 | 20,957 | 386 | 1.9% |
| **Total** | **$ 2,035,713** | **$ 2,168,890** | **$ 133,177** | **6.5%** |




*Retail Trade:* Compared to year-to-date March 2015, the retail trade sector is down $29K or 3%.

- Motor vehicle & parts dealers decreased by $13K or 5%
- Miscellaneous store retailers decreased by $17K or 17%

*Services:* Compared to year-to-date March 2015, the services sector is up $65K or 13%.

- Food services & drinking places increased by $25K or 9%
- Repair & maintenance increased by $19K or 21%

*Construction:* Compared to year-to-date March 2015, the construction sector is up $56K or 34%.

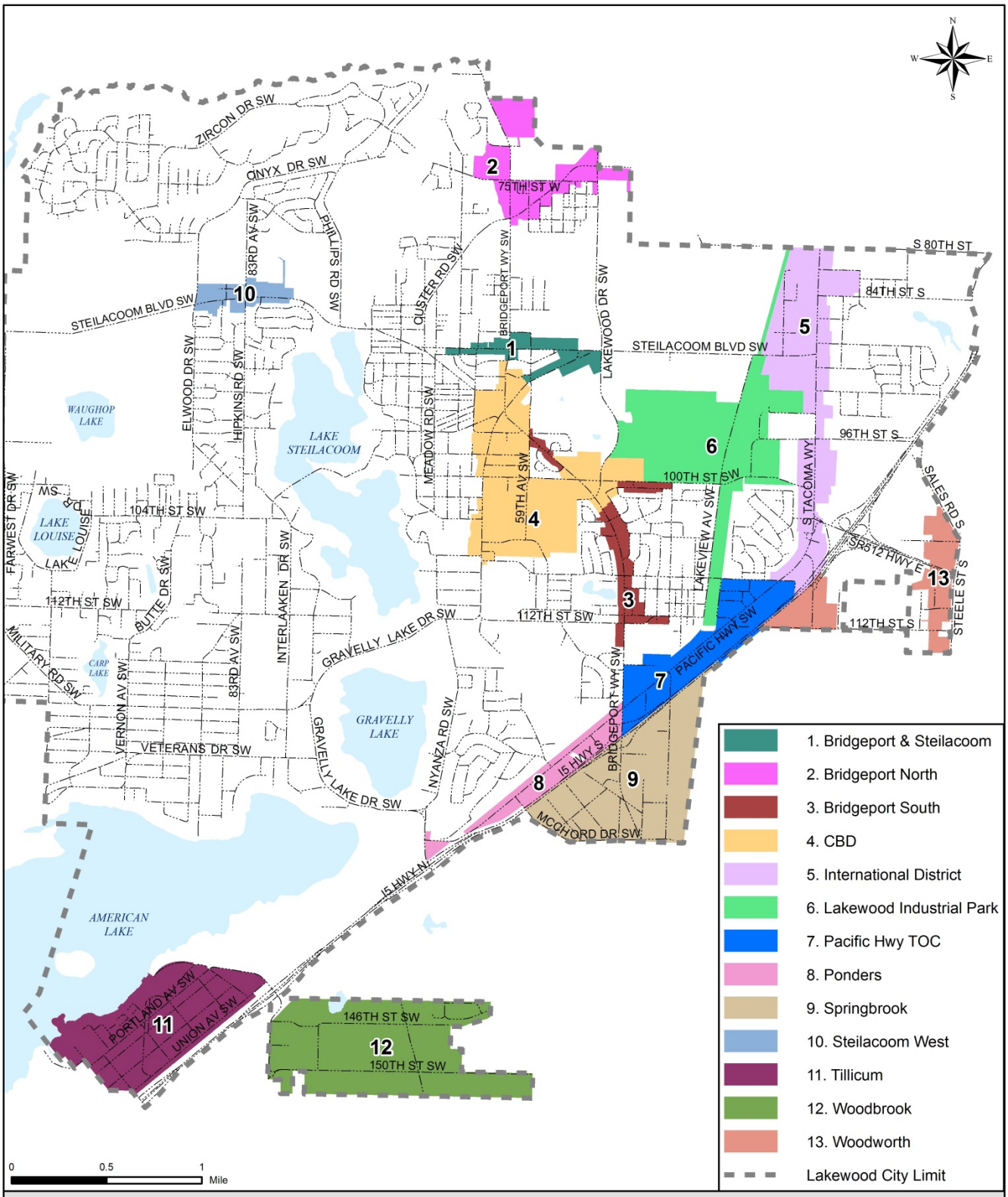
- Construction of buildings increased by $36K or 13%
- Specialty trade contractors increased by $30K or 44%
- Heavy and civil engineering construction decreased by $10K or 29%

*All Other Sectors:* Compared to year-to-date March 2015, all other sectors increased by $42K or 11%.

- *Wholesale Trade* decreased by $15K or 14%
  - Merchant wholesalers, durable goods decreased by $18K or 22% %
- *Finance, Insurance and Real Estate* increased by $16K or 20%
  - Rental and leasing services increased by $17K or 27%
- *Manufacturing* increased by $35K or 139%
  - Nonmetallic mineral product manufacturing increased by $20K or 1162%
  - Printing and related support activities increased by $5K or 77%
  - Machinery manufacturing increased by $4K or 1042%

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

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




# Retail Tax Areas

Map Date: April 03, 2015
:\Projects\Finance\RetailTax\RTAs.mxd

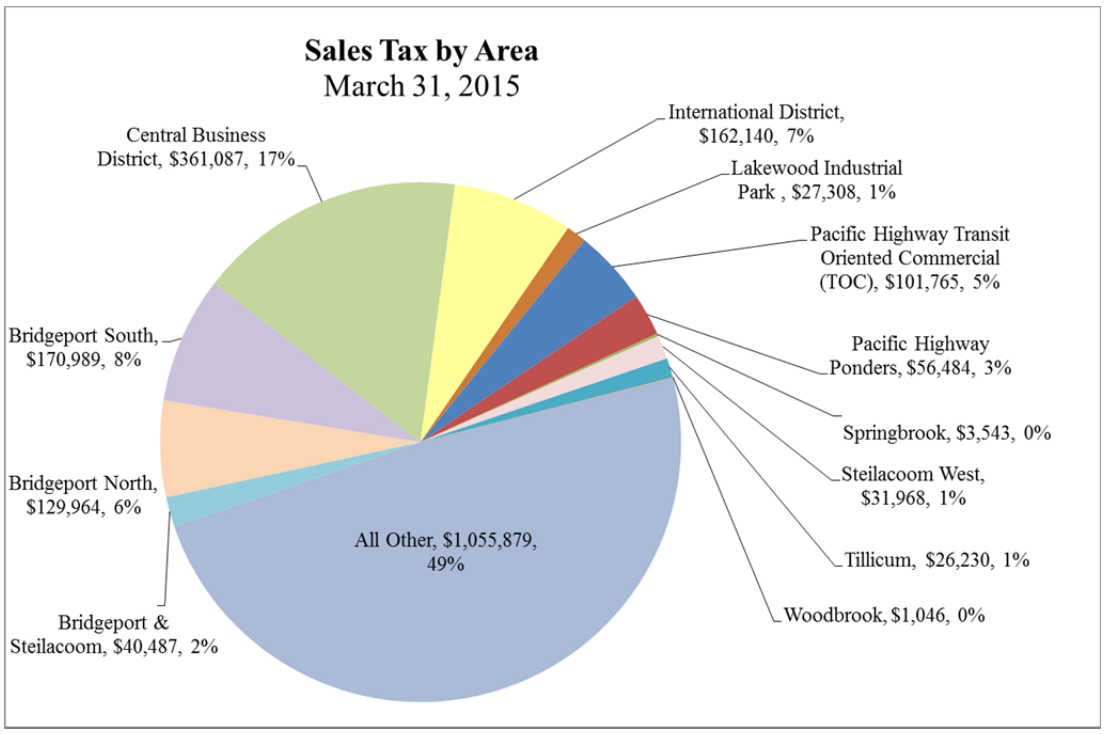
This product was prepared with care by City of Lakewood GIS. City of Lakewood expressly disclaims any liability for any inaccuracies which may yet be present. This is not a survey. Datasets were collected at different accuracy levels by various sources. Data on this map may be shown at scales larger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

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

**Sales & Use Tax by Area**

***Year-to-Date through March***

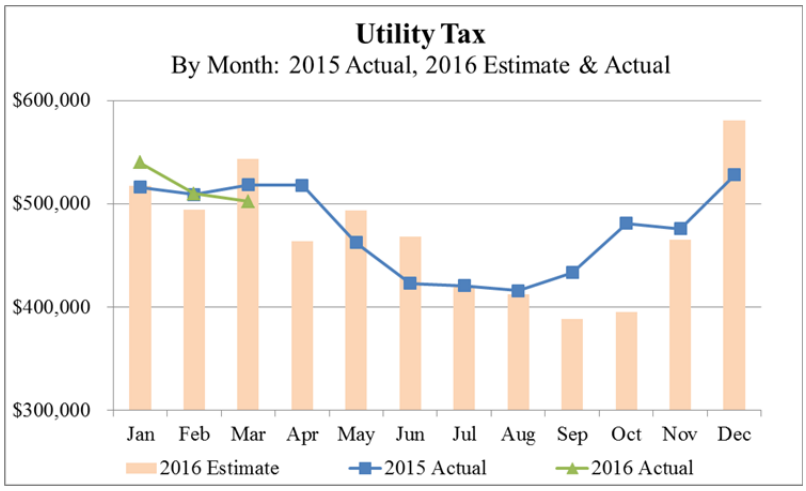
| Map ID/Area | 2015 Annual | 2015 YTD | 2016 YTD | Over / (Under) Change from 2015 $ | Over / (Under) Change from 2015 % |
|---|---|---|---|---|---|
| 1 Bridgeport & Steilacoom | $ 156,692 | $ 39,270 | $ 40,487 | $ 1,217 | 3.1% |
| 2 Bridgeport North | 529,484 | 122,197 | 129,964 | 7,767 | 6.4% |
| 3 Bridgeport South | 732,494 | 180,785 | 170,989 | (9,796) | -5.4% |
| 4 Central Business District | 1,521,776 | 364,763 | 361,087 | (3,676) | -1.0% |
| 5 International District | 639,563 | 157,645 | 162,140 | 4,495 | 2.9% |
| 6 Lakewood Industrial Park | 117,291 | 28,757 | 27,308 | (1,449) | -5.0% |
| 7 Pacific Highway Transit Oriented Commercial (TOC) | 448,438 | 99,857 | 101,765 | 1,908 | 1.9% |
| 8 Pacific Highway Ponders | 219,349 | 61,280 | 56,484 | (4,796) | -7.8% |
| 9 Springbrook | 15,604 | 3,868 | 3,543 | (325) | -8.4% |
| 10 Steilacoom West | 152,185 | 35,998 | 31,968 | (4,030) | -11.2% |
| 11 Tillicum | 102,452 | 25,766 | 26,230 | 464 | 1.8% |
| 12 Woodbrook | 6,711 | 1,450 | 1,046 | (404) | -27.9% |
| 13 Woodworth | 34,241 | 9,678 | 7,667 | (2,011) | -20.8% |
| Other: | | | | | |
| Food Services, Drinking Places | 380,487 | 82,487 | 108,309 | 25,822 | 31.3% |
| Construction | 765,964 | 141,218 | 201,932 | 60,714 | 43.0% |
| Telecommunications | 312,172 | 83,481 | 89,133 | 5,652 | 6.8% |
| All Other Categories | 2,573,002 | 597,213 | 648,838 | 51,625 | 8.6% |
| **Total** | **$8,707,905** | **$2,035,713** | **$2,168,890** | **$ 133,177** | **6.5%** |

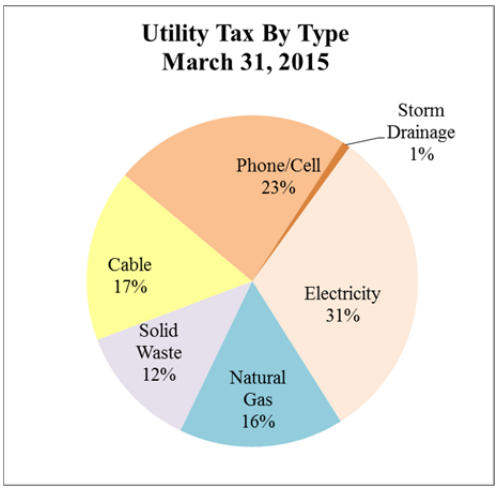


## Utility Tax

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

| Utility Tax *Year-to-Date March* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2016 | | Over / (Under) | | | |
| | | | | | 2016 Actual vs 2015 Actual | | 2016 Actual vs 2016 Budget | |
| Month | 2014 Actual | 2015 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 545,267 | $ 516,176 | $ 517,523 | $ 540,290 | $ 24,114 | 4.7% | $ 22,767 | 4.4% |
| Feb | 533,446 | 509,084 | 494,268 | 509,826 | 742 | 0.1% | 15,558 | 3.1% |
| Mar | 532,688 | 518,653 | 543,461 | 502,625 | (16,028) | -3.1% | (40,836) | -7.5% |
| Apr | 560,947 | 518,141 | 463,790 | - | - | - | - | - |
| May | 428,392 | 462,457 | 494,056 | - | - | - | - | - |
| Jun | 430,195 | 422,965 | 468,311 | - | - | - | - | - |
| Jul | 422,860 | 420,784 | 420,341 | - | - | - | - | - |
| Aug | 402,578 | 416,005 | 412,335 | - | - | - | - | - |
| Sep | 422,101 | 433,584 | 388,456 | - | - | - | - | - |
| Oct | 469,780 | 481,418 | 395,571 | - | - | - | - | - |
| Nov | 459,732 | 476,095 | 465,214 | - | - | - | - | - |
| Dec | 539,869 | 528,247 | 580,673 | - | - | - | - | - |
| **Total YTD** | **$ 1,611,401** | **$ 1,543,913** | **$ 1,555,252** | **$ 1,552,741** | **$ 8,829** | **0.6%** | **$ (2,510)** | **-0.2%** |
| **Total Annual** | **$ 5,747,855** | **$ 5,703,609** | **$5,644,000** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |
| Average Change (2011 - 2015) | | -1.1% | | | | | | |



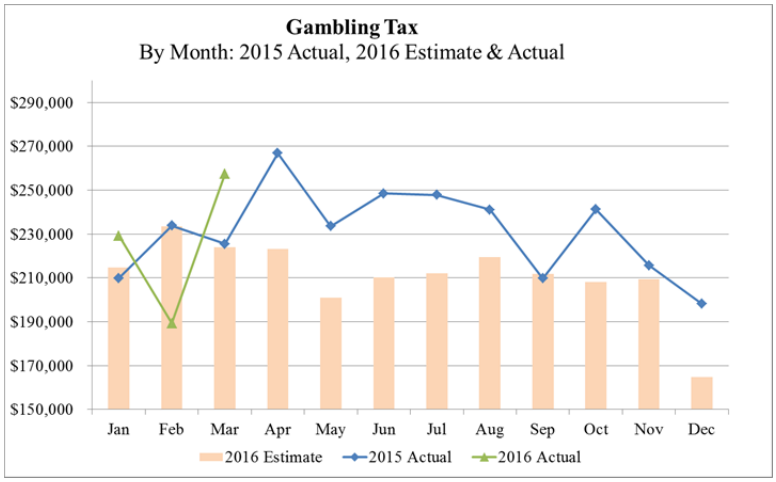

| Utility Tax by Type *Year-to-Date March* | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | Over / (Under) | | | |
| | | | | | | | 2016 YTD Actual vs 2015 YTD Actual | | 2016 YTD Budget vs 2016 YTD Actual | |
| | | 2015 | | 2016 | | | | | | |
| Type | 2014 Actual | Annual Actual | YTD Actual | Budget | YTD Estimate | Actual | $ | % | $ | % |
| Electricity | $ 1,595,942 | $ 1,627,657 | $ 446,540 | $ 1,580,000 | $ 449,820 | $ 482,015 | $ 35,475 | 7.9% | $ 32,195 | 7.2% |
| Natural Gas | 720,699 | 666,412 | 258,433 | 657,000 | $ 260,331 | 249,969 | (8,464) | -3.3% | (10,362) | -4.0% |
| Solid Waste | 720,197 | 760,782 | 184,379 | 747,000 | $ 185,733 | 187,865 | 3,486 | 1.9% | 2,132 | 1.1% |
| Cable | 944,860 | 1,006,459 | 245,446 | 990,000 | $ 247,249 | 261,011 | 15,565 | 6.3% | 13,762 | 5.6% |
| Phone/Cell | 1,602,189 | 1,477,998 | 395,862 | 1,503,000 | $ 398,769 | 359,656 | (36,206) | -9.1% | (39,113) | -9.8% |
| Storm Drainage | 163,968 | 164,300 | 13,252 | 165,000 | $ 13,350 | 12,225 | (1,027) | -7.8% | (1,125) | -8.4% |
| **Total** | **$ 5,747,855** | **$ 5,703,608** | **$1,543,913** | **$5,642,000** | **$ 1,555,252** | **$1,552,742** | **$ 8,829** | **0.6%** | **$ (2,510)** | **-0.2%** |

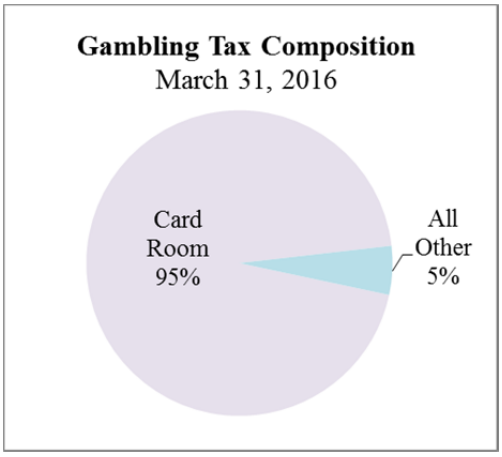
## Gambling Tax

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

**Gambling Tax**
*Year-to-Date March*

| Month | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Actual | Over / (Under) 2016 Actual vs 2015 Actual $ | % | 2016 Actual vs Budget $ | % |
|---|---|---|---|---|---|---|---|---|
| Jan | $ 195,538 | $ 209,856 | $ 214,718 | $ 229,257 | $ 19,401 | 9.2% | $ 14,539 | 6.8% |
| Feb | 194,147 | 233,858 | 233,406 | 189,206 | (44,652) | -19.1% | (44,200) | -18.9% |
| Mar | 238,262 | 225,533 | 223,953 | 257,483 | 31,950 | 14.2% | 33,530 | 15.0% |
| Apr | 213,208 | 266,880 | 223,307 | - | - | - | - | - |
| May | 202,674 | 233,564 | 201,078 | - | - | - | - | - |
| Jun | 181,125 | 248,474 | 210,219 | - | - | - | - | - |
| Jul | 173,497 | 247,819 | 212,146 | - | - | - | - | - |
| Aug | 235,976 | 241,158 | 219,483 | - | - | - | - | - |
| Sep | 193,467 | 209,699 | 211,745 | - | - | - | - | - |
| Oct | 216,061 | 241,186 | 208,005 | - | - | - | - | - |
| Nov | 214,748 | 215,760 | 209,380 | - | - | - | - | - |
| Dec | 223,700 | 198,149 | 164,862 | - | - | - | - | - |
| **Total YTD** | **$ 627,947** | **$ 669,247** | **$ 672,077** | **$ 675,946** | **$ 6,698** | **1.0%** | **$ 3,869** | **0.6%** |
| **Total Annual** | **$2,482,403** | **$2,771,936** | **$2,532,300** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |
| Average Change (2011 - 2015): | | 2.8% | | | | | | |



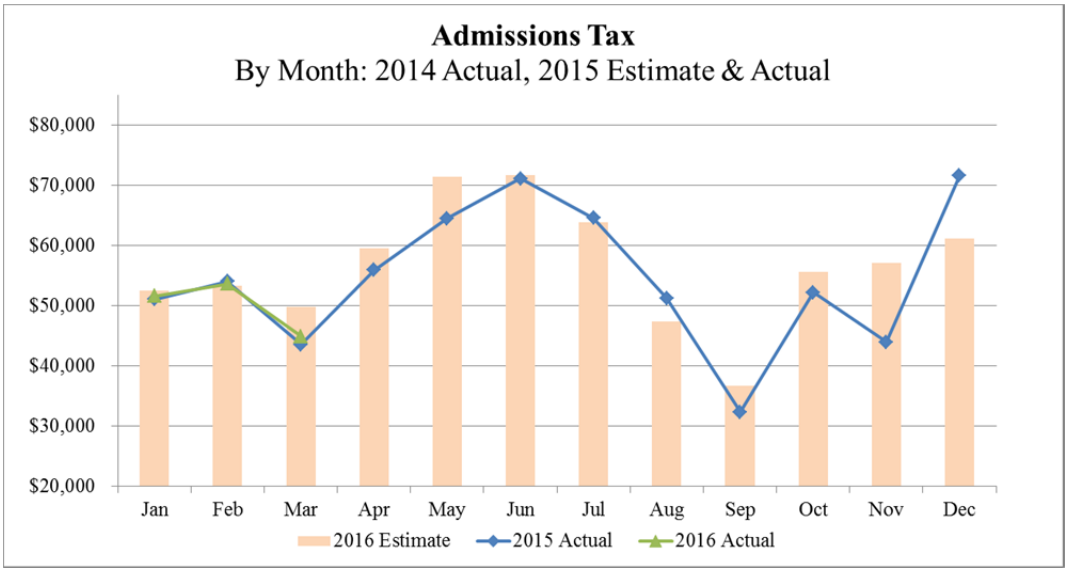

**Gambling Tax - Card Room**
*Year-to-Date March*

| Major Establishment | 2015 Annual | 2015 YTD | 2016 YTD | Over / (Under) 2016 YTD Actual vs 2015 YTD Actual $ | % |
|---|---|---|---|---|---|
| Chips Casino | $ 844,888 | $ 184,558 | $ 133,105 | $ (51,453) | -27.9% |
| Great American Casino | 582,614 | 157,174 | 186,980 | 29,806 | 19.0% |
| Macau Casino | 530,327 | 100,940 | 155,941 | 55,001 | 54.5% |
| Palace Casino | 666,255 | 170,261 | 165,115 | (5,146) | -3.0% |
| **Total** | **$ 2,624,084** | **$ 612,933** | **$ 641,141** | **$ 28,208** | **4.6%** |

## Admissions Tax

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

| Admissions Tax *Year-to-Date March* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2016 | | Over / (Under) | | | |
| | | | | | 2016 Actual vs 2015 Actual | | 2016 Actual vs Budget | |
| Month | 2014 Actual | 2015 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 53,560 | $ 51,069 | $ 52,547 | $ 51,634 | $ 565 | 1.1% | $ (913) | -1.7% |
| Feb | 47,650 | 54,081 | 53,375 | 53,658 | (423) | -0.8% | 283 | 0.5% |
| Mar | 47,097 | 43,584 | 49,870 | 44,957 | 1,373 | 3.2% | (4,913) | -9.9% |
| Apr | 55,369 | 55,917 | 59,500 | - | - | - | - | - |
| May | 53,364 | 64,537 | 71,436 | - | - | - | - | - |
| Jun | 66,895 | 71,129 | 71,657 | - | - | - | - | - |
| Jul | 59,305 | 64,567 | 63,910 | - | - | - | - | - |
| Aug | 70,427 | 51,302 | 47,433 | - | - | - | - | - |
| Sep | 27,912 | 32,382 | 36,745 | - | - | - | - | - |
| Oct | 51,387 | 52,252 | 55,682 | - | - | - | - | - |
| Nov | 54,616 | 43,964 | 57,075 | - | - | - | - | - |
| Dec | 66,428 | 71,626 | 61,170 | - | - | - | - | - |
| **Total YTD** | **$ 148,307** | **$ 148,734** | **$ 155,792** | **$ 150,249** | **$ 1,515** | **1.0%** | **$ (5,543)** | **-3.6%** |
| **Total Annual** | **$ 654,010** | **$ 656,411** | **$ 680,400** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |
| Ave Change (2011 - 2015): | | 5.4% | | | | | | |




| Admissions Tax | | | | |
|---|---|---|---|---|
| Establishment | 2014 Annual | 2015 Annual | 2016 YTD Mar | 2016 YTD as % of 2015 Annual |
| AMC Theatres | $ 359,495 | $ 364,814 | $ 85,207 | 23.4% |
| Déjà Vu | 14,626 | 13,900 | 2,379 | 17.1% |
| Grand Prix Raceway | 24,663 | 27,962 | 4,943 | 17.7% |
| Great American Casino | 182 | 169 | - | 0.0% |
| Regal Cinemas | 241,375 | 238,884 | 55,869 | 23.4% |
| Star Lite Swap Meet | 11,324 | 10,682 | 1,851 | 17.3% |
| E & R Promotions | 2,346 | - | - | n/a |
| **Total** | **$ 654,011** | **$ 656,411** | **$150,249** | **22.9%** |

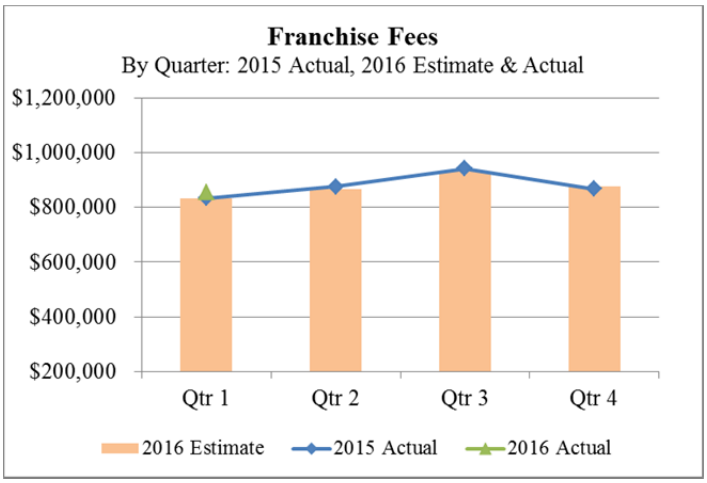
## Franchise Fees

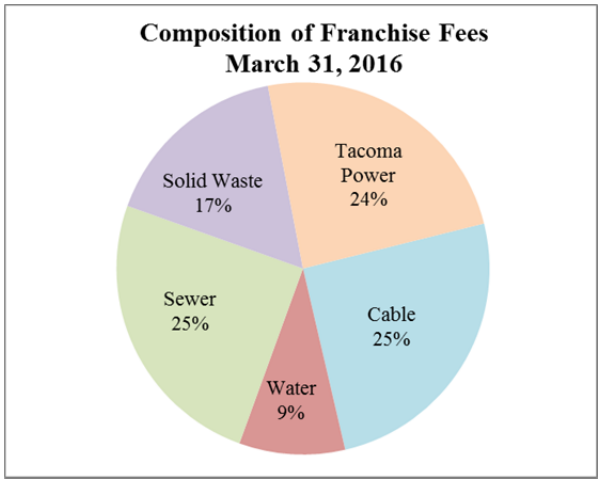
Franchise fees are charges levied on private utilities for their use of City streets and other public properties to place utility infrastructure and to recoup City costs of administering franchise agreements. The franchise fees on light, natural gas, and telephone utilities are limited by statute to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

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

**Franchise Fees**
*Year-to-Date March*

| | | | | | Over / (Under) | | | |
|---|---|---|---|---|---|---|---|---|
| | 2014 | 2015 | 2016 | | 2016 Actual vs 2015 Actual | | 2016 Actual vs Budget | |
| Month | Actual | Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ - | $ - | $ - | $ - | - | - | - | - |
| Feb | 66,148 | 68,263 | 68,346 | 69,639 | 1,376 | 2.0% | 1,293 | 1.9% |
| Mar | 736,243 | 765,285 | 763,505 | 784,666 | 19,381 | 2.5% | 21,161 | 2.8% |
| Apr | - | - | - | - | - | - | - | - |
| May | 66,611 | 67,876 | 68,385 | - | - | - | - | - |
| Jun | 765,691 | 808,673 | 800,541 | - | - | - | - | - |
| Jul | - | - | - | - | - | - | - | - |
| Aug | 68,445 | 68,985 | 69,881 | - | - | - | - | - |
| Sep | 820,052 | 873,065 | 860,926 | - | - | - | - | - |
| Oct | | - | - | - | - | - | - | - |
| Nov | 66,651 | 68,434 | 68,689 | - | - | - | - | - |
| Dec | 793,004 | 800,015 | 810,027 | - | - | - | - | - |
| **Total YTD** | **$ 802,391** | **$ 833,548** | **$ 831,851** | **$ 854,306** | **$ 20,759** | **2.5%** | **$ 22,455** | **2.7%** |
| **Total Annual** | **$3,382,845** | **$3,520,596** | **$3,510,300** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |




**Franchise Fees by Type**
*Year-to-Date March*

| | | | | | | | Over / (Under) | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | 2014 | 2015 | | 2016 | | | 2016 Actual vs 2015 Actual | | 2016 Actual vs YTD Budget | |
| Type | | Annual | YTD Actual | Annual Budget | YTD Budget | YTD Actual | $ | % | $ | % |
| Cable | $ 806,377 | $ 840,297 | $ 202,386 | $ 838,800 | $ 198,547 | $ 215,734 | 13,348 | 6.6% | 17,187 | 8.7% |
| Water | 382,531 | 434,430 | 76,926 | 398,000 | 102,648 | 78,405 | 1,479 | 1.9% | (24,243) | -23.6% |
| Sewer | 807,153 | 834,574 | 206,087 | 839,700 | 197,194 | 212,933 | 6,846 | 3.3% | 15,739 | 8.0% |
| Solid Waste | 528,359 | 557,085 | 134,596 | 549,600 | 131,629 | 141,052 | 6,456 | 4.8% | 9,423 | 7.2% |
| Tacoma Power | 858,425 | 854,210 | 213,552 | 884,200 | 201,834 | 206,182 | (7,370) | -3.5% | 4,348 | 2.2% |
| **Total** | **$ 3,382,845** | **$ 3,520,596** | **$ 833,547** | **$ 3,510,300** | **$ 831,851** | **$ 854,306** | **$ 20,759** | **2.5%** | **$ 22,455** | **2.7%** |

## POLICE

### Photo Infraction – Red Light/School Zone Enforcement

The City currently has eight cameras operating at five locations:

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

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

**Photo Infraction - Red light/School Zone Enforcement**
***Year-to-Date March***

| Month | Year 2014 | | | Year 2015 | | | Year 2016 | | | Over / (Under) Net Revenue 2016 vs 2015 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Gross Revenue | Vendor Payment | Net Revenue | Gross Revenue | Vendor Payment | Net Revenue | Gross Revenue | Vendor Payment | Net Revenue | $ | % |
| Jan | $ 57,905 | $ 36,593 | $ 21,312 | $ 66,476 | $ 31,612 | $ 34,864 | $ 55,557 | $ 32,240 | $ 23,317 | $ (11,547) | -33.1% |
| Feb | 63,261 | 36,593 | 26,668 | 57,821 | 32,240 | 25,581 | 43,971 | 32,240 | 11,731 | (13,850) | -54.1% |
| Mar | 56,692 | 36,593 | 20,099 | 62,596 | 32,240 | 30,356 | 58,435 | 32,240 | 26,195 | (4,161) | -13.7% |
| Apr | 60,035 | 37,593 | 22,442 | 65,333 | 32,240 | 33,093 | - | - | - | - | - |
| May | 59,634 | 37,593 | 22,041 | 55,473 | 32,240 | 23,233 | - | - | - | - | - |
| Jun | 57,842 | 33,593 | 24,249 | 57,857 | 32,240 | 25,617 | - | - | - | - | - |
| Jul | 56,453 | 34,593 | 21,860 | 66,829 | 32,240 | 34,589 | - | - | - | - | - |
| Aug | 51,457 | 34,593 | 16,864 | 67,627 | 32,240 | 35,387 | - | - | - | - | - |
| Sep | 50,732 | 36,593 | 14,139 | 62,092 | 32,240 | 29,852 | - | - | - | - | - |
| Oct | 49,678 | 32,240 | 17,438 | 48,977 | 22,500 | 26,477 | - | - | - | - | - |
| Nov | 79,223 | 32,240 | 46,983 | 48,944 | 30,454 | 18,490 | - | - | - | - | - |
| Dec | 61,298 | 27,585 | 33,713 | 39,002 | 32,240 | 6,762 | - | - | - | - | - |
| **Total YTD** | **$ 177,858** | **$ 109,779** | **$ 68,079** | **$ 186,893** | **$ 96,092** | **$ 90,801** | **$ 157,963** | **$ 96,720** | **$ 61,243** | **$ (29,558)** | **-32.6%** |
| **Total Annual** | **$704,210** | **$416,401** | **$287,809** | **$699,028** | **$ 374,726** | **$324,302** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |

## Jail and Dispatch Services

The City contracts with various agencies to provide jail services. In 2015, in an effort to reduce jail costs, the City increased utilization of the Nisqually facility, eliminated the use of the Wapato jail and decreased the use of the Pierce County jail. Information on bookings by jail is currently in progress.

| 2016 Rates by Facility | Booking Fee | Daily Rate | |
|---|---|---|---|
| Pierce County | $225 | $92 | |
| Nisqually | $20 | $65 | $55 (30+ days) |
| Fife | $20 | $98 | |
| Puyallup | $0 | $65 | |

| Service Period | Year 2015 | | | | | | Year 2016 | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Nisqually | Pierce County | City of Puyallup | City of Fife | Medical | Total by Month | Nisqually | Pierce County | City of Puyallup | City of Fife | Medical | Total by Month |
| Jan | $ 47,160 | $ 5,991 | $ - | $ - | $ - | $ 53,151 | $ 51,825 | $ 7,590 | $ - | $ - | $ - | $ 59,415 |
| Feb | 54,330 | 4,619 | 130 | 170 | - | 59,249 | 31,570 | 6,394 | - | - | - | 37,964 |
| Mar | 50,950 | 2,708 | - | - | 11,963 | 65,621 | - | 7,028 | - | - | - | 7,028 |
| Apr | 58,596 | 3,670 | - | - | 2,375 | 64,641 | - | - | - | - | - | - |
| May | 55,579 | 7,892 | - | 410 | - | 63,881 | - | - | - | - | - | - |
| Jun | 54,622 | 3,974 | - | 170 | - | 58,766 | - | - | - | - | - | - |
| Jul | 50,244 | 5,737 | - | 150 | - | 56,131 | - | - | - | - | - | - |
| Aug | 47,853 | 7,625 | - | - | 977 | 56,455 | - | - | - | - | - | - |
| Sep | 58,536 | 10,375 | - | - | - | 68,911 | - | - | - | - | - | - |
| Oct | 35,880 | 4,367 | - | - | 971 | 41,218 | - | - | - | - | - | - |
| Nov | 44,040 | 9,681 | - | - | - | 53,721 | - | - | - | - | - | - |
| Dec | 46,457 | 9,732 | - | - | 2,880 | 59,069 | - | - | - | - | - | - |
| **Annual Total** | **$ 604,247** | **$ 76,371** | **$ 130** | **$ 900** | **$ 19,166** | **$ 700,814** | **$ 83,395** | **$ 21,012** | **$ -** | **$ -** | **$ -** | **$ 104,407** |
| | | | | | Annual Budget | $ 638,060 | | | | | Annual Budget | $ 638,060 |
| | | | | | Annual Expenditures s a % of Annual Budget | 109.8% | | | | | YTD Expenditures as a % of Annual Budget | 16.4% |

South Sound 911 provides dispatch emergency communication, records and technology services, and regional, interoperable first responder radio system.

| **Dispatch Services** *Year-to-Date March* | | | | |
|---|---|---|---|---|
| **Category** | **2014 Annual** | **2015 Annual** | **2016 Annual Budget** | **2016 YTD Actual** |
| SS911 Communication | $ 1,468,231 | $ 1,501,342 | $ 1,487,300 | $ 371,825 |
| SS911 Records/Warrant/Public Svcs | $ 130,328 | $ 106,416 | $ 109,880 | $ 27,470 |
| SS911 Information Tech/Core Services | $ 342,496 | $ 411,653 | $ 446,390 | $ 111,598 |
| **Subtotal** | **$ 1,941,055** | **$ 2,019,411** | **$ 2,043,570** | **$ 510,893** |
| Radio User Fees City of Tacoma | $ 86,550 | $ 92,000 | $ 93,900 | $ - |
| **Total Dispatch Services** | **$ 2,027,605** | **$ 2,111,411** | **$ 2,137,470** | **$ 510,893** |

## Animal License

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

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

| Animal License Activity | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | New | | | Renewal | | | Total 2015 | New | | | Renewal | | | Total 2016 |
| Month | Cat | Dog | Total | Cat | Dog | Total | Licenses | Cat | Dog | Total | Cat | Dog | Total | Licenses |
| Jan | 46 | 93 | 139 | 326 | 975 | 1301 | 1440 | 33 | 56 | 89 | 152 | 522 | 674 | 763 |
| Feb | 12 | 65 | 77 | 164 | 404 | 568 | 645 | 24 | 83 | 107 | 138 | 340 | 478 | 585 |
| Mar | 32 | 65 | 97 | 57 | 150 | 207 | 304 | 16 | 60 | 76 | 21 | 104 | 125 | 201 |
| Apr | 8 | 50 | 58 | 21 | 39 | 60 | 118 | | | | | | | |
| May | 15 | 50 | 65 | 24 | 95 | 119 | 184 | | | | | | | |
| Jun | 40 | 80 | 120 | 4 | 32 | 36 | 156 | | | | | | | |
| Jul | 19 | 58 | 77 | 3 | 5 | 8 | 85 | | | | | | | |
| Aug | 16 | 36 | 52 | 0 | 6 | 6 | 58 | | | | | | | |
| Sep | 37 | 71 | 108 | 0 | 5 | 5 | 113 | | | | | | | |
| Oct | 20 | 46 | 66 | 0 | 1 | 1 | 67 | | | | | | | |
| Nov | 18 | 29 | 47 | 0 | 3 | 3 | 50 | | | | | | | |
| Dec | 27 | 41 | 68 | 322 | 930 | 1252 | 1320 | | | | | | | |
| **Total YTD** | **90** | **223** | **313** | **547** | **1529** | **2076** | **2389** | **73** | **199** | **272** | **311** | **966** | **1277** | **1549** |
| **Total Annual** | **290** | **684** | **974** | **921** | **2645** | **3566** | **4540** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |

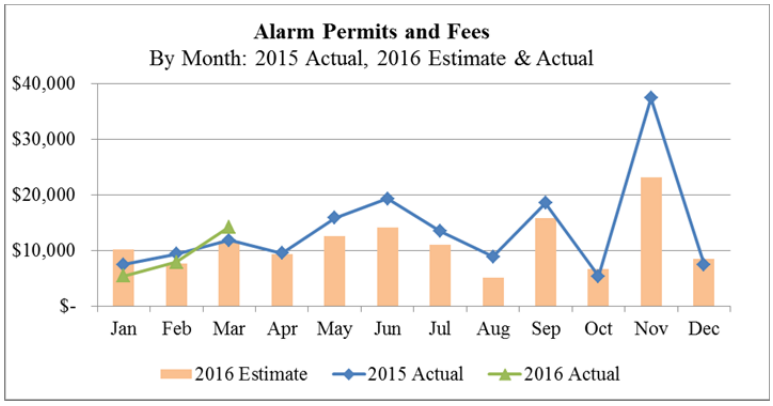
| Animal Control<br>*Year-to-Date March* | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | 2015 | | 2016 | | Over / (Under) | |
| Operating Revenues & Expenditures | 2014 Annual | Annual Actual | YTD Actual | Annual Budget | YTD Actual | 2016 Actual vs 2015 Actual $ | % |
| ***Operating Revenue:*** | | | | | | | |
| Animal License | $ 41,116 | $ 39,540 | $ 22,766 | $ 42,000 | $ 29,057 | $ 6,291 | 27.6% |
| Animal Service - City of Dupont | 20,554 | 27,954 | - | 27,000 | - | - | n/a |
| Animal Services - Town of Steilacoom | 10,586 | 12,173 | - | 13,000 | - | - | n/a |
| **Total Operating Revenues** | **$ 72,256** | **$ 79,667** | **$ 22,766** | **$ 82,000** | **$ 29,057** | **$ 6,291** | **27.6%** |
| ***Operating Expenditures:*** | | | | | | | |
| Personnel | 197,258 | 189,084 | 50,483 | 210,240 | 24,942 | (25,541) | -50.6% |
| Operating Supplies | 211 | 440 | 43 | 1,160 | - | (43) | -100.0% |
| Minor Equipment | - | - | - | 1,300 | - | - | n/a |
| Humane Society | 107,890 | 108,690 | 27,065 | 106,900 | 24,261 | (2,804) | -10.4% |
| Other Services & Charges | 3,308 | 150 | - | 1,270 | | - | n/a |
| **Total Operating Expenditures** | **$ 308,667** | **$ 298,364** | **$ 77,591** | **$ 320,870** | **$ 49,203** | **$ (28,388)** | **-36.6%** |
| **Net Program Cost** | **$ (236,411)** | **$ (218,697)** | **$ (54,825)** | **$ (238,870)** | **$ (20,146)** | **$ 34,679** | **-63.3%** |

*Note - operating expenditures do not include internal service allocations (such as vehicle repairs & maintenance, vehicle replacement reserves, etc.)*

## Alarm Permits and Fees

False alarms cost the City and citizens thousands of dollars per year and take officers away from actual emergencies.

The false alarm ordinance includes a registration process, provides for annual alarm permit fees for residential and business alarms, and provides for fees for false alarms to encourage all alarm users to maintain the reliability of and to properly use their alarm equipment. Alarm permit fees are currently $24 for commercial and residential with reduced residential rates of $12 for seniors and permanently disabled. False alarm fees are $100 for each false burglar alarm activation and $200 for each false robbery or panic alarm activation.




| Alarm Permits and Fees *Year-to-Date March* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2016 | | Over / (Under) | | | |
| | | | | | 2016 Actual vs 2015 Actual | | 2016 Actual vs Budget | |
| Month | 2014 Actual | 2015 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 14,863 | $ 7,477 | $ 10,119 | $ 5,403 | $ (2,074) | -27.7% | $ (4,716) | -46.6% |
| Feb | 7,363 | 9,382 | 7,585 | 7,910 | (1,472) | -15.7% | 325 | 4.3% |
| Mar | 14,115 | 11,824 | 11,749 | 14,232 | 2,408 | 20.4% | 2,483 | 21.1% |
| Apr | 11,184 | 9,472 | 9,356 | - | - | - | - | - |
| May | 11,991 | 15,869 | 12,619 | - | - | - | - | - |
| Jun | 11,840 | 19,283 | 14,097 | - | - | - | - | - |
| Jul | 11,025 | 13,429 | 11,077 | - | - | - | - | - |
| Aug | 2,534 | 8,848 | 5,156 | - | - | - | - | - |
| Sep | 16,393 | 18,553 | 15,829 | - | - | - | - | - |
| Oct | 9,448 | 5,353 | 6,704 | - | - | - | - | - |
| Nov | 13,727 | 37,414 | 23,165 | - | - | - | - | - |
| Dec | 11,401 | 7,459 | 8,543 | - | - | - | - | - |
| **Total YTD** | **$ 36,341** | **$ 28,683** | **$ 29,453** | **$ 27,545** | **$ (1,138)** | **-4.0%** | **$ (1,908)** | **-6.5%** |
| **Annual Total** | **$ 135,884** | **$ 164,363** | **$ 136,000** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |

## Fund 195 Public Safety Grants

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

| | Year-to-Date March 31, 2016 | | | |
|---|---|---|---|---|
| **Public Safety Grants** | **Beginning Balance** | **Revenue** | **Expenditure** | **Ending Balance** |
| Washington Traffic Safety Commission (WTSC) Impaired Driving | - | 1,664 | 1,664 | - |
| Pierce County - STOP Violence Against Women Training (1) | - | - | 575 | (575) |
| Bullet Proof Vests - Department of Justice (2) | - | - | 2,203 | (2,203) |
| **Total** | **$ -** | **$ 1,664** | **$ 4,442** | **$ (2,778)** |

*(1) Timing difference to be billed in second quarter after receipt of all costs.*

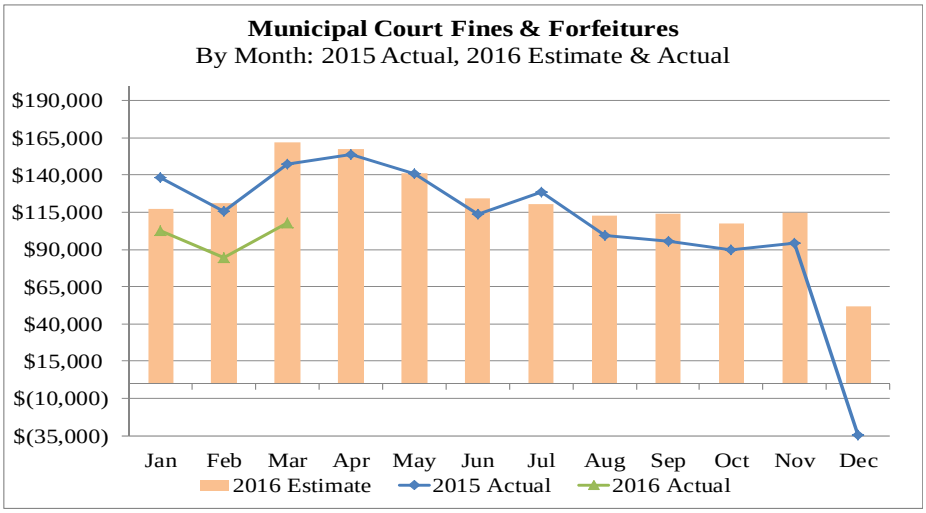
*(2) Timing difference to be billed in second quarter.*

## MUNICIPAL COURT

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

**Municipal Court Fines & Forfeitures**
*Year-to-Date March*

| Month | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Actual | Over / (Under) 2016 Actual vs 2015 Actual $ | % | 2016 Actual vs Budget $ | % |
|---|---|---|---|---|---|---|---|---|
| Jan | $ 103,576 | $ 137,981 | $ 117,047 | $ 102,433 | $ (35,548) | -25.8% | $ (14,614) | -12.5% |
| Feb | 103,063 | 115,347 | 121,435 | 84,720 | (30,627) | -26.6% | (36,715) | -30.2% |
| Mar | 147,583 | 147,247 | 161,786 | 107,783 | (39,464) | -26.8% | (54,003) | -33.4% |
| Apr | 141,416 | 153,901 | 157,505 | | - | - | - | - |
| May | 135,173 | 140,868 | 141,217 | | - | - | - | - |
| Jun | 115,795 | 113,683 | 124,520 | | - | - | - | - |
| Jul | 106,303 | 128,655 | 120,435 | | - | - | - | - |
| Aug | 118,842 | 99,627 | 112,466 | | - | - | - | - |
| Sep | 114,027 | 95,633 | 113,919 | | - | - | - | - |
| Oct | 111,000 | 89,846 | 107,691 | | - | - | - | - |
| Nov | 116,098 | 93,944 | 114,469 | | - | - | - | - |
| Dec | 72,017 | (34,513) | 51,609 | | - | - | - | - |
| **Total YTD** | **$ 354,222** | **$ 400,575** | **$ 400,268** | **$ 294,936** | **$ (105,639)** | **-26.4%** | **$ (105,332)** | **-26.3%** |
| **Total Annual** | **$ 1,384,893** | **$ 1,282,219** | **$ 1,444,100** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |




*The negative revenue amount in December 2015 is due to the amount of court revenue receivables accrued in 2014 compared to 2015.*

**Municipal Court Fines & Forfeitures**
*Year-to-Date March*

| Category | 2014 Actual | 2015 Annual Actual | 2015 YTD Actual | 2016 Annual Budget | 2016 YTD Budget | 2016 YTD Actual | Over / (Under) 2016 Actual vs 2015 Actual $ | % | Over / (Under) 2016 Budget vs 2016 Actual $ | % |
|---|---|---|---|---|---|---|---|---|---|---|
| Admin, Filing, Copy, Forms, Legal | $ 55,293 | $ 70,535 | $ 19,667 | $ 67,300 | $ 19,652 | $ 14,890 | $ (4,777) | -24.3% | $ (4,762) | -24.2% |
| Detention & Correction Services | 363,517 | 293,752 | 91,505 | 431,400 | 91,435 | 67,515 | (23,990) | -26.2% | (23,920) | -26.2% |
| Civil Penalties | 10,316 | 7,781 | 2,340 | 12,200 | 2,338 | 1,062 | (1,278) | -54.6% | (1,276) | -54.6% |
| Civil Infraction Penalties | 792,345 | 740,380 | 241,358 | 713,200 | 241,174 | 166,601 | (74,757) | -31.0% | (74,573) | -30.9% |
| Civil Parking Infractions | 8,157 | 6,870 | 551 | 44,400 | 551 | 1,035 | 484 | 87.8% | 484 | 88.0% |
| Criminal Traffic Misdemeanor Fines | 30,738 | 36,295 | 8,115 | 57,400 | 8,109 | 10,522 | 2,407 | 29.7% | 2,413 | 29.8% |
| Criminal Non-Traffic Fines | 9,535 | 9,050 | 3,197 | 13,900 | 3,195 | 4,996 | 1,799 | 56.3% | 1,801 | 56.4% |
| Court Cost Recoupment | 24,660 | 36,009 | 8,123 | 27,900 | 8,117 | 8,552 | 429 | 5.3% | 435 | 5.4% |
| Interest/Other/Misc | 90,332 | 81,547 | 25,718 | 76,400 | 25,698 | 19,765 | (5,953) | -23.1% | (5,933) | -23.1% |
| **Total** | **$ 1,384,893** | **$ 1,282,219** | **$ 400,574** | **$ 1,444,100** | **$ 400,268** | **$ 294,938** | **$ (105,639)** | **-26.4%** | **$ (105,332)** | **-26.3%** |

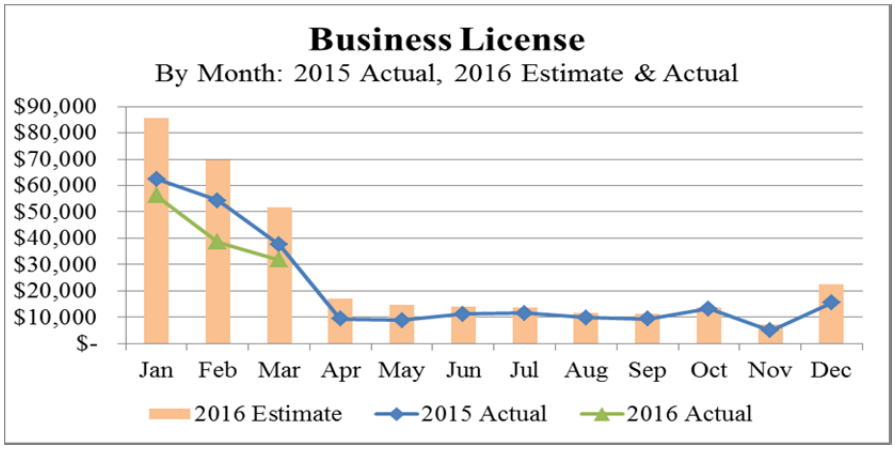
| Municipal Court<br>*Year-to-Date March* | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | 2015 | | 2016 | | Over / (Under) | |
| Operating | 2014 | Annual | YTD | Annual | YTD | 2016 Actual vs 2015 Actual | |
| Revenues & Expenditures | Annual | Actual | Actual | Budget | Actual | $ | % |
| ***Operating Revenue:*** | | | | | | | |
| Fines & Forfeitures | $ 1,384,893 | $ 1,282,219 | $ 400,575 | $ 1,444,100 | $ 294,936 | $ (105,639) | -26.4% |
| Court Services - City of University Place | 225,000 | 170,585 | 14,215 | 171,002 | 25,347 | 11,132 | 78.3% |
| Court Services - Town of Steilacoom | 10,000 | 99,276 | 16,504 | 99,349 | 22,711 | 6,207 | 37.6% |
| Court Services - City of DuPont | - | 89,042 | 14,840 | 85,121 | 20,498 | 5,658 | 38.1% |
| **Total Operating Revenues** | **$ 1,619,893** | **$ 1,641,122** | **$ 446,134** | **$ 1,799,572** | **$ 363,492** | **$ (82,642)** | **-18.5%** |
| ***Operating Expenditures:*** | | | | | | | |
| Judicial Services | $ 986,509 | $ 1,009,561 | $ 349,471 | $ 1,161,725 | $ 284,195 | $ (65,277) | -18.7% |
| Professional Services* | 444,802 | 489,074 | 73,221 | 523,700 | 111,048 | 37,827 | 51.7% |
| Probation & Detention | 462,615 | 291,696 | 85,396 | 375,380 | 74,369 | (11,027) | -12.9% |
| **Total Operating Expenditures** | **$ 1,893,926** | **$ 1,790,330** | **$ 508,089** | **$ 2,060,805** | **$ 469,611** | **$ (38,477)** | **-7.6%** |
| **Net Program Cost** | **$ (274,033)** | **$ (149,208)** | **$ (61,955)** | **$ (261,233)** | **$ (106,119)** | **$ (44,165)** | **71.3%** |

** Professional Services includes Pro-Tem Judge, Public Defender, Jury/Witness Fees and Interpreter Services.*

## COMMUNITY & ECONOMIC DEVELOPMENT

### Business License

Businesses located or doing business in the City are required to obtain a local business license prior to commencing operations. Business license fees are set by the City Council and may change from time to time. Currently, the cost of a general business license is $60 for a 12-month period. Additional fees may apply to specialty businesses. Organization exempt from taxation under 26 USC 501(C)(3) and (4) must apply and obtain a business license, but are exempt from the business license fee. The number of business licenses in a given year range between 3,800 – 4,200 with roughly 3,800 renewals annually.




| Business License<br>*Year-to-Date March* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2016 | | Over / (Under) | | | |
| | | | | | 2016 Actual vs 2015 Actual | | 2016 Actual vs Budget | |
| Month | 2014 Actual | 2015 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 70,808 | $ 62,461 | $ 85,529 | $ 56,120 | $ (6,341) | -10.2% | $ (29,409) | -34.4% |
| Feb | 54,380 | 54,308 | 69,754 | 38,612 | (15,696) | -28.9% | (31,142) | -44.6% |
| Mar | 42,957 | 37,586 | 51,691 | 31,750 | (5,836) | -15.5% | (19,941) | -38.6% |
| Apr | 17,269 | 9,393 | 17,111 | - | - | - | - | - |
| May | 14,021 | 8,829 | 14,665 | - | - | - | - | - |
| Jun | 10,578 | 11,299 | 14,040 | - | - | - | - | - |
| Jul | 9,767 | 11,529 | 13,667 | - | - | - | - | - |
| Aug | 8,235 | 9,938 | 11,663 | - | - | - | - | - |
| Sep | 8,453 | 9,330 | 11,413 | - | - | - | - | - |
| Oct | 7,920 | 13,206 | 13,558 | - | - | - | - | - |
| Nov | 6,325 | 4,905 | 7,207 | - | - | - | - | - |
| Dec | 19,662 | 15,555 | 22,602 | - | - | - | - | - |
| **Total YTD** | **$ 168,145** | **$ 154,355** | **$ 206,974** | **$ 126,482** | **$ (27,873)** | **-18.1%** | **$ (80,492)** | **-38.9%** |
| **Annual Total** | **$ 270,375** | **$ 248,339** | **$ 332,900** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |

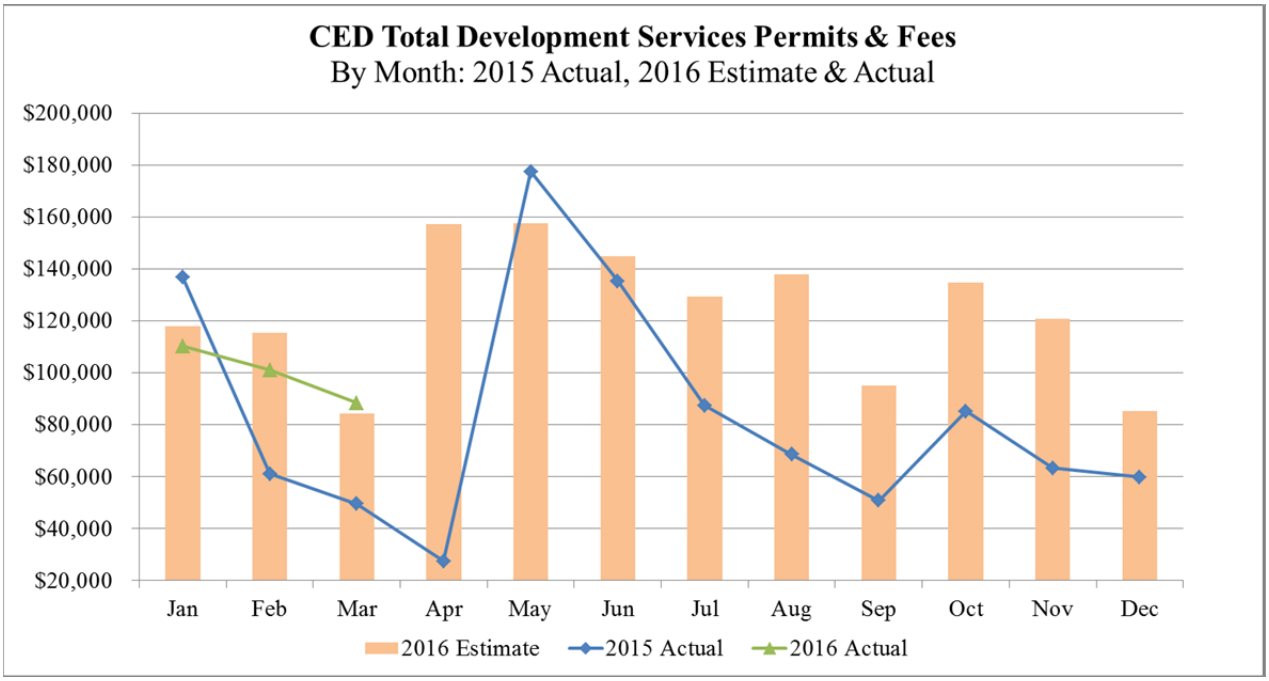
## Development Services Permits & Fees

Community and Economic Development permits and fees collected year-to-date totals $300K and is above year-to-date 2018 by $52K or 21.1% and is below the year-to-date 2015 estimate by $18K or 5.7%.

**CED - Total Development Services Permits & Fees**

*Year-to-Date March*

| Month | 2014 Actual | 2015 Actual | 2015 Budget | 2015 Actual | Over / (Under) 2016 Actual vs 2015 Actual $ | 2016 Actual vs 2015 Actual % | 2016 Budget vs Actual $ | 2016 Budget vs Actual % |
|---|---|---|---|---|---|---|---|---|
| Jan | $ 119,558 | $ 136,875 | $ 117,884 | $ 110,394 | $ (26,481) | -19.3% | $ (7,490) | -6.4% |
| Feb | 63,600 | 61,071 | 115,478 | 101,009 | 39,938 | 65.4% | (14,469) | -12.5% |
| Mar | 63,902 | 49,565 | 84,312 | 88,341 | 38,776 | 78.2% | 4,029 | 4.8% |
| Apr | 79,808 | 27,396 | 157,390 | - | - | - | - | - |
| May | 112,367 | 177,530 | 157,759 | - | - | - | - | - |
| Jun | 93,224 | 135,272 | 144,890 | - | - | - | - | - |
| Jul | 147,644 | 87,472 | 129,380 | - | - | - | - | - |
| Aug | 111,638 | 68,610 | 138,021 | - | - | - | - | - |
| Sep | 66,626 | 50,689 | 95,048 | - | - | - | - | - |
| Oct | 61,055 | 85,190 | 134,811 | - | - | - | - | - |
| Nov | 92,970 | 63,353 | 120,671 | - | - | - | - | - |
| Dec | 84,529 | 59,812 | 85,351 | - | - | - | - | - |
| **Total YTD** | **$ 247,060** | **$ 247,512** | **$ 317,674** | **$ 299,744** | **$ 52,232** | **21.1%** | **$ (17,930)** | **-5.6%** |
| **Total Annual** | **$1,096,921** | **$1,002,837** | **$1,480,998** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |



## CED - Building Permit Fees

*Year-To-Date March*

| Month | 2014 Actual | 2015 Actual | 2016 Budget | 2016 Actual | Over / (Under) 2016 Actual vs 2015 Actual $ | % | 2016 Actual vs Budget $ | % |
|---|---|---|---|---|---|---|---|---|
| Jan | $ 35,674 | $ 37,805 | $ 46,603 | $ 26,438 | $ (11,367) | -30.1% | $ (20,165) | -43.3% |
| Feb | 35,546 | 23,920 | 45,936 | 46,217 | 22,297 | 93.2% | 281 | 0.6% |
| Mar | 30,787 | 30,286 | 47,885 | 59,536 | 29,250 | 96.6% | 11,651 | 24.3% |
| Apr | 35,886 | (9,776) | 78,994 | - | - | - | - | - |
| May | 47,410 | 129,211 | 94,922 | - | - | - | - | - |
| Jun | 65,450 | 100,893 | 93,823 | - | - | - | - | - |
| Jul | 102,556 | 62,827 | 88,760 | - | - | - | - | - |
| Aug | 34,631 | 44,969 | 77,702 | - | - | - | - | - |
| Sep | 48,794 | 37,151 | 56,358 | - | - | - | - | - |
| Oct | 38,553 | 29,375 | 85,492 | - | - | - | - | - |
| Nov | 49,072 | 35,566 | 75,583 | - | - | - | - | - |
| Dec | 18,514 | 29,499 | 36,843 | - | - | - | - | - |
| **Total YTD** | **$ 102,007** | **$ 92,013** | **$ 140,424** | **$ 132,193** | **$ 40,180** | **43.7%** | **$ (8,231)** | **-5.9%** |
| **Total Annual** | **$ 542,873** | **$ 551,728** | **$ 828,900** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |

## CED - Plan Review/Plan Check Fees

*Year-to-Date March*

| Month | 2013 Actual | 2014 Actual | 2016 Budget | 2016 Actual | Over / (Under) 2016 Actual vs 2015 Actual $ | % | 2016 Actual vs Budget $ | % |
|---|---|---|---|---|---|---|---|---|
| Jan | $ 79,979 | $ 92,290 | $ 65,239 | $ 77,133 | $ (15,157) | -16.4% | $ 11,894 | 18.2% |
| Feb | 18,904 | 31,701 | 62,439 | 44,032 | 12,331 | 38.9% | (18,407) | -29.5% |
| Mar | 12,946 | 13,059 | 24,915 | 20,975 | 7,916 | 60.6% | (3,940) | -15.8% |
| Apr | 33,741 | 30,942 | 70,978 | - | - | - | - | - |
| May | 57,057 | 43,435 | 57,078 | - | - | - | - | - |
| Jun | 23,596 | 29,829 | 46,158 | - | - | - | - | - |
| Jul | 40,868 | 19,805 | 36,193 | - | - | - | - | - |
| Aug | 66,057 | 18,311 | 52,131 | - | - | - | - | - |
| Sep | 14,092 | 8,568 | 33,297 | - | - | - | - | - |
| Oct | 16,872 | 46,765 | 42,260 | - | - | - | - | - |
| Nov | 39,798 | 17,001 | 38,973 | - | - | - | - | - |
| Dec | 63,145 | 19,363 | 42,337 | - | - | - | - | - |
| **Total YTD** | **$ 111,829** | **$ 137,050** | **$ 152,593** | **$ 142,140** | **$ 5,090** | **3.7%** | **$ (10,453)** | **-6.9%** |
| **Total Annual** | **$ 467,055** | **$ 371,071** | **$ 572,000** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |

## CED - Zoning/Development Fees

*Year-to-Date March*

| Month | 2014 Actual | 2015 Actual | 2015 Budget | 2015 Actual | Over / (Under) 2016 Actual vs 2015 Actual $ | % | 2016 Actual vs Budget $ | % |
|---|---|---|---|---|---|---|---|---|
| Jan | $ 3,905 | $ 6,780 | $ 6,042 | $ 6,823 | $ 43 | 0.6% | $ 781 | 12.9% |
| Feb | 9,150 | 5,450 | 7,103 | 10,760 | 5,310 | 97.4% | 3,657 | 51.5% |
| Mar | 20,169 | 6,220 | 11,512 | 7,830 | 1,610 | 25.9% | (3,682) | -32.0% |
| Apr | 10,181 | 6,230 | 7,418 | - | - | - | - | - |
| May | 7,900 | 4,884 | 5,759 | - | - | - | - | - |
| Jun | 4,178 | 4,550 | 4,910 | - | - | - | - | - |
| Jul | 4,220 | 4,840 | 4,427 | - | - | - | - | - |
| Aug | 10,950 | 5,330 | 8,188 | - | - | - | - | - |
| Sep | 3,740 | 4,970 | 5,394 | - | - | - | - | - |
| Oct | 5,630 | 9,050 | 7,060 | - | - | - | - | - |
| Nov | 4,100 | 10,786 | 6,115 | - | - | - | - | - |
| Dec | 2,870 | 10,950 | 6,171 | - | - | - | - | - |
| **Total YTD** | **$ 33,224** | **$ 18,450** | **$ 24,656** | **$ 25,413** | **$ 6,963** | **37.7%** | **$ 757** | **3.1%** |
| **Total Annual** | **$ 86,993** | **$ 80,042** | **$ 80,100** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |

## Cost Recovery

In May 2016, the City Council adopted a set of revised financial policies to include cost recovery. The following is an excerpt of the cost recovery policy as it relates specifically to target cost recovery for development review services:

> *Target Cost Recovery Level for Development Review Services.* The cost recovery policy applies to the following development programs/services: planning (long and short plats, privately initiated re-zonings and comprehensive plan amendments, variances, use permits); building and safety (building permits, structural plan checks, inspections); engineering (public improvement plan checks, inspections, subdivision requirements, encroachments, right-of-way permits); and fire plan check. Cost recovery for these services should generally be very high. In most instances, the City's cost recovery ratio goal should be 85%. The timeline to achieve the cost recovery is no later than year 2021. In setting cost recovery levels, the City shall clearly establish and articulate performance measurements to ensure that there is "value for cost."

The table below provides historical annual and current estimated annual and actual subsidy and recovery ratio by program.

| Community & Economic Development - Permits<br>*Year-to-Date March* | | | | | | | |
|---|---|---|---|---|---|---|---|
| | 2011 | 2012 | 2013 | 2014 | 2015* | 2016 | |
| | Actual | Actual | Actual | Actual | Actual | Budget | YTD Actual |
| **Operating Revenues:** | | | | | | | |
| Building Permits | 499,942 | 476,429 | 379,184 | 443,123 | 453,669 | 685,300 | 105,417 |
| Other Building Permit Fees | 88,780 | 89,525 | 118,595 | 100,147 | 98,058 | 143,600 | 26,774 |
| Plan Review/Plan Check Fees | 330,472 | 409,876 | 317,008 | 466,631 | 371,069 | 572,000 | 142,140 |
| Other Zoning/Development Fees | 41,949 | 50,512 | 48,682 | 86,993 | 80,040 | 80,100 | 25,413 |
| **Total Operating Revenue** | **$ 961,143** | **$1,026,342** | **$ 863,469** | **$1,096,894** | **$1,002,836** | **$ 1,481,000** | **$ 299,744** |
| **Operating Expenditures:** | | | | | | | |
| Code Enforcement** | 255,437 | 276,269 | 282,706 | 282,065 | - | - | - |
| Planning*** | 793,082 | 822,696 | 680,926 | 676,832 | - | - | - |
| Current Planning | - | - | - | - | 631,708 | 617,985 | 221,822 |
| Advanced Planning | - | - | - | - | 233,089 | 411,207 | 30,377 |
| Building | 808,503 | 535,815 | 848,485 | 817,591 | 845,554 | 997,557 | 209,247 |
| **Total Operating Expenditures** | **$1,857,022** | **$1,634,780** | **$1,812,117** | **$1,776,488** | **$1,710,351** | **$ 2,026,749** | **$ 461,445** |
| **General Fund Subsidy Amount** | **$ 895,879** | **$ 608,438** | **$ 948,648** | **$ 679,594** | **$ 707,515** | **$ 545,749** | **$ 161,701** |
| **Recovery Ratio** | **52%** | **63%** | **48%** | **62%** | **59%** | **73%** | **65%** |
| **Average General Fund Subsidy (2011 - 2015)** | | | | | | **$ 768,015** | **57%** |

** Beginning in 2015, internal service charges are allocated to user departments.*

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

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

## Fund 191 Neighborhood Stabilization Program

The purpose of this fund is to account for the revenues and expenditures associated with the Federal Neighborhood Stabilization Program. The NSP was established for the purpose of stabilizing communities that have suffered from foreclosures and abandonment. The NSP1 program provides funds to purchase and redevelop foreclosed and abandoned homes and residential properties. The NSP3 program provides a third round of neighborhood stabilization grants to all states and select governments on a formula basis. NSP 3 program funds have all been utilized. The following table provides a financial summary of the NSP program.

| | Year-to-Date March 31, 2016 | | | |
|---|---|---|---|---|
| **Neighborhood Stabilization Program** | **Beginning Balance** | **Revenue** | **Expenditure** | **Ending Balance** |
| Neighborhood Stabilization Program 1 | $ 152,875 | $ - | $ 1,809 | $ 151,066 |
| **Total** | **$ 152,875** | **$ -** | **$ 1,809** | **$ 151,066** |

**Fund 192 Office of Economic Adjustment Federal Grant/South Sound Military Communities Partnership**

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

| Office of Economic Adjustment / South Sound Military Communities Partnership | Year-to-Date March 31, 2016 | | | |
|---|---|---|---|---|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| SSMCP | $ 47,503 | $ 219,000 | $ 37,569 | 228,934 |
| **Total** | **$ 47,503** | **$ 219,000** | **$ 37,569** | **$ 228,934** |

*Footnotes:*

*(1) Three new grants awarded in second quarter.*

**Fund 190 Community Development Block Grant**

The purpose of this fund is to account primarily for the Community Development Block Grants (CDBG) and the Nisqually Tribe grant for emergency assistance for displaced residents (non-CDBG).

*CDBG:*

Unlike HOME, CDBG Funds may be used to fund an array of projects and activities qualifying under any of four categories: 1) Physical/Infrastructure Improvements; 2) Public Service; 3) Housing; and 4) Economic Development. Investments made in various housing programs (Major Home Repair/Sewer Loan Program, Down Payment Assistance, and Multi-family Housing), and economic development activities (Microenterprise Loan Program) have created multiple Revolving Loan Funds (RLF) for each of the funded activities.

*HOME:*

In accordance with HOME federal regulations, expenditures for the HOME program have primarily focused investment in the creation of, maintenance of, or acquisition of affordable housing for low and moderate income individuals. Programs funded include the Housing Rehabilitation Program (single family homeowner rehabilitation), Down Payment Assistance, and the Affordable Housing Fund (investments primarily with Habitat for Humanity and various non-profit housing providers). The Housing Rehabilitation, Down Payment, and Affordable Housing Funds all have corresponding RLF established in accordance with HUD regulations which allow for the recapture and reuse of loan funds for similar housing activities.

*Section 108:*

The Section 108 program funds are used to fund large-scale economic development projects throughout Lakewood. This funding source most closely mirrors CDBG program regulations and requirements, in that, it must meet the national objective of serving low and moderate income individuals (primarily through the creation or retention of jobs for low and moderate income persons). Funding is to be awarded to qualifying projects as “gap funding” and is typically the final piece of the financing puzzle required to complete a project’s budget. Funds are to be provided as loans with terms up to 20 years and carry standard underwriting and collateralization requirements. Section 108 loans require borrower (jurisdiction) to pledge current and future CDBG allocations as principal security for the loan guarantee with additional collateral security being provided to the City by the final borrower (business or end use).

The tables below provide a listing of activity for year-to-date March 2016.

| Fund 190 Grants Summary | Year-to-Date March 31, 2016 | | | |
|---|---|---|---|---|
| | Beginning Balance | Revenue | Expenditure | Ending Balance |
| CDBG | $ 53,679 | $ 53,059 | $ 58,119 | $ 48,619 |
| HOME | - | 86,697 | 86,697 | - |
| Nisqually Tribe Grant | 13,588 | 62 | 548 | $ 13,102 |
| **Total** | **$ 67,267** | **$ 139,818** | **$ 145,363** | **$ 61,722** |

| | Year-to-Date March 31, 2016 | | | |
|---|---|---|---|---|
| **Fund 190 Grants** | **Beginning Balance** | **Revenue** | **Expenditure** | **Ending Balance** |
| **CDBG** | **$ 53,679** | **$ 53,059** | **$ 58,119** | **$ 48,619** |
| **Administration** | **-** | **21,387** | **21,387** | **-** |
| Administration | - | 21,387 | 21,387 | - |
| **Physical Improvements** | **-** | **14,392** | **14,392** | **-** |
| LASA Client Services | - | 718 | 718 | - |
| 108th St Roadway Improvement | - | 13,674 | 13,674 | |
| **Housing Programs** | **53,679** | **17,279** | **22,339** | **48,619** |
| Emergency Assist Displaced Res | - | 4,219 | 4,219 | - |
| Village Square Apartments | - | 4,566 | 4,566 | - |
| CDBG - Admin of HOME Programs | - | 2,568 | 2,568 | - |
| CDBG - Revolving Loans - Major/Administration | 31,118 | 3,974 | 10,623 | 24,470 |
| CDBG - Revolving Loans - DPA | 9,837 | 135 | - | 9,972 |
| CDBG - Revolving Loan - Econ Dev - 5 Star | 11,509 | 1,454 | - | 12,963 |
| CDBG - Revolving Loan - Econ Dev - 5 Star Interest | 1,214 | 364 | 364 | 1,214 |
| **HOME** | **$ -** | **$ 86,697** | **$ 86,697** | **$ -** |
| **Administration** | **-** | **850** | **850** | **-** |
| Administration | - | 850 | 850 | - |
| **Housing Rehabilitation** | **-** | **35,317** | **35,317** | **-** |
| Broadwell, O. | - | 1,124 | 1,124 | - |
| Paschal, T. | - | 34,194 | 34,194 | - |
| **Affordable Housing** | **-** | **50,529** | **50,529** | **-** |
| Habitat - 8901 Commercial | - | 22,815 | 22,815 | - |
| Habitat - 14610 W. Thorne Lane | - | 27,663 | 27,663 | - |
| Habitat - 14711 & 14715 W. Thorne Lane | - | 52 | 52 | - |
| **NISQUALLY** | **$ 13,588** | **$ 62** | **$ 548** | **13,102** |
| **Emergency Assist Displaced Residents** | **4,068** | **-** | **548** | **3,520** |
| Emergency Assist Displaced Residents | 4,068 | - | 548 | 3,520 |
| **Minor Home Repairs** | **9,520** | **62** | **-** | **9,582** |
| Minor Home Repairs | 9,520 | 62 | - | 9,582 |
| | | | | |
| **Total** | **$ 67,267** | **$ 139,818** | **$ 145,363** | **$ 61,722** |

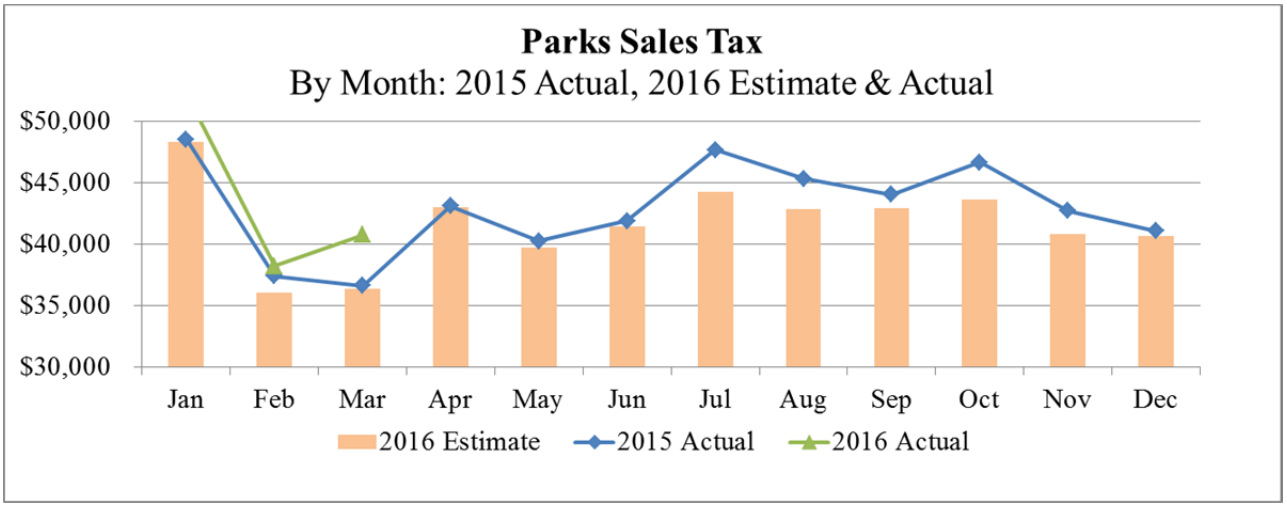
## PARKS, RECREATION & COMMUNITY SERVICES

### Parks Sales Tax

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

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

| Parks Sales Tax<br>*Year-to-Date March* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2016 | | Over / (Under) | | | |
| | | | | | 2016 Actual vs 2015 Actual | | 2016 Actual vs Budget | |
| Month | 2014 Actual | 2015 Actual | Budget | Actual | $ | % | $ | % |
| Jan | $ 46,513 | $ 48,514 | $ 48,320 | $ 52,179 | $ 3,665 | 7.6% | $ 3,859 | 8.0% |
| Feb | 35,488 | 37,377 | 36,073 | 38,187 | 810 | 2.2% | 2,114 | 5.9% |
| Mar | 35,630 | 36,621 | 36,377 | 40,764 | 4,143 | 11.3% | 4,387 | 12.1% |
| Apr | 41,081 | 43,101 | 42,997 | - | - | - | - | - |
| May | 38,097 | 40,239 | 39,685 | - | - | - | - | - |
| Jun | 40,462 | 41,898 | 41,393 | - | - | - | - | - |
| Jul | 42,016 | 47,663 | 44,283 | - | - | - | - | - |
| Aug | 41,446 | 45,328 | 42,863 | - | - | - | - | - |
| Sep | 41,470 | 44,029 | 42,884 | - | - | - | - | - |
| Oct | 42,747 | 46,650 | 43,585 | - | - | - | - | - |
| Nov | 39,494 | 42,717 | 40,816 | - | - | - | - | - |
| Dec | 37,246 | 41,066 | 40,625 | - | - | - | - | - |
| **Total YTD** | **$ 117,631** | **$ 122,512** | **$ 120,770** | **$ 131,130** | **$ 8,618** | **7.0%** | **$ 10,360** | **8.6%** |
| **Total Annual** | **$ 481,690** | **$ 515,203** | **$ 499,900** | | | | | |




**Cost Recovery**

In May 2016, the City Council adopted a set of revised financial policies to include cost recovery. The following is an excerpt of the cost recovery policy as it relates specifically to target cost recovery for development review services:

> *Target Cost Recovery Level for Parks Programs/Services.* The cost recovery policy applies to the following parks and recreation programs/services: recreation services; special events and community gathering; senior services; and all parks. The following should be considered when determining pricing levels: The higher the community benefit, the higher the General Fund subsidy level and the higher the individual benefit, the lower the General Fund subsidy level. The overall cost recovery goal for all parks programs and services should be 45%.

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

The table below provides historical annual and current estimated annual and actual subsidy and recovery ratio by program.

| Parks, Recreation & Community Services<br>*Year-to-Date March* | | | | | | | |
|---|---|---|---|---|---|---|---|
| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | |
| Program | Annual | Annual | Annual | Annual | Actual | Budget | YTD |
| **Recreation:** | | | | | | | |
| Revenues | $ 138,276 | $ 160,531 | $ 195,853 | $ 163,108 | $ 102,969 | $ 200,281 | $ 34,279 |
| Expenditures | $ 355,653 | $ 381,941 | $ 346,398 | $ 301,182 | $ 378,728 | $ 400,970 | $ 66,752 |
| General Fund Subsidy | $ 217,378 | $ 221,411 | $ 150,545 | $ 138,074 | $ 275,759 | $ 200,689 | $ 32,473 |
| Recovery Ratio | 39% | 42% | 57% | 54% | 27% | 50% | 51% |
| **Senior Services:** | | | | | | | |
| Revenues | $ 143,313 | $ 116,654 | $ 118,303 | $ 126,681 | $ 81,447 | $ 127,272 | $ 48,779 |
| Expenditures | $ 226,560 | $ 189,836 | $ 200,651 | $ 207,557 | $ 205,028 | $ 212,760 | $ 57,792 |
| General Fund Subsidy | $ 83,248 | $ 73,182 | $ 82,348 | $ 80,876 | $ 123,581 | $ 85,488 | $ 9,014 |
| Recovery Ratio | 63% | 61% | 59% | 61% | 40% | 60% | 84% |
| **Parks Facilities:** | | | | | | | |
| Revenues | $ 151,710 | $ 171,277 | $ 185,071 | $ 206,682 | $ 98,772 | $ 211,407 | $ 40,167 |
| Expenditures | $ 457,365 | $ 489,109 | $ 459,913 | $ 481,251 | $ 601,638 | $ 598,719 | $ 120,008 |
| General Fund Subsidy | $ 305,655 | $ 317,832 | $ 274,843 | $ 274,569 | $ 502,866 | $ 387,312 | $ 79,842 |
| Recovery Ratio | 33% | 35% | 40% | 43% | 16% | 35% | 33% |
| **Fort Steilacoom:** | | | | | | | |
| Revenues | $ 310,000 | $ 216,384 | $ 230,243 | $ 252,159 | $ 91,862 | $ 205,018 | $ 50,666 |
| Expenditures | $ 410,815 | $ 449,884 | $ 417,950 | $ 443,644 | $ 476,101 | $ 545,030 | $ 130,109 |
| General Fund Subsidy | $ 100,815 | $ 233,500 | $ 187,706 | $ 191,485 | $ 384,239 | $ 340,012 | $ 79,443 |
| Recovery Ratio | 75% | 48% | 55% | 57% | 19% | 38% | 39% |
| **Subtotal Direct Cost:** | | | | | | | |
| Revenues | $ 743,299 | $ 664,846 | $ 729,470 | $ 748,630 | $ 375,050 | $ 743,979 | $ 173,890 |
| Expenditures | $ 1,450,394 | $ 1,510,770 | $ 1,424,912 | $ 1,433,634 | $ 1,661,495 | $ 1,757,479 | $ 374,662 |
| General Fund Subsidy | $ 707,095 | $ 845,925 | $ 695,442 | $ 685,004 | $ 1,286,445 | $ 1,013,500 | $ 200,772 |
| Recovery Ratio | 51% | 44% | 51% | 52% | 23% | 42% | 46% |
| **Administration (Indirect Cost):** | | | | | | | |
| Revenues | $ 49,842 | $ 50,104 | $ 55,618 | $ 59,276 | $ 13,010 | $ 73,071 | $ 25,708 |
| Expenditures | $ 204,221 | $ 209,047 | $ 196,770 | $ 201,177 | $ 279,425 | $ 300,874 | $ 91,363 |
| General Fund Subsidy | $ 154,379 | $ 158,943 | $ 141,152 | $ 141,901 | $ 266,415 | $ 227,803 | $ 65,655 |
| Recovery Ratio | 24% | 24% | 28% | 29% | 5% | 24% | 28% |
| **Total Direct & Indirect Cost:** | | | | | | | |
| Revenues | $ 793,141 | $ 714,950 | $ 785,087 | $ 807,906 | $ 388,060 | $ 817,050 | $ 199,598 |
| Expenditures | $ 1,654,615 | $ 1,719,818 | $ 1,621,682 | $ 1,634,811 | $ 1,940,920 | $ 2,058,353 | $ 466,025 |
| General Fund Subsidy | $ 861,475 | $ 1,004,868 | $ 836,595 | $ 826,905 | $ 1,552,860 | $ 1,241,303 | $ 266,427 |
| Recovery Ratio | 48% | 42% | 48% | 49% | 20% | 40% | 43% |

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

## Fund 502 Property Management

The table below provides the operational costs of maintaining City Hall, Police Station and Sounder Station.

| Property Management *Year-to-Date March* | | | | |
|---|---|---|---|---|
| **Operating Expenditures** | **2015 Annual Actual** | **2016 Annual Budget** | **2016 YTD Actual** | **% of Budget Spent** |
| ***City Hall Facility*** | **$ 299,931** | **$ 342,000** | **$ 60,313** | **17.6%** |
| Personnel | 48,958 | 80,840 | 15,261 | 18.9% |
| Supplies | 29,635 | 46,090 | 5,544 | 12.0% |
| Professional Services | 90,962 | 48,990 | 15,087 | 30.8% |
| Utilities | 124,523 | 139,360 | 23,783 | 17.1% |
| Repairs & Maintenance | 5,179 | 25,000 | - | 0.0% |
| Other Services & Charges | 36 | 900 | | 0.0% |
| Intergovernmental | 638 | 820 | 638 | 77.8% |
| ***Police Station*** | **$ 207,098** | **$ 228,770** | **$ 65,279** | **28.5%** |
| Personnel | 46,834 | 41,950 | 14,930 | 35.6% |
| Supplies | 13,317 | 26,200 | 8,229 | 31.4% |
| Professional Services | 50,441 | 47,900 | 14,940 | 31.2% |
| Utilities | 84,793 | 93,730 | 23,528 | 25.1% |
| Repairs & Maintenance | 11,328 | 18,000 | 3,267 | 18.2% |
| Other Services & Charges | - | 500 | - | 0.0% |
| Intergovernmental | 385 | 490 | 385 | 78.6% |
| ***Sounder Station*** | **$ 154,520** | **$ 178,530** | **$ 31,434** | **17.6%** |
| Personnel | 9,365 | 8,380 | 2,986 | 35.6% |
| Supplies | 4,988 | 5,000 | 615 | 12.3% |
| Professional Services | 5,521 | - | 24,923 | n/a |
| Utilities | 5,764 | - | 1,108 | n/a |
| Repairs & Maintenance | 70 | 4,650 | - | 0.0% |
| Contractual Services - Security | 100,000 | 113,000 | - | 0.0% |
| Contractual Services - Other | 28,812 | 47,500 | 1,802 | 3.8% |
| **Total** | **$ 661,549** | **$ 749,300** | **$ 157,026** | **21.0%** |

## Fund 301 – Parks CIP

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

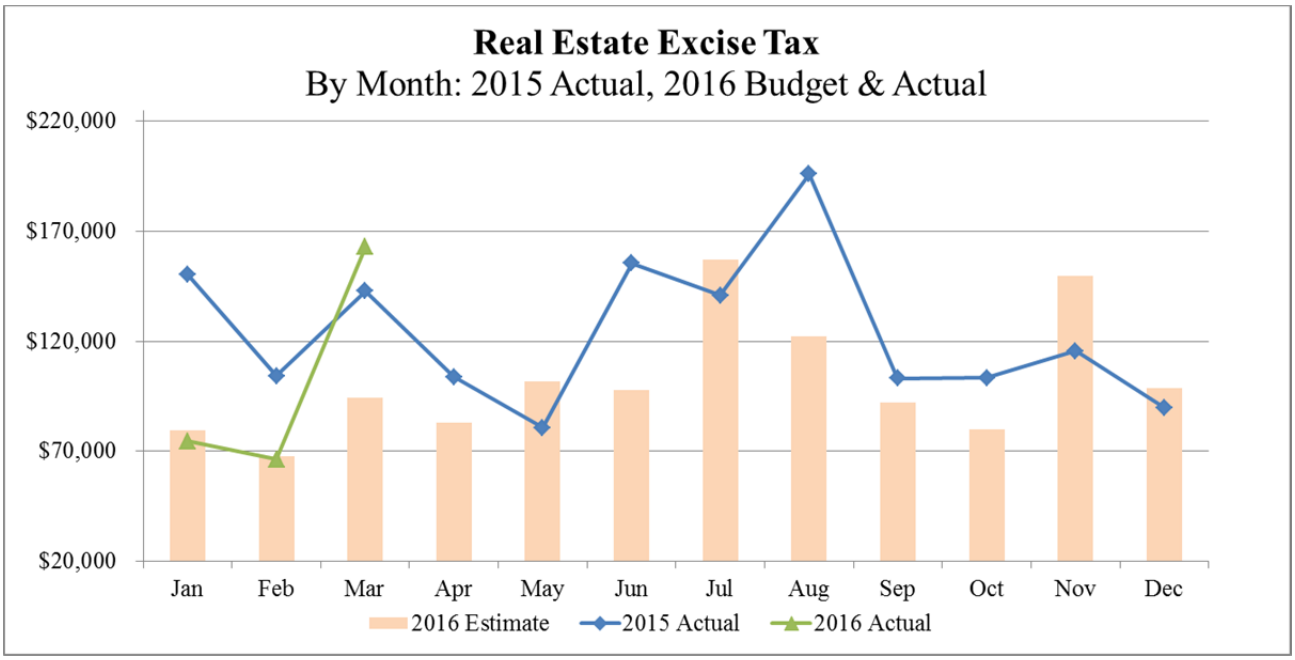
| | Beginning Project Balance | | Sources | | Uses | | Ending Project Balance | |
|---|---|---|---|---|---|---|---|---|
| **Capital Projects - Parks** | **Budget** | **Actual** | **Annual Budget** | **YTD Actual** | **Annual Budget** | **YTD Actual** | **Budget** | **Actual** |
| Unallocated | 23,555 | 23,555 | - | - | - | - | 23,555 | 23,555 |
| Springbrook Park Expansion - Phase II | 71,959 | 71,960 | 435,274 | - | 507,233 | 16,241 | - | 55,719 |
| Waughop Lake Trail | (592) | (592) | 475,000 | 592 | 474,408 | - | - | - |
| Harry Todd Playground Replacement | - | - | 193,550 | - | 193,550 | - | - | - |
| Town Green Community Stage | - | - | 300,000 | - | 300,000 | - | - | - |
| Chambers Creek Trail Planning | - | - | 25,000 | - | 25,000 | - | - | - |
| Gateway | - | - | 100,000 | - | 100,000 | - | - | - |
| Fort Steilacoom Barn Removal | 2,416 | 2,415 | - | - | 2,416 | 2,415 | - | - |
| Springbrook Park Acquisition - Phase IV | (10,234) | (10,234) | 10,234 | 10,234 | - | - | (0) | - |
| Springbrook Bridge - Phase III | - | - | 310,000 | - | 310,000 | - | - | - |
| Ft Steilacoom Park Sports Field Improvements | - | - | 500,000 | - | 500,000 | - | - | - |
| | - | - | - | - | - | - | - | - |
| **Total** | **$ 87,104** | **$ 87,104** | **$ 2,349,058** | **$ 10,826** | **$ 2,412,607** | **$ 18,656** | **$ 23,555** | **$ 79,274** |

| | | |
|---|---|---|
| Beginning Fund Balance, Jan 1 | $ | 87,104 |
| Year-to-date Sources | $ | 10,826 |
| Year-to-date Uses | $ | 18,656 |
| Ending Fund Balance - March 31, 2016 | $ | 79,274 |

**Fund 102 Real Estate Excise Tax**

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

| Real Estate Excise Tax<br>*Year-to-Date March* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2016 | | Over / (Under) | | | |
| | | | | | 2016 Actual vs 2015 Actual | | 2016 Actual vs Budget | |
| Month | 2014 Actual | 2015 | Budget | Actual | $ | % | $ | % |
| Jan | $ 59,732 | $ 150,378 | $ 79,616 | $ 74,607 | $ (75,771) | -50.4% | $ (5,009) | -6.3% |
| Feb | 59,358 | 104,218 | 67,920 | 66,359 | (37,859) | -36.3% | (1,560) | -2.3% |
| Mar | 81,800 | 142,792 | 94,291 | 162,877 | 20,085 | 14.1% | 68,586 | 72.7% |
| Apr | 58,690 | 103,885 | 82,808 | - | - | - | - | - |
| May | 95,468 | 80,723 | 101,634 | - | - | - | - | - |
| Jun | 78,310 | 155,472 | 97,669 | - | - | - | - | - |
| Jul | 169,840 | 140,920 | 157,153 | - | - | - | - | - |
| Aug | 98,834 | 195,952 | 122,333 | - | - | - | - | - |
| Sep | 134,671 | 103,229 | 92,143 | - | - | - | - | - |
| Oct | 71,814 | 103,293 | 80,149 | - | - | - | - | - |
| Nov | 75,133 | 115,624 | 149,643 | - | - | - | - | - |
| Dec | 116,650 | 89,963 | 98,641 | - | - | - | - | - |
| **Total YTD** | **$ 200,890** | **$ 397,388** | **$ 241,827** | **$ 303,843** | **$ (93,545)** | **-23.5%** | **$ 62,016** | **25.6%** |
| **Total Annual** | **$ 1,100,300** | **$ 1,486,449** | **$ 1,224,000** | **$ 303,843** | | | | |
| REET Sales (in millions) | $40.18 | $79.48 | $48.37 | $60.77 | | | | |
| Ave Change (2011 - 2015): | | -10.2% | | | | | | |




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

Transactions that are exempt include: property acquired by gift, inheritance, and other transfers which do not represent market transactions at "arm's length", such as transfers to a corporation or partnership owned by the transferor or his/her own family members; transfers to lien holders when such transfers are in lieu of foreclosure; real property

acquired from a governmental entity; business transfers in which no gain or loss occurs; trade in credit; and standing timber, if the income from the timber sale is subject to B&O tax.

| | Transaction Type | | | Major Transactions - 2016 | | |
|---|---|---|---|---|---|---|
| Month | Exempt | Taxable | Total | Description | Sales Price | Net Tax |
| Jan | 59 | 54 | 113 | Grand Cedars Apts 5226 to 5230 Chicago Ave SW | $1,289,000 | $6,381 |
| Feb | 62 | 60 | 122 | Pacific Ridge Apts 13020 Lincoln Blvd SW | $1,718,000 | $8,504 |
| Mar | 65 | 97 | 162 | Amber Court Apartments 12809 Lincoln Ave SW | $1,250,000 | $6,188 |
| | | | | Commercial Vacant Land 5211 100th St SW | $1,830,000 | $9,059 |
| | | | | Commercial Multi Unit (Office/Retail) 15305 Union Ave SW | $1,995,000 | $9,875 |
| | | | | New Construction (Fast Food) 15201 Union Ave SW | $3,000,000 | $14,850 |
| | | | | Palace Casino 8108 to 8200 Tacoma Mall Blvd South | $4,500,000 | $22,275 |
| **Total YTD** | **186** | **211** | **397** | | **$15,582,000** | **$77,132** |

| | Transaction Type | | | Major Transactions - 2015 | | |
|---|---|---|---|---|---|---|
| Month | Exempt | Taxable | Total | Description | Sales Price | Net Tax |
| Jan | 49 | 55 | 104 | Single Family Residence | $1,000,000 | $4,950 |
| | | | | Auto Wrecking 2520 112th St South | $1,500,000 | $7,425 |
| | | | | Lakewood Towne Center - Various | $11,770,000 | $58,850 |
| | | | | Lakewood Towne Center - Various | $5,750,000 | $28,462 |
| Feb | 51 | 48 | 99 | Single Family Residence | $1,450,000 | $7,178 |
| | | | | Eagles Lair Apts 12710 56th Ave Ct SW | $2,100,000 | $10,395 |
| | | | | Lakewood Business Park 10029 South Tacoma Way | $9,900,000 | $49,005 |
| Mar | 51 | 80 | 131 | Single Family Residence | $1,275,000 | $6,311 |
| | | | | Lakewood Orthopaedic Surgeons 7308 Bridgeport Way W | $13,750,000 | $68,063 |
| Apr | 59 | 86 | 145 | Single Family Residence | $1,575,000 | $7,796 |
| | | | | Gas Station Mini Mart 10006 South Tacoma Way | $1,900,000 | $9,405 |
| May | 61 | 74 | 135 | Duplex Condo 8327 Phillips Road SW | $1,200,000 | $5,940 |
| Jun | 51 | 98 | 149 | Alpine Estates 6622 146th St SW | $1,130,000 | $5,594 |
| | | | | Apartment Complex 7715 Douglas St SW | $1,438,000 | $7,118 |
| | | | | Apartment Complex 4702 to 4731 124th St SW | $1,450,000 | $7,118 |
| | | | | Single Family Residence | $1,755,000 | $8,687 |
| | | | | Waverly Manor Apts 5469 Steilacoom Blvd SW | $3,100,000 | $15,345 |
| Jul | 66 | 115 | 181 | Single Family Residence | $1,025,000 | $5,074 |
| | | | | Chambers Creek Center, Albertsons & Retail | $1,096,565 | $5,428 |
| Aug | 61 | 177 | 238 | Single Family Residence | $1,235,338 | $6,115 |
| | | | | Single Family Residence | $1,775,000 | $8,786 |
| | | | | Safe Store Mini-Storage 3723 112th St SW | $3,591,000 | $17,775 |
| | | | | Steeple Chase Apartments 8302 to 8320 84th Ave SW | $12,230,000 | $60,539 |
| Sep | 70 | 87 | 157 | Single Family Residence | $1,700,000 | $8,415 |
| Oct | 72 | 66 | 138 | Woodlake Estates Apt Complex 6502 Mt Tacoma Dr W | $5,386,250 | $26,662 |
| Nov | 68 | 65 | 133 | Evergreen Ridge Apts 12615 to 12623 Lincoln Ave SW | $1,050,000 | $5,198 |
| | | | | Retail Stand Alone/Commercial Land Impr. 5200 100th St SW | $1,900,000 | $9,405 |
| | | | | Best Night Inn 9325 South Tacoma Way | $3,000,000 | $14,850 |
| | | | | Walgreens 9505 Bridgeport Way SW | $4,455,000 | $22,052 |
| Dec | 67 | 70 | 137 | Commercial (Green Coconut Tree, Business Services, Lil Firehouse Coffee) 8813 Edgewater Drive | $1,050,000 | $5,198 |
| | | | | Single Family Residence | $1,060,000 | $8,217 |
| **Total YTD** | **151** | **183** | **334** | - - - | **$48,495,000** | **$240,638** |
| **Total Annual** | **726** | **1,021** | **1,747** | | **$151,092,153** | **$751,993** |

**Fund 103 Transportation Benefit District**

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

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

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

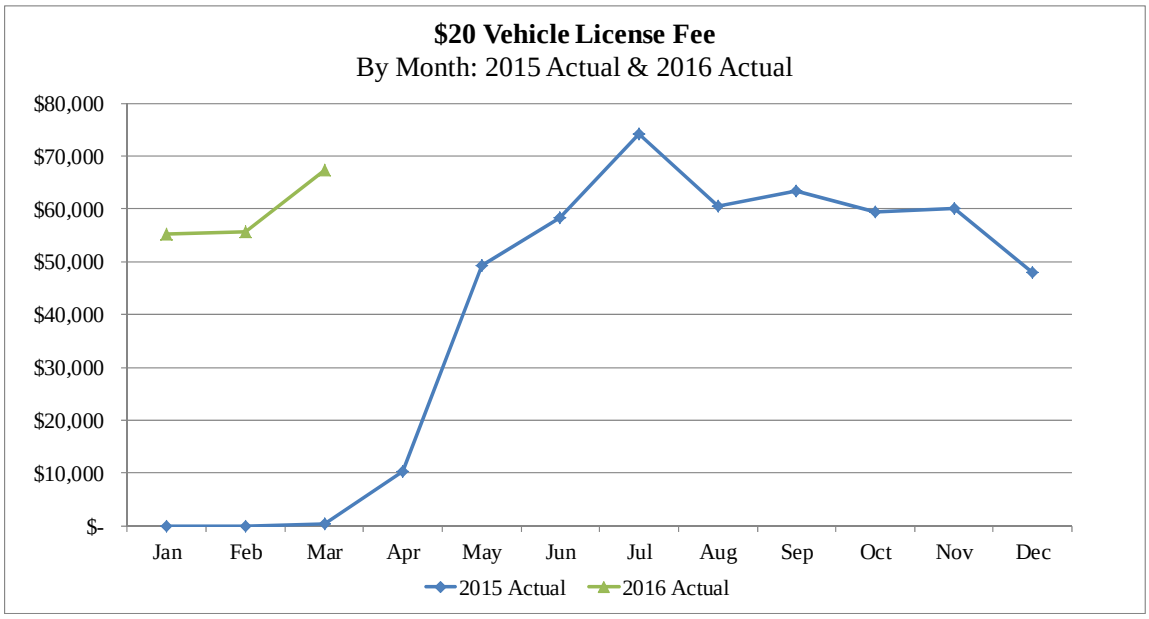
The VLF is expected to generate $4.08M between 2015 and 2020. The funding, coupled with existing City revenue totaling $5.06M, will finance the pavement and transportation projects totaling $9.14M in improvements between 2015 and 2020.

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

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

The fees are effective for tabs due April 1, 2015. The Washington State Department of Licensing (DOL) collects the fees and distributes the net proceeds to the City on a monthly basis. DOL automatically deducts one percent (1%) of the $20 fee at the time of collection for administration and collections expenses incurred. The 1% administration fee is the maximum amount permitted by RCW 82.80.140.

| Vehicle Licensing Fee *Year-to-Date May* | | | | |
|---|---|---|---|---|
| | | | Over / (Under) | |
| | | | 2016 Actual vs 2015 Actual | |
| Month | 2015 Actual | 2016 Actual | $ | % |
| Jan | $ - | $ 55,183 | $ 55,183 | - |
| Feb | - | 55,664 | 55,664 | - |
| Mar | 475 | 67,320 | 66,845 | 14066.7% |
| Apr | 10,375 | - | - | - |
| May | 49,381 | - | - | - |
| Jun | 58,311 | - | - | - |
| Jul | 74,250 | - | - | - |
| Aug | 60,529 | - | - | - |
| Sep | 63,365 | - | - | - |
| Oct | 59,360 | - | - | - |
| Nov | 60,034 | - | - | - |
| Dec | 47,936 | - | - | - |
| **Total YTD** | **$ 475** | **$ 178,167** | **$ 177,692** | **37393.1%** |
| **Total Annual Actual** | **$ 484,016** | **$ 685,000** | **Total Annual Budget** | |
| | | **26%** | **YTD Revenue as % of Budget** | |



**Fund 104 Hotel/Motel Lodging Tax**

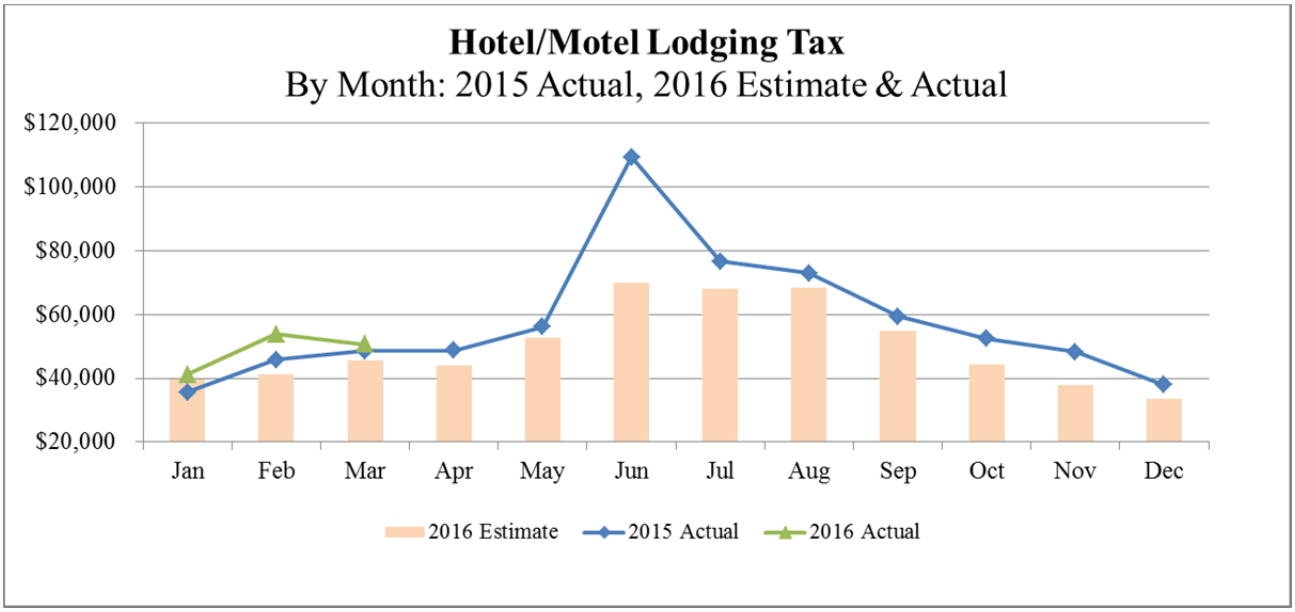
There is an excise tax of 7% on the sale of or charge made for the furnishing of lodging by a hotel, rooming house, tourist court, motel, trailer camp and the granting of similar license to use real property. The hotel/motel taxes generated from the rental of rooms are restricted to be used for the promotion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

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

The increase in June 2015 is split roughly half for back taxes from a hotel/motel and an increase in lodging activity due to the US Open.

| Hotel/Motel Lodging Tax<br>*Year-to-Date March* | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2016 | | Over / (Under) | | | |
| | | | | | 2016 Actual vs 2015 Actual | | 2016 Actual vs Budget | |
| **Month** | **2014 Actual** | **2015 Actual** | **Budget** | **Actual** | **$** | **%** | **$** | **%** |
| Jan | $ 31,153 | $ 35,671 | $ 39,785 | $ 41,213 | $ 5,542 | 15.5% | $ 1,428 | 3.6% |
| Feb | 42,805 | 45,792 | 41,288 | 53,843 | 8,051 | 17.6% | 12,556 | 30.4% |
| Mar | 40,341 | 48,524 | 45,461 | 50,676 | 2,152 | 4.4% | 5,215 | 11.5% |
| Apr | 33,783 | 48,718 | 43,911 | | - | - | - | - |
| May | 53,110 | 56,175 | 52,615 | | - | - | - | - |
| Jun | 52,662 | 109,366 | 69,876 | | - | - | - | - |
| Jul | 65,383 | 76,596 | 67,954 | | - | - | - | - |
| Aug | 72,132 | 72,894 | 68,444 | | - | - | - | - |
| Sep | 56,875 | 59,416 | 54,815 | | - | - | - | - |
| Oct | 44,934 | 52,395 | 44,417 | | - | - | - | - |
| Nov | 36,615 | 48,334 | 37,997 | | - | - | - | - |
| Dec | 30,074 | 37,918 | 33,438 | | - | - | - | - |
| **Total YTD** | **$ 114,299** | **$ 129,987** | **$ 126,533** | **$145,732** | **$ 15,745** | **12.1%** | **$ 19,199** | **15.2%** |
| **Annual Total** | **$ 559,867** | **$ 691,798** | **$600,000** | **n/a** | **n/a** | **n/a** | **n/a** | **n/a** |

Average Change (2011 - 2015): 6.3%



The following table provides details of the hotel/motel lodging tax allocations for 2016.

| Hotel/Motel Lodging Tax Summary | 2016 Annual Budget | 2016 YTD Actual - March |
|---|---|---|
| **4% Revenue:** | | |
| Special Hotel/Motel Tax (2%) | $ 171,429 | $ 41,638 |
| Transient Rental Income (2%) | 171,429 | 41,638 |
| **Subtotal** | **342,858** | **83,276** |
| **3% Revenue:** | | - |
| Special Hotel/Motel Tax (3%) | 257,142 | 62,457 |
| **Subtotal** | **257,142** | **62,457** |
| | | |
| **Interest** | **-** | **307** |
| | | |
| **Total Revenue** | **600,000** | **146,040** |
| **4% Expenditure:** | | |
| Asia Pacific Cultural Center | 10,000 | - |
| Historic Fort Steilacoom Association | 10,000 | - |
| Lakewold Gardens | 40,000 | - |
| Lakewood Chamber of Commerce | 80,000 | 11,594 |
| City of Lakewood Economic Development - Have You Seen Lakewood Lately? | 15,000 | - |
| Lakewood Historical Society & Museum | 39,500 | - |
| City of Lakewood PRCS - Farmers Market | 20,000 | 833 |
| City of Lakewood PRCS - SummerFEST 2016 & Triathlon | 29,000 | 2,328 |
| Lakewood Playhouse | 49,000 | 3,811 |
| Lakewood Sister Cities Association | 10,000 | - |
| Tacoma Regional Convention + Visitor Bureau | 50,000 | 15,730 |
| Tacoma South Sound Sports Commission | 40,000 | 6,889 |
| Grave Concerns | 9,500 | - |
| **Subtotal** | **402,000** | **41,184** |
| **3% Expenditure:** | | |
| City of Lakewood PRCS - Bridgeport Way SW Gateway Improvement Project | 50,000 | - |
| City of Lakewood PRCS - Waughop Lake Trail Improvement Project | 100,000 | 592 |
| CPTC McGavick Center Payment #9 of 20 | 101,850 | - |
| Ft. Steilacoom Field Improvements | 250,000 | |
| **Subtotal** | **501,850** | **592** |
| | | - |
| **Total Expenditures** | **$ 903,850** | **$ 41,776** |
| | | |
| **Beginning Balance - Total** | **$ 1,273,139** | **$ 1,273,139** |
| From 4% | $ 446,928 | $ 446,928 |
| From 3% | $ 826,211 | $ 826,211 |
| | | |
| **Ending Fund Balance - Total** | **$ 969,289** | **$ 1,377,403** |
| From 4% | $ 387,786 | $ 489,327 |
| From 3% | $ 581,503 | $ 888,076 |

## Fund 302 – Transportation CIP

The ***Transportation Capital Projects Fund*** accounts for receipts and disbursements related to acquisition, design, construction and any other related street capital project expenditures. Revenues supporting this fund's activities include: motor vehicle fuel tax; direct and indirect federal grants; state grants; transfers in from the Real Estate Excise Tax Fund; and Package 1 funding which includes contribution from General Fund, Community Development Block Grant, and the councilmanic $20 vehicle licensing fees from the Transportation Benefit District Fund.

| | Beginning Project Balance | | Sources | | Uses | | Ending Project Balance | |
|---|---|---|---|---|---|---|---|---|
| Capital Projects - Transportation | Budget | Actual | Annual Budget | YTD Actual | Annual Budget | YTD Actual | Budget | Actual |
| Unallocated | 119,671 | 119,671 | 3,969 | 92,339 | - | - | 123,640 | 212,010 |
| Personnel, Engineering & Professional Svcs | (7,872) | (7,872) | 468,500 | 108,000 | 460,628 | 96,517 | 1 | 3,612 |
| New LED Streetlights | 62,830 | 62,830 | 185,000 | - | 247,830 | 3,102 | 0 | 59,728 |
| Neighborhood Traffic Safety | 4,584 | 4,584 | 25,000 | 25,000 | 29,584 | 7,855 | 0 | 21,729 |
| Minor Capital | 45,060 | 45,060 | 250,000 | - | 295,060 | - | (0) | 45,060 |
| Chip Seal Program | 35,786 | 35,786 | 335,000 | - | 370,786 | 7,938 | 0 | 27,848 |
| Bridgeport Way - 83rd to 75th | 153,796 | 153,796 | 229,640 | - | 383,437 | 10,746 | (0) | 143,050 |
| Gravelly Lake Drive 100th to Bridgeport | 12,744 | 12,744 | 2,055,700 | 62,800 | 2,068,444 | 65,812 | (0) | 9,732 |
| So Tacoma Way SR512 to 96th | 62,089 | 62,089 | 3,907,593 | - | 3,969,681 | 35,638 | 1 | 26,451 |
| Madigan Access Improvements | 118,413 | 118,413 | 4,231,035 | 468,142 | 4,349,447 | 468,142 | 1 | 118,412 |
| Traffic Signal Upgrade Ph 4[1] | (3,014) | (3,014) | 9,514 | - | - | 866 | 6,500 | (3,881) |
| Steilacoom Blvd Safety Project | 226,989 | 226,989 | 2,347,673 | 17,423 | 2,574,661 | 17,423 | 1 | 226,989 |
| Bridgeport Way - JBLM to I-5 | 51,347 | 51,347 | 3,592,890 | 28,417 | 3,644,238 | 33,084 | (1) | 46,679 |
| So Tacoma Way Steilacoom Blvd to 88th | 132,566 | 132,566 | 1,602,317 | 14,448 | 1,734,883 | 18,060 | 0 | 128,954 |
| 112th/111th Bridgeport Way to Kendrick | (5,730) | (5,730) | 53,631 | 17,314 | 47,901 | 7,584 | (0) | 4,000 |
| Bridgeport Overlay PacHwy to 112th[2] | (2,325) | (2,325) | 4,325 | - | 2,000 | 883 | (0) | (3,208) |
| Lakewood Dr. - 100th to Steilacoom Blvd | 49,442 | 49,442 | 935,000 | - | 984,442 | 13,437 | (0) | 36,005 |
| Steilacoom Blvd - Lkwd Dr to So Tac Way[3] | (2,325) | (2,325) | 4,325 | - | 2,000 | 762 | 0 | (3,087) |
| 108th St/Main St to Bridgeport Way | (10,963) | (10,963) | 725,698 | 28,674 | 714,735 | 13,674 | 0 | 4,037 |
| Lakewood Traffic Signal Upgrade Ph 5 | 63,226 | 63,226 | 414,494 | 395,881 | 477,719 | 459,067 | 1 | 40 |
| Steilacoom Blvd - Farwest to Phillips | 104,663 | 104,663 | 422,099 | 19,208 | 526,761 | 20,597 | 0 | 103,274 |
| Safety Projects - Military Rd/112th | 11,899 | 11,899 | 110,824 | 16,189 | 122,723 | 17,988 | 0 | 10,100 |
| Safety Projects - Rdwy Safety @ 96th & 40th | 7,360 | 7,360 | 56,367 | 136 | 63,727 | 151 | 0 | 7,345 |
| Paths & Trails | 10,143 | 10,143 | 5,000 | 1,214 | - | - | 15,143 | 11,356 |
| Portland Ave Traffic Calming (Camp Murray Mitig) | 86,971 | 86,971 | - | - | 5,408 | 932 | 81,563 | 86,039 |
| 100th & Lakewood Dr | 61,724 | 61,724 | - | - | 10,189 | - | 51,535 | 61,724 |
| LED Streetlight Retrofit | 210,325 | 210,325 | 811,074 | 409,445 | 826,399 | 10,459 | 195,000 | 609,311 |
| Bridgeport Way I-5 Ramp to Pac Hwy | 5,130 | 5,130 | - | 1,080 | - | - | 5,130 | 6,210 |
| Gravelly Lake Dr - Non Motorized Trail[4] | - | - | 150,000 | - | 150,000 | 462 | - | (462) |
| North Gate Rd/Edgewood Ave Street Imp | - | - | 23,000 | 23,000 | 23,000 | 13,023 | - | 9,977 |
| Washington Blvd (Edgewood to GLD) Street I | - | - | 77,000 | 35,000 | 77,000 | 35,000 | - | (0) |
| John Dower Road Sidewalks - SRTS | - | - | 100,000 | 500 | 100,000 | 61 | - | 439 |
| Phillips Road Sidewalk - SRTS | - | - | 50,000 | 500 | 50,000 | 61 | - | 439 |
| Steilacoom Blvd - Weller to Phillips - SRTS | - | - | 30,000 | - | 30,000 | - | - | - |
| Gravelly Lake Dr - 59th to Steilacoom | - | - | 400,000 | - | 400,000 | - | - | - |
| So Tacoma Way - 88th to N City Limits | - | - | - | 29,040 | - | - | - | 29,040 |
| **Total** | **$ 1,604,528** | **$ 1,604,528** | **$ 23,616,669** | **$ 1,793,750** | **$ 24,742,683** | **$ 1,359,324** | **$ 478,514** | **$ 2,038,954** |

| | |
|---|---|
| Beginning Fund Balance, Jan 1 | $ 1,604,528 |
| Year-to-date Sources | $ 1,793,750 |
| Year-to-date Uses | $ 1,359,324 |
| Ending Fund Balance - March 31, 2016 | $ 2,038,954 |

*Footnote - Explanation of Transportation Capital Projects Negative Project Balances:*

*1 - Submitted final project report, final reimbursement (amount uncertain) from WSDOT pending.*

*2 - Final project report not yet submitted, will receive final reimbursement (amount uncertain) from WSDOT after submittal.*

*3 - Final project report not yet submitted, will receive final reimbursement (amount uncertain) from WSDOT after submittal.*

*4 - Pre-obligation engineering costs will be covered by 2016 SWM when funds are available.*

## Fund 311 – Sewer CIP

The Sewer Capital Project Fund accounts for the construction of a sewer system, which was donated to Pierce County.

The 2015 adopted capital project is for Woodbrook Sanitary Sewer Phase IV. This project would extend the existing sanitary sewer system which presently lies within 146th Street and stops 300 feet short of Woodbrook Drive. The project will extend the sewer line to Woodbrook Drive and then on Woodbrook Drive from 146th Street to 150th Street and then North on 150th Street westerly 800 feet from the Woodbrook intersection. In addition the project will extend sidesewer stubs to all properties fronting on the new sewer line. Lastly, as with the prior City sewer construction work within the Woodbrook area, the streets and storm drainage along the route will be totally reconstructed. Upon completion of this sewer project, the industrial zoned properties (120 acres) within the Woodbrook area will have sanitary sewer service available to them at their street frontage.

Once the sanitary sewer lines are constructed, the system will be turned over to Pierce County for operations and maintenance. Prior to properties connecting up to the sewer system, property owners will be subject to the City's sewer availability charges.

The funding source for this project includes: $270,000 from fund balance; $500,000 PWTFL; and $750,000 Pierce County grant. The debt service payment on the $500,000 PWTFL will begin in 2016 and is accounted for in the Fund 204 Sewer Project Debt Service Fund. Fund 312 Sanitary Sewer Connection Capital will begin receiving sewer availability charges in 2017 after the notice of availability goes out and the collections start coming in.

| | Beginning Project Balance | | Sources | | Uses | | Ending Project Balance | |
|---|---|---|---|---|---|---|---|---|
| Capital Projects - Sewer Capital Projects | Budget | Actual | Annual Budget | YTD Actual | Annual Budget | YTD Actual | Budget | Actual |
| Unallocated | 39,172 | 39,172 | - | - | - | 1,553 | 39,172 | 37,620 |
| Woodbrook Sewer Extensioin Phase 2 | 270,630 | 270,630 | 532,190 | 532,190 | 802,820 | 655,692 | - | 147,128 |
| **Total** | **$ 309,802** | **$ 309,802** | **$ 532,190** | **$ 532,190** | **$ 802,820** | **$ 657,245** | **$ 39,172** | **$ 184,747** |

| | |
|---|---|
| Beginning Fund Balance, Jan 1 | $ 309,802 |
| Year-to-date Sources | $ 532,190 |
| Year-to-date Uses | $ 657,245 |
| Ending Fund Balance - March 31, 2016 | $ 184,747 |

## Fund 312 – Sanitary Sewer Connection CIP

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

| | Beginning Project Balance | | Sources | | Uses | | Ending Project Balance | |
|---|---|---|---|---|---|---|---|---|
| Capital Projects - Sanitary Sewer Connection | Budget | Actual | Annual Budget | YTD Actual | Annual Budget | YTD Actual | Budget | Actual |
| Operations | 913,482 | 913,482 | 302,000 | 50,922 | 35,000 | 3,714 | 1,180,482 | 960,690 |
| **Total** | **$ 913,482** | **$ 913,482** | **$ 302,000** | **$ 50,922** | **$ 35,000** | **$ 3,714** | **$ 1,180,482** | **$ 960,690** |

| | |
|---|---|
| Beginning Fund Balance, Jan 1 | $ 913,482 |
| Year-to-date Sources | $ 50,922 |
| Year-to-date Uses | $ 3,714 |
| Ending Fund Balance - March 31, 2016 | $ 960,690 |

## Fund 401 – Surface Water Management Operations & CIP

| Capital Projects - Surface Water Mgmt | Beginning Project Balance | | Sources | | Uses | | Ending Project Balance | |
|---|---|---|---|---|---|---|---|---|
| | Budget | Actual | Annual Budget | YTD Actual | Annual Budget | YTD Actual | Budget | Actual |
| Operations | 4,948,311 | 4,948,311 | 2,702,500 | 212,884 | 4,323,254 | 409,320 | 3,327,557 | 4,751,875 |
| Waughop Lake Management Plan | 15,727 | 15,727 | 47,180 | 5,460 | 62,907 | 7,280 | (0) | 13,907 |
| Stormwater Source Control Study[1] | (5,000) | (5,000) | 229,769 | 20,949 | 229,769 | 20,949 | (5,000) | (5,000) |
| Mountain View Outfall Water Quality | 282,911 | 282,911 | - | - | 282,911 | 10,827 | (0) | 272,084 |
| Stormwater Pipe Repair Project | 250,000 | 250,000 | - | - | 250,000 | - | - | 250,000 |
| Outfall Retrofit | 300,000 | 300,000 | - | - | 300,000 | - | - | 300,000 |
| Storm Drain Replacement BPW to Steilacoom | 9,500 | 9,500 | - | - | 9,500 | - | - | 9,500 |
| **Total** | **$ 5,801,448** | **$ 5,801,448** | **$ 2,979,449** | **$ 239,293** | **$ 5,458,341** | **$ 448,375** | **$ 3,322,556** | **$ 5,592,366** |

| | |
|---|---|
| Beginning Fund Balance, Jan 1 | $ 5,801,448 |
| Year-to-date Sources | $ 239,293 |
| Year-to-date Uses | $ 448,375 |
| Ending Fund Balance - March 31, 2016 | $ 5,592,366 |

## Debt Service

Under RCW 39.36.020(2), the public may vote to approve bond issues for general government in an amount not to exceed 2.5% of the value of all taxable property within the City. Within the 2.5% limit, the City Council may approve bond issues not to exceed 1.5% of the City's assessed valuation. Prior to the passage of new legislation in 1994, the statutory limit on councilmanic (non-voted) debt for general government purposes was 0.75% of assessed valuation. Another 0.75% of councilmanic debt was available only for lease-purchase contracts (RCW 35.43.200). These two components have now been combined and can be used for any municipal purpose, including using the entire 1.5% for bonds. Therefore, the City's remaining debt capacity without voter approval is $70.1M and an additional $49.4M may be accessed with voter approval. The voter-approved capacity is generally referred to as unlimited tax general obligation debt, which requires 60% voter approval and the election must have a voter turnout of at least 40% of those who voted in the last State general election. With this vote, the voter approves additional property tax be levied above and beyond the constitutional and statutory caps on property tax.

In addition to this general purpose debt capacity, RCW 39.36.030(4) also allows voter approval of park facilities and utility bond issues, each limited to 2.5% of the City's assessed valuation. Therefore, legally the City can issue up to a total of 7.5% of the City's assessed valuation in bonds for $366.7M. The tables below show the City's available debt capacity and outstanding debt as of March 31, 2016.

**Computation of Limitation of Indebtedness**
**As of March 31, 2016**

| Description | General Purpose | | Excess Levy | Excess Levy | Total |
|---|---|---|---|---|---|
| | Councilmanic (Limited GO) | Excess Levy (with a vote) | Open Space & Park (voted) | Utility Purposes (voted) | Debt Capacity |
| AV = $4,943,143,201 (A) | | | | | |
| 1.50% | $ 74,147,148 | $ (74,147,148) | | | $ - |
| 2.50% | | $ 123,578,580 | $ 123,578,580 | $ 123,578,580 | $ 370,735,740 |
| Add: Cash on Hand for Redemption (B) | $ - | | | | $ - |
| Less: Bonds Outstanding | $ (4,034,374) | $ - | $ - | $ - | $ (4,034,374) |
| **Remaining Debt Capacity** | **$70,112,774** | **$49,431,432** | **$123,578,580** | **$123,578,580** | **$366,701,366** |
| **General Capacity** (C) | | **$119,544,206** | | | |

(A) Final Assessed Valuation for 2016 Property Tax Collection
(B) Debt Service Prefunding (the City currently does not prefund debt service)
(C) Combined Total for Councilmanic and Excess Levy Capacities

| Summary of Outstanding Debt As of March 31, 2016 | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Description | Purpose | Issue Date | Final Maturity | Interest Rate % | Amount Issued | Outstanding Debt | Average Annual Payment | Funding Source |
| 2009 Limited Tax General Obligation Bonds (LTGO) | Police Facility | 3/31/2009 | 12/1/2028 | 3.0 - 5.0% | $ 2,719,507 | $ 1,995,000 | $ 210,000 | General Fund |
| LOCAL Financing | LED Streetlight Retrofit | 3/24/2015 | 12/1/2027 | 2.33% | $ 1,460,000 | $ 1,460,000 | $ 156,000 | General Fund |
| 59th Avenue Promissory Note | Right-of-Way / Roadway in Lakewood | 4/30/2005 | 4/30/2024 | 3.74% | $ 1,071,000 | $ 579,374 | $ 77,000 | General Fund |
| | | | | **Subtotal** | **$ 5,250,507** | **$ 4,034,374** | **$ 443,000** | |
| PWTFL 04-691-PRE-132 | American Lake Gardens/ Tillicum Sewer | 7/7/2005 | 7/7/2024 | 1.00% | $ 593,864 | $ 267,436 | $ 32,000 | Assessments on all Lakewood Sewer Accounts |
| PWTFL 06-962-022 | American Lake Gardens/ Tillicum Sewer | 9/18/2006 | 9/18/2026 | 0.50% | $ 5,000,000 | $ 3,239,303 | $ 305,000 | Assessments on all Lakewood Sewer Accounts |
| PWTFL 08-951-025 | American Lake Gardens/ Tillicum Sewer | 3/1/2008 | 7/1/2028 | 0.50% | $ 1,840,000 | $ 1,352,340 | $ 108,000 | Assessments on all Lakewood Sewer Accounts |
| PWTFL 12-951-025 | American Lake Gardens/ Tillicum Sewer | 6/1/2012 | 6/1/2031 | 50.00% | $ 179,295 | $ 179,295 | $ 13,000 | Assessments on all Lakewood Sewer Accounts |
| | | | | **Subtotal** | **$ 7,613,159** | **$ 5,038,374** | **$ 458,000** | |
| Combined Local Improve District (CLID) 1101/1103 | Street Improvements | 12/1/2006 | 12/1/2026 | 3.75 - 4.65% | $ 2,824,704 | $ 1,115,000 | $ 156,000 | Assessment on Eight Property Owners |
| Local Improvement District (LID) 1108 | Street Improvements | 1/1/2008 | 12/1/2027 | 4.22 - 5.3% | $ 880,000 | $ 408,121 | $ 57,000 | Assessment on Single Business |
| | | | | **Subtotal** | **$ 3,704,704** | **$ 1,523,121** | **$ 213,000** | |
| Capital Lease - Copiers | Copiers | 10/1/2015 | 12/1/2018 | | $ 60,018 | $ 57,295 | $ 18,000 | General Fund |
| | | | | **Subtotal** | **$ 60,018** | **$ 57,295** | **$ 18,000** | |
| | | | | **Total** | **$ 16,628,388** | **$ 10,653,164** | **$ 1,132,000** | |

While the city has limited service requirements, there is one area that will deserve some attention in the coming years, compensated absences. Compensated absences are an unfunded liability comprised of all outstanding vacation pay and accrued compensatory time that is recorded as an expenditure when paid. This occurs when an employee is paid out for unused vacation or compensatory time when an employee leaves the City. The calculation is made on an annual basis. As of December 31, 2015, this unfunded liability totals $2.3M.

| Legacy Cost | | | | | | |
|---|---|---|---|---|---|---|
| | December 31, 2014 | | December 31, 2015 | | Change from 2014 | |
| Group | FTE | Total Liability | FTE | Total Liability | FTE | Total Liability |
| Non-Rep | 33.00 | 305,990 | 34.00 | $ 355,420 | 1.00 | $ 49,430 |
| AFSCME | 92.93 | 615,618 | 84.43 | $ 506,632 | (8.50) | $ (108,986) |
| LPMG | 5.00 | 98,533 | 4.00 | $ 91,183 | (1.00) | $ (7,350) |
| LPIG | 93.00 | 1,192,564 | 93.00 | $ 1,378,671 | - | $ 186,107 |
| Teamsters | 5.00 | 16,421 | 4.00 | $ 21,464 | (1.00) | $ 5,043 |
| **Total** | **228.93** | **2,229,126** | **219.43** | **$ 2,353,370** | **(9.50)** | **$ 124,244** |
| | | | | **Change From 2014** | **-4.1%** | **5.6%** |

## Cash & Investments

The City currently maintains a majority of its cash in its bank account to earn earnings credit which offsets banking service fees. A portion of the cash is also invested in securities purchased in-house. The average portfolio yield is 0.55%, which is above the average yield on the 6-month Treasury bill and above the Local Government Investment Pool (LGIP). As of March 31, 2016, the total invested balance is $11.8M.

| Investment Schedule March 31, 2016 | | | | | |
|---|---|---|---|---|---|
| Type | Settlement Date | Par Amount | Investment Cost | Maturity Date | Yield to Maturity |
| Agency - Federal National Mortgage Association | 8/20/2013 | $ 1,000,000 | $ 987,129 | 11/28/2016 | 0.99% |
| | | | | | |
| In-House Investments Average Maturity (in # of days) & Yield | | | | 242 | 0.99% |
| Average Yield of 6 Month Treasury Bill | | | | | 0.45% |
| Local Government Investment Pool (in # of days) | | | $ 10,767,060 | 1 | 0.46% |
| Average Portfolio Maturity & Yield | | | | 242 | 0.55% |
| | | | | | |
| **Total Investments** | | **$ 1,000,000** | **$ 11,754,189** | | |

## By Fund Summary

The following table provides a summary of each fund's activity as of March 31, 2016.

| Fund #/Fund Name | Beginning Fund Balance 1/1/2016 | 2016 YTD March Revenues * | 2016 YTD March Expenditures ** | Revenue Over/(Under) Expenditures | Ending Fund Balance 3/31/2016 | Cash & Invest Balance 3/31/2016 |
|---|---|---|---|---|---|---|
| **Total All Funds** | **$ 23,143,356** | **$ 16,710,817** | **$ 14,152,651** | **$ 2,558,166** | **$ 25,701,525** | **$ 16,205,203** |
| | | | | | | |
| ***001General Fund*** | **$ 5,848,859** | **$ 10,365,465** | **$ 8,847,030** | **$ 1,518,434** | **$ 7,367,292** | **$ 2,165,527** |
| | | | | | | |
| ***1XX Special Revenue Funds*** | **$ 2,889,166** | **$ 1,642,376** | **$ 1,018,524** | **$ 623,852** | **$ 3,513,019** | **$ 2,991,478** |
| 101 Street Operations & Maintenance | - | 561,274 | 561,274 | - | - | (96,132) |
| 102 Real Estate Excise Tax | 476,554 | 303,928 | 149,234 | 154,693 | 631,247 | 402,011 |
| 103 Transportation Benefit District | - | 178,174 | 2,500 | 175,674 | 175,674 | 175,674 |
| 104 Hotel/Motel Lodging Tax | 1,273,140 | 146,040 | 41,776 | 104,264 | 1,377,404 | 1,252,523 |
| 105 Property Abatement | 149,331 | 35,038 | 21,942 | 13,096 | 162,427 | 140,844 |
| 106 Public Art | 34,074 | 2,009 | - | 2,009 | 36,083 | 36,084 |
| 180 Narcotics Seizure | 481,575 | 45,323 | 49,546 | (4,222) | 477,353 | 514,830 |
| 181 Felony Seizure | - | - | - | - | - | - |
| 182 Federal Seizure | 206,847 | 10,110 | 3,069 | 7,041 | 213,888 | 213,887 |
| 190 Grants | 67,267 | 139,818 | 145,363 | (5,545) | 61,722 | (15,766) |
| 191 Neighborhood Stabilization Program | 152,875 | - | 1,809 | (1,809) | 151,066 | 151,105 |
| 192 South Sound Military Partnership | 47,503 | 219,000 | 37,569 | 181,431 | 228,934 | 220,831 |
| 195 Public Safety Grants | - | 1,664 | 4,442 | (2,778) | (2,778) | (4,413) |
| ***2XX Debt Service Fund*** | **$ 1,495,834** | **$ 170,545** | **$ -** | **$ 170,545** | **$ 1,666,378** | **$ 1,666,379** |
| 201 General Obligation Bond Debt Service | - | - | - | - | - | - |
| 202 Local Improvement District Debt Service | 484,396 | 124 | - | 124 | 484,520 | 484,520 |
| 204 Sewer Project Debt Service | 616,937 | 170,320 | - | 170,320 | 787,257 | 787,257 |
| 251 Local Improvement District Guaranty | 394,501 | 101 | - | 101 | 394,602 | 394,601 |
| ***3XX Capital Project Funds*** | **$ 2,914,917** | **$ 2,387,688** | **$ 2,038,937** | **$ 348,751** | **$ 3,263,671** | **$ (388,409)** |
| 301 General Government CIP | 87,105 | 10,826 | 18,656 | (7,830) | 79,274 | 99,934 |
| 302 Transportation CIP | 1,604,528 | 1,793,750 | 1,359,324 | 434,426 | 2,038,955 | (1,364,654) |
| 311 Sewer Project CIP | 309,801 | 532,190 | 657,242 | (125,053) | 184,751 | (89,137) |
| 312 Sanitary Sewer Connection | 913,483 | 50,922 | 3,714 | 47,207 | 960,691 | 965,448 |
| ***4XX Enterprise Funds*** | **$ 5,801,449** | **$ 239,293** | **$ 448,375** | **$ (209,082)** | **$ 5,592,368** | **$ 5,420,024** |
| 401 Surface Water Management | 5,801,449 | 239,293 | 448,375 | (209,082) | 5,592,367 | 5,420,024 |
| ***5XX Internal Service Funds*** | **$ 4,193,131** | **$ 1,905,451** | **$ 1,799,785** | **$ 105,666** | **$ 4,298,797** | **$ 4,350,205** |
| 501 Vehicle & Equipment Replacement | 3,684,937 | 346,591 | 270,751 | 75,840 | 3,760,777 | 3,760,777 |
| 502 City Hall Facility Services | 447,248 | 176,783 | 176,783 | - | 447,250 | 453,899 |
| 503 Information Technology | 60,946 | 385,700 | 355,875 | 29,825 | 90,771 | 135,529 |
| 504 Risk Management | - | 996,377 | 996,377 | - | - | - |

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

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

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **(001) GENERAL FUND** | | | | | |
| *REVENUES:* | | | | | |
| **Taxes** | **$25,056,768** | **$25,902,341** | **$7,592,260** | **$25,533,800** | **$7,827,936** |
| Property Tax | 6,468,617 | 6,563,936 | 2,856,422 | 6,639,000 | 2,920,287 |
| Local Sales & Use Tax | 8,272,877 | 8,707,904 | 2,035,713 | 8,601,900 | 2,168,890 |
| Sales/Parks | 481,690 | 515,202 | 122,511 | 499,900 | 131,130 |
| Brokered Natural Gas Use Tax | 79,394 | 33,661 | 6,551 | 30,000 | 5,377 |
| Criminal Justice Sales Tax | 863,463 | 926,884 | 208,669 | 898,300 | 222,762 |
| Admissions Tax | 654,011 | 656,410 | 148,735 | 680,400 | 150,249 |
| Utility Tax | 5,747,855 | 5,703,609 | 1,543,913 | 5,644,000 | 1,552,742 |
| Leasehold Tax | 6,457 | 22,800 | 498 | 8,000 | 554 |
| Gambling Tax | 2,482,403 | 2,771,934 | 669,247 | 2,532,300 | 675,945 |
| **Franchise Fees** | **3,382,845** | **3,520,594** | **833,547** | **3,510,300** | **854,306** |
| Cable, Water, Sewer, Solid Waste | 2,524,420 | 2,666,387 | 619,995 | 2,626,100 | 648,124 |
| Tacoma Power | 858,425 | 854,207 | 213,552 | 884,200 | 206,182 |
| **Development Service Fees** | **1,096,893** | **1,002,837** | **247,512** | **1,481,000** | **299,744** |
| Building Permits | 443,123 | 453,669 | 74,331 | 685,300 | 105,417 |
| Other Building Permit Fees | 100,147 | 98,058 | 17,681 | 143,600 | 26,774 |
| Plan Review/Plan Check Fees | 466,631 | 371,069 | 137,050 | 572,000 | 142,140 |
| Other Zoning/Development Fees | 86,993 | 80,040 | 18,450 | 80,100 | 25,413 |
| **Licenses & Permits** | **447,376** | **452,242** | **205,804** | **510,900** | **183,085** |
| Business License | 270,375 | 248,339 | 154,355 | 332,900 | 126,482 |
| Alarm Permits & Fees | 135,883 | 164,363 | 28,683 | 136,000 | 27,545 |
| Animal Licenses | 41,118 | 39,540 | 22,766 | 42,000 | 29,058 |
| **State Shared Revenues** | **1,146,708** | **1,108,785** | **287,129** | **1,197,900** | **297,837** |
| Sales Tax Mitigation | 48,556 | 46,846 | 12,229 | 50,000 | 11,674 |
| Criminal Justice | 147,169 | 134,679 | 26,455 | 150,200 | 36,547 |
| Criminal Justice High Crime | 332,925 | 224,154 | 84,251 | 236,700 | 46,059 |
| Liquor Excise Tax | 99,953 | 191,738 | 36,317 | 258,500 | 77,484 |
| Liquor Board Profits | 518,105 | 511,368 | 127,877 | 502,500 | 126,072 |
| **Intergovernmental** | **353,747** | **413,554** | **45,560** | **401,025** | **71,445** |
| Police FBI & Other Misc | 37,607 | 13,334 | - | 12,900 | - |
| Police-Animal Svcs-Steilacoom | 10,586 | 12,173 | - | 13,000 | - |
| Police-Animal Svcs-Dupont | 20,554 | 27,954 | - | 27,000 | - |
| Police-South Sound 911 Investigations | - | - | - | - | 2,890 |
| Muni Court-University Place Contract | 225,000 | 170,585 | 14,215 | 124,711 | 25,347 |
| Muni Court-Town of Steilacoom Contract | 10,000 | 99,276 | 16,504 | 92,352 | 22,711 |
| Muni Court-City of Dupont | - | 89,042 | 14,840 | 131,062 | 20,498 |
| Administrative Services - Human Resources | - | 1,190 | - | - | - |
| Parks & Recreation | 50,000 | - | - | - | - |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **(001) GENERAL FUND-continued** | | | | | |
| **Charges for Services & Fees** | **1,003,355** | **944,539** | **183,529** | **989,500** | **228,939** |
| Parks & Recreation Fees | 234,414 | 231,151 | 39,522 | 262,500 | 51,373 |
| Court Transport-University Place | 11,220 | - | - | - | - |
| Court Transport-Steilacoom | 2,805 | - | - | - | - |
| Police - Various Contracts | 3,695 | 19,800 | 150 | - | 1,087 |
| Police - Towing Impound Fees | 49,300 | 37,000 | 12,500 | 40,000 | 4,900 |
| Police - Extra Duty | 398,599 | 363,353 | 65,991 | 400,000 | 97,056 |
| Police - Western State Hospital Community Policing Program | 288,027 | 286,537 | 62,902 | 276,000 | 69,000 |
| Other | 15,295 | 6,697 | 2,463 | 11,000 | 5,523 |
| **Fines & Forfeitures** | **2,089,104** | **1,981,247** | **587,468** | **2,194,100** | **452,899** |
| Municipal Court | 1,384,894 | 1,282,219 | 400,575 | 1,444,100 | 294,936 |
| Photo Infraction | 704,211 | 699,028 | 186,893 | 750,000 | 157,963 |
| **Miscellaneous/Interest/Other** | **140,049** | **117,636** | **41,867** | **74,150** | **21,279** |
| Interest Earnings | 7,202 | 7,919 | 2,450 | 2,000 | 2,518 |
| Penalties & Interest - Taxes | 33,952 | 21,915 | 8,633 | 30,500 | 5,779 |
| Miscellaneous/Other | 98,895 | 87,801 | 30,784 | 41,650 | 12,983 |
| **Interfund Transfers** | **313,060** | **284,700** | **82,425** | **284,700** | **71,175** |
| Transfers In - Fund 101 Street O&M | 28,360 | - | - | - | - |
| Transfer In - Fund 401 SWM Operations | 284,700 | 284,700 | 82,425 | 284,700 | 71,175 |
| **Subtotal Operating Revenues** | **$35,029,905** | **$35,728,474** | **$10,107,099** | **$36,177,375** | **$10,308,645** |
| **% Revenue Change over Prior Year** | **1.85%** | **1.99%** | | **1.26%** | |
| *EXPENDITURES:* | | | | | |
| **City Council** | **94,441** | **103,021** | **20,045** | **136,290** | **31,908** |
| Legislative | 90,811 | 103,021 | 20,045 | 132,840 | 31,808 |
| Sister City | 3,631 | - | - | 3,450 | 100 |
| **City Manager** | **528,918** | **601,322** | **153,303** | **590,062** | **169,933** |
| Executive | 425,967 | 477,028 | 127,179 | 461,012 | 132,087 |
| Governmental Relations | 102,950 | 124,294 | 26,124 | 129,050 | 37,846 |
| **Municipal Court** | **1,893,926** | **1,790,330** | **508,089** | **2,060,805** | **469,611** |
| Judicial Services | 986,509 | 1,009,561 | 349,471 | 1,161,725 | 284,195 |
| Professional Services | 444,802 | 489,074 | 73,221 | 523,700 | 111,048 |
| Probation & Detention | 462,615 | 291,696 | 85,396 | 375,380 | 74,369 |
| **Administrative Services** | **3,441,279** | **1,490,468** | **460,140** | **1,624,149** | **432,047** |
| Finance | 1,148,980 | 979,952 | 347,506 | 1,118,122 | 267,875 |
| Information Technology | 869,656 | - | 217 | - | - |
| Human Resources & Safety | 493,076 | 510,516 | 112,417 | 506,027 | 164,172 |
| Risk Management | 929,567 | - | - | - | - |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **(001) GENERAL FUND-continued** | | | | | |
| **Legal** | **1,272,057** | **1,634,745** | **404,671** | **1,748,241** | **413,708** |
| Legal (Civil & Criminal) | 1,057,235 | - | - | - | - |
| Civil Legal Services | - | 823,942 | 250,799 | 889,610 | 231,796 |
| Criminal Prosecution Services | - | 397,917 | 97,173 | 477,620 | 103,631 |
| City Clerk | 133,536 | 283,737 | 56,699 | 291,011 | 78,281 |
| Election | 81,286 | 129,149 | - | 90,000 | - |
| **Community & Economic Development** | **2,068,245** | **1,876,796** | **436,384** | **2,192,913** | **502,858** |
| Code Enforcement | 282,065 | - | - | - | - |
| Planning | 676,832 | - | - | - | - |
| Current Planning | - | 631,708 | 125,455 | 617,985 | 221,822 |
| Advance Planning | - | 233,089 | 37,557 | 411,207 | 30,377 |
| Building | 817,591 | 845,554 | 242,100 | 997,557 | 209,247 |
| Eonomic Development | 291,756 | 166,445 | 31,272 | 166,164 | 41,412 |
| **Parks, Recreation & Community Services** | **2,155,686** | **2,465,429** | **510,586** | **2,683,236** | **530,304** |
| Human Services | 366,512 | 380,249 | 10,325 | 389,350 | 12,947 |
| Administration | 201,177 | 279,425 | 53,042 | 300,874 | 91,363 |
| Recreation | 301,182 | 378,728 | 60,035 | 400,970 | 66,752 |
| Senior Services | 207,557 | 205,028 | 43,616 | 212,760 | 57,792 |
| Parks Facilities | 481,251 | 601,638 | 218,952 | 598,719 | 120,008 |
| Fort Steilacoom Park | 443,644 | 476,101 | 96,749 | 545,030 | 130,109 |
| Street Landscape Maintenance | 154,363 | 144,261 | 27,866 | 235,533 | 51,332 |
| **Police** | **19,600,949** | **21,595,504** | **5,811,514** | **22,497,291** | **5,734,895** |
| Command | 1,804,138 | 3,843,299 | 1,468,548 | 4,555,508 | 1,450,762 |
| Jail Service | 693,896 | 700,814 | 160,635 | 624,240 | 104,407 |
| Dispatch Services/SS911 | 2,027,605 | 2,112,715 | 460,619 | 2,156,869 | 510,893 |
| Investigations | 2,491,608 | 3,436,838 | 831,225 | 3,609,200 | 869,261 |
| Patrol | 6,722,494 | 6,918,555 | 1,636,512 | 6,995,550 | 1,661,485 |
| Special Units | 1,223,404 | 156,104 | 43,761 | 110,850 | 42,822 |
| SWAT | 107,997 | 81,170 | 20,280 | 73,710 | 23,378 |
| Crime Prevention | 757,439 | 819,654 | 210,040 | 922,670 | 218,539 |
| Contracted Services (Extra Duty, offset by Revenue) | 441,460 | 443,998 | 143,259 | 400,000 | 222,788 |
| Community Safety Resource Team (CSRT) | 321,782 | 393,837 | 135,367 | 429,407 | 95,301 |
| Training | 217,496 | 113,660 | 31,272 | 107,425 | 12,492 |
| Traffic Policing | 1,259,338 | 1,161,290 | 299,087 | 1,353,320 | 238,060 |
| Property Room | 299,386 | 264,470 | 68,217 | 313,300 | 51,166 |
| Reimbursements | 493,432 | 457,237 | 129,011 | 105,332 | 86,857 |
| Emergency Management | 14,407 | 18,773 | - | 29,040 | 762 |
| Animal Control | 308,667 | 298,364 | 77,590 | 320,870 | 49,203 |
| Road & Street/Camera Enforcement | 416,400 | 374,726 | 96,092 | 390,000 | 96,720 |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **(001) GENERAL FUND-continued** | | | | | |
| **Property Management** | **825,724** | **-** | **-** | **-** | **-** |
| Facilities Maintenance | 273,676 | - | - | - | - |
| City Hall Facility | 96,752 | - | - | - | - |
| Law Enforcement Facilities | 296,394 | - | - | - | - |
| Parking Facilities/Light Rail | 158,902 | - | - | - | - |
| **Non-Departmental** | **483,741** | **507,564** | **50,231** | **611,100** | **93,276** |
| Commute Trip Reduction | 7,942 | 1,128 | 134 | - | 179 |
| Fleet Management | 1,844 | - | - | - | - |
| Other (affects many departments) | 147,701 | 131,274 | 46,572 | 131,290 | 56,544 |
| Liquor/Pollution Control | 38,496 | - | - | - | - |
| Unallocated Internal Service Charges | - | - | 3,525 | - | 1,553 |
| Transfer to Fund 105/190 Abatement Program | - | 35,000 | - | 35,000 | 35,000 |
| Transfer to Fund 201 GO Bond Debt Service | 287,758 | 340,162 | - | 444,810 | - |
| **Interfund Transfers** | **1,036,675** | **1,266,320** | **411,829** | **1,312,143** | **320,050** |
| Transfer to Fund 101 Street O&M | 1,001,675 | 1,266,320 | 411,829 | 1,312,143 | 320,050 |
| Transfer to Fund 102 Street Capital | 35,000 | - | - | - | - |
| **Contributions to Reserve Funds** | **920,300** | **-** | **-** | **-** | **-** |
| Contribution to Fund 501 Vehicle & Equip Reserves | 920,300 | - | - | - | - |
| **Subtotal Operating Expenditures** | **$34,321,939** | **$33,331,499** | **$8,766,790** | **$35,456,230** | **$8,698,590** |
| **% Expenditure Change over Prior Year** | **0.30%** | **-2.89%** | | **6.37%** | |
| **OPERATING INCOME (LOSS)** | **$707,965** | **$2,396,975** | **$1,340,309** | **$721,145** | **$1,610,055** |
| **As a % of Operating Expenditures** | **2.06%** | **7.19%** | | **2.03%** | |
| *OTHER FINANCING SOURCES:* | | | | | |
| **Grants, Donations/Contrib, 1-Time** | **299,991** | **335,163** | **108,183** | **259,368** | **56,819** |
| Contibutions/Donations | 47,889 | 52,306 | 28,352 | 44,000 | 13,959 |
| Proceeds from Sale of Assets/Capital Lease | - | 1 | 1 | - | - |
| Grants | 252,102 | 282,856 | 79,830 | 215,368 | 42,861 |
| **Transfers In** | **2,015,015** | **40,802** | **-** | **270,000** | **-** |
| Transfer In - Fund 180 Narcotics Seizure | 14,061 | - | - | - | - |
| Transfer In - Fund 181 Felony Seizure | 85,939 | - | - | - | - |
| Transfer In - Fund 190 Grants | 840,056 | - | - | - | - |
| Transfer In - Fund 251 LID Guaranty | - | - | - | 270,000 | - |
| Transfer In - Fund 501 Fleet & Equipment | 1,074,959 | 40,802 | - | - | - |
| **Subtotal Other Financing Sources** | **$2,315,006** | **$375,965** | **$108,183** | **$529,368** | **$56,819** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **(001) GENERAL FUND-continued** | | | | | |
| *OTHER FINANCING USES:* | | | | | |
| **Capital & Other 1-Time** | **973,111** | **570,544** | **27,520** | **734,513** | **20,440** |
| Municipal Court | 51,459 | 51,350 | - | 18,056 | - |
| City Council | 5,264 | - | - | - | - |
| City Manager | 18,000 | 31,573 | - | 11,933 | 1,634 |
| Administrative Services | 285,692 | 3,992 | - | 9,785 | 4,487 |
| Legal/Clerk | 21,209 | 309,575 | 5,564 | 47,453 | 6,350 |
| Community & Economic Development | 338,966 | 59,524 | 21,956 | 466,165 | 7,969 |
| Parks, Recreation & Community Services | 9,725 | 1,294 | - | 72,582 | - |
| Police | 215,412 | 113,235 | - | 108,539 | - |
| Public Works/Property Management | 27,385 | - | - | - | - |
| **Interfund Transfers** | **97,848** | **886,229** | **55,000** | **613,020** | **128,000** |
| Transfer Out - Fund 101 Street O&M | 37,000 | - | - | 14,531 | - |
| Transfer Out - Fund 192 OEA Grant | 50,000 | 50,000 | 50,000 | 54,750 | 50,000 |
| Transfer Out - Fund 195 Police Grants | 10,848 | - | - | - | - |
| Transfer Out - Fund 301 General Govt'l/Parks CIP | - | 146,729 | - | - | - |
| Transfer Out - Fund 302 Transportation CIP | - | 689,500 | 5,000 | 310,500 | 78,000 |
| Transfer Out - Fund 501 Fleet & Equip Reserves | - | - | - | 233,239 | - |
| **Subtotal Other Financing Uses** | **$1,070,959** | **$1,456,773** | **$82,520** | **$1,347,533** | **$148,440** |
| | | | | | |
| **Total Revenues and Other Sources** | **$37,344,911** | **$36,104,439** | **$10,215,283** | **$36,706,743** | **$10,365,465** |
| **Total Expenditures and other Uses** | **$35,392,899** | **$34,788,272** | **$8,849,310** | **$36,803,763** | **$8,847,030** |
| | | | | | |
| **Beginning Fund Balance:** | **$2,580,681** | **$4,532,693** | **$4,532,693** | **$5,848,860** | **$5,848,860** |
| **Ending Fund Balance:** | **$4,532,693** | **$5,848,860** | **$5,898,666** | **$5,751,840** | **$7,367,294** |
| Ending Fund Balance as a % of Gen/Street Operating Revenues | 12.6% | 16.0% | 57.1% | 15.5% | 69.8% |
| Reserve - Total Target 12% of Gen/Street Operating Revenues | $4,316,235 | $4,397,783 | $4,397,783 | $4,445,565 | $4,445,565 |
| 2% Contingency Reserves | $719,372 | $732,964 | $732,964 | $740,928 | $740,928 |
| 5% General Fund Reserves | $1,798,431 | $1,832,409 | $1,832,409 | $1,852,319 | $1,852,319 |
| 5% Strategic Reserves | $1,798,431 | $1,832,409 | $1,832,409 | $1,852,319 | $1,852,319 |
| Unreserved / (12% Adopted Reserves Shortfall): | $216,459 | $1,451,078 | $1,500,883 | $1,306,275 | $2,921,729 |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 101 STREET OPERATIONS & MAINTENANCE** | | | | | |
| *REVENUES:* | | | | | |
| Permits | 84,653 | 56,942 | 15,951 | 28,000 | 33,848 |
| Engineering Review Fees | 1,303 | 1,050 | 650 | 300 | - |
| Motor Vehicle Fuel Tax | 852,760 | 861,723 | 200,064 | 840,700 | 205,189 |
| Interest Earnings | 2 | - | - | - | - |
| **Subtotal Operating Revenues** | **$ 938,717** | **$ 919,715** | **$ 216,665** | **$ 869,000** | **$ 239,037** |
| *EXPENDITURES:* | | | | | |
| Street Lighting | 490,880 | 470,847 | 92,202 | 309,656 | 100,662 |
| Traffic Control Devices | 548,874 | 442,137 | 76,855 | 440,240 | 74,247 |
| Snow & Ice Response | 28,643 | 10,103 | 261 | 15,850 | 1,036 |
| Road & Street Preservation | 969,480 | 1,246,351 | 448,736 | 1,382,447 | 379,246 |
| Transfer Out - Fund 001 General Admin Support | 28,360 | - | - | - | - |
| Contribution to Fleet & Equipment Reserves | 100 | - | - | - | - |
| **Subtotal Operating Expenditures** | **$ 2,066,337** | **$ 2,169,439** | **$ 618,054** | **$ 2,148,193** | **$ 555,192** |
| **OPERATING INCOME (LOSS)** | **$ (1,127,620)** | **$ (1,249,724)** | **$ (401,388)** | **$ (1,279,193)** | **$ (316,155)** |
| *OTHER FINANCING SOURCES:* | | | | | |
| Donations/Contributions | 4,146 | 9,780 | - | - | - |
| Proceeds from Sale of Assets/Capital Lease | (2,096) | 2,288 | 2,288 | - | - |
| Judgments, Settlements/Miscellaneous | 16,205 | 2,143 | 797 | - | 612 |
| Permits Deposits for Professional Services | - | 5,060 | - | - | 1,575 |
| Transfer In From General Fund | 1,038,675 | 1,266,320 | 411,829 | 1,326,674 | 320,050 |
| **Subtotal Other Financing Sources** | **$ 1,056,931** | **$ 1,285,591** | **$ 414,914** | **$ 1,326,674** | **$ 322,237** |
| *OTHER FINANCING USES:* | | | | | |
| Grants/Other | 12,280 | 5,060 | - | - | 1,575 |
| Building, Vehicles, Equipment | - | 3,703 | 13,526 | 32,481 | 4,507 |
| Construction - Traffic Control | - | 27,105 | - | 15,000 | - |
| **Subtotal Other Financing Uses** | **$ 12,280** | **$ 35,867** | **$ 13,526** | **$ 47,481** | **$ 6,082** |
| | | | | | |
| **Total Revenues and Other Sources** | **$ 1,995,648** | **$ 2,205,306** | **$ 631,579** | **$ 2,195,674** | **$ 561,274** |
| **Total Expenditures and other Uses** | **$ 2,078,617** | **$ 2,205,306** | **$ 631,580** | **$ 2,195,674** | **$ 561,274** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 82,969** | **$ -** | **$ (0)** | **$ -** | **$ -** |
| **Ending Fund Balance:** | **$ (0)** | **$ (0)** | **$ 0** | **$ -** | **$ (0)** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 102 REAL ESTATE EXCISE TAX (Street Capital Fund prior to 2015)** | | | | | |
| *REVENUES:* | | | | | |
| Real Estate Excise Tax | 1,100,298 | 1,486,450 | 397,389 | 1,224,000 | 303,844 |
| Solid Waste Recycling Licenses & Permits | 1,300 | - | - | - | - |
| Motor Vehicle Fuel Tax | 348,310 | - | - | - | - |
| Engineering Services | 475,145 | - | - | - | - |
| Mitigation Fees | 400,114 | - | - | - | - |
| Interest Earnings | 105 | 77 | - | - | 84 |
| Grants | 3,768,444 | - | - | - | - |
| Donations/Contributions | 10,837 | - | - | - | - |
| Proceeds from Sale of Assets/Capital Lease | - | - | 750 | - | - |
| Transfer In From 001 General Fund | 35,000 | - | - | - | - |
| Transfer In - Fund 401 Surface Water Mgmt | 44,890 | - | - | - | - |
| **Total Revenue** | **$ 6,184,443** | **$ 1,486,527** | **$ 398,139** | **$ 1,224,000** | **$ 303,928** |
| *EXPENDITURES:* | | | | | |
| Capital Projects | 5,419,063 | - | - | - | - |
| Transfer Out - Fund 301 Parks CIP | - | 85,878 | - | 60,234 | 10,234 |
| Transfer Out - Fund 302 Transportation Capital | - | 1,773,634 | 1,182,522 | 1,606,071 | 139,000 |
| Transfer Out - Fund 401 Surface Water Mgmt | 487,975 | 268,989 | - | - | - |
| **Total Expenditures** | **$ 5,907,038** | **$ 2,128,501** | **$ 1,182,522** | **$ 1,666,305** | **$ 149,234** |
| **Beginning Fund Balance:** | **$ 841,124** | **$ 1,118,529** | **$ 1,118,529** | **$ 476,554** | **$ 476,554** |
| **Ending Fund Balance:** | **1,118,529** | **476,554** | **334,146** | **34,249** | **631,247** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 103 LAKEWOOD TRANSPORTATION BENEFIT DISTRICT** | | | | | |
| *REVENUES:* | | | | | |
| $20 Vehicle License Fee (net of fee) | - | 484,016 | 475 | 685,000 | 178,167 |
| Interest Earnings | - | 49 | - | - | 7 |
| **Total Revenue** | **$ -** | **$ 484,065** | **$ 475** | **$ 685,000** | **$ 178,174** |
| *EXPENDITURES:* | | | | | |
| WCIA Risk Assessment | - | 2,500 | 2,500 | 2,500 | 2,500 |
| Audit | - | - | - | 4,000 | - |
| Transfer to Fund 302 Transportation Capital | - | 481,565 | - | 678,500 | - |
| **Total Expenditures** | **$ -** | **$ 484,065** | **$ 2,500** | **$ 685,000** | **$ 2,500** |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance:** | **-** | **-** | **(2,025)** | **-** | **175,674** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 104 HOTEL/MOTEL LODGING TAX** | | | | | |
| *REVENUES:* | | | | | |
| Special Hotel/Motel Lodging Tax (5%) | 399,904 | 494,141 | 92,848 | 428,571 | 104,095 |
| Transient Rental income Tax (2%) | 159,962 | 197,656 | 37,139 | 171,429 | 41,638 |
| Interest Earnings | 1,255 | 2,920 | 824 | - | 307 |
| **Total Revenues** | **$ 561,121** | **$ 694,717** | **$ 130,811** | **$ 600,000** | **$ 146,040** |
| *EXPENDITURES:* | | | | | |
| Administration | 19,319 | 2,658 | 281 | - | - |
| Lodging Tax Programs | 448,620 | 412,477 | 52,784 | 503,850 | 41,184 |
| Lodging Tax Programs-Transfer Out to Fund 301 Parks CIP | - | 35,000 | - | 400,000 | 592 |
| **Total Expenditures** | **$ 467,938** | **$ 450,135** | **$ 53,064** | **$ 903,850** | **$ 41,776** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 935,374** | **$ 1,028,557** | **$ 1,028,557** | **$ 1,273,140** | **$ 1,273,140** |
| **Ending Fund Balance:** | **$ 1,028,557** | **$ 1,273,140** | **$ 1,106,304** | **$ 969,290** | **$ 1,377,404** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 105 PROPERTY ABATEMENT** | | | | | |
| *REVENUES:* | | | | | |
| Abatement Charges | 47,549 | 2,525 | - | 8,869 | - |
| Interest Earnings | 123 | 34 | - | - | 38 |
| Judgments & Settlements | 20,002 | - | - | - | - |
| Transfer In - Fund 001 General | - | 35,000 | - | 35,000 | 35,000 |
| **Total Revenues** | **$ 67,674** | **$ 37,559** | **$ -** | **$ 43,869** | **$ 35,038** |
| *EXPENDITURES:* | | | | | |
| Abatement | 44,074 | 150,000 | 33,062 | 193,200 | 21,942 |
| **Total Expenditures** | **$ 44,074** | **$ 150,000** | **$ 33,062** | **$ 193,200** | **$ 21,942** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 238,171** | **$ 261,771** | **$ 261,771** | **$ 149,331** | **$ 149,331** |
| **Ending Fund Balance:** | **$ 261,771** | **$ 149,331** | **$ 228,709** | **$ -** | **$ 162,427** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 106 PUBLIC ART** | | | | | |
| *REVENUES:* | | | | | |
| Interest Earnings | 10 | 9 | - | - | 9 |
| Facilities Rental | 13,500 | 9,000 | 1,000 | 10,000 | 2,000 |
| Donations/Contributiosn | - | 400 | 400 | - | - |
| **Total Revenues** | **$ 13,510** | **$ 9,409** | **$ 1,400** | **$ 10,000** | **$ 2,009** |
| *EXPENDITURES:* | | | | | |
| Arts Commission Programs | 123 | 723 | - | 2,000 | - |
| Public Art | - | - | - | 31,000 | - |
| **Total Expenditures** | **$ 123** | **$ 723** | **$ -** | **$ 33,000** | **$ -** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 12,001** | **$ 25,388** | **$ 25,388** | **$ 33,388** | **$ 34,074** |
| **Ending Fund Balance:** | **$ 25,388** | **$ 34,074** | **$ 26,788** | **$ 10,388** | **$ 36,083** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 180 NARCOTICS SEIZURE** | | | | | |
| *REVENUES:* | | | | | |
| Forfeitures | 67,563 | 166,343 | 39,845 | 110,000 | 38,362 |
| Grants | 29,168 | - | (2,552) | - | - |
| Law Enforcement Contracts | - | 23,281 | 2,744 | 6,828 | 6,828 |
| Interest Earnings | 686 | 1,443 | 414 | - | 133 |
| **Total Revenues** | **$ 97,417** | **$ 191,066** | **$ 40,451** | **$ 116,828** | **$ 45,323** |
| *EXPENDITURES:* | | | | | |
| Investigations | 283,413 | 192,753 | 32,052 | 598,413 | 44,190 |
| Capital Purchases | 94,845 | - | - | - | 5,355 |
| Transfer Out - Fund 001 General | 14,061 | - | - | - | - |
| **Total Expenditures** | **$ 392,319** | **$ 192,753** | **$ 32,052** | **$ 598,413** | **$ 49,546** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 778,174** | **$ 483,272** | **$ 483,272** | **$ 481,585** | **$ 481,585** |
| **Ending Fund Balance:** | **$ 483,272** | **$ 481,585** | **$ 491,670** | **$ -** | **$ 477,363** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 181 FELONY SEIZURE** | | | | | |
| *REVENUES:* | | | | | |
| Interest Earnings | 289 | - | - | - | - |
| **Total Revenues** | **$ 289** | **$ -** | **$ -** | **$ -** | **$ -** |
| *EXPENDITURES:* | | | | | |
| Investigations | 10,968 | 5,044 | 3,913 | - | - |
| Transfer to Fund 001 General | 85,939 | - | - | - | - |
| **Total Expenditures** | **$ 96,907** | **$ 5,044** | **$ 3,913** | **$ -** | **$ -** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 101,662** | **$ 5,044** | **$ 5,044** | **$ -** | **$ -** |
| **Ending Fund Balance:** | **$ 5,044** | **0** | **1,130** | **$ -** | **$ -** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 182 FEDERAL SEIZURE** | | | | | |
| *REVENUES:* | | | | | |
| Forfeitures | 68,945 | 218,838 | 32,537 | - | 10,057 |
| Interest Earnings | 34 | 62 | - | - | 53 |
| **Total Revenues** | **$ 68,979** | **$ 218,899** | **$ 32,537** | **$ -** | **$ 10,110** |
| *EXPENDITURES:* | | | | | |
| Crime Prevention | 37,432 | 83,840 | 26,851 | 206,847 | 3,069 |
| **Total Expenditures** | **$ 37,432** | **$ 83,840** | **$ 26,851** | **$ 206,847** | **$ 3,069** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 40,240** | **$ 71,787** | **$ 71,787** | **$ 206,847** | **$ 206,847** |
| **Ending Fund Balance:** | **$ 71,787** | **$ 206,847** | **$ 77,473** | **$ -** | **$ 213,888** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 190 CDBG/GRANTS** | | | | | |
| *REVENUES:* | | | | | |
| Grants | 1,074,353 | 817,012 | 234,218 | 2,168,055 | 139,594 |
| Interest Earnings | 1,404 | 1,004 | 180 | 879 | 224 |
| Miscellaneous/Contributions | 12,058 | 16,250 | 10,000 | - | - |
| Transfer In - Fund 001 General | - | - | - | - | - |
| **Total Revenues** | **$ 1,087,814** | **$ 834,266** | **$ 244,399** | **$ 2,168,934** | **$ 139,818** |
| *EXPENDITURES:* | | | | | |
| Grants & Contributions | 1,066,645 | 626,266 | 235,008 | 1,436,003 | 131,689 |
| Transfer Out - Fund 001 General | 840,056 | - | - | - | - |
| Transfer Out - Fund 302 Transportation | - | 163,114 | - | 800,198 | 13,674 |
| **Total Expenditures** | **$ 1,906,701** | **$ 789,380** | **$ 235,008** | **$ 2,236,201** | **$ 145,363** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 841,268** | **$ 22,381** | **$ 22,381** | **$ 67,267** | **$ 67,267** |
| **Ending Fund Balance:** | **$ 22,381** | **$ 67,267** | **$ 31,772** | **$ -** | **$ 61,722** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 191 NEIGHBORHOOD STABLILIZATION PROGRAM** | | | | | |
| *REVENUES:* | | | | | |
| Grant-NSP 1 | 154,043 | - | - | - | - |
| Grant-NSP 3 | 96,032 | - | - | - | - |
| Abatement Charges | - | - | - | 38,885 | - |
| **Total Revenues** | **$ 250,075** | **$ -** | **$ -** | **$ 38,885** | **$ -** |
| *EXPENDITURES:* | | | | | |
| Grant-NSP 1 | 154,111 | 18,402 | - | 191,760 | 1,809 |
| Grant-NSP 3 | 96,032 | - | - | - | - |
| **Total Expenditures** | **$ 250,142** | **$ 18,402** | **$ -** | **$ 191,760** | **$ 1,809** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 171,345** | **$ 171,277** | **$ 171,277** | **$ 152,875** | **$ 152,875** |
| **Ending Fund Balance:** | **$ 171,277** | **$ 152,875** | **$ 171,277** | **$ -** | **$ 151,066** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 192 OFFICE OF ECONOMIC ADJUSTMENT/SSMCP** | | | | | |
| *REVENUES:* | | | | | |
| Grants | 281,466 | 153,468 | 3,001 | - | - |
| Partner Participation | 133,250 | 153,629 | 149,000 | 173,500 | 169,000 |
| Transfer In From Fund 001 General | 50,000 | 50,000 | 50,000 | 54,750 | 50,000 |
| **Total Revenues** | **$ 464,716** | **$ 357,097** | **$ 202,001** | **$ 228,250** | **$ 219,000** |
| *EXPENDITURES:* | | | | | |
| OEA/SSMCP | 408,649 | 394,313 | 38,930 | 225,600 | 37,569 |
| **Total Expenditures** | **$ 408,649** | **$ 394,313** | **$ 38,930** | **$ 225,600** | **$ 37,569** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 28,652** | **$ 84,719** | **$ 84,719** | **$ 47,503** | **$ 47,503** |
| **Ending Fund Balance:** | **$ 84,719** | **$ 47,503** | **$ 247,790** | **$ 50,153** | **$ 228,934** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 195 PUBLIC SAFETY GRANTS** | | | | | |
| *REVENUES:* | | | | | |
| Grants | 175,919 | 192,779 | 27,511 | 163,135 | 1,664 |
| Transfer In - Fund 001 General | 10,848 | - | - | - | - |
| **Total Revenues** | **$ 186,767** | **$ 192,779** | **$ 27,511** | **$ 163,135** | **$ 1,664** |
| *EXPENDITURES:* | | | | | |
| Grants | 186,551 | 192,996 | 2,511 | 163,135 | 4,442 |
| **Total Expenditures** | **$ 186,551** | **$ 192,996** | **$ 2,511** | **$ 163,135** | **$ 4,442** |
| | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ 216** | **$ 216** | **$ -** | **$ -** |
| **Ending Fund Balance:** | **$ 216** | **$ (0)** | **$ 25,216** | **$ -** | **$ (2,778)** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 201 GENERAL OBLIGATION BOND DEBT SERVICE** | | | | | |
| *REVENUES:* | | | | | |
| Local Sales & Use Tax | - | - | - | - | - |
| Transfer-In From Fund 001 General | 287,758 | 340,162 | - | 444,810 | - |
| **Total Revenues** | **$ 287,758** | **$ 340,162** | **$ -** | **$ 444,810** | **$ -** |
| *EXPENDITURES:* | | | | | |
| Principal & Interest - 59th Street | 77,000 | 77,000 | - | 77,000 | - |
| Principal & Interest - Police Station | 210,758 | 212,183 | - | 213,160 | - |
| Principal & Interest - LOCAL LED Streetlight | - | 50,980 | - | 154,650 | - |
| **Total Expenditures** | **$ 287,758** | **$ 340,162** | **$ -** | **$ 444,810** | **$ -** |
| | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 202 LOCAL IMPROVEMENT DISTRICT (LID) DEBT SERVICE** | | | | | |
| *REVENUES:* | | | | | |
| Interest | 41 | 149 | - | - | 124 |
| Assessments | 284,860 | 607,068 | - | 204,485 | - |
| **Total Revenues** | **$ 284,901** | **$ 607,217** | **$ -** | **$ 204,485** | **$ 124** |
| *EXPENDITURES:* | | | | | |
| Principal & Interest-Combined LID 1101/1103 | 201,846 | 50,541 | - | 610,542 | - |
| Principal & Interest - LID 1108 | 82,153 | 73,330 | - | 71,020 | - |
| **Total Expenditures** | **$ 283,999** | **$ 123,871** | **$ -** | **$ 681,562** | **$ -** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 149** | **$ 1,051** | **$ 1,051** | **$ 484,396** | **$ 484,396** |
| **Ending Fund Balance:** | **$ 1,051** | **$ 484,396** | **$ 1,051** | **$ 7,319** | **$ 484,520** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 204 SEWER PROJECT DEBT SERVICE** | | | | | |
| *REVENUES:* | | | | | |
| Sewer Charges | 586,192 | 659,515 | 106,722 | 600,000 | 165,154 |
| Interest Earnings/Other | 4,620 | 4,138 | 1,233 | - | 1,471 |
| Sanitary Side Sewer Connection Home Loan Repayment | 10,228 | 26,246 | 8,312 | - | 3,695 |
| **Total Revenues** | **$ 601,039** | **$ 689,899** | **$ 116,267** | **$ 600,000** | **$ 170,320** |
| *EXPENDITURES:* | | | | | |
| PWTFL Debt Service (PW-04-691-PRE-132) | 32,984 | 32,439 | - | 32,390 | - |
| PWTFL Debt Service (PW-06-962-022) | 313,623 | 310,679 | - | 310,679 | - |
| PWTFL Debt Service (PW-08-951-025) | 111,828 | 110,701 | - | 110,788 | - |
| PWTFL Debt Service (PW-12-851-025) | - | - | - | 44,000 | - |
| Transfer To Fund 311 Sewer Capital | - | 270,000 | - | - | - |
| **Total Expenditures** | **$ 458,435** | **$ 723,819** | **$ -** | **$ 497,857** | **$ -** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 508,250** | **$ 650,854** | **$ 650,854** | **$ 616,934** | **$ 616,934** |
| **Ending Fund Balance:** | **$ 650,854** | **$ 616,934** | **$ 767,121** | **$ 719,077** | **$ 787,254** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 251 LOCAL IMPROVEMENT DISTRICT (LID) GUARANTY DEBT SERVICE** | | | | | |
| *REVENUES:* | | | | | |
| Interest Earnings | (60) | 2,703 | 824 | - | 101 |
| **Total Revenues** | **$ (60)** | **$ 2,703** | **$ 824** | **$ -** | **$ 101** |
| *EXPENDITURES:* | | | | | |
| Transfer Out - Fund 001 General | - | - | - | 270,000 | - |
| **Total Expenditures** | **$ -** | **$ -** | **$ -** | **$ 270,000** | **$ -** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 391,858** | **$ 391,798** | **$ 391,798** | **$ 394,501** | **$ 394,501** |
| **Ending Fund Balance:** | **$ 391,798** | **$ 394,501** | **$ 392,622** | **$ 124,501** | **$ 394,602** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 301 PARKS CAPITAL (General Gov't CIP Fund prior to 2015)** | | | | | |
| *REVENUES:* | | | | | |
| Grants | - | 270,943 | - | 984,950 | - |
| Interest Earnings | 1 | 5 | - | - | - |
| Contributions/Donations | - | 14,000 | - | 654,000 | - |
| USGA/Verizon Fees | 10,000 | 35,000 | - | - | - |
| Proceeds from Sale of Land | - | - | - | 193,550 | - |
| Transfer In From Fund 001 General | - | 146,729 | - | - | - |
| Transfer In From Fund 102 REET | - | 85,878 | - | 60,234 | 10,234 |
| Transfer In From Fund 104 Hotel/Motel Lodging Tax | - | 35,000 | - | 400,000 | 592 |
| Transfer In From Fund 401 Surface Water Mgmt | - | 35,000 | - | 56,324 | - |
| **Total Revenues** | **$ 10,001** | **$ 622,555** | **$ -** | **$ 2,349,058** | **$ 10,826** |
| *EXPENDITURES:* | | | | | |
| Capital | - | 545,726 | 4,917 | 2,412,607 | 18,656 |
| **Total Expenditures** | **$ -** | **$ 545,726** | **$ 4,917** | **$ 2,412,607** | **$ 18,656** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 276** | **$ 10,277** | **$ 10,277** | **$ 87,106** | **$ 87,106** |
| **Ending Fund Balance:** | **$ 10,277** | **$ 87,106** | **$ 5,359** | **$ 23,557** | **$ 79,276** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 302 TRANSPORATION CAPITAL PROJECT** | | | | | |
| *REVENUES:* | | | | | |
| Motor Vehicle Excise Tax | - | 375,289 | 81,716 | 340,000 | 92,553 |
| Grants | - | 6,564,595 | 1,251,582 | 17,198,716 | 1,457,984 |
| Contributions from Utilities/Developers/Partners | - | 139,672 | - | 967,640 | 1,080 |
| LOCAL Financing | - | 1,667,849 | - | 209,773 | 10,459 |
| Proceeds from Sale of Asset/Street Vacation | - | 154,225 | - | - | 1,000 |
| Transfer In - Fund 001 General | - | 689,500 | 5,000 | 546,531 | 78,000 |
| Transfer In - Fund 102 REET | - | 1,773,634 | 1,182,522 | 1,506,005 | 139,000 |
| Transfer In - Fund 103 TBD | - | 481,565 | - | 678,500 | - |
| Transfer In - Fund 190 CDBG | - | 163,114 | - | 685,000 | 13,674 |
| Transfer In - Fund 401 SWM | - | 989,061 | - | 1,511,329 | - |
| **Total Revenues** | **$ -** | **$ 12,998,504** | **$ 2,520,821** | **$ 23,643,494** | **$ 1,793,750** |
| *EXPENDITURES:* | | | | | |
| Capital Projects | - | 11,381,128 | 1,983,271 | 24,754,183 | 1,359,324 |
| Debt Issue Cost | - | 12,849 | - | - | - |
| **Total Expenditures** | **$ -** | **$ 11,393,977** | **$ 1,983,271** | **$ 24,754,183** | **$ 1,359,324** |
| | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ 1,394,204** | **$ 1,604,528** |
| **Ending Fund Balance:** | **$ -** | **$ 1,604,528** | **$ 537,550** | **$ 283,515** | **$ 2,038,954** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 311 SEWER CAPITAL PROJECT** | | | | | |
| *REVENUES:* | | | | | |
| Grants | - | 538,515 | - | 211,485 | 211,485 |
| Interest Earnings | 304 | 4 | - | - | - |
| Public Works Trust Fund Loan | - | 179,295 | - | 320,705 | 320,705 |
| Transfer In From Fund 204 Sewer Project Debt | - | 270,000 | - | - | - |
| **Total Revenues** | **$ 304** | **$ 987,814** | **$ -** | **$ 532,190** | **$ 532,190** |
| *EXPENDITURES:* | | | | | |
| Capital | 20,443 | 784,081 | 8,502 | 802,820 | 657,245 |
| **Total Expenditures** | **$ 20,443** | **$ 784,081** | **$ 8,502** | **$ 802,820** | **$ 657,245** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 126,208** | **$ 106,070** | **$ 106,070** | **$ 309,803** | **$ 309,803** |
| **Ending Fund Balance:** | **$ 106,070** | **$ 309,803** | **$ 97,567** | **$ 39,173** | **$ 184,748** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 312 SANITARY SEWER CONNECTION CAPITAL** | | | | | |
| *REVENUES:* | | | | | |
| Sewer Availability Charge | 194,839 | 246,640 | 56,821 | 302,000 | 50,451 |
| Interest Earnings | 725 | 1,849 | 612 | - | 239 |
| Proceeds From Lien | 746 | 1,127 | 474 | - | 232 |
| **Total Revenues** | **$ 196,310** | **$ 249,616** | **$ 57,907** | **$ 302,000** | **$ 50,922** |
| *EXPENDITURES:* | | | | | |
| Capital | 32,218 | 20,036 | 5,305 | 35,000 | 3,714 |
| **Total Expenditures** | **$ 32,218** | **$ 20,036** | **$ 5,305** | **$ 35,000** | **$ 3,714** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 519,811** | **$ 683,903** | **$ 683,903** | **$ 913,482** | **$ 913,482** |
| **Ending Fund Balance:** | **$ 683,903** | **$ 913,482** | **$ 736,504** | **$ 1,180,482** | **$ 960,689** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 401 SURFACE WATER MANAGEMENT** | | | | | |
| *REVENUES:* | | | | | |
| Charges for Services & Fees | 2,723,885 | 2,740,257 | 220,874 | 2,702,500 | 211,664 |
| Interest Earnings | 11,807 | 14,782 | 1,010 | - | 1,220 |
| **Subtotal Operating Revenues** | **$ 2,735,692** | **$ 2,755,038** | **$ 221,884** | **$ 2,702,500** | **$ 212,884** |
| **% Revenue Change over Prior Year** | **-0.4%** | **0.7%** | | **-1.9%** | |
| *EXPENDITURES:* | | | | | |
| Geographical Information Services | 23,706 | - | - | - | - |
| Storm Drainage | 1,898,274 | 1,928,740 | 359,034 | 2,466,948 | 337,932 |
| Transfer to Fund 001 General Admin Support | 284,700 | 284,700 | 82,425 | 284,700 | 71,175 |
| Contribution to Fleet & Equipment Reserves | 17,750 | - | - | - | - |
| **Subtotal Operating Expenditures** | **$ 2,224,430** | **$ 2,213,440** | **$ 441,459** | **$ 2,751,648** | **$ 409,107** |
| **% Expenditure Change over Prior Year** | **6.5%** | **-0.5%** | | **24.3%** | |
| | | | | | |
| **OPERATING INCOME (LOSS)** | **$ 511,262** | **$ 541,598** | **$ (219,575)** | **$ (49,148)** | **$ (196,223)** |
| **As a % of Operating Expenditures** | **23.0%** | **24.5%** | **-49.7%** | **-1.8%** | |
| *OTHER FINANCING SOURCES:* | | | | | |
| Grants | 276,528 | 210,814 | 104,443 | 276,949 | 26,409 |
| Judgments, Settlements/Miscellaneous | 9,437 | 500 | - | - | - |
| Transfer In From Fund 102/302 Street Capital | 487,975 | 268,989 | - | - | - |
| Transfer In From Fund 190 Grant | 31,237 | - | - | - | - |
| **Subtotal Other Financing Sources** | **$ 805,177** | **$ 480,303** | **$ 104,443** | **$ 276,949** | **$ 26,409** |
| *OTHER FINANCING USES:* | | | | | |
| Capital/Other | 608,276 | 1,064,633 | 361,933 | 1,139,040 | 39,268 |
| Transfer To Fund 102 Street Capital | 44,890 | - | - | - | - |
| Transfer to Fund 301 Parks CIP | - | 35,000 | - | 56,324 | - |
| Transfer to Fund 302 Transportation Capital | - | 989,061 | - | 1,511,329 | - |
| **Subtotal Other Financing Uses** | **$ 653,166** | **$ 2,088,694** | **$ 361,933** | **$ 2,706,693** | **$ 39,268** |
| | | | | | |
| **Total Revenues and Other Sources** | **$ 3,540,869** | **$ 3,235,341** | **$ 326,327** | **$ 2,979,449** | **$ 239,293** |
| **Total Expenditures and other Uses** | **$ 2,877,596** | **$ 4,302,134** | **$ 803,392** | **$ 5,458,341** | **$ 448,375** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 6,204,969** | **$ 6,868,242** | **$ 6,868,242** | **$ 5,801,449** | **$ 5,801,449** |
| **Ending Fund Balance:** | **$ 6,868,242** | **$ 5,801,449** | **$ 6,391,177** | **$ 3,322,557** | **$ 5,592,367** |
| Ending Fund Balance as a % of Operating Exp | 308.8% | 262.1% | 1447.7% | 120.7% | 1367.0% |
| 17% Operating Reserves | $ 378,153 | $ 455,556 | $ 455,556 | $ 467,780 | $ 467,780 |
| Unreserved / (17% Target Reserves Shortfall): | $ 6,490,089 | $ 5,345,893 | $ 5,935,621 | $ 2,854,777 | $ 5,124,587 |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 501 FLEET & EQUIPMENT** | | | | | |
| *OPERATING REVENUES:* | | | | | |
| M&O Revenue | - | 629,749 | 122,959 | 904,220 | 107,840 |
| Interest Earnings | 8,573 | 1,530 | 176 | - | 945 |
| Insurance Recovery | 88,294 | - | - | - | - |
| **Total Revenues** | **$ 96,868** | **$ 631,279** | **$ 123,135** | **$ 904,220** | **$ 108,784** |
| *OPERATING EXPENDITURES:* | | | | | |
| Gasoline | - | 304,709 | 40,219 | 523,400 | 39,649 |
| Other Supplies | - | 4,629 | 39 | 3,990 | 80 |
| Repairs & Maintenance | - | 313,456 | 82,421 | 376,830 | 67,970 |
| Other Services & Charges | - | 8,492 | 1,503 | - | 140 |
| **Total Expenditures** | **$ -** | **$ 631,285** | **$ 124,182** | **$ 904,220** | **$ 107,840** |
| **Operating Revenue Over/(Under) Expenditures** | **$ 96,868** | **$ (6)** | **$ (1,047)** | **$ -** | **$ 945** |
| *OTHER FINANCING SOURCES:* | | | | | |
| Replacement Reserves Collections | 938,150 | 883,141 | 267,255 | 1,071,020 | 206,773 |
| Proceeds From Sale of Assets | 64,135 | 68,698 | 12,471 | 46,800 | 31,034 |
| Tranfer In From Fund 001 General | - | - | - | 233,239 | - |
| **Total Other Financing Sources** | **$ 1,002,285** | **$ 951,839** | **$ 279,726** | **$ 1,351,059** | **$ 237,807** |
| *OTHER FINANCING USES:* | | | | | |
| Fleet & Equipment New & Replacement | 990,727 | 1,212,019 | 132,319 | 424,494 | 162,911 |
| Transfer to Fund 001 General | 1,074,959 | 40,802 | - | - | - |
| Transfer to Fund 401 Surface Water Management | 31,237 | - | - | - | - |
| Transfer to Fund 502 Information Technology | - | 110,050 | - | 123,189 | - |
| **Total Other Financing Uses** | **$ 2,096,923** | **$ 1,362,871** | **$ 132,319** | **$ 547,683** | **$ 162,911** |
| | | | | | |
| **Total Revenues** | **$ 1,099,153** | **$ 1,583,118** | **$ 402,861** | **$ 2,255,279** | **$ 346,591** |
| **Total Expenditures** | **$ 2,096,923** | **$ 1,994,156** | **$ 256,501** | **$ 1,451,903** | **$ 270,751** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 5,093,746** | **$ 4,095,975** | **$ 4,095,975** | **$ 3,684,937** | **$ 3,684,937** |
| **Ending Fund Balance:** | **$ 4,095,975** | **$ 3,684,937** | **$ 4,242,335** | **$ 4,488,313** | **$ 3,760,777** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 502 PROPERTY MANAGEMENT (City Hall Services Fund prior to 2015)** | | | | | |
| *OPERATING REVENUES:* | | | | | |
| M&O Revenue | - | 727,437 | 127,974 | 749,800 | 176,669 |
| Interest Earnings | 703 | 2,634 | 809 | - | 114 |
| **Total Opeating Revenues** | **$ 703** | **$ 730,071** | **$ 128,782** | **$ 749,800** | **$ 176,783** |
| *OPERATING EXPENDITURES:* | | | | | |
| City Hall Facility | - | 299,931 | 57,364 | 342,500 | 60,313 |
| Police Station | - | 207,098 | 42,114 | 228,770 | 65,278 |
| Parking Facilities/Light Rail | - | 154,520 | 29,304 | 178,530 | 31,433 |
| **Total Operating Expenditures** | **$ -** | **$ 661,549** | **$ 128,782** | **$ 749,800** | **$ 157,024** |
| **Operating Revenue Over/(Under) Expenditures** | **$ 703** | **$ 68,522** | **$ (0)** | **$ -** | **$ 19,758** |
| *OTHER FINANCING USES:* | | | | | |
| Capital/1-Time | 7,389 | 67,432 | - | 212,479 | 19,758 |
| **Total Other Financing Uses** | **$ 7,389** | **$ 67,432** | **$ -** | **$ 212,479** | **$ 19,758** |
| | | | | | |
| **Total Revenues** | **$ 703** | **$ 730,071** | **$ 128,782** | **$ 749,800** | **$ 176,783** |
| **Total Expenditures** | **$ 7,389** | **$ 728,981** | **$ 128,782** | **$ 962,279** | **$ 176,783** |
| | | | | | |
| **Beginning Fund Balance:** | **$ 452,842** | **$ 446,156** | **$ 446,156** | **$ 447,246** | **$ 447,246** |
| **Ending Fund Balance:** | **$ 446,156** | **$ 447,246** | **$ 446,156** | **$ 234,767** | **$ 447,246** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 503 INFORMATION TECHNOLOGY** | | | | | |
| *REVENUES:* | | | | | |
| M&O Revenue | - | 1,007,671 | 386,781 | 1,147,293 | 361,403 |
| Misc/Interest/Other | - | 1,782 | 1,752 | - | 20 |
| **Total Operating Revenues** | **$ -** | **$ 1,009,453** | **$ 388,533** | **$ 1,147,293** | **$ 361,423** |
| *EXPENDITURES:* | | | | | |
| Personnel | - | 480,917 | 114,606 | 495,408 | 110,365 |
| Supplies | - | 106,740 | 27,936 | 83,450 | 13,155 |
| Services & Charges | - | 421,796 | 177,382 | 568,435 | 211,122 |
| Intergovernmental | - | - | 68,609 | - | - |
| **Total Operating Expenditures** | **$ -** | **$ 1,009,453** | **$ 388,533** | **$ 1,147,293** | **$ 334,641** |
| **Operating Revenue Over/(Under) Expenditures** | **$ -** | **$ 0** | **$ (0)** | **$ -** | **$ 26,782** |
| *OTHER FINANCING SOURCES:* | | | | | |
| Replacement Reserve Collection | - | 20,000 | - | 22,500 | 20,000 |
| Proceeds from Capital Lease | - | 57,295 | - | - | - |
| Capital Contribution/1-Time M&O | - | 182,102 | 184,780 | 141,973 | 4,277 |
| Transfer In From Fund 501 Fleet & Equipment | - | 110,050 | - | 123,189 | - |
| **Total Other Financing Sources** | **$ -** | **$ 369,447** | **$ 184,780** | **$ 287,662** | **$ 24,277** |
| *OTHER FINANCING USES:* | | | | | |
| One-Time/Capital | - | 308,499 | 184,781 | 323,607 | 21,232 |
| **Total Other Financing Uses** | **$ -** | **$ 308,499** | **$ 184,781** | **$ 323,607** | **$ 21,232** |
| | | | | | |
| **Total Revenues** | **$ -** | **$ 1,378,901** | **$ 573,313** | **$ 1,434,955** | **$ 385,700** |
| **Total Expenditures** | **$ -** | **$ 1,317,952** | **$ 573,314** | **$ 1,470,900** | **$ 355,873** |
| | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ 60,948** | **$ 60,948** |
| **Ending Fund Balance:** | **$ -** | **$ 60,948** | **$ (0)** | **$ 25,000** | **$ 90,775** |

| | 2014 | 2015 | | 2016 | |
|---|---|---|---|---|---|
| | Annual Actual | Annual Actual | YTD Actual | Annual Budget | YTD Actual |
| **FUND 504 RISK MANAGEMENT** | | | | | |
| *REVENUES:* | | | | | |
| M&O Revenue | - | 958,425 | 900,501 | 1,170,142 | 974,554 |
| AWC Retro Refund | - | 23,878 | - | - | - |
| Insurance Recoveries - 3rd Party | - | 51,778 | 6,250 | - | 17,646 |
| **Total Revenues** | **$ -** | **$ 1,034,081** | **$ 906,751** | **$ 1,170,142** | **$ 992,201** |
| *EXPENDITURES:* | | | | | |
| Safety Program | - | 27 | (651) | 4,980 | - |
| AWC Retro Program | - | 44,239 | 44,239 | 24,000 | 23,998 |
| WCIA Assessment | - | 835,200 | 835,200 | 937,500 | 941,115 |
| Claims/Judgments & Settlements | - | 154,615 | 27,963 | 203,662 | 27,088 |
| **Total Expenditures** | **$ -** | **$ 1,034,081** | **$ 906,751** | **$ 1,170,142** | **$ 992,201** |
| *OTHER FINANCING SOURCES:* | | | | | |
| Capital Contribution/1-Time M&O | - | 291,920 | 85,000 | - | 4,176 |
| **Total Other Financing Sources** | **$ -** | **$ 291,920** | **$ 85,000** | **$ -** | **$ 4,176** |
| *OTHER FINANCING USES:* | | | | | |
| One-Time/Capital | - | 291,920 | 85,000 | - | 4,176 |
| **Total Other Financing Uses** | **$ -** | **$ 291,920** | **$ 85,000** | **$ -** | **$ 4,176** |
| | | | | | |
| **Total Revenues** | **$ -** | **$ 1,326,001** | **$ 991,751** | **$ 1,170,142** | **$ 996,377** |
| **Total Expenditures** | **$ -** | **$ 1,326,001** | **$ 991,751** | **$ 1,170,142** | **$ 996,377** |
| | | | | | |
| **Beginning Fund Balance:** | **$ -** | **$ -** | **$ -** | **$ -** | **$ -** |
| **Ending Fund Balance:** | **$ -** | **$ 0** | **$ -** | **$ -** | **$ -** |

**City Council**

| Performance Measure | Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|---|
| #of City Council retreats | 2 times per year | 1 | | | |
| # of ordinances adopted | < 20 per year | 4 | | | |
| # of resolutions adopted | < 20 per year | 3 | | | |
| # of City Council sponsored/supported events | 20 per year | 4 | | | |

Government Contracting - Business w/JBLM
Annual MLK Event

## City Manager

| Performance Measure | Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|---|
| Average # of items on study session agendas | < 6 items | 4 | | | |
| # of posts (web, social media) | Average 16 per month | 36 | | | |
| # of new social media followers - Facebook | Average 30 per month | 71 | | | |
| # of new social media followers - Twitter | Average 40 per month | 46 | | | |
| # of multimedia items produced - video | 1 per month | 1 | | | |
| # of multimedia items produced - photo gallery | 5 per month | 9 | | | |
| # of presentations of State of the City | 10 | 6 | | | |

## Community and Economic Development

| Performance Measure | Target | Quarter 1 | | Quarter 2 | | Quarter 3 | | Quarter 4 | |
|---|---|---|---|---|---|---|---|---|---|
| **Measure-CDBG** | | | | | | | | | |
| # of persons with new or improved access to public facility or infrastructure | 4693 | 0 | | | | | | | |
| # of persons with new or improved access to public service | 142 | 5 | | | | | | | |
| # of affordable rental units rehabilitated | 38 | 38 | | | | | | | |
| # of owner-occupied units rehabilitated | 16 | 3 | | | | | | | |
| # of new affordable housing units constructed | 21 | 2 | | | | | | | |
| # persons with access to affordable housing through fair housing activities | 75 | 10 | | | | | | | |
| # units assisted that are occupied by the elderly | tbd | 1 | | | | | | | |
| # of homebuyers receiving direct financial assistance through down payment assistance/closing costs | 3 | 0 | | | | | | | |
| # of jobs created* | 20 | 0 | | | | | | | |
| $ program income received (CDBG & NSP) | tbd | $21,308 | | | | | | | |
| #of dangerous building abatements completed annually | 15 | 5 | | | | | | | |
| **Measure- Economic Development** | | | | | | | | | |
| $ investment created through economic dev efforts | $80,000,000 | $15,464,490 | | | | | | | |
| # of business retention/expansion of interviews conducted | 80 | 27 | | | | | | | |
| # of new market rate, owner-occupied housing units constructed annually | 40 | 5 | | | | | | | |
| # of projects where permit assistance was provided | 40 | 10 | | | | | | | |
| # of special projects completed | 50 | 17 | | | | | | | |
| # of economic development inquiries received | 200 | 78 | | | | | | | |
| # of lodging contracts managed | 16 | 0 | | | | | | | |
| # of participant attending forums, focus groups, or special events | 500 | 250 | | | | | | | |
| **Measure- Building Permit** | | | | | | | | | |
| # of permits issued | tbd | 288 | | | | | | | |
| # of plan reviews performed | tbd | 180 | | | | | | | |
| # of inspections performed | tbd | 1,215 | | | | | | | |
| **Measure- Advance Planning** | | | | | | | | | |
| Complete comprehensive plan update | 12/31/2016 | Underway | | | | | | | |
| Process privately initiated amendments | 2015/2016 | 1 | | | | | | | |
| Code development - cottage housing (completed), zoning map changes (6), rental housing inspection program (underway), low impact development regulations (underway), various minor text changes (3) , Complete streets ordinance (underway), Motor Avenue (underway) | 12/31/2015 | Underway | | | | | | | |
| Complete annual assignments - capital facilities plan update, tracking housing date, and prepare multi-family tax credit report | 2015/2016 | Not started | | | | | | | |
| **Permit Type- Current Planning** | **Target # of Days** | **Total Permits** | **% w/in Target?** | **Total Permits** | **% w/in Target?** | **Total Permits** | **% w/in Target?** | **Total Permits** | **% w/in Target?** |
| Zoning Certification | 30 | 11 | 100% | | | | | | |
| Conditional use | 120 | 0 | 100% | | | | | | |
| Administrative use | 120 | 0 | 100% | | | | | | |
| Preliminary plat | 120 | 1 | 100% | | | | | | |
| Preliminary short plat | 90 | 2 | 50% | | | | | | |
| Sign permit | 20 | 15 | 100% | | | | | | |
| Site development permit | 90 | 0 | 100% | | | | | | |
| Shoreline permit | 180 | 6 | 100% | | | | | | |
| **Permit Type** | **Target # of Days** | **Total Permits** | **# w/in Target?** | **Total Permits** | **% w/in Target?** | **Total Permits** | **% w/in Target?** | **Total Permits** | **% w/in Target?** |
| New single family residential | 30 | 5 | 100% | | | | | | |
| Residential additions | 30 | 6 | 100% | | | | | | |
| New multi-family | 30 | 0 | N/A | | | | | | |
| New commercial buildings | 30 | 3 | 70% | | | | | | |
| Commercial tenant improvements - major (change of use) | 30 | 19 | 100% | | | | | | |
| Commercial tenant improvements - minor | 30 | 43 | 100% | | | | | | |

## Finance

| Performance Measure | Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|---|
| **Type/Description- Finance** | | | | | |
| # of invoices paid annually | n/a | 2073 | | | |
| % of vendors paid within 30 days of invoice date (1) | 95% | 83.6% | | | |
| % of accounts receivable aged balances over 60 days versus annual billing | 5% | 0.02% | | | |
| GFOA Award Received for Current Year CAFR (2) | Yes | n/a | | | |
| GFOA Award Received for Biennium's Budget Document (3) | Yes | n/a | | | |
| Clean Audit (4) | Yes | n/a | | | |
| Bond Rating Per Standard & Poor's (5) | AA | AA- | | | |
| # of months cash reconciled within 15 days of month-end (6) | 12 | 1 | | | |
| # of months cash reconciled to the penny | 12 | 1 | | | |
| Average working days to compile quarterly financial report | 5 | 5 | | | |

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

*(2) Achieved GFOA's Award for Excellence in Financial Report for the City's FY 2013 CAFR and FY 2014 CAFR.*

*(3) Achieved GFOA's Distinguished Budget Award for the City's 2015/2016 Biennial Budget.*

*(4) Audit for FY 2014.*

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

*(6) Cash reconciliations are behind due to position vacancy. The position will be filled in July 2015 and cash reconciliations will be a high priority and is expected to be reconciled to the penny.*

## Human Resources

| Performance Measure | Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|---|
| **Measure- Human Resources** | | | | | |
| Negotiations: # of Collective Bargaining Agreements negotiated | 4 | 2 | | | |
| Employee Turnover | <12% | 11/4.2% | | | |
| Recruitment: # of positions requiring recruitment | n/a | 22 | | | |
| Recruitment: # of job applications received | n/a | 837 | | | |
| Recruitment: # of days on average, to complete external non-civil service recruitment | n/a | 44 | | | |
| Recruitment: # of days on average, to create civil service eligibility lists | n/a | 15 | | | |
| Recruitment: # of successful applicants still employed 12 months after hire date | 24 | 5 | | | |
| Recruitment: % of successful applicants still employed 12 months after hire date | 100% | 63% | | | |
| Retention: # of FTE's filled jurisdiction wide | 220 | 214 | | | |
| Performance Evaluations: # of evaluations completed on time, city-wide | 58 | 35/52 | | | |
| **Measure- Risk Management** | | | | | |
| Review and update safety and risk management-related policies and procedures | 22 | 0 | | | |
| Complete safety inspection of all city facilities | 5 | 0 | | | |
| Workers Compensation: # of new on-the-job Accidents, Injuries or Illnesses claims | 0 | 5 | | | |
| Workers Compensation: # of new fully commissioned officers on-the-job Accidents, Injuries or Illnesses claims | 0 | 4 | | | |
| Workers Compensation: # of new claims per 100 jurisdiction FTE's | 0 | 1.82 | | | |
| Workers Compensation: # of days absent due to new on-the-job Accident, Injury or Illness claims | 0 | 39 | | | |

## Information Technology

| Performance Measure | Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|---|
| # of new systems implemented | n/a | 7 | | | |
| # of users served | n/a | 246 | | | |
| # of personal computers maintained | n/a | 434 | | | |
| # of support calls received | n/a | 626 | | | |
| # of applications maintained | n/a | 135 | | | |
| # of servers maintained (LAN/WAN) | n/a | 87 | | | |
| # of desk phones operated and maintained | n/a | 300 | | | |
| # of cell phones operated and maintained | | 215 | | | |
| % of IT system up-time during normal business hours | 100% | 95% | | | |
| % of communications up-time during normal business hours | 100% | 100% | | | |

**Parks and Recreation**

| Performance Measure | Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|---|
| **Measure- Admin** | | | | | |
| # of sites maintained | 9 | 9 | | | |
| **Measure- Human Services** | | | | | |
| Increase participation at Lakewood Community Collaboration Meetings | 40 each month | 44 | | | |
| # of human services contracts to effectively manage | 25 | 27 | | | |
| **Measure- Recreation** | | | | | |
| $ vendor sales generated from Farmers Market | $140,000 | N/A | | | |
| $ sponsorship, grants and in-kind service | $150,000 | $200,000 | | | |
| # of unduplicated youth late-night program participants served | 80 | 86 | | | |
| # of registered participants at SummerFEST Triathlon | 200 | 31 | | | |
| **Measure- Senior Center** | | | | | |
| # of unduplicated seniors served | 1,400 | 800 | | | |
| $ revenue generated from grants, fees, donations & in-kind support | $80,000 | $28,720 | | | |
| # of volunteer hours | 1,300 | 369 | | | |
| # of unduplicated participants at memory program | 100 | 0 | | | |
| **Measure- Park Facilities** | | | | | |
| # of acres of maintained turf | 17 | 17 | | | |
| Boat Launch Revenue | 50,000 | $4,809 | | | |
| # of reported injuries on playgrounds | 0 | 0 | | | |
| **Measure- Fort Steilacoom** | | | | | |
| # of acres of open space to maintain | 500 | 500 | | | |
| # of work-related injuries requiring time off | 0 | 0 | | | |
| # of reported playground injuries | 0 | 0 | | | |
| **Measure- Landscape** | | | | | |
| # of sites maintained | 38 | 38 | | | |
| # of requests for services outside required maintenance | < 5 years | 0 | | | |
| **Measure- Property Management** | | | | | |
| # of square feet of coverge per building maintenace employee | 158,615 | 158,615 | | | |
| # of complaints about service provided | 0 | 0 | | | |
| # of unscheduled system failures | 0 | 0 | | | |
| # of complaints about building cleanliness | 0 | 0 | | | |

## Public Works

| Performance Measure | Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|---|
| **Measure- Street Operations and Maintenance** | | | | | |
| # of reported potholes filled/repaired | <300 | 225 | | | |
| # of feed of ditch line cleaned | 1000 | 0 | | | |
| # of storm ponds cleaned | 11 | 3 | | | |
| # of tons of permanent patch placed | 40 | 18.5 | | | |
| # of lane miles of crack sealing | >1 | 0 | | | |
| # of tons of illegal debris picked up disposed of | <30 | 38.4 | | | |
| Linear feet of pavement marking placed (stop bars, crosswalks, etc.) | >200 | 50 | | | |
| Lane miles of alleys graded and graveled | 2 | 1300' | | | |
| Miles of gravel shoulder grading and rock replacement | >3 | 2500' | | | |
| **Measure- Transportation Capital** | | | | | |
| # of traffic signals operated and maintained | 77 | 77 | | | |
| # of City maintained street lights | 1,982 | 1,982 | | | |
| Annual transportation capital funds administered | $11.8M | $22M | | | |
| Amount of transportation grant funds awarded | $2M | $2M | | | |
| **Measure- Surface Water Management** | | | | | |
| # of City street curb miles swept | 3,800 | 791 | | | |
| # of catch basins cleaned or inspected | 3,100 | 240 | | | |
| # of hours of storm drain pipe video inspections recorded | 800 | 91 | | | |
| # Linear feet of storm drain pipe cleaned | 30,000 | 3,008 | | | |
| # of tons of sweeping and vactor waste disposed of | 2,700 | 514 | | | |
| # of gallons of vactor liquid waste disposed of | 50,000 | 33,050 | | | |
| # of businesses/properties inspected for SWM compliance | 200 | 99 | | | |
| # of charity car wash permits issued | 60 | 0 | | | |
| # of volunteer hours for water quality sampling | 100 | 0 | | | |
| % maintain compliance with NPDES Municipal Stormwater permit | 100% | 100% | | | |

**Legal**

| Performance Measure | Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|---|
| # of days on average to review/process a contract | 3 | 2.54 | | | |
| # of days on average for PRA response | 30 | 5 | | | |
| Increase scope and extent of paperless discovery and electronic exchange of information with defense counsel, with goal being to reduce use of paper and related expenditures by 50% | 50% | 50% | | | |
| Manage contract prosecution agreements/contracts to maintain maximum coverage of regular weekly calendars (16/week), as well as trials within the allocated budget | 100% | 100% | | | |
| Provide discovery within 14 calendar days of a request in 90% or more of the cases in which discovery is authorized/requested/required | 90% | 90% | | | |
| Respond to requests for legal advice/review as well as training (criminal law/criminal procedure generally) from Lakewood Police Department within 5 business days of request in 90% or more of the cases, with the goal being to remain in regular contact to triage issues and maximize delivery of law enforcement services with the most current training on criminal law/criminal procedure | 90% | 90% | | | |
| Review all Lakewood Police Department contracts within 5 business days of receipt in 90% or more of the matters, unless an expedited response is requested or necessary | 90% | 90% | | | |
| Make In Custody charging decisions within 8 hours of receipt of the report(s) in 90% or more of the cases | 90% | 90% | | | |
| Review all felony In Custody NCF cases from Pierce County within 8 hours of receipt of the report(s) in 95% or more of the cases | 95% | 95% | | | |
| Renew and maintain on regular basis community liaisons with: (1) community partners responding to the needs of domestic violence and domestic violence victims; (2) community action groups involved with education and advocacy relating to DUI/Physical Control; and (C) Child Protective Services and Adult Protective Services to ensure continuity of information in those cases involving the most vulnerable members of our community | 100% | 100% | | | |
| Review for charging decision DV & Impaired Driving cases with 40 days of receipt of report; victim crimes within 60 days; non-specific victim crimes within 75 days (for all categories: met measurement in 95% of all cases) | 30 days | 30 days | | | |
| Comply with the court rules regarding timeliness of all responsive pleadings (motions and appeals primarily) in 95% of the cases | 95% | 95% | | | |

**Municipal Court**

| Performance Measure | Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|---|
| # of community group road tours | 8 | 0 | | | |
| # of incidents with offenders involving risk management | 0 | 0 | | | |
| # of work crew hours performed in lieu of jail | | 1128 | | | |
| Cost saved by using alternative sentencing | | $17,368 | | | |
| Cost saved from reduced number of court transports | $35,000 | $8,750.00 | | | |

**Police**

| Performance Measure | Target | Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
|---|---|---|---|---|---|
| **Measure- Specialty Units** | | | | | |
| # of traffic stops | | 2734 | | | |
| Successful property room audits | | 1 | | | |
| # of responses to animal complaints | | 556 | | | |
| # of captures by K9 | | 8 | | | |
| # of detections of narcotics by K9 | | 9 | | | |
| # of SWAT missions completed succesfully | | 5 | | | |
| **Measure- Criminal Investigations** | | | | | |
| # of cases resolved with an arrest or referral for prosecution | | 112 | | | |
| # of open cases assigned per investigator/detective | | 4.75 | | | |
| Quantity of drugs and property seized ($ value) | | $30,360 | | | |
| # of illegal operations interrupted | | 2 | | | |
| # of positive comments received from victims and prosecutors | | 6 | | | |
| **Measure- Patrol** | | | | | |
| # of arrests | | 468* | | | |
| # of self-initiated calls for service | | 5702 | | | |
| # of minutes to respond to call for service | | 25.40** | | | |
| Top Priority calls: Average time from receipt to dispatch (in minutes) | | 17.9*** | | | |
| Top Priority calls: Average time from dispatch to arrival on scene (in minutes) | | 5.6/6.42^ | | | |
| Number of accidents involving fatalities | | 1 | | | |
| Moving violation citations issued (excluding DUIs) | | 1682 | | | |
| DUI Arrests | | 46 | | | |
| **Measure- Professional Standards** | | | | | |
| Maintenance of staffing levels | | 4 promo, | | | |
| % of officers meeting state requirements for annual training hours | | 100% | | | |
| # of training hours provided | | 1542.5 | | | |
| Successful WASPC accreditation | | -- | | | |
| # of legal updates disseminated to the department | | 0 | | | |
| # of promotional and hiring processes completed | | 4 | | | |
| # of sustained investigations for performancerrelated policy violations | | 0 | | | |
| Police: Mental Health incidents | | 136 | | | |
| Total traffic accidents | | 472^^ | | | |
| Traffic accidents involving pedestrians | | 14 | | | |
| Traffic accidents involving bicycles | | 3 | | | |
| **Measure - CSRT** | | | | | |
| Total number of code enforcement complaints received | n/a | 156 | | | |
| Average calendar days: Code complaint to first investigation | n/a | 4 | | | |
| Total code enforcement cases initiated during the reporting period | n/a | 149 | | | |
| Code enforcement cases resolved through voluntary compliance | n/a | 61 | | | |
| Code enforcement cases resolved through forced compliance | n/a | 3 | | | |
| Code enforcement: Average calendar days, Inspection to Forced Compliance | n/a | 20 | | | |
| Code enforcement: Average calendar days, Inspection to Voluntary Compliance | n/a | 16 | | | |

*468 is total arrests (felony/misdomenor/Gross misdomenor)
** All priorities averaged
*** from call to onscene Pri1-2
^ Pri 1/2
^^Calls

To: Mayor and City Councilmembers

From: Tho Kraus, Assistant City Manager/Administrative Services

Through: John J. Caulfield, City Manager

Date: June 27, 2016

Subject: 6-Year Property Management Plan

**BACKGROUND**

The purpose of this memo is to provide the City Council with a draft 6-Year Property Management Plan, which includes the accumulation of annual replacement reserves of $100,000 beginning in 2017 and identifies property management needs for the six-year period 2017 to 2022. This is consistent with the previous 6-year financial forecast. This Property Management Plan is a work in progress and will continue to be updated as we have more information on facility needs for the version that will be included in the 2017/2018 Proposed Biennial Budget.

**2017-2018 Projects – Total $275,000**

City Hall Facility – Total $143,000

*Boiler Repair and Replacement $18,000* – One of the two boilers at City Hall is in need of rebuilding in 2017 at an estimated cost of $18,000. Full replacement of the boilers is included in year 2022 of the plan at an estimated cost of $130,500.

*Public Area Carpet Replacement $50,000* – The carpet is original to the building and is 15 years old. The public areas are the heavy traffic areas and are in need of replacement. The original schedule called for full replacement after ten years; however, the recommendation is to replace the carpet in these heavy traffic areas. An estimated cost of $50,000 is included in the plan; however, further analysis to determine the specific areas and associated costs are currently underway.

*Exterior Beam Painting $75,000* – The purpose of painting is to seal and protect the exposed beams and is on an as needed which is typically every five to six years at an estimated cost of $75,000.

Police Station – Total $25,000

*Restripe Parking Lot $5,000* – The parking lot restriping occurs on a five-year cycle and is in need of restriping in 2017 at an estimated cost of $5,000.

*Wall In Fuel Island $25,000* – There is a need for additional storage for items related to patrol vehicles and the logical choice is to create dry storage at the fuel island. This can be accomplished by utilizing the existing carport structure and wall in the back and two sides. The estimated cost is $20,000 in 2017.

Sounder Station – Total $25,000

*Restripe Parking Lot $25,000* – The current interlocal agreement with Sound Transit requires the City to maintain the facility. Restriping of the parking lot is needed in 2018 at an estimated cost of $25,000.

Parks O&M Facility – Total $32,000

*HVAC Replacement $12,000* – Replace the current HVAC system with one that heats the shop area as well. The original system was installed in 2006 ad was on a ten year replacement schedule. It has exceeded that life expectancy and will need to be replaced in 2017 at an estimated cost of $12,000.

*LED Lighting $10,000* – Swap ballasts over for LED lighting at the Parks O&M facility. This includes 32 interior lights and 8 exterior lights. While this project will result in ongoing electrical savings while providing more efficient and brighter lighting at the shop, the amount of the savings is to be determined. The cost to complete this project in 2017 is estimated at $10,000.

*Fuel Storage Shed $10,000* – Replace the old wooden shed with a new, more secure facility. This shed provides storage for all small fuel containers, oil, and other fuel related operations equipment. The current shed is less than secure and is overdue to be replaced. The cost to complete this project in 2017 is estimated at $10,000

Public Works O&M Facility – Total $50,000

*Wash Facility Interior Setup* – The shell of the wash facility was completed as part of the construction of the O&M facility due to opportunities for cost savings if completed with the construction of the shop (not part of the original scope). At that time it was determined that the interior setup would be completed at a later date pending availability of funds. The interior setup includes items like air compressor, welder stairs to access the loft, paving the wash bay, extending the power to the wash bay, work stations to complete maintenance tasks, are some examples of what still needs to be accomplished to make this a fully functioning facility. The cost to complete this project in 2017 is estimated at $50,000.

**2019-2022 Projects – Total $495,500**

City Hall Facility – Total $165,500

*Slurry Seal and Repave Parking Lot $35,000* – The City Hall parking lot is due for slurry seal and restriping every five years and should be done in 2020 at an estimated cost of $35,000.

*Boiler Repair and Replacement $130,500* – Full replacement of the two boilers at City Hall in 2021 at an estimated cost of $130,500.

Police Station – Total $300,000

*Parking Lot Gate Replacement $40,000* – The predicted useful life of the main gate at the Police Station as ten years. Since 2009 the gate has been reinforced, components have been replaced, and it continues to struggle to remain operational at the necessary level. Full replacement of the gate is needed in 2019 at an estimated cost of $40,000.

*Vehicle Storage $100,000* – There is a need to store impounded and seizure vehicles in a covered and secure location. Currently, vehicles are stored uncovered and exposed to the weather in a fenced lot at the Police Station. This has impacted the usable space for regular police operations. The City has also suffered claims for damages to some of these vehicles due to the way they are stored. The Police Department is looking at various options for addressing this issue including leasing of space; however, for purposes of this draft plan, $100,000 is included in 2020.

*Shooting Range Equipment $135,000* – Replace shooting range equipment in 2019 due to heavy usage at an estimated cost of $135,000. Due to hazardous materials (lead) being used in the range, the HVAC system will need to be replaced along with the foam acoustic tiles. At that same time, new trap and target systems will be installed thus completing major systems upgrades to keep the facility state of the art.

*Restripe Parking Lot and Slurry Seal $25,000* – Restriping of the parking lot should occur on a every five years with slurry seal added every other time. Restriping in 2017 is included in this plan so 2022 includes restriping and slurry seal at an estimated cost of $25,000.

<u>Public Works O&M Facility – Total $30,000</u>

*HVAC Replacement $30,000* – There are two HVAC units on the facility, one serves each end of the building that potentially will need to be replaced in 2022. The HVAC on the building has not had major repairs; however, the units will be inspected and serviced in the near future since it has not been done since they were assembled in 2013. The building is a triple wide trailer that the City purchased used and it sat vacant and disassembled for an unknown period of time prior to purchase, and at least for four months after purchase. The condition, use, and age prior to the City purchasing the building is unknown. Replacing the HVAC is not a current necessity and therefore is included in the plan in 2022 at an estimated cost of $30,000.

**NEXT STEPS**

Updates to the 6-Year Property Management Plan will continue for inclusion in the 2017/2018 Proposed Biennial Budget.

**ATTACHMENT**

- Draft 6-Year Property Management Plan

**6-YEAR CAPITAL PLAN**
**2017 - 2022**
**PROPERTY MANAGEMENT**
**~ DRAFT ~**

| Funding Sources | LTD Total | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Total 6-Year |
|---|---|---|---|---|---|---|---|---|
| Replacement Reserves | 872,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | $ 600,000 |
| **Total Funding Sources** | **$ 872,000** | **$ 100,000** | **$ 100,000** | **$ 100,000** | **$ 100,000** | **$ 100,000** | **$ 100,000** | **$ 600,000** |

| Project Costs | LTD Total | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Total 6-Year |
|---|---|---|---|---|---|---|---|---|
| **City Hall** | **224,389** | **68,000** | **75,000** | **-** | **35,000** | **130,500** | **-** | **308,500** |
| HVAC & Security Systems Control/Operation System Upgrade | 72,000 | - | - | - | - | - | - | - |
| Slurry Seal and Restripe Parking Lot | 45,000 | - | - | - | 35,000 | - | - | 35,000 |
| Public Area Carpet Replacement | - | 50,000 | - | - | - | - | - | 50,000 |
| Exterior Beam Painting | - | - | 75,000 | - | - | - | - | 75,000 |
| Boiler Repair and Replacement | - | 18,000 | - | - | - | 130,500 | - | 148,500 |
| HVAC for Computer Room | 20,000 | - | - | - | - | - | - | - |
| Interior Modifications | 57,389 | - | - | - | - | - | - | - |
| Sprinkler System in the Server Room | 30,000 | - | - | - | - | - | - | - |
| **Police Station** | **-** | **25,000** | **-** | **175,000** | **100,000** | **-** | **25,000** | **325,000** |
| Restripe Parking Lot | - | 5,000 | - | - | - | - | 25,000 | 30,000 |
| Parking Lot Gate Replacement | - | - | - | 40,000 | - | - | - | 40,000 |
| Vehicle Storage | - | - | - | - | 100,000 | - | - | 100,000 |
| Wall In Fuel Island | - | 20,000 | - | - | - | - | - | 20,000 |
| Shooting Range Equipment | - | - | - | 135,000 | - | - | - | 135,000 |
| **Sounder Station** | **-** | **-** | **25,000** | **-** | **-** | **-** | **-** | **25,000** |
| Restripe Parking Lot | - | - | 25,000 | - | - | - | - | 25,000 |
| **Parks O&M Facility** | **50,000** | **32,000** | **-** | **-** | **-** | **-** | **-** | **32,000** |
| HVAC Replacement | - | 12,000 | - | - | - | - | - | 12,000 |
| LED Lighting | - | 10,000 | - | - | - | - | - | 10,000 |
| Fuel Storage Shed | - | 10,000 | - | - | - | - | - | 10,000 |
| Pave Parks Shop Parking Area | 50,000 | - | - | - | - | - | - | - |
| **Public Works O&M Facility** | **-** | **50,000** | **-** | **-** | **-** | **-** | **30,000** | **80,000** |
| HVAC Replacement | - | - | - | - | - | - | 30,000 | 30,000 |
| Wash Facility Interior Setup | - | 50,000 | - | - | - | - | - | 50,000 |
| | **362,844** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| Various Projects Prior to 2014 | 362,844 | - | - | - | - | - | - | - |
| **Total Project Costs** | **637,233** | **175,000** | **100,000** | **175,000** | **135,000** | **130,500** | **55,000** | **770,500** |

| Project Balance | LTD Total | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Total 6-Year |
|---|---|---|---|---|---|---|---|---|
| Beginning Fund Balance | - | 234,767 | 159,767 | 159,767 | 84,767 | 49,767 | 19,267 | - |
| Ending Fund Balance | 234,767 | 159,767 | 159,767 | 84,767 | 49,767 | 19,267 | 64,267 | 64,267 |

TO: Mayor and City Councilmembers

FROM: David Bugher, Assistant City Manager, Development Services

THROUGH: John J. Caulfield, City Manager

DATE: June 27, 2016 (Study Session)

SUBJECT: Rental Housing Safety Program – Alternative Fee Proposal

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**Background:** On June 6, the City Council received information on a proposed fee-based program to fund a new rental housing safety program. Several options were presented to the City Council. These options are summarized below:

- Option 1 - Charge a base fee of $40 for the first multifamily unit, and thereafter charge $5 for each additional unit. Given the total number of estimated rental units in Lakewood, this generated $168,600. (Note: Properties subject to the rental housing safety program would not pay the $60 fee currently charged to businesses throughout Lakewood.)

- Option 2 - Base the fee on the number of rental units. A simple approach would be to divide the number of units by program costs; in this case, $175,000 divided by 13,700 units would equal a per unit fee of $12.77 or rounded up, to $13.00. Thus, the more rental units a property owner possesses, the larger the fee.

- Option 3 - Charge the general business license base fee of $60 and have no per unit charge. Total revenue generated would come to $171,600. This scenario, however, has the single family rental owner subsidizing the rental housing safety program by about 87 percent.

- Option 4 - Subsidize the entire program, but then the Council would need to move $175,000 from another General Fund account.

- Option 5 – The City reduces program services fees by not offering City inspections free of charge. In this scenario, the City would not hire a housing inspector, but instead a part-time administrative position. If a property is required to be inspected

for that year, landlords would be responsible for hiring their own private inspectors. The cost for the inspections would be market-rate.

- Option 6 – An emerging option which was not presented on June 6 was to contract out the rental inspection program. This approach could result in a different fee structure and is currently under review.

Council reviewed Options 1 through 5; there was discussion regarding charging differential fees. This memorandum has been prepared to consider such a proposal.

**Make-Up of multifamily units:** Lakewood has about 11,200 multifamily units. Staff examined the size of multifamily properties based on unit count. Table 1 lists the information. What is interesting about the data is that one-third of the multifamily rental housing stock is found in small apartments on numerous properties, and 45 percent is found on less than 30 properties with 100 or more units.

**Table 1**
**Size of Multifamily Properties Based on Units**

| Size of Existing Multifamily Projects Based on Unit Count | Total Number of Units | Percent of Total |
|---|---|---|
| 4 to 30 (278 properties) | 3,347 | 30% |
| 31 to 50 (30 properties) | 1,221 | 11% |
| 51 to 100 (21 properties) | 1,578 | 14% |
| 101 to 150 (15 properties) | 2,051 | 18% |
| 151 and above (12 properties) | 3,003 | 27% |
| **Total** | **11,200** | |

**Note:** This analysis does not include single family, duplex, & triplexes.

**Key points:** Should a large multifamily project be inspected, the inspection process is likely to be more efficient given the geographic location of so many units in the same proximity, and that number of inspections for large apartments is limited under state law. These properties would seem to enjoy an economy of scale, and thus, a modification in how fees can be collected.

**What would the structure of a fee system look like based on these key points?** First off, it is assumed that the fee system would be based on collecting $175,000 which is the base amount to run the program.

The second assumption is that there would be a base fee for the first rental unit and a lesser fee for each unit thereafter. This type of fee system is uniform in all of the rental inspection programs of other communities which staff reviewed. In this exercise, staff maintained the $40 base fee for the first rental unit.

Next, staff evaluated different scenarios. What seemed to work best was to charge a higher fee, $8 per unit, for apartment properties of less than 100 units, and a lower fee, $3 per unit,

for apartment properties of greater than 100 units. Table 2 shows the results; additionally, Table 2 compares the flat fee of $5 per unit which was the earlier recommendation.

**TABLE 2**
**Fees Comparison - Flat Fee/Unit versus Graduated/Unit Charge**

| | | ***Earlier Recommendation*** | | ***Graduated Charge*** | |
|---|---|---|---|---|---|
| | Units | Base Fee at $40 1st Unit | $5 Charge/ Unit After 1st Unit | $8 Charge/ Unit After 1st Unit & < 100 Units | $3 Charge/ Unit After 1st Unit & > 100 Units |
| Total Multifamily | 11,200 | **$14,400** | **$54,200** | **$46,512** | **$15,078** |
| Total Single Family | 2,500 | **$100,000** | $0 | $0 | $0 |
| | | | | | |
| **Total All Fees** | | | **$168,600** | | **$175,990** |

**Notes:**

- To arrive at $168,600, add the base fee of $14,400, plus the single family fee at $100,000, plus $5/unit charge.
- To arrive at $175,990, add the base fee of $14,400, plus the single family fee at $100,000, plus the $8 and $3/unit charges.

**Findings:** It is possible to use a graduated fee system without undermining basic financial assumptions. Generally, this proposal improves the level of equity by recognizing that larger multifamily complexes enjoy an economy of scale not found with smaller, rental properties located in Lakewood.

**Next Steps:**

July 5, the Council will be conducting a public hearing on the rental housing safety program.

July 18, the Council will consider whether or not it wants to adopt a rental housing ordinance.

On that same evening, if the Council chooses to move forward with a rental housing ordinance, then a resolution to establish a fee schedule for the program would be submitted for review and consideration.